

Qualifications of the Certified Project Manager (CPM)[™]

Graduates of PMLG's Certified Project Manager (CPM) Boot Camp have successfully completed the most intense and effective project management and leadership certification program available anywhere. Unlike other certifications that measure a professional's knowledge of the concepts and theory of project management, Certified Project Managers (CPM) have demonstrated the project management and leadership knowledge, applied skill and discipline necessary to consistently and successfully plan, execute, control and close out projects. Throughout the 5 ½ day experiential based immersion program, your project managers worked in teams on a realistic and challenging simulated project. Each evening, they worked in project teams, applying what they had learned that day. They not only gained experience and an appreciation of project management tools and techniques, they gained confidence in their leadership and facilitation skills.

Although your CPM graduates have returned to their projects with the capability and discipline to apply what they have learned, it is critical that they continue to receive regular reinforcement from the leadership of the organization. By periodically reviewing project artifacts and by using the project information for decision making, the leaders of the organization reinforce the importance of sound project management tools and techniques and help maintain the discipline necessary to consistently plan and execute strategic vision successfully.

Your project managers that have earned their CPM designation have demonstrated the knowledge, leadership skills, experience and discipline to:

- Consistently implement an infrastructure of sound project management process, tools and techniques for each project and program they lead
- Facilitate the building of a strong team through development of the **Team Charter**, describing the project's overall purpose and listing the values by which team members will work together
- Identify the work styles of team members and are able to utilize the strengths of team members as well as help improve their weaknesses
- Modify their own leadership and work styles based on the needs of the project
- Facilitate problem solving and decision making sessions utilizing Ishikawa, affinity diagramming and multi voting techniques
- **Project Initiation:** Effectively and efficiently **Initiate** projects through the proven process of:
 - Preparing a **High Level Charter** that includes:
 - A brief description of how the project supports the strategic initiatives of the organization
 - A description of the client's problem/need/or opportunity
 - A succinct description of the proposed solution
 - The high level project scope defining what is in and out of scope
 - High level risks and risk mitigation plan
 - A listing of assumptions and constraints
 - Creating a **High Level WBS** based on the initial solution and use that WBS to:
 - Identify team members and stakeholders
 - Create the initial scope of the project
 - Conduct a **bottom up estimate** for the project
 - Help prepare questions for high level requirements gathering

- Developing a **Communication Plan** to include:
 - An **Organization Chart** describing roles and responsibilities, and team member relationships and escalation points
 - A **Communications Matrix** describing the status reports that will be generated and the meetings that will be conducted as well as who will be receiving and or attending and how.
 - An **Issues Identification and Resolution process**
 - A **Documentation Plan**
 - Standard **Status Reports**
 - **Meeting management** guidelines, including the **Meeting Agenda**
- **Project Planning:** Prepare for and facilitate effective project team **Planning** sessions
- Introduce the high level project charter to the project team
- Introduce the **Communication Plan**
- Facilitate the development of the **Detailed Project Charter** from the high level charter
- Facilitate the development of an accurate and **Detailed WBS** built from the high level WBS
- Use the **Responsibility Matrix** to delegate and track ownership of the deliverables in the WBS and scope document
- Conduct **Bottom up Estimates** from the work package level
- Use the WBS to prepare for and conduct **requirements gathering** sessions
- Trace deliverables from the detailed WBS to the Charter, to the schedule and to the requirements document using the **Requirements Traceability Matrix**
- Facilitate risk assessment sessions, identifying and scoring risks, identifying triggers, developing **Risk Mitigation and Monitoring Plans**
- **Translate deliverables into the project scheduling** tool in a way that the deliverables are visible throughout the life of the project and support dynamic scheduling and project decision making:
 - Identify tasks required to produce each deliverable and entering the tasks into the project scheduling tool
 - Identify task dependencies in the scheduling tool
 - Estimate task durations using **PERT**
 - Assign resources and estimates in the scheduling tool
 - Manually calculate the critical path (**CPM**) and understand how it impacts the project schedule
- **Base line** the project schedule for tracking
- Identify **Critically Late Tasks** and understands how to use the information to control project schedules
- Assign milestones and use the **Milestones Report**
- **Execution and Close-out:** Proactively manage the successful execution of the project, track progress, re- plan as necessary, control scope, manage risks and issues and minimize the potential of “surprises” and negative impacts to the project
- Capture hours of work and estimates to complete in hours at the task level
- Re plan the project if necessary to bring schedule back on track using the techniques of **crashing and fast tracking**
- Identify, measure, report and resolve **Issues**
- Implement and manage a **Change Control Process** to include measuring and communicating impact on cost, schedule, risk, resources and quality.
- Perform **Earned Value Analysis**
- Obtain **client signoff**
- Gather, store and reuse **lessons learned**
- Conduct **post implementation workshops**

CPM Graduates were provided and gained experience using the following decision support tools:

- Team Charter
- High Level and Detailed Project Charter
- High Level and Detailed Work Breakdown Schedule
- WBS Dictionary
- High Level and Detailed Risk Assessment and Plan
- High Level Requirements
- Responsibility Matrix
- Traceability Matrix
- Communication Plan to include:
 - Description of the Means of Communication
 - Project Directory
 - Organization Chart
 - Communication Matrix
 - Stakeholder Assessment
 - Issues Request and Issues Log
 - Meeting Agenda
 - Decision Report
 - Status Reports
- Project Scheduling Tool
- Risk Evaluation Document
- Isobar Chart for Recording Risk
- Critical Path Method
- PERT Estimating
- Earned Value Analysis
- Change Request
- Change Control Log
- Client Deliverable Signoff
- Lessons Learned Document