# Qualification and Capabilities of
# Certified Project Managers (CPM)®

The Certified Project Manager (CPM) Boot Camp® is the world's only experiential-based project management and leadership immersion training and certification program.  Over 35,000 leaders have successfully completed the most intense and effective project management and leadership training and certification program available anywhere.  Unlike other project management training and certification programs that take classroom approach to training and leadership development, the CPM Boot Camp completely immerses students into a realistic project team environment for five days and four nights.  Within this team-based environment, students must solve a myriad of project and team scenarios while applying the tools and techniques they have been provided.  Their project management and leadership skills rapidly mature as they learn through experiencing both failure and success. To earn the CPM® designation, students must demonstrate to our experienced instructors that they possess the leadership and project management skills, knowledge, confidence and discipline to successfully lead projects of any size and complexity.

Certified Project Managers (CPM)® have demonstrated the skill, confidence and discipline to:
- Create a project environment utilizing practical and proven tools and techniques that mitigate the risk of failure while improving efficiency by which projects are planned and managed.
- Successfully bring together resources from across organizations into effective and productive project teams utilizing the Team Charter.
- Understand their leadership strengths and weaknesses and continue to work on improving their leadership skills.
- Identify the work styles of their individual team members, sponsors, and stakeholders utilize that knowledge the strengths of each to improve the success of the team.
- Modify their own leadership and work style as necessary to successfully lead their team.
- Effectively facilitate creative problem solving and planning sessions.
- Successfully and proactively initiate and plan projects by:
  - Preparing both a high level and a detailed Project Charter.
  - Preparing both a high level and a detailed Work Breakdown Structure.
  - Developing and introducing the Communication Plan which includes:
    - Stakeholder identification and assessment.
    - Organization Chart that clearly defines roles and responsibilities.
    - Responsibility matrix describing ownership of WBS work packages.
    - Communication matrix.
    - Status reporting process
    - Issues management process and use of the issues log.
    - Documentation management.
  - Facilitate successful planning sessions in which:
    - A detailed project charter is developed from the high level charter.
    - A detailed WBS is developed and decomposed to the work package level.
    - Owners are assigned at the work package level.
    - Ownership is recorded in the Responsibility Matrix.
    - Bottom up estimating is performed from the work package up.
    - Code of account numbering is assigned to deliverables in the WBS.
    - Requirements are traced back to the WBS.
    - Work package owners identify tasks, dependencies and work effort for each work package.

*Achieve Strategic Vision Through Project and Program Success!!*

- Facilitate effective risk identification, assessment and planning sessions.
    - o Successfully facilitate a team in identifying and score risk events.
    - o Identifying triggers.
    - o Assigning owners for mitigation.
    - o Mitigation planning.
- Develop accurate and detailed project schedules by:
    - o Entering the work packages for the WBS into the schedule.
    - o Tasks are assigned to produce each work package.
    - o Estimating is performed using PERT and/or other techniques.
    - o Resources and work estimates are assigned.
    - o Dependencies are assigned.
    - o The critical path is calculated.
    - o Fast tracking and/or crashing are used to shorten the length of the project.
    - o The project is base-lined for tracking.
- Control their projects by:
    - o Using the scheduling tool to monitor float, slippage and identify critically late tasks
    - o Capturing project status from each team member to include hours completed against tasks, remaining work effort by task, slippage and issues.
    - o Re-planning based on the weekly status received by team members
    - o Identifying issues, measuring impact, assigning ownership and issue resolution
    - o Implementing change control that effectively identifies changes in scope, measures the impact of the change, tracks and resolves the changes.
    - o Using the scheduling tool for impact analysis and communication for decision making
    - o Manage issues.
    - o Identify risks triggering and move to issues log.
    - o Client deliverable sign off.
    - o Obtaining deliverable sign off as deliverables are completed.
- Close out projects by:
    - o Obtaining final client signoff.
    - o Capturing lessons learned from the client, stakeholders and sponsors.
    - o Capturing the lessons learned for the team to include:
        - ▪ What the team did well
        - ▪ What the team could do better next time
        - ▪ What each individual did well
        - ▪ What each individual could do better next time
        - ▪ What the client thought went well and what could have gone better
        - • Capturing project information for use for future project planning

Your CPM graduate was provided the following key decision support tools and is skilled in utilizing them:

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| ▪ Project Charter (High and Detailed) | ▪ Risk Identification Process |
| ▪ WBS (High and Detailed) | ▪ Risk Log |
| ▪ Responsibility Matrix | ▪ Risk Isobar Chart |
| ▪ Requirements Traceability Matrix | ▪ Stakeholder Assessment |
| ▪ Organization Chart | ▪ Scope Change Control Log |
| ▪ Issues Log | ▪ After Action Report |
| ▪ Status Report | ▪ Lessons Learned |
| ▪ Communications Matrix | ▪ Action Item Log |
| ▪ Organization Chart | ▪ Team Charter |
| ▪ Decision Log | |