# Category: Project Management (both IT and non-IT) Training Services

Case Study One: Project Management, Program Management and PM Training - ABC Plastics

CASE STUDY	
Project Title	Project Management, Program Management Office, PM Training
Duration of the Project	12 months
Specific Contact Information:	Organization Name: ABC Plastics Contact Person Name: Frank Fernandez, Vice President Operations Telephone Number: 1-212-555-1212 Email Address: Frank.Fernandez@ABCPlastics.com

The vendor should summarize below the past project's context, objectives, approach and impact achieved relevant to this RFP.

Project Context/Background:

ABC Plastics is a global leader in developing and producing responsible packaging for food, beverage, pharmaceutical, medical, home- and personal-care, and other products. Their Plastics Division (ABC) was growing and had 200 projects that needed to be implemented on-time, on-budget and achieving the stated ROI/Benefits in order to achieve its revenue and profitability projections.

The company was interested in Experience-on-Demand's specific expertise with Project Management; how they apply their proven processes and procedures for executing a focused approach for success. Experience on Demand is a leader in Business Consulting in the St. Louis market, with a combined three hundred years of varied industry experience.

Objectives: "Excellence in Project Execution" was critical in achieving ABC's strategic plan growth and profitability objectives. There were three major project objectives:

1. Provide customized project management training for their project managers and teams in both hard skills and soft skills.
2. Improve the on-time, on-budget project implementation for their portfolio of projects (New Facilities, New Products, New Technology, Upgrade Facilities, M&A)
3. Implement a Program Management Office (PMO) to include policies, procedures and new PMO software

Approach:

Our approach is to provide opportunities to engage and gain input from all key stakeholders using interviews, surveys and focus groups. To structure the project for success and clearly communicate project expectations, roles and responsibilities we recommended building a project management plan to include: project charter, project plan, roles and responsibility chart (RACI), risk management, change management and communication plan and project administration procedures.

The first step was to scope and plan the project to set expectations and identify roles and responsibilities. Next, a survey was conducted to identify the strengths and weaknesses of the project management organization in terms of people, processes, technology and overall project results. This information was used to develop and customize the training. A key finding was that soft skills were identified as a major gap. "You can't implement the hard skills without the soft skills". We developed a 3 day Project Management training curriculum: Day 1 – Project Charter and Plan Hard Skills, Day 2 – Soft Skills and Day 3 – Stage Gate Process.

Another key objective was to develop and implement a PMO organization with policies, procedures and technology. We provided training and coaching on establishing the PMO and drafting the policies and procedures. Training also include using a Stage Gate process to provide the necessary approval discipline before moving to the next project phase.

