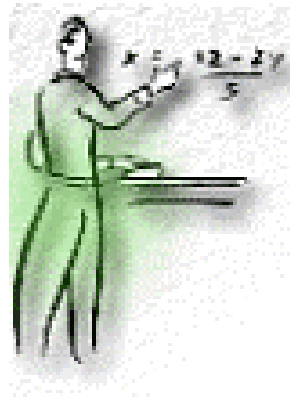


Project Management Certification Program Guidebook



“Improving our project management capabilities, one person at a time!”



Michigan Department of Information Technology
Project Management Resource Center

August 2004

Project Management Certification Guidebook

Acknowledgements

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Introduction

Project management is becoming ever more important in ensuring organizational success. Originally seen as a means of managing large, complex initiatives, project management has demonstrated its abilities to accommodate and effectively manage smaller projects, and to support an integrated approach to managing multiple initiatives within an organization.

Good project management increases the probability of completing projects on-time, within budget, and meeting the client's scope-of-work. Project management skills are in demand and this demand is increasing. Gartner indicated in 1998 that the demand for project management will not decline. Giga says project management can increase productivity up to 25%. Fortune Small Business listed project management as one of the top trends for 2001. ComputerWorld in January 2002 listed project management as one of the key skills in demand.

To satisfy this need within the Department of Information Technology (DIT), the Project Management Certification Program has been created.

Program Overview

The Project Management Certification program is divided into three levels:

- Novice
- Intermediate
- Advanced

Novice Program

The Project Management Novice Certification Program is geared toward all individuals that are associated with a project team. The program consists of six on-line learning modules (soft skills) and one day-long training session on an introduction to project management and the State of Michigan's PMM Express methodology. The program concludes with a certification examination.

Intermediate Program

The Project Management Intermediate Certification Program is geared toward those individuals that will be leading/managing projects the majority of their time. There is a more stringent application/acceptance process than the Novice program, as this program is not designed for all staff. The candidate must have at least 500 hours of experience managing people in a project setting.

The intermediate curriculum consists of 5 required and four recommended on-line learning modules, five State of Michigan developed courses, a project scheduling course requirement, and a project management mentoring requirement. The program concludes when the participant has obtained 1500 hours of experience managing projects, and successfully passing a rigorous certification examination.

Advanced Program

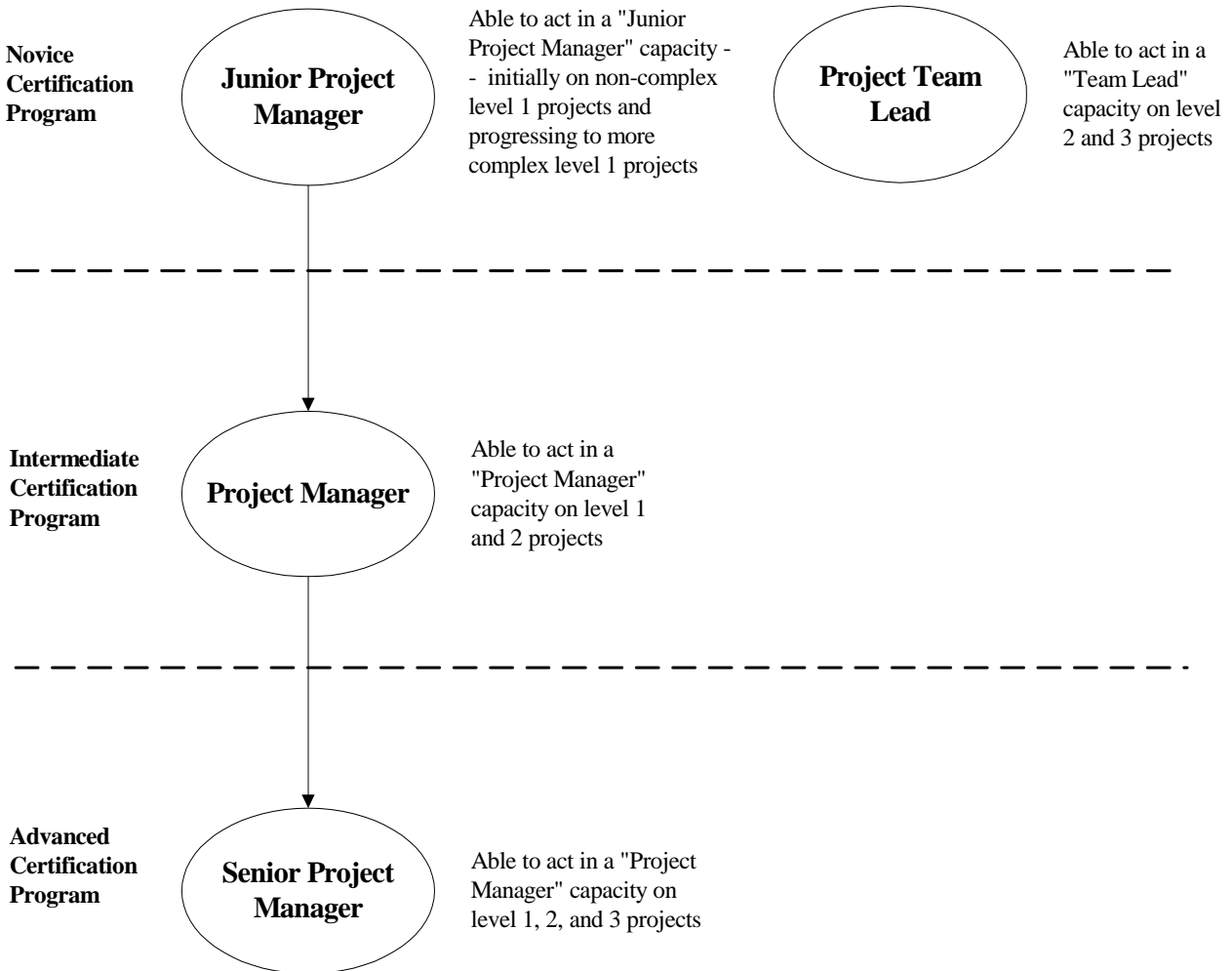
The Project Management Advanced Certification Program is geared toward those individuals that will be leading/managing major projects the majority of their time.

The Advanced program is planned to be developed and available in early 2005.

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PM Certification Program Progression

The following diagram represents the career path in which a Project Team Member may choose to take. As a participant on a project team, an individual may have the desire to take on a leadership role, either as a Team Lead or Junior Project Manager.



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Team Lead / Junior Project Manager

As a Team Lead, a person continues the role of subject matter expert (SME) in their respective field, but also manages a portion of a project, including the management of people. This individual may have the desire to become a Junior Project Manager, or may choose to continue the SME role, maintaining their technical expertise. These individuals would benefit from the Novice Certification Program.

A person who has been recognized by management as someone having leadership potential and a desire to manage projects can take on the role of Junior Project Manager. A Junior Project Manager minimally has the ability to manage non-complex level-1 projects. A level-1 project is agency specific and has a total project cost not exceeding \$1 million. Non-complex level-1 projects are generally have a total project cost below \$250,000 and are free of political implications and high risk.

These individuals would benefit from the Novice Certification Program.

Project Manager

A person who is recognized as having the ability to manage projects on an ongoing basis is generally considered a Project Manager (or Intermediate Level Project Manager). This person typically has several years of experience in managing level-1 and level-2 projects. A level-2 project includes those projects that are multi-agency; have a total project cost between \$1 million and \$5 million; involve the procurement of non-standard technology; or where DIT is on the executive steering committee for the project.

