PROJECT MANAGEMENT TRAINING PROGRAM

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This document outlines a program of recommended training for individuals who manage or participate in IT projects.

Table of Contents

[Introduction 2](#_Toc492386473)

[Program Goals 2](#_Toc492386474)

[Objectives 2](#_Toc492386475)

[Project Management Roles and Levels 2](#_Toc492386476)

[ITC Project Management Roles 2](#_Toc492386477)

[Proposed Training Program 2](#_Toc492386478)

[Projects in ITC 2](#_Toc492386479)

[Managing Projects 2](#_Toc492386480)

[Project Management Overview 2](#_Toc492386481)

[Project Management Essentials 2](#_Toc492386482)

[Project Management Coaching 2](#_Toc492386483)

[Agile Project Management 2](#_Toc492386484)

[Project Management Topical Sessions 2](#_Toc492386485)

[Project Management Certifications 2](#_Toc492386486)

[Recommended Training by Role Chart 2](#_Toc492386487)

[Program Implementation 2](#_Toc492386488)

[Employee Onboarding 2](#_Toc492386489)

[Employee Performance Management 2](#_Toc492386490)

[Program Cost 2](#_Toc492386491)

[Program Administration 2](#_Toc492386492)

# Introduction

It is well-documented that the use of project management practices is a key factor for successful projects. Since a significant amount of ITC’s work is delivered through projects, we believe that project management is a key skill for all ITC staff members; even if you don’t manage projects, you need to why project management makes a difference and understand how we manage project in ITC.

However, the level of project management skills and knowledge, and project responsibility, vary greatly within ITC. We must develop our expertise across the organization so that more people are able to lead projects, which will allow us to be more responsive, agile and effective in meeting our clients’ needs.

The Project Management Training Program is designed with the understanding that there are different learning needs and levels of project responsibility in our organization. It presents a menu approach to training so that individuals can develop their project management skills and knowledge in a way that matches their project role, learning style and current level of expertise.

# Program Goals

* To improve project success by developing project management expertise within ITC through project management training.
* To foster a project management culture in ITC by promoting project management training for all levels of project involvement.

# Objectives

* Develop and provide a quality project management training curriculum that is relevant to the different project roles in ITC.
* Incorporate project management training as part of the ITC employee onboarding and performance management processes.

# Project Management Roles and Levels

Individuals have different levels of skill, knowledge and experience with project management. Additionally, their project roles and responsibilities in different initiatives may vary from project team member to project manager. The ITC Project Management Training Program is designed to fit the needs of individuals based upon their project management role and level of experience.

## ITC Project Management Roles

* **ITC Staff Member**: Participates as a member of project teams to perform project work.  
  Learning Needs: *How projects are managed in ITC, project terminology, project team roles and responsibilities*
* **Project Team Lead**: Participates as a member of the project leadership team to support project planning efforts, coordinates a subset of project activities for a group of project team members, and participates in project decisions.  
  Learning Needs: *How projects are managed in ITC; project team roles and responsibilities; project planning activities; project task management*
* **Project Manager**: Participates as a member of the project leadership team to oversee the planning and execution of project activities to meet project objectives.  
  Learning Needs: *How projects are managed in ITC; project team roles and responsibilities; project management processes and knowledge areas; working with the project sponsor*

Recommended Project Management Training

## Projects in ITC

This is an in-person, group course delivered by the PPMO for all ITC staff. The purpose of this course to develop a common understanding and language about ITC projects and how they are managed.

This classroom-based course will cover project basics such as the project life cycle, project team structures, roles and responsibilities, project activities (e.g., planning, discovery, testing) and methodologies (e.g., waterfall, agile, hybrid); and ITC project specifics, such as ITC project management terminology, types of ITC projects, IT project governance, supported project management tools, and the ITC project portfolio management process. This course will be supported by a Canvas organization site.

Course time: 2-3 hours  
Course cost: Free

Intended Role: All ITC Staff (mandatory for all new staff)

## Managing Projects

We strongly recommend that all ITC staff who lead or manage projects have more in-depth training to build their project management knowledge and skills. There are different levels of training and support available to meet the learning needs of the individual.

### Project Management Overview

Lynda.com course: [Project Management Fundamentals: Getting to Know Project Management](https://www.lynda.com/Project-tutorials/Project-Management-Fundamentals/424947-2.html)

For individuals who are project team leads or just want to learn more about project management basics on their own.

Course time: 3 hours, 20 minutes  
Cost: Free

Intended Role: Project Team Leads

### Project Management Essentials

PMI course: [Essentials of Project Management](http://learning.pmi.org/course-detail.php?courseID=539)

Develop a comprehensive understanding of project management processes, based upon industry standard practices. This online course by PMI includes exercises, terms, and provides the contact hours needed to sit for the CAPM exam – Certified Associate Project Manager.

Course time: 23 hours  
Cost: $400

Intended Role: Project Team Leads, Project Managers

### Project Management Coaching

A senior ITC project manager may be requested and assigned to provide project management guidance and support to new project managers in a coaching role. The project manager and coach will meet on a regular basis to review project plans, progress, issues, risks and deliverables, to support the project manager’s success.