Experience on Demand Proprietary Approach
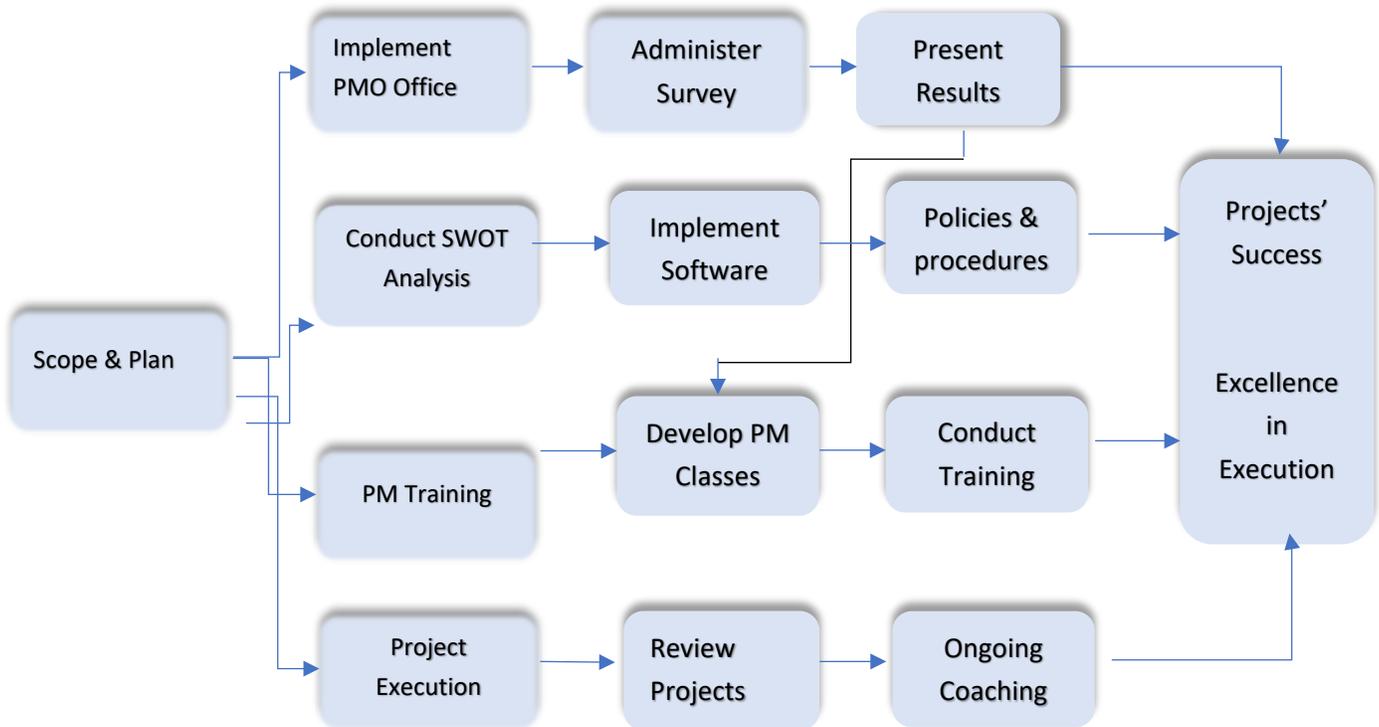
Impact/Deliverables:

- Administered and analyzed survey for 105 project managers and PMO managers. Results were used to customize the PM training.
- Successfully trained 50 key project managers, PMO managers and project team leads. Received outstanding ratings for both hard skills and soft skills classes of 5.0 out of 6.0. This included a custom class in Spanish for the Latin American project managers.
- Effectively implemented a PMO office to include PMO Software and policies/procedures.
- Overall impact was a culture of project management and disciplined execution providing the tools, processes, technology and training to enhance the overall project success rate. Project success rates were increasing.

Results:

Note: Specific numbers are confidential.

Case Study Two: A Culture of Project Management – City of Columbus RI

CASE STUDY	
Project Title	A Culture of Project Management – City of Columbus RI
Duration of the Project	4 months
Specific Contact Information:	Organization Name: Columbus Water & Light Department Contact Person Name: Mr. Frank Fernandez Telephone Number: 212-555-1212 Email: Frank.Fernandez@goColumbusmo.com

The vendor should summarize below the past project's context, objectives, approach and impact achieved relevant to this RFP.

Project Context/Background:

The City of Columbus, Water and Power Division, wanted to improve their project management capabilities to include new project management software, Microsoft Project, and training in PM best practices. This will support their mission "To serve the public through democratic, transparent and efficient government."

Project Objectives:

The project objectives were to enhance the overall project management execution results for the many different types of projects, to include both new construction and maintenance. This included project management best practices, new PM tools and training in both. The end goal was to build "A culture of project management" where leadership understands the critical role project management plays in servicing the community and to provide the resources and support needed to take project management to the next level of excellence. Also, to ensure there are common processes, procedures and tools used by the people who do the work and manage the projects.

Approach:

To provide a customized project management approach to ensure maximum effectiveness.

Step 1: Administered a survey to the project management resources to identify the areas of strength and those that needed to be addressed. Questions addressed the following areas: business requirements, project charter, project plan, issue management, scope control, risk management, communication and ongoing monitoring. Also, conducted 4-6 key interviews to gain additional insights.

