

April 16, 2007

Project Management Training Resources

This document is presented as an aid to implementing the Commissioner of Reclamation's December 22, 2006 memorandum on Project Management (PM). The memorandum directed the implementation of seven actions to improve PM in Reclamation. This document focuses on training.

The attached material is meant to be used as a starting place or a guide for finding basic training for Reclamation employees and management in the disciplines of project and program management. It is organized into four sections: Recommended Training Vendors, Primary Source Books, Certifications of Project/Program Managers, Reclamation Web Pages Geared Towards PM. As of April 16, 2007, there are 762 Project Management Institute (PMI) registered education providers and many more other providers. Because each provider offers multiple courses, it would be difficult to sort through all of this material to find basic PM training. Thus, this document is provided as a starting point.

The sources were listed based on their compatibility with federal government work (presenting the training in Federal government terms), their foundation in the *PMI Guide to the Project Management Body of Knowledge*, their status as a primary source material on which other training and materials are based, and/or their long standing acceptance and use by the project management community.

Because the information is time sensitive, sources of all of the listings below are provided so the latest information can be obtained. The attached material consists of recommended sources of overall comprehensive general training. Specialty classes were not listed, but are available through the sources listed or other sources.

Contact David Palumbo, 702-293-8131, Lauren Carly, 530-934-1321, or Rick Ehat, 970-259-1110 for more information.

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Project Management Training Sources

Source	Title	Focus (E) PMP® Exam ¹ (S) PM Skills ²	Locations	Duration (Days)	Costs	PMI ® REP*	Delivery Method (E) Electronic (On) Onsite (Off) Offsite	Web Address	Notes
DOI University	The Master's Certificate Program in Project Management	E, S	Washington, DC; Denver, CO	25, Nonconsecutive	\$5,320		Off	http://www.doiu.nbc.gov/pmmcp.html	Multiple modules (Overview, Schedule & Cost, Risk, Quality, Leadership & Communications, Applications) geared towards the master's certificate program.
DOI University	Managing Projects	S	Washington, DC; Denver, CO	3	\$760		Off	http://www.doiu.nbc.gov/pmmcp.html	This course is the introduction course for the DOI master's certificate program.
OPM Management Development Centers	Project Management Principles: First course in a curriculum designed to cover the project management discipline.	S	Aurora, CO	5	\$2,995 see notes	N	Off or On	http://www.leadership.gov/Programs/Specialized-Skills/PM/Indexes.aspx	\$2,995 includes tuition, material, meals and lodging

¹ Training geared towards the student passing an exam to receive a certification. See below for more information on certifications.

² Training providing project/program management skills, but not specifically geared towards passing a certification exam.

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Source	Title	Focus (E) PMP® Exam (S) PM Skills	Locations	Duration (Days)	Costs	PMI ® REP*	Delivery Method (E) Electronic (On) Onsite (Off) Offsite	Web Address	Notes
PMI	Project Management: Competencies and Structure including an Introduction to PMI's A Guide to the Project Management Body of Knowledge (PMBOK® Guide)	S	Multiple	5	\$2,400	Y	Off	http://www.pmi.org/prod/groups/public/document/s/info/pdc_sw_td_pmbok07.asp	This is PMI "SeminarsWorld" Class that covers the planning, initiating, monitoring and controlling, and closing phases of project management and covers the nine project management knowledge areas.
PMI	Project Management for Executives			2		Y	Off	http://www.pmi.org/prod/groups/public/document/s/info/pdc_sw_tdxecs07.asp	This is PMI "SeminarsWorld" Class

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RMC	PMP® Exam Prep Course	S	Multiple	2	\$1,250	Y	Off	http://www.rmcproject.com/	Appears to be the most popular exam preparation course. One of the oldest courses. Many supplemental materials are available through RMC.
ESI International	Master's Certificate in Project Management	E, S			\$13,615		E, On	http://www.esi-intl.com/public/classroom/training/pmc.asp	The Project Management Curriculum consists of seven core courses that together address all project management domains found in the PMBOK® Guide. Recommended by the Reclamation IT PM web site.
ESI International	Managing Projects	S	Multiple	3	\$1,950		E, On, Off	http://www.esi-intl.com/register/course.asp?coursecode=PMC-DJ4	Addresses fundamentals of project management. Recommended by the Reclamation IT PM web site.

