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.
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 driving 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

Corporate Sponsor
- Doug Elix

Technology & Mfg
- Nick Donofrio

Global Services
- Rick Padinha

Server Group
- Ross Mauri

Technology Group
- Dr. John Kelly

Storage Systems Group
- Bill Cheng

Software Group
- Robert LeBlanc

Personal/Printer Sys Group
- Brian Connors

Human Resources
- Don Riley

Project Management Center of Excellence (PM/COE)

Carol Wright

Karen Cook

Tony DeBellis

Clay Erps

Norihito Matsumoto

Gary Davis

Debi Dell

Brad Sandler

Mack Ward

Brands Deployment Leader

Geo. Leaders

Dee Kurlanski

Services Deployment Leader

Brands Deployment Network

WWPMI Deployment Network/Jeanne Fraser

PM Community/Line Management

Cert Board
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

Executive Management (Director, VP, etc.)

Executive Project Management Professional

Senior Project Management Professional

Advisory Project Management Professional

Associate Project Management Professional

Accreditation

Certification / Re-Certification

Skills, experience, education, and knowledge

Years

Basic

Intermediate

Advanced

Expert

Executive
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

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

Course Categories:
- JIT
- e-Learning
- classroom

Executive
- Complex Projects and Programs
  - Consulting
  - Opportunity Mgmt
  - Project Executive

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

Advisory
  - Fundamentals
  - Leadership
  - Methods & Tools
  - Contracting
  - Financial Mgmt
  - Applied Project Mgmt

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

Basic Education

Enabling Education

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

- 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
- 项目管理人员/项目经理的专业认证
- 系统化的培训
- 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
- 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
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