These individuals would benefit from the Intermediate Certification Program.

Senior Project Manager

A person who is recognized as having the ability to manage large-scale projects on an ongoing basis is generally considered a Senior Project Manager. This person typically has several years of experience in managing level-2 and level-3 projects. A level-3 project includes those projects that have a total project cost in excess of \$5 million; involve implementing an executive order, or have a moderate to high level of media involvement.

These individuals would benefit from the Advanced Certification Program.

Levels of Responsibility

The diagram on the following page depicts the different levels of responsibility that a project manager (or team lead) might hold. As a project manager's education and experience in managing projects grows, their level of responsibility also grows.

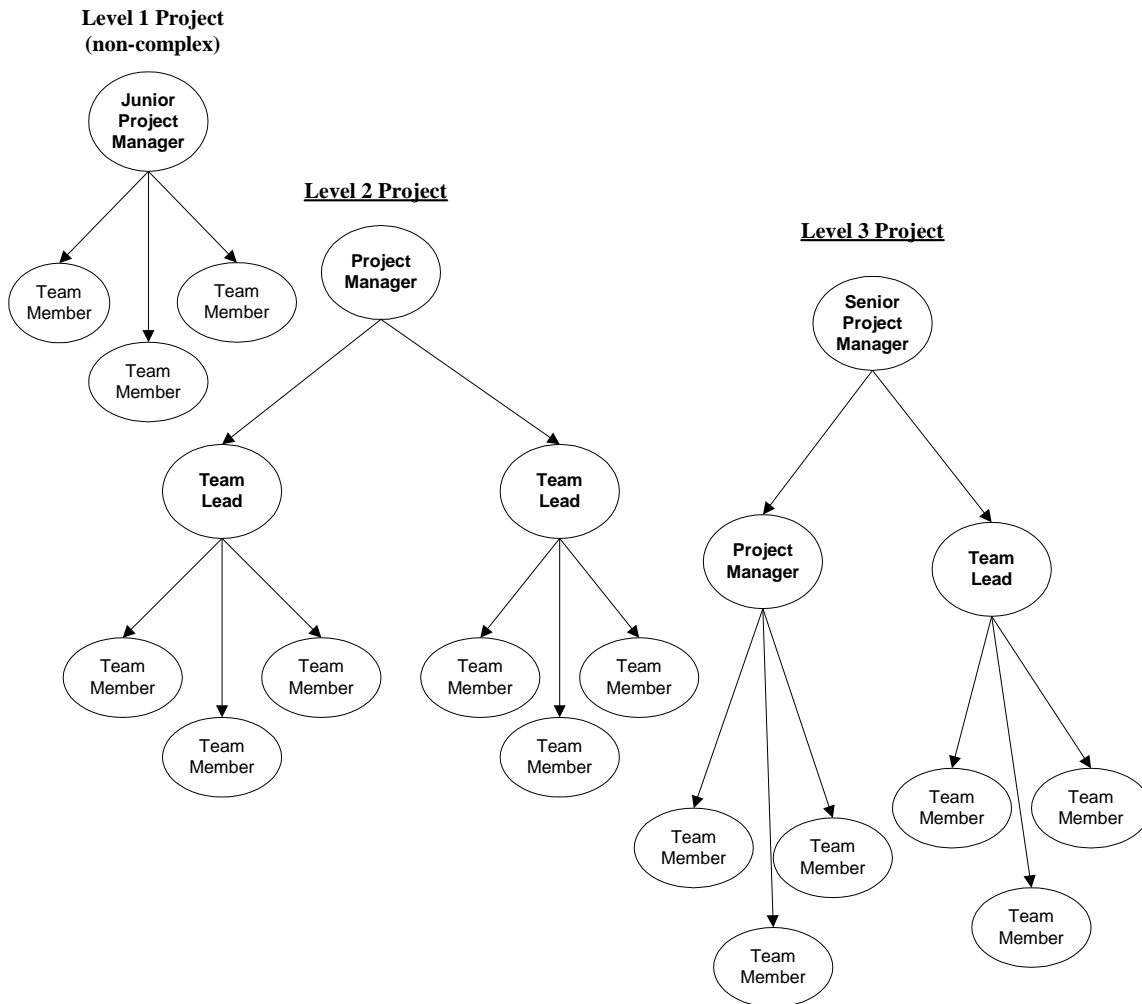
Project Manager Responsibility Diagram

Team Lead: Manages at the sub-project level. Note: this individual may never want to take on the role of project manager (Novice Certification)

Junior Project Manager: Able to manage non-complex Level 1 projects (Novice+ Certification)

Project Manager: Able to manage Level 1 and Level 2 projects (Intermediate Certification)

Senior Project Manager: Able to manage Level 1, Level 2, and Level 3 projects (Advanced Certification)



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Certification Comparison

The comparative benefits of the State of Michigan Project Management Certification are shown in the below matrix. This matrix depicts the three project management certifications recognized by the State. They include 1) the George Washington University Masters Certificate offered through ESI International, Inc.; 2) the Project Management Professional (PMP®) certification administered by the Project Management Institute; and 3) the State of Michigan Project Management Certification Program (at the Intermediate level).

The George Washington University Masters Certificate Program involves taking and passing a series of seven courses through ESI International. Each of the seven courses requires successfully passing an exam based on course content. These courses are offered through the Department of Civil Service, and cost approximately \$750 for a 3-day class and \$950 for a 4-day class.

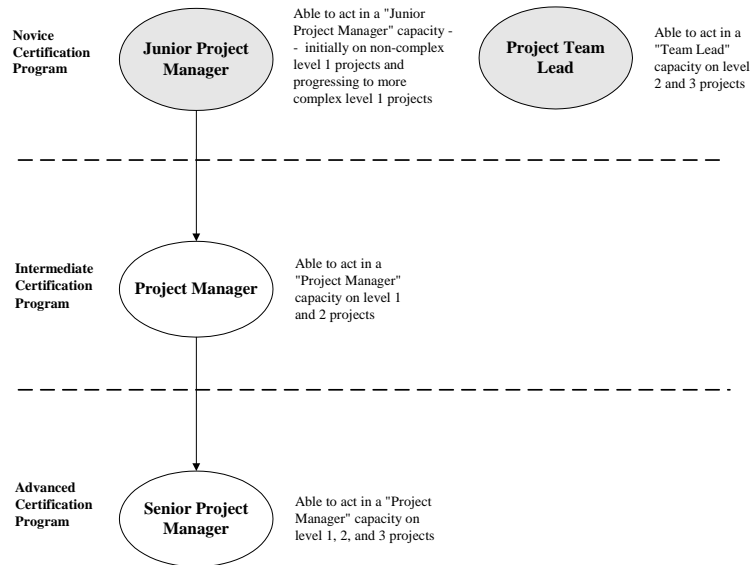
The Project Management Professional (PMP®) Certification, developed and administered by the Project Management Institute (PMI®) involves a combination of experiential requirements and passing a 200-question certification exam. The examination is based on the Project Management Body of Knowledge (PMBOK®). This certification exam costs \$405 for PMI members and \$555 for non-members.