Step 2: Developed a customized project management one day class to cover the best practices in planning, organizing and executing a project. This was based on the input for the survey and key interviews. We used a workshop type environment with a combination of presentations of best practices with hands on exercises to reinforce the principles and concepts.

Step 3: Conducted a one-day class that focused on developing a quality project plan using Microsoft Project. This class included training on effectively using MS Project and reducing the complexity of the tool. The class used both instruction and hands on exercises including actual projects.

Experience on Demand Proprietary Approach

| Scope & Plan | → | Administer Survey | → | Develop PM Class | → | Conduct PM Class | → | Ongoing Coaching |

Impact/Deliverables:

- A PM survey was completed to identify the area of strengths and weaknesses with opportunities for improvement and risk identified.
- Based on the survey results a customized class/workshop was developed and conducted.
- Positive impacts included: more on time, on budget projects resulting in lower costs, improved PM productivity and accuracy by automating manual efforts and enhancing project status visibility with improved technology (Microsoft Project PM planning tool), improved onboarding and training of new employees, elimination of duplicate efforts and redundant data, decreased disruptions and better financial stewardship.

Results:

Case Study Three: PM Training Center for Supply Chain Excellence, ABC University

CASE STUDY	
Project Title	**PM Training, Center for Supply Chain Excellence, ABC University**
Duration of the Project	**Two Day Training Session**
Specific Contact Information:	Organization Name: Center for Supply Chain Excellence, ABC University
	Contact Person Name: Frank Fernandez, Director
	Telephone Number: 212-555-1212
	Email: Frank.Fernandez@ABCUniversity.edu

The vendor should summarize below the past project's context, objectives, approach and impact achieved relevant to this RFP.

Project Context/Background:

The Center for Supply Chain Excellence at ABC University has provided training in supply chain management topics to member companies and the public for over ten years. They have employed Experience on Demand to provide Project Management training on an ongoing basis.

Objectives:

- Provide participants with an introduction to disciplined Project Management topics and techniques;
- Review a "tool kit" of project management examples and templates that can be applied by the participants in business and non-business settings; and
- Give participants an opportunity to use these tools to develop a detailed project plan for a project of their choosing.

Approach:

First, we discuss the need for a formal Project Management methodology to support successful completion of projects. Next, we stress planning up front – before diving into the project – to create a realistic plan and timetable for the project, and to anticipate potential risks that could delay or sideline the project. We then go through an example project, and have the participants form "project teams" for the two-day training. Each team then selects a project, either business-related or personal, to use during the training. The training has been presented in groups as small as 6 people and as large as 25. The groups are broken up into project teams of 3-5 people and provided with templates to complete.

Our approach is to discuss a topic, show examples, and then have each team develop the relevant topic for their project. For example, to structure the project for success and clearly communicate project expectations, roles and responsibilities, we recommend a project charter, a project plan that summarizes the reason for the project, the goals and objectives, resource requirements, roles and responsibilities, risk management, change management and communications needs.

As the teams work through the project, they use tools such as Work Breakdown Structure to develop a detailed project plan; Network Diagram and Gantt Charts to develop a timeline; Resource Allocation and Resource Leveling tools to enable work to be properly planned; RACI Charts to assign responsibilities; Communication Plans; and Risk Matrixes. For each tool, the project teams document the use of the tool in planning their own projects and share them with the group for feedback and improvement.

After completing the Planning section, we also review project execution needs, including Change Management and Status Reporting, and discuss how to close out a project. The role of different stakeholders and their possible effect on the project (positive or negative) are discussed. At each step, the project teams have examples and hands-on work to complete.

Impact/Deliverables:

The participants are expected to leave the training with an understanding of the need for Project Management structure; a set of tools to use in their work, both basic and more advanced; and some templates and examples to guide them as they plan and manage their projects. Each participant is also asked to complete a brief evaluation form, and those results are used to improve the next class.

Results: