

# Growing Project Managers: One Company's Experience

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OSRA Conference  
February 29, 2008  
Columbia, SC

# Agenda

- Background
- Motivation
- Program development
- Program description
- Conclusions and discussion

# Background

- Insurance provider and claim processor based in the Southeast
- Claim processing software developed in-house over past 40+ years
- CIO is a long-time employee

# Motivation

- Shortage of needed PM skills
- Outside contractors tend to try to impose new ways of thinking
- Corporate nuances are more easily understood by employees

# Program Development

- Patterned after another successful in-house training program
- Team from Project Management selected to develop details
- 8 internal candidates selected
- Training lasted 9 months

# Program Development

## Selection

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graph TD; Selection((Selection)) --> ClassroomTraining((Classroom Training)); ClassroomTraining --> Internship((Internship));
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- Technical background not required
- Focused on communication
  - Verbal
  - Written
- Group interview

## Classroom Training

- Teamed with training firm
- Six weeks, full time

## Internship

- Assigned a mentor
- Common & remote offices

# Program Description

## *Selection*

- Created special position during training
- Advertised for internal and external candidates
- 60 internal candidates applied for 8 openings
- Business Analysts common applicants
- Followed normal Human Resources process
- Standard questions asked during group interviews – rated immediately following
- Verbal and written communication evaluated

# Program Description

## *Classroom Training*

- Training firm selected from several interviewed
- Program requirements established in conjunction with selected firm
- Training documents created, reviewed and approved by project team
- Standard training program tailored for company practices and policies

# Program Description

## *Classroom Training*

- Skills emphasized
  - Communication
  - Negotiation
  - SDLC methodology & application
- Role playing used to practice
- Trainees evaluated for PMO placement

# Program Description

## *Internship assignment*

- One of four PMO areas
- Common office area for all trainees
- Satellite office in assigned PMO area
- Mentor assigned
- Given a small project to manage
- Nine month initial duration

# Conclusions

- Success rating 1-10 ... 10
- Soft skills appreciated ... encouraged established PM's to supplement training
- Project-related company application skills lacking ... increase training
- Document writing needs additional emphasis ... increase training

# Discussion

- PM approach used to develop program
- Training developed based on team agreement
- Process expected to evolve successfully
- Formal assessment process used
- Longitudinal results may aid in “hard vs. soft” skill paradigm development

Thank you very much

Questions?