



IBM Global Services

IBM Project Management Competency - Overview

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Topics included in today's presentation

- What is Project Manager in IBM's definition?
- What is the IBM PM Competency Governing Organization - PM/COE?
- What are the IBM PM profession's career path and positions?
- What are the areas of specialization in the IBM PM profession?
- What are the requirements for IBM PM certification?
- What are the supports available for our PMs?

Project Management Overview



- The Project Management Profession establishes a consistent worldwide framework in support of project management professionals independent of the IBM organization where project management activities are performed.
- A project manager is the person who leads and is accountable for the success of the project.
- Project managers are responsible for an array of activities including initializing and planning projects, developing project cost structure, tracking and reporting project deliverables, managing risk, managing contracts, applying project management processes and tools and ensuring projects are completed on time, within budget and with high customer satisfaction.

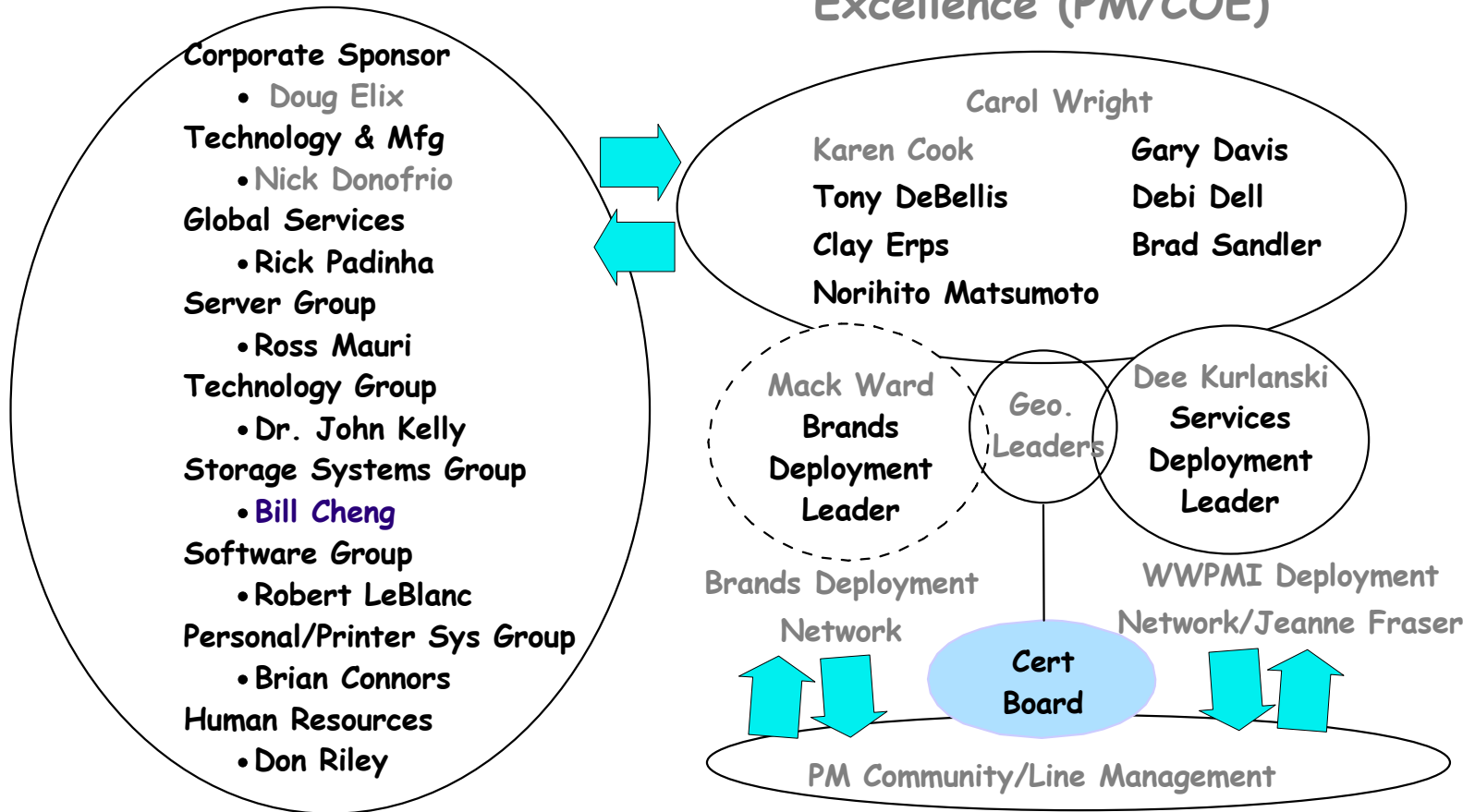
Project Management / Center of Excellence (PM/COE)

