



Breakout Session



Beyond PM Training: Designing a Strategic System for PM Development



Emily White
Talent Development
Manager at
Timmons Group



**Anthony Fasano, PE,
AEC PM, F ASCE**
Founder, Engineer, Lead
Trainer and Coach at EMI



Meet The Speakers



**Anthony Fasano, PE,
AEC PM, F ASCE**
Engineering
Management Institute



Emily White
Timmons Group





Consistency is what transforms the average into excellence.

-Tony Robins



AEC PM Ecosystem™



Overview

1. Why Traditional PM Training Falls Short
2. PM Culture: AEC PM Ecosystem™
 - Phase I: PM Pillars
 - Phase II: PM Development
 - Phase III: PM Utilities
 - Phase IV: PM Support
3. How to Build a Customized PM Development Program



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Why Traditional PM Training Falls Short



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AEC PM Ecosystem™



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The 4E Talent Engine

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The 4E Talent Engine

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- Communities of Practice
- Mentoring
- Project Spotlights
- Subject Matter Experts Panels
- Observation
- Associations & Networks
- Software Demonstrations
- Podcasts



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- Instructor-led
 - Face-to-face or Virtual
 - Internal or external
- E-learning
- Instructional Videos
- Job Aids
- Certifications
- Books & Articles
- AI generated instruction



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The 4E Talent Engine

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- Tools
- Technologies
- Templates
- Workflows
- Policies
- Culture



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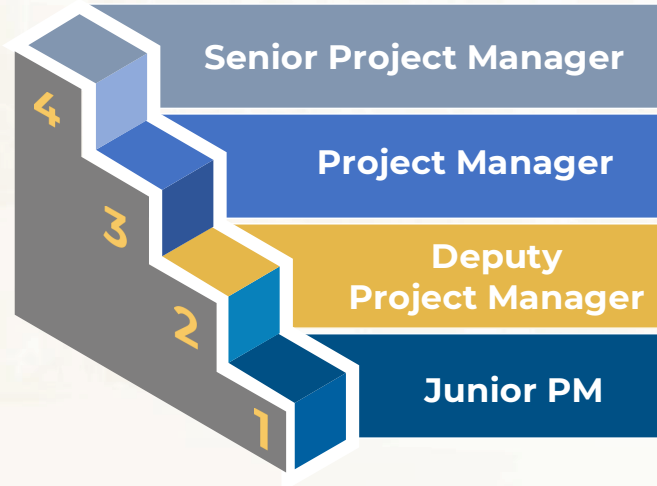


- On-the-job Training
- Stretch Assignments
- Practice
- Day-to-day Feedback
- Simulations
- Performance Management



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Phase I PM Job Titles & Roles PM Career Pathways



Oversees complex, high-impact projects or multiple project teams.

Leads full project lifecycles from planning to delivery.

Assists the Project Manager in execution, stakeholder communication.

Supports project planning, documentation, and coordination under close supervision.



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Phase II PM Assessments

ASSESSMENT

CHECK

EVALUATE



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Phase II PM Assessments

Breakdown of Ratings by Performance Level

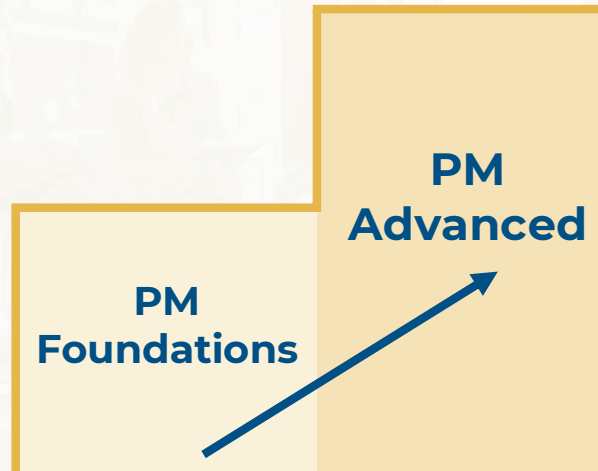
	Initiating	Planning	Executing	M&C	Closing	Overall Performance	GOAL
Exceeds	20%	27%	33%	18%	9%	27%	~30%
Meets	62%	66%	62%	67%	63%	46%	~40%
Below	18%	8%	5%	15%	28%	28%	~30%