Project Management Certification Comparison Matrix

Certification:	ESI/GWU	PMP®	SOM
Factors:			
Structured Curriculum	Yes	No	Yes
Experiential Requirements	No	Yes (Any Role)	Yes (PM Role)
Valued by DIT Management	Limited	Limited	Yes
Cost Effective	No (~ \$6,000)	N/A (~\$500)	Yes (Less than \$500)
Tailored to SOM Projects	No	No	Yes
Industry Recognized	Yes	Yes	No (Future ??)
Mentoring Opportunities	No	No	Yes
Promotes Consistent Standardized Processes	Yes	Yes	Yes
Integratable into Work Schedule	No	N/A	Yes

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Novice Certification Program



Overview

The Project Management Novice Certification Program is intended for new project managers, team leads or project team members. Through this novice program, participants can gain a foundation of knowledge regarding project management basics and soft skills. The training is separated into both online courses and classroom training followed by a certification examination. Enrolling in this program requires commitment from both the candidate and his/her supervisor.

There is no charge for DIT staff at this time for participation in the PM Novice Certification Program.

The program is divided into four parts:

Part 1: Candidate and Leadership Commitment

Part 2: Project Management Basics

- Managing Projects for the State of Michigan online course
- 8-hour Project Management/Project Management Methodology Express course

Part 3: Soft Skills

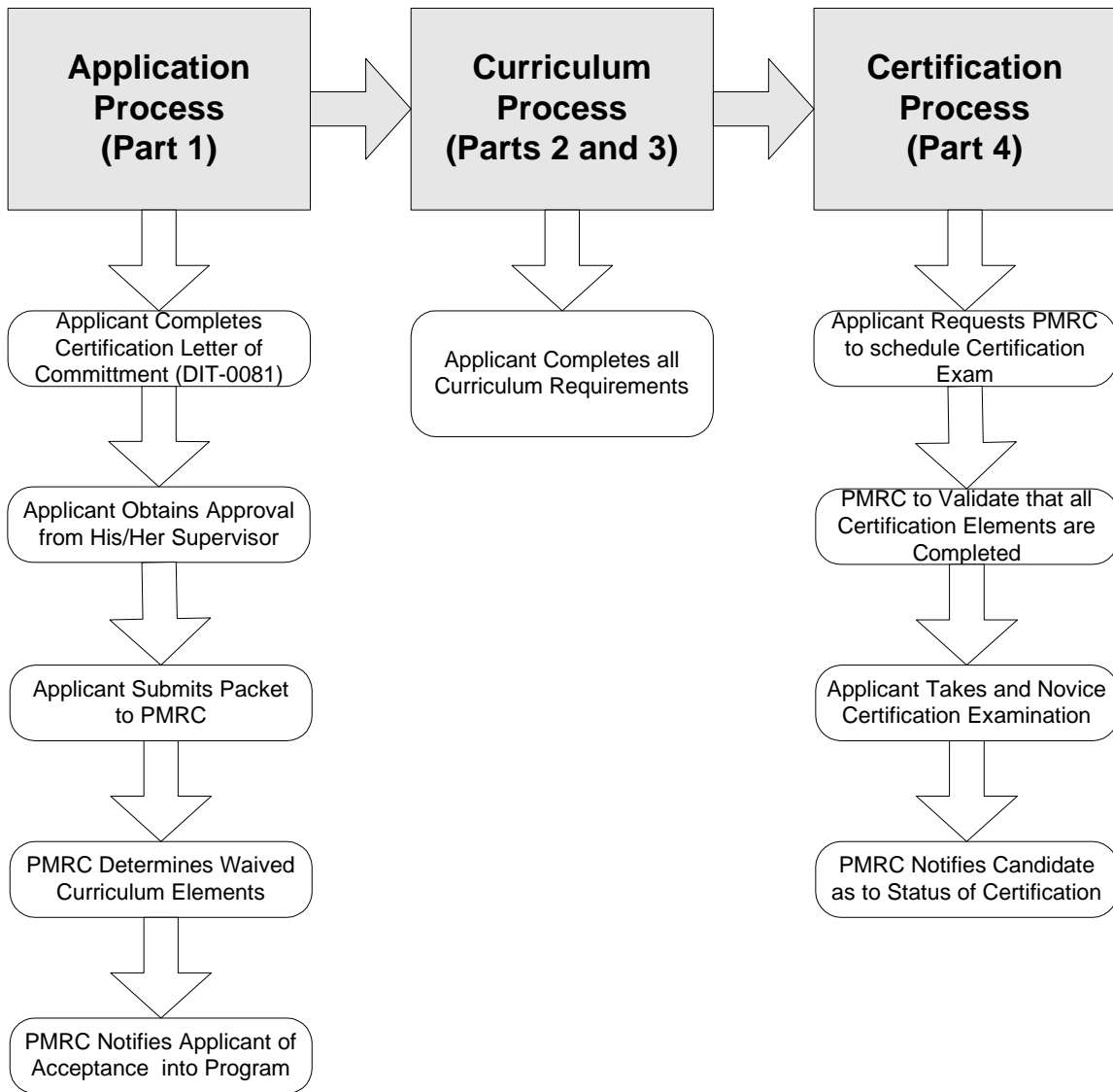
- Basics of Effective Communication online course
- Building a Successful Team online course
- Leading Effective Teams online course
- Problem Solving as a Team Member online course
- Becoming an Effective Team Member online course

Part 4: Certification Examination

Upon successful completion of Parts 1, 2, 3, and 4, the candidate will be recognized on the DIT Project Management website and receive a certificate of completion.

The flow diagram on the following page graphically represents the steps involved in the Project Management Novice Certification Program

Project Management Certification Guidebook



Part 1: Candidate and Leadership Commitment

The Novice Certification Letter of Commitment (DIT-0081, see Appendix 1) is a written agreement between the DIT candidate and his/her supervisor. By signing this agreement, the candidate agrees to commit his/her time to complete this certification program. Also, the supervisor agrees that this program is important to the organization and will provide the time required for the candidate to complete the certification program.

Upon completion of the Letter of Commitment (DIT-0081), this document is to be forwarded to the DIT Project Management Resource Center (PMRC). The PMRC will review the letter and notify the candidate of his/her admittance into the program.

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Part 2: Project Management Basics

In order to create the foundation for project management, some basic skills in project management are required. The QuicKnowledge online course entitled “Managing Projects for the State of Michigan” and the 8-hour classroom training on Project Management and the Project Management Methodology Express meets these basic needs.

To sign up for QuicKnowledge courses, go to <http://www.quickknowledge.com/qk/Alliance/StateofMichigan/Registration/SignIn.asp>. The Michigan Department of Information Technology’s license key (needed as part of the registration process) is SOMI814.

Course: Managing Projects For The State Of Michigan

“What a difference effective project management can make!”

These days much of your work is probably organized around projects. How do you know who should do what by when? How do you make sure it gets done? During this QuicKnowledge course, you will learn:

- How to define the requirements of a project
- What goes into planning the work
- How to successfully manage implementation of the project

This QuicKnowledge course is a pre-requisite to the 8-hour Project Management/Project Management Methodology Express course. Completion of this pre-requisite will be confirmed by the PMRC prior to attending the 8-hour class.

Course: Project Management / Project Management Methodology Express

This 8-hour course presents the fundamentals of project management, provides an understanding of the Project Management Methodology Express, and increases project management and Project Management Methodology knowledge, usability and utilization skills through participation in exercises. During the first section of this course, candidates will learn about:

- Overview of Project Management
- Developing Project Objectives
- Planning the Project
- Understanding Risks
- Understanding the Work Breakdown Structure
- Scheduling
- Project Execution and Control
- Closing Out the Project
- The Project Team

During the second section of this course, step-by-step guidelines will be provided on how to use and complete the Project Management Methodology Express through project initiation, planning, execution, control, and closeout. Throughout the course, the candidate will apply the newly gained knowledge by completing team exercises.

