

PMBP Curriculum Briefing

US Army Corps
of Engineers



Chief's Vision Timeline

Year 1

- Re-establish Relationships with the Administration, Congress, & the Public
- Empower the Workforce

Year 2

- Process Improvements
 - ◆ PMBP
 - ◆ Strategic Planning
- People Issues
- Encourage Emphasis on Training

Year 3

- Consolidate Gains
- Consideration of Senior Leader Moves
- Set up the 51st Chief for Success

Year 4

- Transition to New Chief
- Continue to Have Fun

USACE Vision Goal: Process

"Use the PMBP to operate as One Corps regionally delivering quality goods and services "

Process

ives:

- Practice Project Management at all levels
- One Corps, operating regionally and globally
- Synergy between economic objectives and the environment



What is the PMBP Curriculum?

Consists of an Introduction and 8 courses designed to progressively develop skills and understanding necessary to be a successful team member in the PMBP work environment

Curriculum Components

- CD-ROM Self Study
- Facilitated Small Group Discussion
- Mentoring and Coaching
- Formal Training Resource

Project Management Business Process (PMBP) Curriculum

PROJECT MANAGEMENT BUSINESS PROCESS (PMBP) INTRODUCTION AND TOUR GUIDE

PMBP COURSES

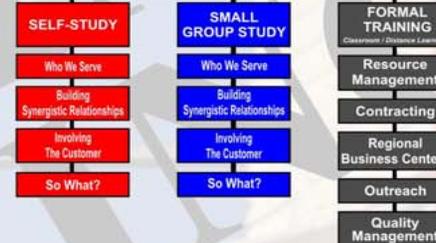
WHY PMBP?



TEAMS AND ME



PUBLIC SERVICE AND ME



THE ORGANIZATION, TEAMS, AND ME



QUALITY AND THE PROJECT DELIVERY TEAM



Working In The PDT



SUCCESS, THE PDT, AND ME



YOUR CALL TO ACTION

What are the curriculum's objectives?

- ◆ Ensure a shared understanding of the PMBP for everyone in the organization
- ◆ Lead the culture change - the "Why"; establish the PMBP context
- ◆ Develop team skills and behaviors
- ◆ Advance organizational learning
- ◆ Teach processes and tools that support the PMBP

Who developed the curriculum?

- HQUSACE Sponsor representation
- USACE MSC representation
- Additional subject matter experts from throughout the Corps Districts, Centers & Labs
- Contractors and support from PDSC
- Team took a broad organizational perspective versus a functional perspective

Change Model Used

Culture change leads process change

- Curriculum addresses the capabilities the organization needs to have for success in team environment
- Translates capabilities to desired behaviors
- Reinforces behaviors thru program of self-study, dialogue & mentoring; formal training as needed
- Uses a systems approach - culture (PMBP doctrine), structure (matrix team), processes (BP/P2 and people systems, such as awards and evaluation- METL/Capable workforce/IDPs)

Goal: Engage the Individual Help to answer the questions

- What's in it for me?
- How do I fit in?
- How can I contribute?
- What opportunities do I have?

Focus on individual's success as a team member in the PMBP environment

How?

- Curriculum uses the adult learning approach
 - ◆ Participants have much to contribute
 - ◆ Facilitators; sponsors; mentors and coaches versus “teachers”
- Employs multiple methods to appeal to different learning styles
- Occurs onsite, where we work, for immediate application to what we do everyday

What are the courses about?

- Introduction: Overview of curriculum; Chief's video; navigation tour guide
- Why PMBP? PMBP culture; need for; expectations; PMBP defined; ER 5-1-11; Strategic Vision
- Teams and Me Basics of working in a team environment - internal focus
- Public Service and Me Value of public service; Corps missions - external focus on customer/stakeholders as team members

What are the courses about?

- The Organization, Teams and Me: How organization structure, roles, and relationships are changing to support PMBP- importance of vertical and horizontal teams
- Quality and the Project Delivery Team (PDT): Role of quality in the PDTs; defines quality and quality parameters; identifies quality processes.

What are the courses about?

- Working in the PDT: Importance of business processes, reviews project phases and teaches business processes and P2
- Success, the PDT and Me: Human resources systems and organizational competencies that must be in place for success of the PMBP
- Your Call to Action: Summary of key learning points; presents testimonials through the Corps about the PMBP and the curriculum

Will I be required to take all courses?

- Depends on your organization's assessment of needs
- Some courses recommended for everyone (Why PMBP?; Teams and Me; Public Service and Me; Your Call to Action)
- Others dependent on your role as a team member in your organization
- A matrix guide is provided in deployment kit and on the web-site (FAQs)/ PMBP Portal

How much time will be required to take these courses?

- Varies depending on:
 - each individual's pace in completing the self-study
 - how your organization does the small-group discussion sessions
- Guide provided on web-site (FAQs)/PMBP Portal and in deployment kit
- There is a lot of flexibility depending on your organization's assessment and needed focus

How much time will be required to take these courses?

Guideline: CD & Small Group Discussion

Introduction	45 minutes
Why PMBP?	5 hours
Teams and Me	5 hours
Public Service and Me	5 hours
Organization, PDT and Me	5 hours
Quality, PDT, and Me	5 hours
Working in the PDT	Varies to 50+ hrs
Success, Teams and Me	5 hours
Your Call to Action	2 hours

What does the curriculum cost?