Cost: Free

Intended role: New Project Team Leads, new Project Managers

### Agile Project Management

PMI course: [The Complete Agile Project Manager](http://learning.pmi.org/course-detail.php?courseID=264)

In this online, 9-course series, learn how to adopt an agile approach to managing projects. Course content covers agile project management essentials, an overview of agile methodologies, agile planning, monitoring iterations on an agile project, leading an agile team, managing stakeholder engagement on an agile project, and ensuring delivery of value and quality in agile projects.

Course time: 17.5 hours  
Cost: $372

Intended Role: Project Managers

### Project Management Topical Sessions

Once a quarter, the PPMO will host a one-day, onsite, group training session with an internal or external expert to cover a project management-related topic such as agile techniques, business analysis concepts, requirements gathering approaches, etc. Participants will be nominated by the ITC management group and can include individuals outside of ITC.

Specific topics will include:

* Scrum Framework
* Kanban Methodology
* Business Analysis

Course time: 6 hours  
Cost: Free

Intended Role: Project Managers, Project Leads

## Project Management Certifications

For project managers who want to take their project management training to the next level, there are several project management certification programs, available in online and 1-week, in-person formats, through NERCOMP, PMI and corporate education providers. These types of programs require supervisor’s and budget approval. Some PM programs prepare one to sit for the CAPM or PMP exam, which is a separate activity and cost. Here are some suggested project management certification programs:

NERCOMP: [Certified Associate Project Manager (CAPM)](http://nercomp.org/forms/meeting/Microsite/CAPM_CT1017) Certification Preparation NERCOMP: [Project Management Professional (PMP)](http://nercomp.org/forms/meeting/Microsite/PMP_ma112017) Certification Preparation  
Villanova University: [Project Management Certificate](https://www.villanovau.com/lp/project-mgmt/career/project-management_1502/?campaignid=70161000001CmHf&vid=2110311&utm_source=bing&utm_medium=cpc&utm_campaign=ORI-%20PM%20-%20%5B70161000001CmHf%5D&utm_term=project%20management%20certification%20program&utm_content=Project%20Management%20Certification) Certification Preparation

Course time: Approximately 1 week  
Course cost: $1,600-$2,000

Intended role: Project Managers

## Recommended Project Management Training by Role

| **Training Course** | **ITC Staff Member** | **Project**  **Team Lead** | **Project Manager** |
| --- | --- | --- | --- |
| **Projects in ITC Course**  (2-3 hrs, in-person) | ✓ | ✓ | ✓ |
| **Project Management Overview**  (3.5 hrs, online) | Optional | ✓ | Optional |
| **Project Management**  **Essentials**  (23 hrs, online, $) | N/A | ✓ | ✓ |
| **Project Management Coaching**  (as assigned) | N/A | ✓ (new to role) | ✓ (new to role) |
| **Agile Project Management**  (17.5 hrs, online, $) | N/A | ✓ | ✓ |
| **PM Topical Sessions** (6-7 hrs, in-person) | ✓  (optional) | ✓ | ✓ |
| **PM Certification Programs**  (1-week, in-person or online, $$) | N/A | ✓  (optional) | ✓  (optional) |

# Program Implementation

The project management training curriculum will be available to all ITC staff members. The Projects in ITC course will be initially scheduled for all ITC staff, then on a semi-annual basis, or as needed, for a group of three or more individuals. This course may also be attended by individuals outside of ITC to learn how we manage projects.

Additionally, the project management training curriculum will be incorporated into the employee onboarding and performance management processes, as described below.

## Employee Onboarding

To provide opportunities for new employees to become familiar with ITC project practices at Dartmouth, the PPMO will work with ITC managers to incorporate the appropriate parts of the project management training curriculum into their new employee onboarding procedures. The *Projects in ITC* course will be mandatory for all new ITC staff members.

The PPMO will also coordinate with Project Managers to offer the appropriate project management training to project team members when new project teams are assembled at the beginning of a project; this could include individuals outside of ITC.

## Employee Performance Management

To ensure that ITC staff have the appropriate training for their project roles, the PPMO will work with ITC managers to encourage the appropriate project management training for their staff members through the employee performance management process. Managers should include project management training in each employee’s annual professional development goals, as needed and appropriate.

# Program Cost

There is no incremental cost for PPMO-provided and Lynda.com courses, such as the Projects in ITC and Project Management Overview courses, and the Project Management Coaching service.

Fees for the online Project Management Fundamentals and Agile Project Management courses require supervisory approval and will be paid from the ITC professional development budget.

Fees for project management certification preparation courses and exams require supervisory and budget approval in advance of registration.

Fees for the one-day topical sessions will be budgeted and paid for by the PPMO.

# Program Administration

The PPMO will administer the project management training program and coordinate training opportunities with ITC managers. This includes scheduling, coordinating and/or delivering the in-person training and keeping track of course attendance.