The facilitator for this course will provide the PMRC with an attendance record to confirm participation in the training.

Contact the Project Management Resource Center at DIT-ProjectManagement@michigan.gov or (517) 335-5957 for information on registering for this course.

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Part 3: Soft Skills

Soft skills are also an important skill for a project manager. Knowing how to communicate with the project sponsor, project team and the client help make the project run more smoothly. Being able to build and lead a project team keeps the team members working on the project, content with their specific tasks and roles and responsibilities. The five QuickKnowledge online courses that are included in Part 3 help to fulfill the project manager's soft skills set.

A True/False quiz is included at the end of each section of the QuickKnowledge courses. It is recommended that each of these quizzes be taken in order to prepare for Part 4 (Certification Examination) of this Project Management Novice Certification Program.

Course: Basics Of Effective Communication

"Developing effective communication is a lifelong quest."

You're convinced that you said it clearly, but the person you were talking to just didn't seem to get it. You might as well have been speaking two different languages. Learn the Basics of Effective Communication and you can be on your way to having greater confidence in your ability to make sure that your messages are understood. During this QuickKnowledge course, you will learn:

- How to understand the communication process
- Ways to help you send clear and consistent messages
- Methods to help you seek understanding

Course: Building A Successful Team

"Teams have been found to be incredibly effective in improving productivity and quality in organizations provided they are properly developed and managed."

Working in a team is risky. How can you be sure everyone else will perform as anticipated? Can the team survive crisis? How can you help other team members commit to your common goals? This course addresses these issues and familiarizes you with the development phases a team goes through in order to mature and become successful. Understanding how a team grows and progresses will empower you to do your part in creating a cohesive and effective team. During this QuickKnowledge course, you will learn:

- Keys to creating a clear vision of team success
- How to guide the team through development phases
- Ways of empowering the team to achieve results

Course: Leading Effective Teams

"As a team leader, you are the 'rudder' that gently points the team in the right direction, keeps it on course and helps it to reach its destination . . . When Teams are created and supported to encourage innovation and effectiveness, organizations have many opportunities to improve their effectiveness."

Teams can provide wonderful opportunities for collaboration and innovation. But sometimes, as a leader of a team, you encounter frustrations and roadblocks and just want to pull your hair out! Overcome the hurdles that get in the way of your team reaching its goals by leading your team to success with these strategies. During this QuickKnowledge course, you will learn:

- How to focus your team on results
- Methods to help you provide structure to your team
- Smart techniques to help you build teamwork

Course: Problem Solving As A Team Member

"As a team leader, you are responsible for making sure your team knows how to solve problems together."

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Course: Becoming An Effective Team Member

Problem solving as a team can lead to exceptional results—or it can be a disaster! As a team leader, you have the responsibility to make sure your team finds the best solution. Learn the strategies and tips that will get you there. During this QuicKnowledge course, you will learn:

- How to encourage collaboration on your team
- Tools to help your team follow a standard practice
- Ways to reinforce your team’s solution

“Working in a team is an art – each member of the team must strike a fine balance between team involvement and individual responsibility.”

This course will teach you how to contribute more effectively to your team and help your teammates do the same. And it will expand your understanding of the challenges teams face and what you can do to meet them. During this QuicKnowledge course, you will learn:

- How to start with a clear team vision
- Methods for expanding your interpersonal abilities
- Ways to share responsibility for team results

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Part 4: Certification Examination

Upon successful completion of each of the courses in Parts 2 and 3, the candidate will be eligible to take the certification examination. Contact the PMRC to schedule this examination. Prior to scheduling the examination, the PMRC will confirm the following:

- Attendance at the Project Management/Project Management Methodology Express training
- Completion of the six (6) required QuicKnowledge courses

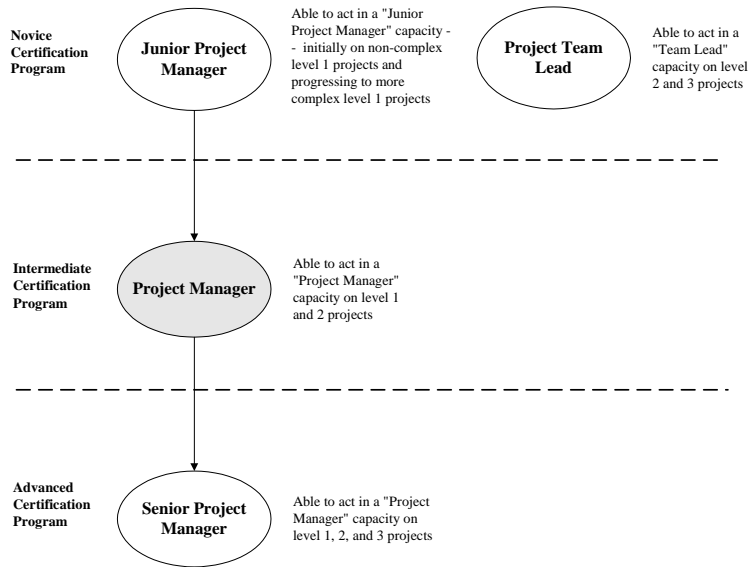
After confirmation, the PMRC will schedule and administer the certification examination. The certification examination is a closed book test consisting of 50 questions to be completed within 90 minutes.

If the candidate does not pass the certification examination (a score of less than 70%), the candidate will be eligible to re-take the examination within two months. If the candidate fails the examination a second time, the candidate is eligible to re-apply for the Project Management Novice Certification Program after six months.

Upon a passing grade (a score greater than or equal to 70%), the PMRC will notify and provide the candidate with a certificate of completion. The candidate's name will be posted on the DIT Project Management website indicating successful completion of this program. The candidate may also be eligible to apply for the Project Management Intermediate Certification Program.

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Intermediate Certification Program



Overview

The Project Management Intermediate Certification Program is intended for individuals that will be managing projects the majority of their time. Through this intermediate program, participants can gain a foundation of knowledge regarding project management basics and soft skills. The training is separated into both online courses and classroom training followed by a certification examination. Enrolling in this program requires commitment from both the candidate and his/her Leadership Council representative.

There is no charge for DIT staff at this time for participation in the PM Intermediate Certification Program, except for the registration fee for the Automated Project Scheduling course, which is a generic course that can be waived if sufficient proof is shown that the candidate has taken a similar series of classes or can demonstrate proficiency in the use of a PM scheduling tool.