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Source	Title	Focus (E) PMP® Exam (S) PM Skills	Locations	Duration (Days)	Costs	PMI ® REP*	Delivery Method (E) Electronic (On) Onsite (Off) Offsite	Web Address	Notes
ESI International	PMP® Exam Power Prep	E	Multiple	5	\$2,295		E, On, Off	http://www.esi-intl.com/register/course.asp?coursecode=PMC-DJ4	Recommended by the Reclamation IT PM web site.
ESI International	Program Management	E	Multiple	3	\$1,995		E, On, Off	http://www.esi-intl.com/register/course.asp?coursecode=PMC-DJ4	For people who manage multiple projects - a portfolio. Recommended by the Reclamation IT PM web site.
TSC	Project Management	S	TSC	Self paced			E, On, Off		Geared towards employees working at the Technical Service Center.

* PMI® REP is Registered Education Provider. For a complete listing of REP, see the following web site link: http://tel.occe.ou.edu/cgi-bin/PMI_Provider/repsearch.cgi. As of April 13, 2007, there are 762 PMI registered education providers on the list.

Project Management Institute (PMI®) Certifications

Certified Associate in Project Management (CAPM®)

CAPM candidates must first meet specific educational and project management related experience requirements and then pass a comprehensive 150 question computer-based examination.

Eligibility Criteria

Educational Background	Project Management Experience	Project Management Education
High school diploma or equivalent	1,500 hours of work on a project team	23 hours of formal education

http://www.pmi.org/prod/groups/public/documents/info/PDC_CAPM.asp

Project Management Professional (PMP®)

To be eligible for a PMP Credential, you must first meet specific educational and project management experience requirements and agree to adhere to a code of professional conduct. The final step to becoming a PMP is passing a rigorous multiple-choice examination designed to objectively assess and measure your ability to apply project management knowledge in the following six domains: initiating the project, planning the project, executing the project, monitoring and controlling the project, closing the project, and professional and social responsibility.

Eligibility Criteria

Educational Background	Project Management Experience	Project Management Education
High school diploma or equivalent*	7,500 hours in a position of responsibility leading and directing specific tasks** and 60 months of project management experience	35 hours
*Applicants who hold a baccalaureate degree (or equivalent) are only required to have 4,500 hours leading and directing specific tasks and 36 months of project management experience.		
**Specific tasks are identified in the PMP examination specification within eight years from the date of application.		

http://www.pmi.org/prod/groups/public/documents/info/PDC_PMP.asp

Program Management Professional (PgMPSM)

Candidates pursuing the new credential must meet specific eligibility requirements and agree to adhere to a code of professional conduct. Candidates' competence will be evaluated through a sequence of assessments:

1. The initial assessment of competence occurs through the application process. Prior to a candidate becoming eligible to pursue this credential they will be evaluated through an extensive application process including review of education by PMI staff and review of professional work experience by a panel of program managers.
2. The next step of competence assessment occurs with the multiple-choice exam in which candidates will be called upon to demonstrate their ability to apply their knowledge to a variety of situational or scenario-based questions.
3. The last competence assessment occurs through a multi-rater assessment in which a team of raters that the candidate selects will evaluate the candidate's competence in a work environment to perform germane tasks of a program manager as defined through the examination specification.

Eligibility Criteria

1. With Baccalaureate Degree or the Global Equivalent

Over the last 15 consecutive years, candidate must have at least:

Four years of project management experience
And
Four years of program management experience

2. Without Baccalaureate Degree or the Global Equivalent

Over the last 15 consecutive years, candidate must have at least:

Four years of project management experience
And
Seven years of program management experience

http://www.pmi.org/prod/groups/public/documents/info/PDC_PgMP.asp

Project Management Texts (Primary)

1. A guide to the Project management Body of Knowledge, 3rd Edition (BMBOK Guide) Paperback or CD-ROM

Published by PMI®

\$50

<http://www.pmibookstore.org/PMIBookStore/index.aspx>

2. The Standard for Program Management

Published by PMI®

\$47

<http://www.pmibookstore.org/PMIBookStore/index.aspx>

Reclamation Web Sites Focused on Project Management

Information Technology Portfolio Management Intranet Home Page:

<http://intra.usbr.gov/USBRIT/PortMgmt/index.html>

“The primary objective of the site is to provide information on Reclamation’s information technology (IT) portfolio management principles and resources for managing IT systems, projects, and programs in a well-disciplined and standard manner to optimize successful outcomes and cost efficiencies. This site is organized into (3) main sections, which are described below.”

