

U.S. Army Materiel Command (AMC): Project Management Program



CHALLENGE:

Prior to 2017, Army Materiel Command (AMC) faced significant challenges with their Project Managers and their programs. During annual and quarterly performance reviews of the enterprise, trends were identifying significant opportunity for reducing cost, increasing productivity and increasing capability and capacity. Numerous Six Sigma Performance Improvement Projects, Lean Events and Value Stream Analysis reviews found recurring Project Management related issues that were causing projects to delay, exceed planned budget, not deliver complete scope, failed to integrate necessary changes and suffered substantially from resource conflicts and issues. Undesirable conditions were occurring that are common when informal, inconsistent and unmeasured project management practices are being performed by staff that are not properly trained, developed and mentored to carry out the project management role professionally.

SOLUTION:

To resolve these conditions, AMC and Learning Tree International established a partnership and formulated a Solutions Strategy and Development Plan that would:

- **Revolutionize the practice of Project Management in the enterprise** while establishing a PM culture consistent with recognized industry best practices including the PMI PMBOK, Prince2, AS9100, ISO9001 and ISO 21500 standards
- **Inculcate the 10 disciplines of Project Management** from the PMBOK and develop an Enterprise Project Management policy that accounts for all business units in the organization
- **Create a PM methodology** with processes to manage the life cycle of project work from initial customer need through final project closeout
- **Formulate a collection of document templates** for use as the project methodology is being performed to ensure thorough documentation for executing project work, making decisions and managing change

700+ HIGH VALUE PROJECTS
COMPLETED ANNUALLY

- **Implement a collaboration environment with SharePoint as a Project Management Information System (PMIS)** that allows the full set of project stakeholders, internally and externally, to access project information and manage project documents, contribute and engage project work, collaborate cross functionally and archive project data for review and analysis to use in process improvement efforts.
- **Align the project management practices of the development program with the organization's strategic objectives as business drivers.** This ensures the aggregate of enterprise project work has a direct relationship to achievement of the tiered goals and accomplishment of strategic objectives.

All courses provided use Organic Industrial Base example projects to teach concepts, tools, techniques and methods. Attendees bring actual AMC projects to events and apply newly acquired skills and capabilities to accomplish the work they need to perform on AMC projects. This Program and Project Management Development Program we implemented has prepared, matured and internally certified Project Managers to manage and complete up to 700+ high value projects annually.