



Virginia Information Technologies Agency



Keeping Up-to-Date with the... Project Manager Selection and Training Standard (PMSTS)

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PMSTS Changes took effect January 1, 2016

- WHY are we changing PMSTS?
- WHAT are the changes?
- HOW will the changes affect me? Well, WHO are you? I am a...
 - Active, current Project Manager
 - Vendor / contract Project Manager, new to State Service
 - State Employee developing project management skills
 - Project Management Division Consultant
- And, by the way, the BIG PICTURE!



"The best predictor of future behavior is past behavior"

- "Does the Popular Maxim Hold Water?"
 - – Psychology Today
- "Don't be Fooled: Past Behavior Doesn't Predict Future Performance"
 - – Lou Adler *The Essential Guide for Hiring & Getting Hired*
- Sorry, but it's the best we've got.
- Combined with education and certifications...
- Reduce overall risk of project failure, combined with:
 - IT Project Governance & Oversight
 - Project Management Standards
 - Project Management Consulting



PMSTS Needs to be revised because...

- Category 3 PMs have the same PM experience level requirement as Cat 1 & Cat 2; possible unintended barrier to entry for some
 - Response: Reduce the PM experience requirement for Cat 3
- The Project Manager Qualification Exam was 2-3 editions behind PMBOK methodology & structure
 - Response: Decouple PMSTS dependence on PMBOK revisions; Update PM exams
- Potential vulnerability in PM qualification scheme: No verification that PMs retained material presented in the CPM Orientation and CTP Training classes
 - Response: Add Level One Exam requirement



PMSTS Needs to be revised because...

- IT Program Manager requirements do not exist
 - Response: Establish IT Program Manager standards
- Potential vulnerability in PM qualification scheme: Once-per-lifetime CPM Orientation requirement allows CPM knowledge to become stale and outdated
 - Response: PMSTS needs to devise a requirement to keep CPM Qualification Up-to-Date
- Since PM knowledge needs to be Up-to-Date, the PM Qualification Record (PMQR) must be current
 - Response: Revise PMD procedures to verify PMQR is current
 - Response: Revise PMQR to capture currency information



PMSTS: Revision CPM 111-03

- First major update to PMSTS since 2011
- Refines Project Manager (PM) Qualification levels:
 - Agency Level / Cat 4 / Cat 3 / Cat 2 / Cat 1 / IT Program Manager
- Adds a requirement to Project Manager Qualification:
 - PM Qualification must remain Up-to-Date
 - PM Qualification Training & Tests remain **current** for 3 years
 - PM Qualification becomes **dormant** after 3 years of inactivity
 - PM must **renew** PM Qualification prior to assignment if qualification has become **dormant**
- Requires PMD review of PM qualifications as part of the Project Initiation Approval (PIA) process
- Major update of PM Qualification testing process
 - New learning objectives // Simplified testing process



PMSTS: Other changes

- Updates description of PM Qualification testing process
- Accommodates changes to PM Qualification tests
 - Replaces "Core" & "Facilitating" with "Level One" & "Level Two"
 - 13 revised learning objectives
- Clarifies a special circumstance when an Active Project escalates to a higher Category
- PM qualification will become more dynamic than today, as PMs climb the experience ladder over time
- Changes to CTP forms & CTP help
 - PM Qualification form
- Changes to PMQR system & PMD training materials
 - Level One Exam pass date / Project closeout date / etc.



Retaining CPM Orientation Material...

New Test for Commonwealth Project Manager Orientation

Issue: People forget what they heard at the CPM Orientation Class

Answer: Each student must complete PM Qualification Level One Exam

Level One Exam: Managing IT projects in the Commonwealth:

1. Project Manager Qualification and Selection
2. Project Initiation
3. Project Planning
4. Project Execution and Control
5. Project Closeout

**EXAM
ONE**

This rule ONLY applies to NEW PM Candidates, (after January 1, 2016).

Note: The Exam costs \$90



Developing Project Management Skills...

New Test for Commonwealth Project Manager Qualification

Issue: Need for non-PMI path to CPM Qualification for Cat 3, 2, 1

Answer: Non-PMI PMs can complete PM Qualification Level Two Exam

Level Two: Supporting IT Project Management Knowledge Areas:

1. Project Scope Management
2. Project Time Management
3. Project Cost Management
4. Project Quality Management
5. Project Communication Management
6. Project Risk Management
7. Project Procurement Management
8. Project Stakeholder Management

EXAM
TWO

Certified PMPs do not need to take this test.

Note: The Exam costs \$90



Maintaining PM Proficiency...