The program is divided into six parts:

Part 1: Candidate and Leadership Commitment

Part 2: Project Management Leadership/Interpersonal (soft skills) Training

Required:

- Creating A Strong Leadership Council online course
- Delegating online course
- Leading Effective Meetings online course
- Building Strong Customer Relationships online course
- Providing Effective Feedback online course

Recommended:

- Applying Leadership Basics online course
- Motivating Employees online course
- Presentation Skills online course
- Time Management online course
- Online courses identified in the Novice Certification Program (if not taken)

Part 3: Project Management Technical Training

- Automated Project Scheduling
- A Guide to the PMBOK® – An Overview

Part 4: State of Michigan Project Management Culture Training

- State PM Methodology Advanced Topics

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- Leadership/Interpersonal, Culture and Technical Strategy
- Procuring Goods and Services for the State of Michigan
- Contract Administration for the State of Michigan

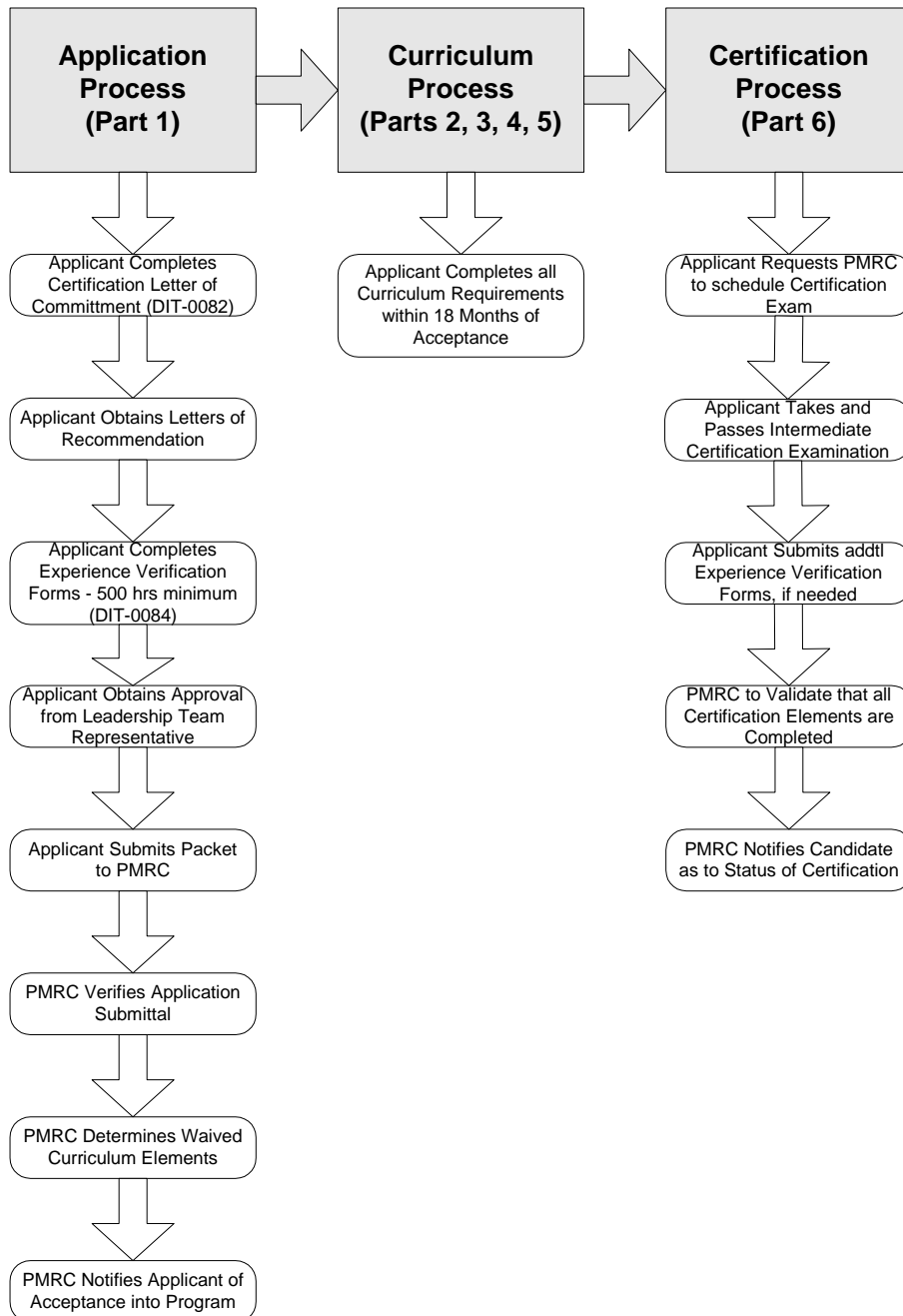
Part 5: Project Manager Development Training

- Project Manager Mentoring Program
- Project Management Simulation Exercise (future offering)

Part 6: Certification Examination and Experiential Validation

Upon successful completion of parts 1 through 6, the candidate will be recognized on the DIT Program Management website and receive a certificate of completion.

The following flow diagram graphically represents the steps involved in the Project Management Intermediate Certification Program



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Part 1: Candidate and Leadership Commitment

The Intermediate Certification Letter of Commitment (DIT-0082, see Appendix 2) is a written agreement between the DIT candidate and his/her Leadership Council representative. By signing this agreement, the candidate agrees to commit his/her time to complete this certification program. Also, the Leadership Council representative agrees that this program is important to the organization and will provide the time required for the candidate to complete the certification program.

Acceptance requirements for the Project Management Intermediate Certification Program include:

1. Proper completion of the Project Manager Intermediate Certification Commitment Form (DIT-0082), including approval from the candidate's Office Level Director (their Leadership Council representative, such as their Agency Information Officer), attesting to their commitment to allow completion of all curriculum elements and the expectation that the certificate holder will manage level 1 and/or level 2 projects.
2. A minimum of 500 hours of documented project management experience on one or more small (level 1) or mid-sized (level 2) projects, within the past four (4) years. Project management experience includes either serving as the project manager or leading a significant component of a project, such as serving as a team leader. A majority of the documented project management experience must include serving as the project manager. See Appendix 3 for a copy of the Project Management Experience Verification Form (DIT-0084).
3. Two letters of recommendation attesting to the fact that the candidate has the abilities necessary to manage projects. This includes characteristics such as proven leadership abilities, team building skills, the desire to become a project manager, a motivational outlook, etc. Current or past managers, supervisors or other persons in positions of authority that you have worked with in the past four years, must author these letters.
4. The candidate will agree to become part of a "virtual" pool of Certified Project Managers. The intent of the virtual pool involves the utilization of the State of Michigan PM Methodology and other PM standards, participation in shared use of best practices, attending periodic PM Networking Group meetings, and maintaining a dotted-line relationship with the DIT Project Management Resource Center.
5. The candidate will agree to periodically assist Junior Project Managers in a mentoring-type relationship upon certification.

Upon completion of the Letter of Commitment (DIT-0082), accompanied letters of recommendation, and requisite number of Project Management Experience Verification Forms (DIT-0084), this documentation is to be forwarded to the DIT Project Management Resource Center (PMRC). The PMRC will review the package and notify the candidate of his/her admittance into the program.

Upon acceptance into the Intermediate Program, the PMRC will determine any "waived" curriculum elements, based on candidate knowledge, experience, and education.

Criteria for Waiving Curriculum Components

Upon acceptance into the PM Intermediate Certification Program, the PMRC will do a credential review to determine what curriculum components will become "optional" for the candidate.

The candidate may request a meeting with PMRC representatives to discuss the

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possibility of waiving additional curriculum components. Examples of individuals who may request the waiving of curriculum elements include:

1. Those individuals who are masters in the Project Management profession.
2. Those individuals who have obtained the Project Management Professional (PMP®) certification from the Project Management Institute
3. Those individuals who have obtained other project management certifications, such as the ESI/GWU Masters in Project Management Certificate.
4. Those individuals who have obtained an advanced degree in project management, such as Masters of Science in Project Management from North Carolina University or George Washington University.