- In 1996, the emphasis on project management was heightened when the Corporate Executive Committee (CEC) recommended that "IBM become a project based business that applies and integrates project management into all core business processes and systems."
- In this worldwide effort to promote project management to a core competence in IBM, the Project Management Center of Excellence (PM/COE) was established to drive the achievement of this commitment.
- The PM/COE's role and responsibilities include
 - developing and implementing corporate wide strategy and plans for achieving organizational competence in project management.
 - establishing and drivinb a consistency of approach, a network of knowledgeable practitioners, and supportive business processes and systems.
 - encouraging a professional PM community within IBM and acts as the interface between IBM's community and other internal and external professional communities.

WorldWide PM Profession

IBM Project Management Executive Steering Committee

Project Management Center of Excellence (PM/COE)

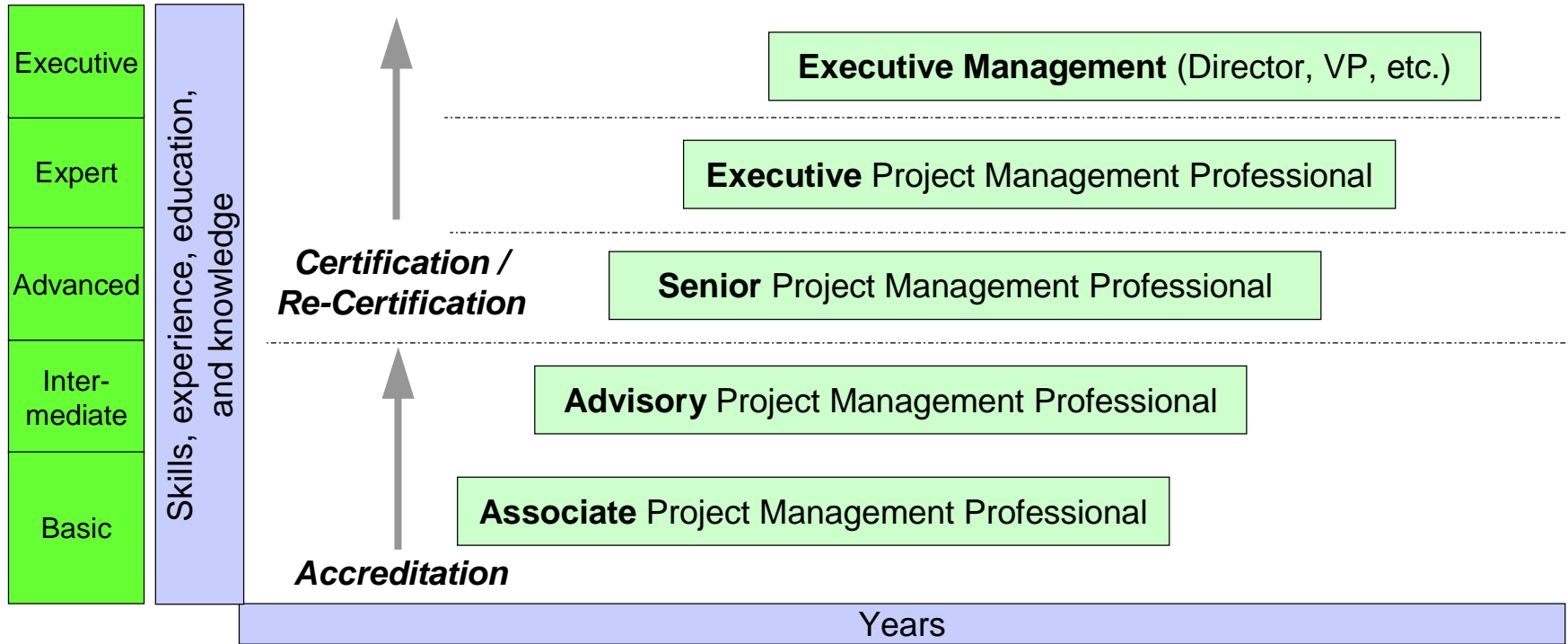


Primary Responsibilities of the Project Manager

- Communication
- Leadership and Resource Management
- Initializing and Planning Projects
- Executing and Controlling Projects
- Risk and Change Management
- Financial Management
- Project Scope and Deliverable Management