Commonwealth Project Manager must have "Up-to-Date" qualification

Issue: Knowledge of Commonwealth PM procedures gets **stale**

Answer: Project Manager Qualification must be "Up-to-Date"

Commonwealth IT PM Qualification becomes dormant 3 years after:

1. Completion of the Commonwealth Project Manager Overview Class prior to January 1, 2016

Or, if applicable,

2. Successfully passing PM Qualification Exam – Level One

Or, if applicable,

UP-TO-DATE

3. The closeout date of a Commonwealth-level (Category 4, 3, 2, or 1) IT project in which the candidate was the designated PM



Keeping CPM Qualification Up-to-Date

Maintain an **Up-to-Date** Commonwealth IT PM Qualification by:

1. Serving as the designated PM of a Commonwealth-level IT project within the past 36 months

Or, if 36 months elapse since performing CoVa PM duties,

2. Completion of (attending) the Commonwealth Project Manager Overview Class

Therefore, it is not difficult to stay CPM
Qualified indefinitely

Note:

3. Passing the PM Qualification Exam – Level One is required **ONLY** for candidates pursuing their first-time CPM Qualification after January 1, 2016; You are **not** required to re-take and pass the PM Qualification Exam if your qualification becomes **dormant**.

UP-TO-DATE



7 Steps to Project Manager Qualification: (Except Agency Level PM)

Remember: Currently Qualified CPM PMs can skip most of these steps.

1. Create PMDP-enabled VIM account
2. Complete Project Manager Qualification Record (PMQR)
3. Have supervisor validate PMQR
4. Update PMQR information within the year leading up to being assigned as Project Manager for a project
5. Complete the Commonwealth IT Project Manager Overview Training within the past 3 years
6. Pass the PM Qualification – Level One Exam within the past 3 years
7. Complete the Commonwealth Technology Portfolio for Project Managers Training once assigned to a project (optional for IT PgM)

STEPS



Agency-level Project Manager Requirements

Knowledge & Training: The Project Sponsor will give [preference](#) to selecting Project Manager candidates who:

- Complete the Commonwealth IT Project Manager Overview Training within the past 3 years.

Formal Education: The Project Sponsor will give [preference](#) to selecting Project Manager candidates who:

- Have an Associates or higher degree.

Note that:

The College Degree [preference](#) may be substituted with passing the PM Qualification – Level One Exam within the past 3 years.

Project Experience: The candidate **must**:

- Have exhibited team building and leadership potential.
- Have at least At least 1,500 hours of project team experience, which includes any position on a project team.



Category 4 Project Manager Requirements

Knowledge & Training: Unless the candidate is a *Current* Cat 4 or above Project Manager, the candidate **must**:

- Complete the Commonwealth IT Project Manager Overview Training within the past 3 years.
- Pass the PM Qualification – Level One Exam within the past 3 years.

Note that:

- *Certified PMPs or CAPM's are preferred.*
- Complete the Commonwealth Technology Portfolio for Project Managers Training.



Category 4 Project Manager Requirements

Formal Education: The Project Sponsor will give [preference](#) to selecting Project Manager candidates who:

- Have a Bachelors or higher level degree in a management or technology discipline related to the project.

Note that:

- The College Degree [preference](#) may be substituted with passing the PM Qualification – Level Two Exam within the past 3 years, and...
 - The College Degree [preference](#) may be substituted with being a [Current](#) Commonwealth-level Project Manager
- Have experience or special qualifications in an applicable functional or technical field.



Category 4 Project Manager Requirements

Project Experience: The candidate **must**:

- Have exhibited effective team building, leadership, and communication skills.
- Have at least combined 2,000 hours of successful project management experience from any of the following sources:
 - Project Manager on an Agency-level IT Project;
 - A member of the management team on a Category 1-4 IT Project;
 - Serving in a position of authority, directly participating in the management of an IT operations and maintenance (O&M) project.

Note that the Project Sponsor will give preference to selecting Project Manager candidates who:

- *Have successfully performed as the Project Manager for at least one Category 4 or higher IT Project, or \$250,000 other-than-Commonwealth project.*



Category 3, 2 and 1 Knowledge & Training Qualification Requirements and Preferences:

Knowledge & Training: Unless the candidate is a *Current* Cat 3 or above Project Manager, the candidate must:

- Complete the Commonwealth IT Project Manager Overview Training within the past 3 years.
- Pass the PM Qualification – Level One Exam within the past 3 years.
- Pass the PM Qualification – Level Two Exam within the past 3 years.

Note that:

- *Certified PMPs are preferred and...*
- *A certified PMP does not have to take or pass the PM Qualification Level Two Exam.*
- Complete the Commonwealth Technology Portfolio for Project Managers Training.