For those individuals who have received a Masters Certificate from ESI/GWU, the following curriculum components will automatically be waived, and will be considered “optional”:

1. Within Part 2: “Project Management Leadership/Interpersonal Training”
 - a. Creating A Strong Leadership Council online course.
2. Within Part 3: “Project Management Technical Training”
 - a. Automated Project Scheduling
 - b. A Guide to the PMBOK® – An Overview

Please note that the GWU Certification will be one of the qualification factors for the Advanced Certification Program.

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Part 2: Project Management Leadership/Interpersonal Training

Project management leadership and interpersonal skills (soft skills) are an important skill for a project manager. Knowing how to exhibit leadership, delegation, maintaining strong customer relationships and providing team feedback are essential skills to help make the project run efficiently and effectively. The five required QuicKnowledge online courses that are included in Part 2 help to fulfill the project manager's soft skills set.

The required QuicKnowledge online courses include:

- Creating A Strong Leadership Council
- Delegating
- Leading Effective Meetings
- Building Strong Customer Relationships
- Providing Effective Feedback

To register for QuicKnowledge courses, go to <http://www.quickknowledge.com/qk/Alliance/StateofMichigan/Registration/SignIn.asp>. The DIT's license key (needed as part of the registration process) is SOMI814.

The additional recommended QuicKnowledge online courses can help the project manager with tips and techniques for applying project leadership, employee motivation, presentation skills, and time management. The decision to take these additional courses is at the discretion of the project manager, based on the need for skill refreshment.

The recommended QuicKnowledge online courses include:

- Applying Leadership Basics
- Motivating Employees
- Presentation Skills
- Time Management

For each of the QuicKnowledge courses, a True/False quiz is included at the end of each section. It is recommended that each of these quizzes be taken in order to better prepare for other facets of the Intermediate Level Project Management Training Program.

Course: Creating a Strong Leadership Council

"Developing teamwork is essential in orchestrating and driving organizational success"

Turning a group of people into an integrated, cohesive unit at any level of a project or organization can be a challenge; especially when there are limited resources. Upon completion of this course, you will have a practical working knowledge of how to:

- Build a solid working relationship
- Create and maintain a shared vision
- Set up clear procedures

Course: Delegating

"Many hands make light work...there's too much for anyone to try to do it all...delegating assignments is a win-win situation when done effectively."

Delegation is an integral part of employee development, product improvement, and workload management. When done correctly, it can make your job easier and your subordinates' jobs more fun. This course will provide you with a practical working knowledge of how to:

- Define the task
- Delegate the task
- Assure results

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Course: Leading Effective Meetings

“The meeting is supposed to last one hour, but is now going into the second hour without any observable results. Does this sound familiar?”

How much time do you spend in meetings? According to some estimates, approximately 50% of time spent in meetings is unproductive. This course will guide and assist you to ensure that the meetings you lead are organized, focused, and productive. During this QuickKnowledge course, you will learn:

- The importance of meeting preparation
- The art of effectively conducting and leading meetings
- Smart techniques to determine your meeting’s results.

Course: Building Strong Customer Relationships

“Your customers will make or break you, and developing relationships is the bottom line. Customer-centered service is defined by every aspect of your organization. Building customer relationships requires that you consider customer service from the viewpoint of the customer as well as the employee”

Customer service does not happen magically. It takes work. This course will teach you how to develop a customer-centered organization. During this QuickKnowledge course, you will learn how to:

- Determine the current level of customer satisfaction
- Know what a customer-centered organization looks like
- Develop a customer-centered organization
- Maintain a customer-centered culture in your organization
- Offer your customers consistent legendary customer service

Course: Providing Effective Feedback

“Organizations are committed to continually improving performance. An essential ingredient in this quest for excellence is feedback... a critical skill that can greatly enhance both performance and morale...”

Effective feedback builds quality relationships by increasing others’ self-esteem and self-confidence – it delivers the message that you care enough to spend your time really thinking about the details of their work. During this QuickKnowledge course, you will learn:

- How to appreciate the value of feedback
- Ways to help you apply the right feedback techniques
- Smart techniques to help you foster a nurturing environment

Course: Applying Leadership Basics

“Leaders are made, not born. And by learning and practicing the fundamentals of effective leadership, you can make a dynamic leader of yourself”

Sound leadership involves both the leader and the people he or she leads. Everyone needs to work in harmony to accomplish a specific purpose. As an effective leader you will need to reinforce that purpose. During this QuickKnowledge course, you will learn:

- How to Define your Task
- Methods to Help you Build Relationships
- Smart Techniques to Help you Direct the Effort
- How to Address Changing Conditions

Course: Motivating Employees

“Only a highly motivated workforce will turn out stellar performance. But everyone’s motivations are different...the ability to motivate employees is a critical skill that every leader needs to cultivate”

We all need to be motivated in order to reach our goals. And to achieve our goals as managers and supervisors, we must create a motivating environment, not only

Project Management Certification Guidebook

for ourselves, but also for our employees. During this QuickKnowledge course, you will learn how to:

- Build a Motivating Environment
- Respect your Employees
- Invest in Long-Term Results

Course: Presentation Skills

“Presenting information to a group can be an exciting opportunity to share ideas and information that is important to you. However, it can also be a significant source of stress if you lack confidence in your ability ...”

There are ways to master the challenges of public speaking. With adequate preparation, you can confidently deliver a presentation that captivates your audience. During this QuickKnowledge course, you will learn:

- How to Plan an Effective Presentation
- Strategies for Connecting with your Audience
- Techniques for Delivering a Professional Presentation

Course: Time Management

“Time cannot be managed. Nor can it be saved. It can only be spent.”

The saying ‘use it or lose it’ is probably most relevant when it comes to time. After all, time is one of our most perishable resources; the clock continues to tick regardless of whether we spend our time wisely or waste it on unimportant activities. During this QuickKnowledge course, you will learn:

- Ways to Determine the Best Payoffs for you (relative to spending your time)
- Ways to Plan your Activities
- Effective Ways to Control Time Wasters

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Part 3: Project Management Technical Training

Automated Project Scheduling Course Requirement

Project management technical training is designed to give the candidate skills specific to the discipline of project management. These skills are often referred to as the “hard skills” rather than soft skills, meaning that there is more “science” associated with these skills, whereas soft skills are associated more with the “art” of project management.

This training requirement does not have a specific course that needs to be taken, although it is recommended that 2 to 3 eight-hour sessions be taken – beginner, intermediate and advanced. This requirement will ensure that the project manager has a minimal amount of formal classroom hands-on instruction on the topic of automated project scheduling. If the participant has not fulfilled this requirement, they will be asked to look to the state’s training provider for this training.

The actual tool utilized in the training is not critically important, although it is recommended that the training focus on MS Project or Niku Workbench – as these are the prevalent tools used in state government.

Regardless of the training provider or scheduling software used, the following attributes are to be used as a guide for fulfilling this requirement:

- Task/Milestone Setup (adding tasks, summary tasks/activities, recurring tasks, adding resources to tasks, adding dependencies to tasks, manual and automated scheduling concepts, including resource or duration driven schedules)
- Resource Setup (calendar, costs, material resources)
- Baseline (saving one or more baselines, displaying baseline information – dates & costs)
- Tracking and Updating Project Progress (tracking progress utilizing multiple views/reports)
- Evaluating and Adjusting Schedules (critical path analysis, displaying the critical path multiple ways, displaying slack/float, displaying slippage)
- Analyzing Resources (utilizing multiple views/reports, understanding constraints, resource leveling, strategies for solving resource problems)
- Working with Multiple Projects (master/subprojects, external dependencies)

This training must have taken place in the past 36 months unless the participant regularly uses a scheduling tool on a regular basis to assist in the management of projects.

Course: A Guide to the PMBOK® – An Overview

This is a half-day course, taught either in the morning or afternoon. There is no prerequisite for this course. Attendees are encouraged to have a printed copy of the PMBOK® to bring to class.

This is a fast-paced course exploring the 2000 Edition of the Guide to the Project Management Body of Knowledge – referred to as the PMBOK® Guide. This course gives high-level answers to the following:

- History of the PMBOK®
- What is the PMBOK®?
- Existing and planned PMBOK® Extensions
- Introduction to the five Process Groups
- Introduction to the nine PMBOK® Knowledge Areas
- The PMBOK® and Professional Responsibility
- The PMBOK® Glossary of Terms

There will be a sample PMBOK® test as part of the course materials.

Contact the Project Management Resource Center at DIT-ProjectManagement@michigan.gov or (517) 335-5957 for information on registering for this course.

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Part 4: State of Michigan Project Management Culture Training

Course: State PM Methodology Advanced Topics

Project management culture training ensures that the project manager knows how to apply project management related skills in Michigan government. This series of courses was designed from processes, procedures, presentations, and other means in an effort to give the candidate a better understanding of how State of Michigan government operates within the project setting.

This is a half-day course, taught either in the morning or afternoon. There is no pre-requisite for this course. This course assumes at least minimal familiarity with the PM Methodology, as basic concepts will not be covered. Attendees are encouraged to bring a printed copy of the PM Methodology Guide to bring to class.

Some of the topics covered in this course include:

- PMM Mechanics, including which templates are recommended from which projects
- The various roles & responsibilities of a State Project Manager
- The Project Board Process as it relates to the PM Methodology
- Utilizing and Capturing Lessons Learned
- Setting up a Change Control/Management process for your project
- How to manage risk on a SOM project

Contact the Project Management Resource Center at DIT-ProjectManagement@michigan.gov or (517) 335-5957 for information on registering for this course.

Course: Leadership/Interpersonal, Culture and Technical Strategy

This is a half-day course, taught either in the morning or afternoon. There are two major topics in this course – “Summarization of the PM Leadership / Interpersonal Courses” and “SOM Specific Culture and Technical Strategy.” All five required Quickknowledge on-line courses must be taken prior to registering for this course.

The first part of the course discusses the key points from the five required Quickknowledge on-line courses. This portion of the course seeks to drive the key concepts home through discussion and exercises, thereby increasing content understanding. Attendees are encouraged to think out of the box on how to apply these concepts within the project setting.

The second part of this course discusses the following topics:

- Project Manager Ethics, Politics and Professional Responsibility in state government
- Confidentiality (client data/information integrity, team/staff (including vendor) information protection, legal issues, etc.)
- Cultural Issues (client resistance toward PM, changing sponsors, changing priorities, matrix management, etc.)
- SOM Budget
- SOM IT Technical Architecture Approach

Contact the Project Management Resource Center at DIT-ProjectManagement@michigan.gov or (517) 335-5957 for information on registering for this course.

Course: Procuring Goods and Services for the State of Michigan

This course is intended to familiarize the learner with the State of Michigan’s, specifically DIT’s Procurement process for both goods and services.

The learning objectives for this course include:

- Understand the contract development process as it relates to the State of Michigan’s and DIT’s policies and procedures.
- Understand the entire procurement process, including timeframes and

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***Course: Contract
Administration for the State
of Michigan***

requirements for Ad Board approval.

- Learn appropriate documentation procedures.

This web-based course can be viewed by linking to the PM Certification website.

This course is intended to familiarize the learner with the State of Michigan's, specifically DMB, Acquisition Services, contract management process.

The learning objectives for this course include:

- Understand the contract management process as it relates to the State of Michigan's policies and procedures.
- Understand the role and responsibilities of the State of Michigan contract administrator.
- Understand contracting authority, including, types of authority, where contractors get the authority, and how authority impacts the contracting process in the State of Michigan.
- Learn the importance of monitoring the performance process and quality assurance.

Learn appropriate documentation procedures.

To register for this Civil Service course, see your training coordinator for details.

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Part 5: Project Manager Development Training

Project manager development training assists in the development of personally recognized self-improvement areas that may be preventing the project manager from managing their projects to the best of their abilities. These recognized self-improvement areas may arise from feedback from team members, management (including 360° evaluations), vendors, the client, and others.

Project Manager Mentoring Program Participation

Each Intermediate Certification Program candidate will be required to take part in a mentoring relationship with a project manager who is able to transfer learned skills and/or wisdom.

The purpose of including this curriculum component as part of the PM Intermediate Certification Program is two-fold. First, there is a need to expose the candidate to formal mentoring as a mentee (the person being mentored), so that they may take advantage of this program in the future, both as a mentee and a mentor. Second, there is a need in every one of us, the need to improve a certain aspect of how we manage projects. This program is designed to improve identified improvement areas via the transfer of knowledge from another, more knowledgeable and experienced individual.

For the purposes of this certification program, this mentoring relationship should range from three months to six months in duration. We also request that the candidate make well-rounded selections in the “areas of focus” section of the Mentoring Participant Application. PMRC suggests selecting a similar item from each area of focus, and may assist the candidate in this selection effort.

Refer to the Project Manager Mentoring Guidebook for more information on the mentoring program.

Project Management Simulation Exercise

This is a future component of the Project Management Intermediate Certification Program.

When this component is ready to be launched, both Intermediate Certificate holders and Intermediate Certification Candidates will be encouraged, but not required, to take part in this simulation exercise.

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Part 6: Certification Examination and Experiential Validation

Upon successful completion of all of the courses in Parts 2, 3, 4 and 5 within 18 months from acceptance into the program, the candidate will be eligible to take the certification examination. Contact the PMRC to schedule this examination. Prior to scheduling the examination, the PMRC will confirm that the candidate has fulfilled the requirements in Parts 2, 3, 4, and 5.

After confirmation, the PMRC will schedule and administer the certification examination. The certification examination is a closed book test consisting of 100 questions to be completed within a three hour time period.

If the candidate does not pass the certification examination (a score of less than 80%), the candidate will be eligible to re-take the examination within two months. If the candidate fails the examination a second time, the PMRC will meet with the candidate to determine next steps.

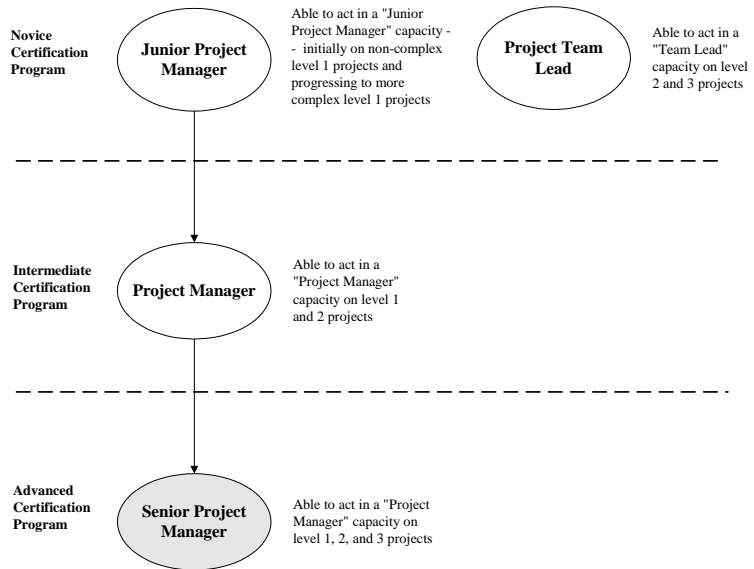
Additional requirements to receive the State of Michigan Intermediate Project Management Certification include:

1. The candidate must have a minimum of 1,500 hours of project management experience on one or more small (level 1) or mid-sized (level 2) projects, within the past four (4) years. A majority of the documented project management experience must include serving as a project manager. See Appendix 3 for a copy of the Project Management Experience Verification Form.
2. The candidate must attain a passing score on the PMICP certification examination. A passing score is achieved by attaining a minimum of eighty (80) percent on the exam.