Using PM methods, tools and process

Project Management Profession Career Path



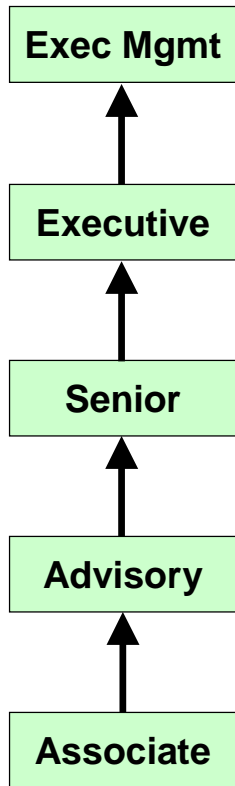
Project Management Specialties

- Managed Operations
 - Applications Dev. / Maintenance
 - Data Center
 - Network Station Management
- Systems Integration (including Application Development)
- e-business
- Learning Solutions
- Network Services
- IT Infrastructure
- Quality Assurance - QA Guide Available
- Software Development (Brands - IBM Products)
- Hardware Development (Brands - IBM Products)
- General

Summary of PM Certification Criteria

IBM PM positions	Education and Knowledge	Skills and Experience	Giveback	Project Profile Requirements
Senior Project Manager	Tier 1 PM Education or equivalency + 16hrs of Specialty education 40hrs of PM education within the last 12 mos Pass PMI Exam	3 years PM experience 4 years Technical / Business/ Industry One (1) yr overlap allowed Meets all proficiency levels for skills defined in PM skill template for SPM	Not required for initial certification	Three Projects each minimum 6 months in duration: Two (2) with 5 FTE's One (1) with 10 FTE's One of three within last 3 yrs One of three as IBMer One of three in declared specialty
Executive Project Manager	Same as above +	5 years PM experience 4 years Technical / Business/ Industry One (1) year overlap allowed Meets all proficiency levels for skills defined in PM skill template for EPM	Same as above	Four Projects each minimum 6 months in duration: Two (2) with 5 FTE's One (1) with 10 FTEs One (1) with 15 FTE's One of four within last 3 yrs One of four as IBMer Two of four in declared specialty
Executive Titles and positions	Same as above +	Same as above for EPM + Meets all proficiency levels for skills defined in PM skill template for Exec Level + Letter of Sponsorship	Same as above	Four Projects each minimum 6 months in duration: Two (2) with 5 FTE's One (1) with 10 FTEs One (1) with 15 FTE's Declare two Specialties with two project in each One of four within last 3 yrs One of four as IBMer
Level Move - SPM to EPM - EPM to ELM	40 hrs / yr of PM education	Same as above + Meets all proficiency levels for skills	40 hrs / yr of Giveback activity or Giveback Job	Same as above based on level Complete entire package based on level
Recertification - every 3 yrs At same level	120 hrs over 3yrs - must include the yearly PM Knowledge refresh	Updated Skills Assessment	120 hours over 3 yrs of Giveback activity or one Giveback job	Project Activity Summary

Project Management Curriculum Mapping



Course Categories:

- JIT
- e-Learning
- classroom

Fundamentals
 Leadership
 Methods & Tools
 Contracting
 Financial Mgmt
 Applied Project Mgmt

Basic Education

Financial Techniques
 Applied Project Strategy
 Problem Management
 Communication
 Advanced Leadership
 System Engineering
 Customer Relationship
 Multinational Project