Category 3, 2 and 1 Formal Education Qualification Requirements and Preferences:

Formal Education: The Project Sponsor will give [preference](#) to selecting Project Manager candidates who:

- Have a Bachelors or higher level degree in a management or technology discipline related to the project.

Note that:

- The College Degree [preference](#) may be substituted with passing the PM Qualification – Level Two Exam within the past 3 years, and...
 - The College Degree [preference](#) may be substituted with being a *Current Commonwealth-level Project Manager*
- Have completed advanced project management training on a subject, such as:
 - Advanced Risk Management;
 - Advanced Project Metrics and Statistical Analysis;
 - Systems Development; Enterprise Architecture;
 - Financial Management for Projects and Programs; Strategic Planning;
 - Organizational Dynamics and Organizational Change Management
- Have experience or special qualifications in an applicable functional or technical field.



Category 3 Project Manager Requirements

Project Experience: The candidate must:

- Have exhibited effective team building, leadership, and communication skills.
- Have at least 3,000 hours of successful project management experience as a Project Manager on at least one IT project with a budget of at least \$250,000.

Note that the Project Sponsor will give preference to selecting Project Manager candidates who:

- *Have successfully performed as the Project Manager for at least one Category 1, 2 or 3 IT Project, or \$1M other-than-Commonwealth project.*



Category 2 Project Manager Requirements

Project Experience: The candidate must:

- Have exhibited effective team building, leadership, and communication skills.
- Have at least 4,500 hours of successful project management experience as a Project Manager on at least one Commonwealth-level IT project, or \$1M other-than-Commonwealth project.

Note that the Project Sponsor will give preference to selecting Project Manager candidates who:

- *Have successfully performed as the Project Manager for at least one Category 1 or 2 IT Project, or \$1M other-than-Commonwealth project.*



Category 1 Project Manager Requirements

Project Experience: The candidate must:

- Have exhibited effective team building, leadership, and communication skills.
- Have at least 4,500 hours of successful project management experience as a Project Manager on multiple Commonwealth-level IT projects, or multiple \$1M other-than-Commonwealth projects.

Note that the Project Sponsor will give preference to selecting Project Manager candidates who:

- *Have successfully performed as the Project Manager for at least one Category 1 or 2 IT Project, or \$1M other-than-Commonwealth project.*



IT Program Manager Requirements

Knowledge & Training: Unless the candidate is a *Current* Cat 3 or above Project Manager, the candidate must:

- Complete the Commonwealth IT Project Manager Overview Training within the past 3 years.
- Pass the PM Qualification – Level One Exam within the past 3 years.
- Pass the PM Qualification – Level Two Exam within the past 3 years.

Note that:

- *Certified PMPs and PgMPs are preferred and...*
- *A certified PMP does not have to take or pass the PM Qualification Level Two Exam.*



IT Program Manager Requirements

Formal Education: The candidate must:

- View the Program Management Standard training materials and discuss the standard requirements with a PMD Consultant.
- Discuss the guidance available from the Program Management Guideline with a Project Management Division Consultant.

Note that the Project Sponsor will give preference to selecting Program Manager candidates who:

- Have a Bachelors or higher level degree in a management or technology discipline related to the project.

Note that:

- The College Degree preference may be substituted with passing the PM Qualification – Level Two Exam within the past 3 years, and...
- The College Degree preference may be substituted with being a Current Commonwealth-level Project Manager
- Have completed advanced project management or program management training, experience or special qualifications in an relevant functional or technical field.



IT Program Manager Requirements

Project Experience: The candidate must:

- Have exhibited effective team building, leadership, and communication skills.
- Have at least 4,500 hours of successful project management experience as a Project Manager on multiple Commonwealth-level IT projects, or multiple \$1M other-than-Commonwealth projects.

Note that the Project Sponsor will give preference to selecting Program Manager candidates who:

- *Have successfully performed as an IT Program Manager, the Project Manager for at least one Category 1 or 2 IT Project, or multiple \$1M other-than-Commonwealth projects.*