Upon obtaining a passing score (greater than or equal to 80%), and obtaining the requisite 1,500 hours of project management experience, the PMRC will notify and provide the candidate with a certificate of completion. The candidate's name will be posted on the DIT Project Management website indicating successful completion of this program. The candidate may also be eligible to apply for the Project Management Advanced Certification Program (when available).

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Advanced Certification Program



The Project Management Advanced Certification Program is geared toward those individuals that will be leading/managing major projects the majority of their time.

The Advanced program will be developed and available in early 2005.

Appendices

Appendix 1: Project Management Novice Certification Commitment and Verification Form (DIT-0081)

Appendix 2: Project Management Intermediate Certification Commitment and Verification Form (DIT-0082)

Appendix 3: Project Management Certification Experiential Verification Form (DIT-0084)



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PROJECT MANAGEMENT NOVICE CERTIFICATION COMMITMENT AND VERIFICATION

Michigan Department of Information Technology

CANDIDATE INFORMATION

1. Last Name	2. First Name	3. Employee ID No.	4. Email Address
4. Office / Division / Section / Unit			6. Telephone Number ()
7. Work Address	8. City	9. State	10. Zip
11. Supervisor Name			12. Supervisor Telephone ()
13. Education and Experience in Project Management			

CERTIFICATE REQUIREMENTS

<input type="checkbox"/> Candidate and Leadership Commitment PROJECT MANAGEMENT BASICS <input type="checkbox"/> Managing Projects for the State of Michigan Online Course <input type="checkbox"/> 8-Hour Project Management and Methodology Training Course SOFT SKILLS <input type="checkbox"/> Basics of Effective Communication Online Course <input type="checkbox"/> Building a Successful Team Online Course <input type="checkbox"/> Leading an Effective Team Online Course <input type="checkbox"/> Problem Solving as a Team Member Online Course <input type="checkbox"/> Becoming an Effective Team Member Online Course CERTIFICATION EXAMINATION <input type="checkbox"/> Passing Score (70%) on Examination

CANDIDATE COMMITMENT

By signing below, I certify that I will take the time and effort to complete the Project Management Novice Certification Program.

Employee Signature	Date
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LEADERSHIP COMMITMENT

By signing below, I certify that I will provide the management support and leadership commitment for the candidate to complete the Project Management Novice Certification Program.

Supervisor Signature	Date
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Return this signed form for entry into the Project Management Novice Certification Program to: **DIT Project Management Resource Center
Romney Building, 4th Floor
Lansing, MI 48933**

**Upon completion of the Project Management Training and Online Courses, contact the
Project Management Resource Center to schedule the certification examination.**

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PROJECT MANAGEMENT INTERMEDIATE CERTIFICATION COMMITMENT AND VERIFICATION Michigan Department of Information Technology

CANDIDATE INFORMATION			
1. Last Name	2. First Name	3. Employee ID No.	4. Email Address
4. Office / Division / Section / Unit			6. Telephone Number ()
7. Work Address	8. City		9. State 10. Zip
11. Leadership Representative Name			12. Telephone ()
13. Entry Criteria into the Intermediate Program			
<input type="checkbox"/> Minimum 500 hours Project Manager experience for Levels 1 or 2 projects <input type="checkbox"/> Two letters of recommendation			
CERTIFICATE REQUIREMENTS			
<input type="checkbox"/> Candidate and Leadership Commitment			
PROJECT MANAGEMENT LEADERSHIP / INTERPERSONAL ONLINE COURSES			
<input type="checkbox"/> Creating a Strong Leadership Team		<input type="checkbox"/> Delegating	
<input type="checkbox"/> Leading Effective Meetings		<input type="checkbox"/> Building Strong Customer Relationships	
<input type="checkbox"/> Providing Effective Feedback		<input type="checkbox"/> Applying Leadership Basics (Recommended)	
<input type="checkbox"/> Motivating Employees (Recommended)		<input type="checkbox"/> Recommended Presentation Skills	
<input type="checkbox"/> Time Management (Recommended)		<input type="checkbox"/> Online courses identified in the Novice Certification Program (if not taken)	
TECHNICAL TRAINING		SOM Culture Training	
<input type="checkbox"/> Automated Project Scheduling		<input type="checkbox"/> State PM Methodology Advanced Topics	
<input type="checkbox"/> A Guide to the PMBOK – An Overview		<input type="checkbox"/> Leadership / Interpersonal, Culture and Technical Strategy	
		<input type="checkbox"/> Procuring Goods and Services for the State of Michigan	
		<input type="checkbox"/> Contract Administration for the State of Michigan	
PROJECT MANAGER DEVELOPMENT TRAINING			
<input type="checkbox"/> Project Manager Mentoring Program		<input type="checkbox"/> Project Manager Simulation Exercise	
CERTIFICATION EXAMINATION			
<input type="checkbox"/> Passing Score (80%) on Examination		<input type="checkbox"/> Experiential Requirements Satisfied	
CANDIDATE COMMITMENT			
By signing below, I certify that I will take the time and effort to complete the Project Management Intermediate Certification Program. Upon certification, I agree to become part of a virtual pool of certified project managers, and agree to periodically assist junior project managers in formal mentoring relationships.			
Employee Signature			Date
LEADERSHIP COMMITMENT			
By signing below, I certify that I will provide the management support and leadership commitment for the candidate to complete the Project Management Intermediate Certification Program. I will strive to utilize this individual in the management of Level 1 and Level 2 projects.			
Leadership Representative Signature			Date
Return this signed form for entry into the Project Management Intermediate Certification Program to: DIT Project Management Resource Center Romney Building, 4th Floor Lansing, MI 48933 Upon completion of the Project Management Intermediate Curriculum, contact the Program Management Division at DIT-projectmanagement@michigan.gov to schedule the certification examination.			

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PROJECT MANAGEMENT EXPERIENCE VERIFICATION

Michigan Department of Information Technology

1. Last Name	2. First Name	3. Telephone Number ()	4. Email Address
5. Office / Division / Section / Unit			
6. Work Address	7. City	8. State	9. Zip
PROJECT INFORMATION			
1. Project Name #1	2. Start / Completion Dates -	3. No. Leadership Hours You Expended	
3. Project Manager / Sponsor Name		4. Telephone Number ()	5. Email Address
6. Explain your role on this project			
7. Summarize the deliverables that you managed on this project. Indicate the approximate number of people you managed by deliverable.			
<i>I declare that all the information provided above is true and accurate to the best of my knowledge.</i>			
Signature			Date