[Plan of Action & Milestones \(POA&M\)](#) – This section provides information on POA&M reporting requirements, instructions, memoranda, and other guidance established by the OMB, Department, and Reclamation. It also provides IT project management teams with useful tools and templates to comply with POA&M reporting requirements and guidance.

[Portfolio Management Principles and Practices](#) – This section provides the basics or an overview of IT portfolio management requirements and key concepts, principles, and practices, including a general description of key legislation and federal requirements related to portfolio management; Reclamation’s portfolio management policy with definitions of key terms and concepts; and, selected portfolio management articles and other interesting studies (This section is still under development).

[Portfolio Management Structure](#) - This section provides information on Chief Information Officer’s Council; IT portfolio management structure, which provides a description of Reclamation IT portfolio roles and responsibilities; Reclamation IT Portfolio Responsibility Matrix with information on IT systems and project team members; and Interior IT Responsibility Matrix with information on Reclamation officials supporting department-wide initiatives.

[Portfolio Management Tools](#) - This section provides information on Reclamation’s IT portfolio management plan and tools, such as the IT e-Government Strategic Plan; an IT Portfolio Activity Tracker to better understand key organizational activities underway and points of contact; IT Portfolio Performance Scorecards; IT Project Management Handbook; and other key resources to assist programs and projects with organizational portfolio management practices employed by the bureau. (This section is still under development and may be revised to better support organizational project management requirements.)

[Project Management](#) - This section provides information on Reclamation IT project management documents and tools based on standards prescribed by the Project Management Institute. These templates provide users with suggestions on completing project management documents. While effort has been made to provide examples, project managers have the latitude of making changes to the documents as needed. The templates will be revised and updated on a periodic basis and project managers are encouraged to provide feedback and suggestions regarding the documents. Project managers also are encouraged to provide real examples of project management documents, which will be added to the site in the near future. Plans also are to update Reclamation’s IT Project Management Handbook to better address changes in departmental guidance.

Technical Service Center's Project Management Web Page:

http://intra.do.usbr.gov/tsc_pm/

TSC Strategic Plan Goal No. 3-- Superior Product Delivery

The Technical Service Center (TSC) Strategic Plan defines the following Project Management strategic actions:

- Include a standardized Project Management Plan in service agreements for all large or complex jobs.
- Incorporate the requirement for Earned Value Management into project plans and tracking tools.
- Revise the *TSC Operating Guidelines* and *TSC Project Management for Team Leaders, Best Practices for Best Results* (Best Practices).
- Make standardized project management training available to all TSC employees.
- Hold managers accountable for ensuring team leaders follow project plans and the Best Practices.

TSC Project Management Initiative Statement

I believe that delivering a quality project, on-schedule and on-budget, is the definition of great customer service!

We must improve the schedule and budget management of our products, while maintaining the world class quality of science and engineering for which we are known.

Thank you for your support to ensure the success of this initiative. Great customer service requires sound Project Management and the commitment of every one of us.


Director, Technical Service Center

[Abbreviations & Acronyms](#)

[Lessons Learned](#)

[Links](#)

[Site Map & Quick List Search](#)

[Team Leader Forums](#)

[Templates, Forms, & Examples](#)

[Training](#)

[TSC PM Steering Committee](#)

Policy for Large or Complex Projects

The TSC has adopted a policy requiring that all projects meeting the following criteria use a standardized PMP and EVM:

- With 300 or more staff days and two or more groups
- At client's request or policy (e.g., Dam Safety Office)
- At the request of TSC management