Project & Program Manager Qualification Requirements

| | Agency Level | Category 4 | Category 3 | Category 2 | Category 1 | IT Program |
|--|---|--|--|---|---|--|
| Is the candidate Currently Qualified for this category (or better)? | | If YES, then END; | | | | |
| | | If NO, then complete 7 Steps | | | | |
| Knowledge & Training | Preferred: Complete CPM Orientation w/in past 3 years | Must Complete CPM Orientation w/in past 3 years | | | | |
| | | Must Pass Level One Exam | Must Pass Level One Exam Must Pass Level Two Exam* | | | |
| | Preferred: PMP or CAPM | | Preferred: PMP or PgMP; * If PMP, no need to pass Level Two Exam | | | |
| | | Must Complete CTP for PM Class | | | | |
| Formal Education (No Requirements, only Preferences) | Preferred: Assoc. Deg. or Equivalent; <i>may be substituted with passing the PM Qual – Level One Exam w/in 3 years.</i> | Preferred: Bachelors or higher level Degree or Equivalent Experience in a management or technology discipline related to the project; <i>may be substituted with passing the PM Qualification – Level Two Exam w/in past 3 years, or being a Current Commonwealth-level Project Manager.</i> | | | | |
| | Preferred: Have experience or special qualifications in an applicable field | | | | | |
| Team building, communication & leadership skills | Must show potential | Must have exhibited these skills | | | | |
| Project Management Experience | Must: 1500 hrs, any project position | Must: 2000 hrs, various leader roles in a project | Must: 3000 PM hrs, any \$250K project | Must: 4500 PM hrs, CoVa project or >\$1M non-Cova | Must: 4500 PM hrs, multi- CoVa, or >\$1M non-Cova | Must: 4500 PM hrs, multi- CoVa, or >\$1M non-Cova |
| | | Preferred: PM for ≥ 1 Cat. 4 or higher, or \$250K other-than-CoVa project. | Preferred: PM for ≥ 1 Cat. 3 or higher, or \$1M other-than-CoVa project. | Preferred: PM for ≥ 1 Cat. 2 or 1, or \$1M other-than-CoVa project. | Preferred: PM for ≥ 1 Cat. 2 or 1, or \$1M other-than-CoVa project. | Preferred: PgM experience; PM for ≥ 1 Cat. 2 or 1, or \$1M proj. |



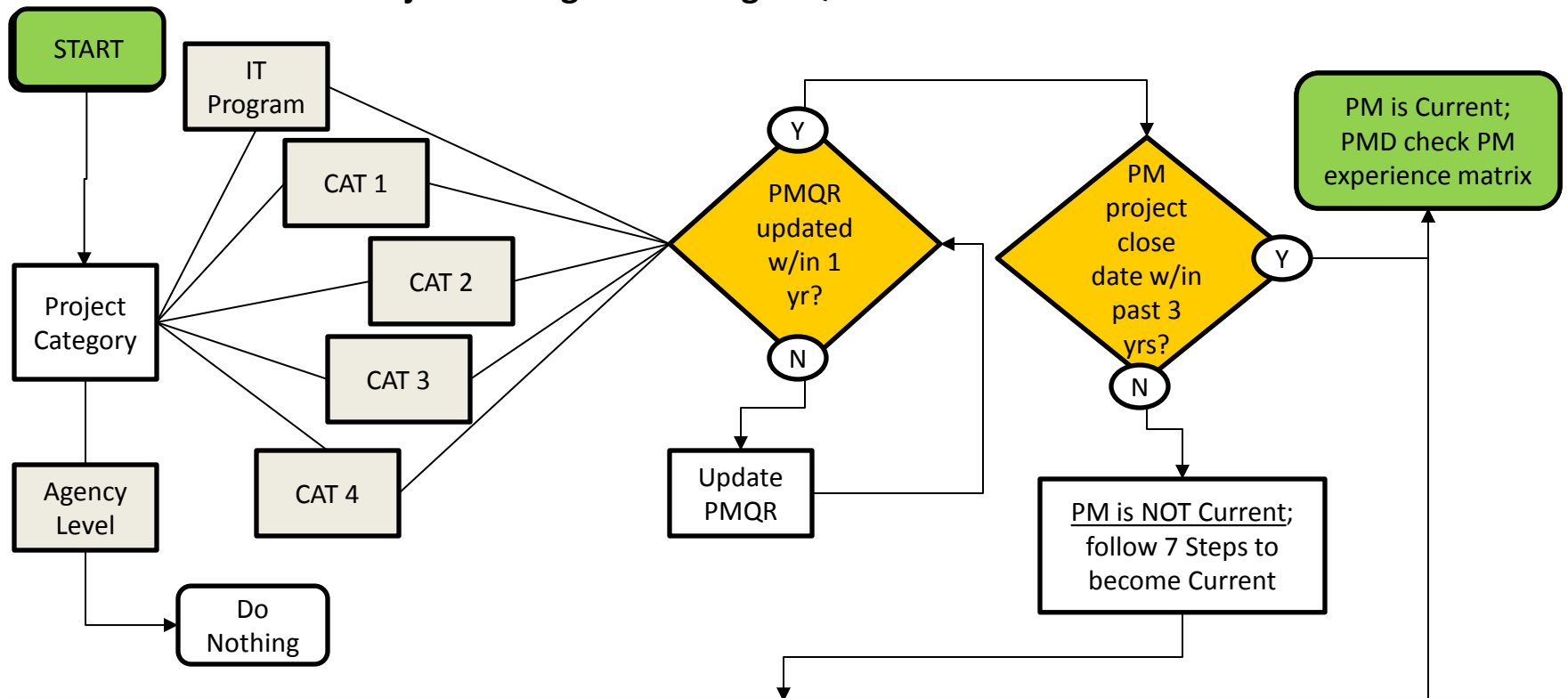
Steps for PMD Consultant: (Except Agency Level PM)

Condition: A candidate is selected to be the designated PM for a Commonwealth-level IT Project (or Program)

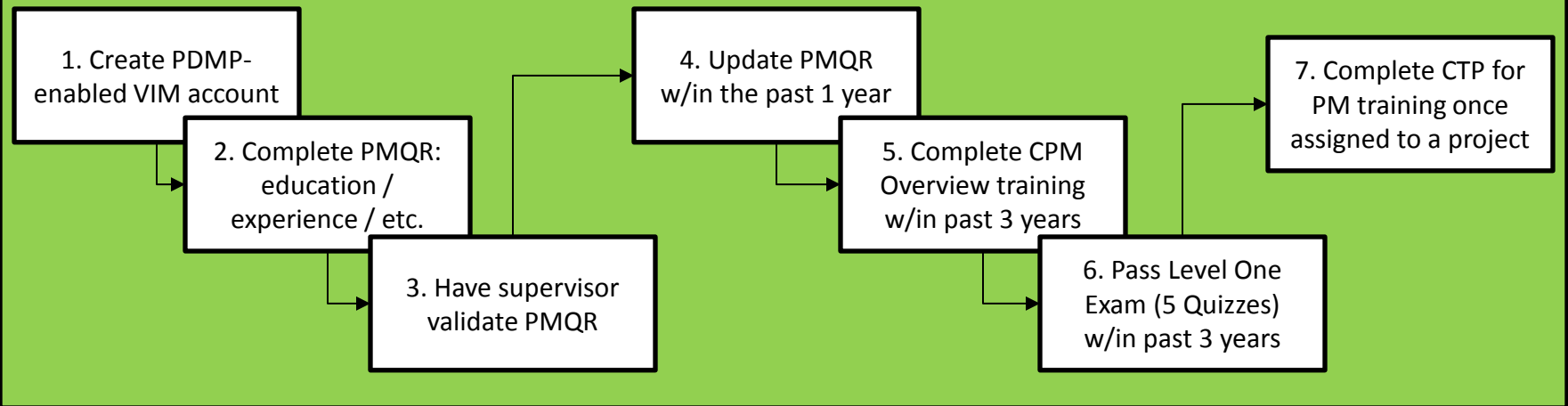
1. Verify that PMQR has been updated within the past year
2. Check for end date (project completion date) of most recent Commonwealth-level IT Project
3. If project completion date is within 3 years, CPM qualification is **Up-to-Date / Current**; then...
 - a. Check PM experience to ensure it satisfies requirements for the project category in question
4. If PM candidate is **NOT Current**, follow "7 Steps" previously described in order to become **Currently** Qualified in CPM; then step 3.a. above

**PMD
STEPS**

Project & Program Manager Qualification Process Flow



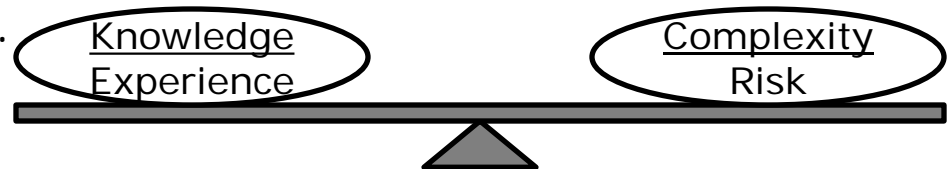
7 Steps to Project Manager Qualification





Thank You...

1. Having qualified Project Managers reduces the overall risk for each IT project and the Commonwealth IT Portfolio overall.
2. CPM Qualification training and testing adds value to the Commonwealth and invests in the workforce.
3. CPM Overview training, refresher training and advising is provided to agencies at no direct cost to them.
4. Multiple categories of CPM qualification balances project manager knowledge and experience versus project risk and complexity
– a risk mitigation approach.



5. Helping the Commonwealth achieve a significant record of project successes.