- Curriculum materials provided at no charge
- Your cost will be:
 - Labor and time to participate in the curriculum.
 - Additional training that may be needed to support P2
 - Participation of staff for facilitation training and subsequent facilitation of small group discussions.
- Up front cost is an investment for your future

What is the curriculum delivery schedule?

<u>Course</u>	<u>Delivery Date</u>
Introduction/1-Why PMBP?	Apr-Jun 02
2-Teams and Me	Aug 02
3-Public Service & Me	Aug 02
4-Organization, Teams & Me	Oct 02
5-Quality & the PDT	Oct 02
6-Working in the PDT (1&2)	2QFY03
6-Working in the PDT (3-6)	2-4QFY03
7-Success, the PDT & Me	4QFY03
8-Your Call to Action	4QFY03

What about the PMBP Curriculum facilitators and mentors?

- Facilitator instructors were trained in Mar 02.
- Regional training workshops were held to teach facilitators throughout the Corps in facilitating small group discussion (May - August 02).
- Online PMBP mentoring training is provided through the curriculum web-site.
- A kick-off Small Group Discussion with the Chief and the MSC Commanders was held in March. Video available to serve as teaching aid.

KEY DEFINITIONS TO REMEMBER

PMBP SMALL GROUP DISCUSSION ROLES

- **Facilitator** : Primary role is to manage the process of the SGD - to ensure the goals are met (the focus of this workshop)
- **Sponsor**: Member of management; a project manager; or other position of influence that works with the facilitator to ensure success of the SGD
- **Participants**: Active team members in the discussions of the SGD; can be a functional group; an established PDT; or a cross-functional group established for the purpose of the SGD. Expectations: Participate; keep an open mind
- **Mentors**: Identified members of your organization that are "go to" people to clarify understanding of the PMBP; remove obstacles; give advice. Their key role is reinforcement of what you are learning. May be thought of as "**Organizational Mentors**"
- **Coaches**: Those in your organization that may directly work with teams to help integrate the PMBP principles. May include any of the above or others. May be one of your coworkers or team members.

Small Group Discussion Example

Why PMBP? Module 1: The Vision -

Questions provided as part of course

- Why does the nation need the Corps?
- What's changed to motivate a different way of doing business in the Corps?
- Why did the Corps implement the PMBP as our way of doing business?
- What can my team do to implement the PMBP?

Small Group Discussion Example

Why PMBP? Module 2: PMBP Defined

- What does PMBP mean to me?
- How would you rate your organization's ability to adopt the Project Management Business Process? Give it a grade from A to F. Discuss why that grade is given.
- What would a PMBP culture look like?
- What are some ways to promote this culture? What stands in our way? What can we do about it?

How does the curriculum relate to other PMBP initiatives?

- The Curriculum integrates and links to:
 - PMBP culture
 - ER 5-1-11
 - BP/P2
 - Strategic Vision (People, Process, and Communication)
- BP and P2 training incorporated as part of Curriculum Course 6 - Working in the PDT

How does the curriculum relate to the CorpsPath?

- Curriculum focus: PMBP; working in teams; takes a systems approach to transforming the Corps; increases in depth as one progresses through the courses.
- CorpsPath focus: understanding our vision; our history, how we are organized, what we do, how we operate, and how each of us fits into and contributes to the Corps missions.

What is the deployment concept?

- Leadership involvement as role model is critical
- Assemble a team with PM, facilitator reps, IM support, and cross-section of organizational managers/leaders as mentors
- Assess your organization's needs
- Develop a PMP for deployment - include the who, what, when, & how much - both self-study and small group discussion
- Ensure input to operating budget
- Track, evaluate effectiveness and provide feedback thru self-study evaluations and Portal lessons learned forum

What are the curriculum team's expectations?

- Teams will be able to participate in the curriculum together.
- Each organization will develop in-house facilitation and mentoring capability for the PMBP.
- Facilitated small group discussions will be used to develop a team discipline of sharing and learning.
- Curriculum will enhance the synergy teams already have and enable them to move to the next level of teamwork and customer service.

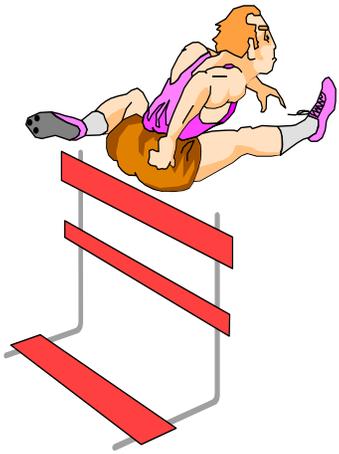
Summary of Deliverables

- CD Albums
- Course CDs
- Small Group Discussion questions and bulleted discussion aids
- Curriculum Deployment Kit
- Facilitator training workshops
- Online mentoring training

Video

***Small Group Discussion
Chief and MSC Commanders
(30 minutes)***

(Provided with Deployment Kit)



What are the challenges to PMBP Curriculum Deployment?

Talk about it in small groups and share with larger groups or brainstorm in large group.

What can we do about these challenges?

Group Brainstorm

Share ideas for use in creating a PMP for deployment of the curriculum

Where can I get more information?

PMBP Portal

<https://pmbp.usace.army.mil>