

## **PMBP Curriculum Project Information Paper**

**What is the PMBP Curriculum project?** The PMBP Curriculum project involves the development of structured coursework for nurturing the project management business process (PMBP) within the Corps of Engineers.

**What is its purpose?** The purpose of the project is to guide the individual and the organization in the progressive development of understanding and skills needed to work successfully in the PMBP environment.

**Why are we developing a curriculum?** The shift to the PMBP as our key business process has been evolving for several years within our organization. Adoption of the PMBP has occurred at varying degrees and rates throughout USACE. With increasing need in our organization to operate as One Corps, regionally as well as nationally, there is increasing need for all of us to be operating consistently and from the "same sheet of music". In this way we can best leverage our resources, make available our capability, and continue to provide value-added service to the Nation and the Army.

The PMBP curriculum will help us establish corporate consistency in the way we approach our work and our customers, in our communications, in our processes, and in what we value - our beliefs and attitudes. This will facilitate our doing work together and provide a common environment that will increase efficiency and our responsiveness to the nation, our customers and to each other. The PMBP curriculum will assist us in remaining focused on results based on common goals and thus, in providing better service. By fostering teamwork, the curriculum will also help us to understand what is expected of us, to develop skills to be successful in a team environment and to experience the synergy that offers each of us new opportunities to contribute and to grow. This has benefits to us as individuals, to our teams, to our organization and to the public that we serve.

**What is the curriculum's focus?** Key to the success of the PMBP is a workplace environment that enables effective teamwork. The PMBP

curriculum is focused on the development of the team culture that is the heart of the PMBP.

**Who does this curriculum apply to?** This curriculum applies to every member of the Corps of Engineers. It is based on the philosophy that everything we do can be considered a project and every employee is a team member.

**What is different about this curriculum?** Unlike traditional classroom training, this curriculum is designed to role model the teamwork that is the fundamental cornerstone of the PMBP. Implementation of the PMBP curriculum occurs onsite and is based on how adults learn. This learning method recognizes and makes use of the fact that each of us brings experience and knowledge to the team and we all have something to share and to learn from each other. The curriculum design provides a forum for accessing that sharing and role models an approach that is a critical part of how highly effective teams perform.

**What does the curriculum involve?** The PMBP curriculum involves self-paced learning via CD-ROM and the Internet, small group discussions, mentoring and coaching, and formal classroom training as needed. These are summarized below:

- **Self-Study.** Self-Study consists of a series of modules available on CD-ROM and links to PMBP web content on the Internet.
- **Small Group Discussion.** Small Group Discussion serves as the backbone of the PMBP Curriculum implementation by using team dialogues to reinforce key learning points from the self-study. Small Group Discussion Guides will be developed for use as a tool for facilitators in guiding these discussions. Facilitators will receive training on basic facilitation skills. An orientation program for facilitators will provide specifics on supporting the PMBP.
- **Mentoring and Coaching.** Mentoring and Coaching serve as continual and critical forms of support throughout implementation of the PMBP Curriculum. Mentoring and Coaching provide teams and individual members with insights about expectations, success criteria, and immediate expert assistance with a problem or situation. Mentors from senior leadership in Headquarters and in each District and Division

throughout the Corps will complete a web-based mentoring training program.

- **Formal Training Program.** As Corps members progress through the curriculum, they may identify additional specific training needs to enhance their success in the PMBP environment. Although this project does not intend to develop formal courses, it will identify a variety of existing sources to refer to for additional training.

### What are the actual subjects being taught by this curriculum?

The curriculum includes the following courses:

<p><b>Course 1: Why PMBP?</b></p> <ul style="list-style-type: none"> <li>▪ Module 1: The Strategic Vision</li> <li>▪ Module 2: PMBP Defined</li> <li>▪ Module 3: Why PMBP and Me?</li> <li>▪ Module 4: So What?</li> </ul>	<p><b>Course 5: Quality &amp; the PDT</b></p> <ul style="list-style-type: none"> <li>▪ Module 1: The Essence of the PDT</li> <li>▪ Module 2: Building Quality through PDT Success</li> <li>▪ Module 3: So What?</li> </ul>
<p><b>Course 2: Teams and Me</b></p> <ul style="list-style-type: none"> <li>▪ Module 1: Team Development</li> <li>▪ Module 2: Team Maintenance</li> <li>▪ Module 3: Leadership</li> <li>▪ Module 4: So What?</li> </ul>	<p><b>Course 6: Working in the PDT</b></p> <ul style="list-style-type: none"> <li>▪ Module 1: Understanding the CBP</li> <li>▪ Module 2: BP and Projects</li> <li>▪ Module 3: BP and Programs</li> <li>▪ Module 4: BP Tools</li> <li>▪ Module 5: Mission Processes</li> <li>▪ Module 6: So What?</li> </ul>
<p><b>Course 3: Public Service and Me</b></p> <ul style="list-style-type: none"> <li>▪ Module 1: Who We Serve</li> <li>▪ Module 2: Building Synergistic Relationships</li> <li>▪ Module 3: Involving the Customer</li> <li>▪ Module 4: So What?</li> </ul>	<p><b>Course 7: Success, the PDT and Me</b></p> <ul style="list-style-type: none"> <li>▪ Module 1: PDT Success</li> <li>▪ Module 2: Your contribution</li> <li>▪ Module 3: Reinforcing success</li> <li>▪ Module 4: So What?</li> </ul>
<p><b>Course 4: Organization, Teams &amp; Me</b></p> <ul style="list-style-type: none"> <li>▪ Module 1: USACE/Project Teams Relationships</li> <li>▪ Module 2: Management Responsibilities</li> <li>▪ Module 3: So What?</li> </ul>	<p><b>Course 8: Your Call to Action</b></p> <ul style="list-style-type: none"> <li>• Summary of key learning points</li> <li>• Testimonials from people and customers throughout the Corps regarding the PMBP</li> <li>• Closing reinforcing video of General Flowers</li> </ul>

**Who is creating this curriculum?** The curriculum is being developed by a Corps-wide team of subject matter experts from within each Corps Division and Headquarters with support from the Professional Development Support Center and contractors.

**How does this project relate to other PMBP initiatives ongoing in the Corps?** All PMs for the initiatives are working together to develop an integrated implementation and communication strategy. Specifically, the PMBP curriculum and the BP/P2 teams are including the appropriate training for the business processes and P2 as part of the curriculum. Additionally, the curriculum integrates the Strategic Vision and the USACE Business Process regulation.

**What is the schedule for the curriculum?** The curriculum courses are being made available according to the following schedule:

<u>Course</u>	<u>Delivery Schedule</u>
Introduction/1-Why PMBP?	April - June 02
2-Teams and Me	August 02
3-Public Service & Me	August 02
4-Organization, Teams & Me	October 02
5-Quality & the PDT	October 02
6-Working in the PDT (Modules 1&2)	February 03
6-Working in the PDT (Modules 3-6)	2-4Q FY03
7-Success, the PDT & Me	4Q FY03
8-The Call to Action	4Q FY03

**Deliverables to each MSC/Center/ERDC will include:** Self-study CDs and a Deployment Kit, including a Facilitators Guide for small group discussions. Additionally, facilitators' training was made available in each MSC in the third quarter of FY 02. Mentoring training is available on-line via the curriculum website.

**What is my role in this curriculum?** Some of you have served as SMEs in the development of the curriculum. Others of you are facilitator instructors or have been trained to be facilitators of small group

discussions. Many of you will be sponsors working with the facilitators for success of the small group discussions. Still others of you will be mentors to serve the organization in a reinforcing role for the PMBP. An online mentoring course is available for you through the curriculum web site. Many of you will find that you serve informally as coaches on the teams that you participate on, helping to integrate the PMBP principles that you are learning into your work on Project Delivery Teams. All of you are expected to be active participants in viewing the disks and in the small group discussions. Each of us plays an important role in ensuring the success of the PMBP. Feedback is welcome, as are good ideas for sharing with others in the Corps via the PMBP lessons learned forum available on the PMBP Portal or by contacting the PMBP Curriculum Team via the curriculum web site.

**Who can I contact for more information?** Contact Karen Northup, Project Manager, at (206) 764-3310 or via email.