Enabling Education

Complex Projects and Programs
 Consulting
 Opportunity Mgmt
 Project Executive

Program Management Education

IBM 拥有世界领先的项目管理能力为客户服务，并且在全公司内部长期大力推行企业项目管理工程

专业的项目管理

- 项目管理专业人员(全球超过16,000名，大中华区超过300名)
- 深厚的知识与经验积累
- 项目管理人员/项目经理的专业认证
- 系统化的培训



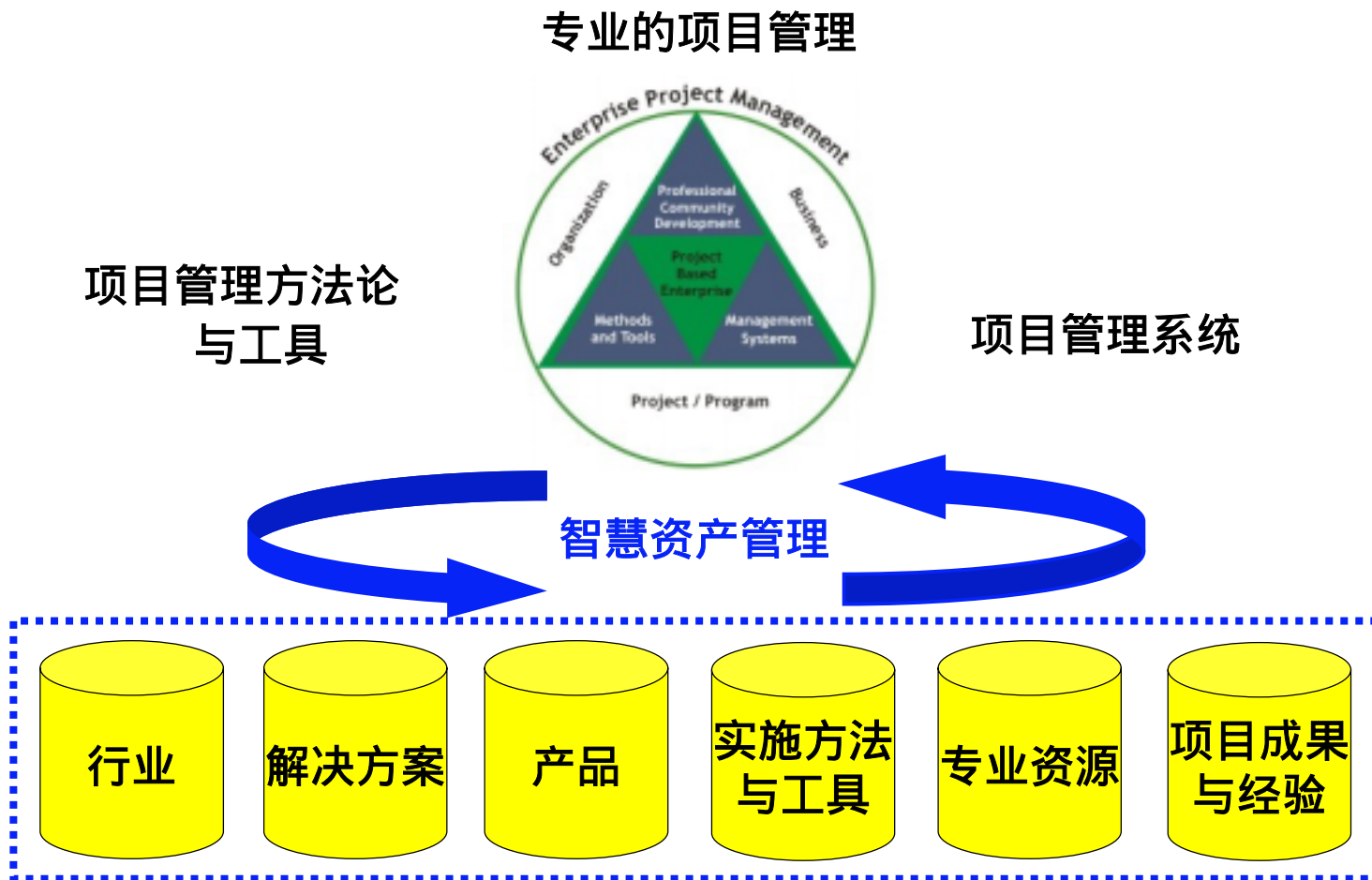
项目管理方法论与工具

- IBM为全世界的客户服务所一直使用的
- 基于IBM管理大型项目多年经验并且持续修订
- 与国际项目管理专业组织持续合作交流
- 与IBM的领先技术成果的有机结合

项目管理系统

- 建立项目管理标准流程
- 定义项目管理计划、程序和并保留项目运行的各种记录

在执行各种项目的过程中，我们运用过去数十年累积的资产来提高服务水平，再将经验与成果继续充实智慧资产库



Support to Project Management Professionals

- Project Management Center of Excellence
- Profession
 - Profession Guide
 - Professional Development Tool
 - Personal Business Commitment
- Skills
 - Skills Definition
 - IBM Individual Development Plan
 - Global Campus
- PM Methods and Tools
 - WWPMM
 - Technical Methods (GS Method)
 - PM Tool Suite
 - PMOffice
 - Project Control Book (PCB)
 - GSRisk
- PM Knowledge Network