Phase II PM Development Program



Phase II PM Development Program

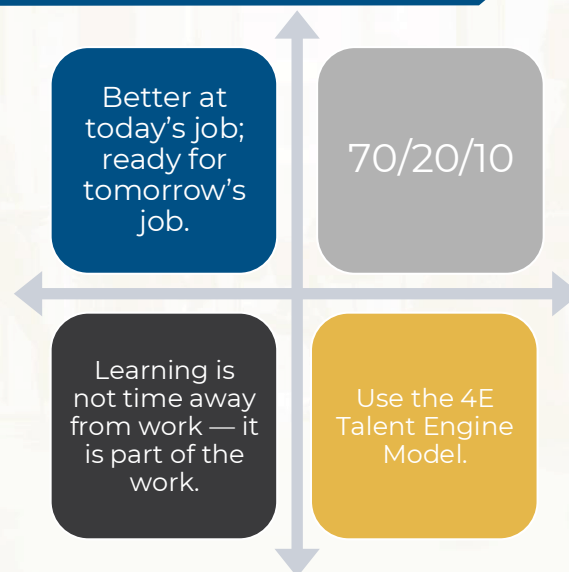


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Phase II PM Development Program

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Philosophy of Continuous Development



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Project Management Training



Knowles' Six Principles of Adult Learning

1. Adults are **internally motivated** and self-directed
2. Adults bring **life experiences** and knowledge to learning experiences
3. Adults are **goal** oriented
4. Adults are **relevancy** oriented
5. Adults are **practical**
6. Adult learners like to be **respected**



Kirkpatrick Levels of Evaluation



- 1. Reaction** – *Did they like it?*
- 2. Learning** – *Did they learn it?*
- 3. Behavior** – *Can they do it?*
- 4. Results** – *Is it making a difference?*



Action Item for You:

In Terms of Improving
PM Development at your
company.

Education – *To Learn*

- What learning is out there you?

Exposure – *To See*

- Who is already doing this well?

Experience – *To Do*

- How can you weave in some practice in your day-to-day?

Environment – *To Get*

- Do you have what you need to be successful?



Phase III PM Tools & Templates

Earned Value Template

PROJECT NAME		PROJECT NUMBER		PROJECT MANAGER		START DATE		END DATE	
LOGO	BUDGET COMPLETE	PLANNED VALUE	ACT. % WORK COMPLETE	EARNED VALUE	ACTUAL COST	EXPENSE TO COMPLETE	EXPENSE AT COMPLETION	CV	SV
EARNED VALUE									
WBS	SAC ID	PV \$	% WORK COMPLETE	EV \$	AC \$	ETC	SAC	CV	SV
PROJECT	WBS ID	PLANNED VALUE	% WORK COMPLETE	EARNED VALUE	ACTUAL COST	ETC	SAC	CV	SV
1	Task 1								
	1.1								
	1.2								
	1.3								
	Task 1.4								
2	Task 2								
	2.1								
	2.2								
	2.3								
	Task 2.4								
3	Task 3								
	3.1								
	3.2								
	3.3								
	Task 3.4								
4	Task 4								
	4.1								
	Task 4.2								
	Task 4.3								
	Task 4.4								
5	Task 5								
	5.1								
	5.2								
	5.3								
	Task 5.4								
Project and Task Summary									

Kick-off Meeting Agenda

LOGO		COMPANY NAME	
Project Name	Project Name	Start Date	Date
Project Number	Project Number	End Date	Date
Project Manager	Project Manager	Updated as of	Date
Internal Kickoff Meeting Agenda Template 1			
Project Name: _____			
Date: _____			
Time: _____			
Location/Platform: _____			
1. Welcome and Introductions			
Facilitator [Project Manager or host]			
Participants [List of attendees, including key stakeholders, clients, and team members]			
Purpose [Brief overview of the meeting objectives]			
2. Project Overview			
Project Description [Brief explanation of the project scope and goals]			
Client Goals and Objectives [What does success look like for the client?]			
Key Milestones and Deadlines [Highlight critical dates and deliverables]			
Budget Overview [High-level summary of the approved budget]			
Template last updated 06/22		© Engineering Management Institute 2022	

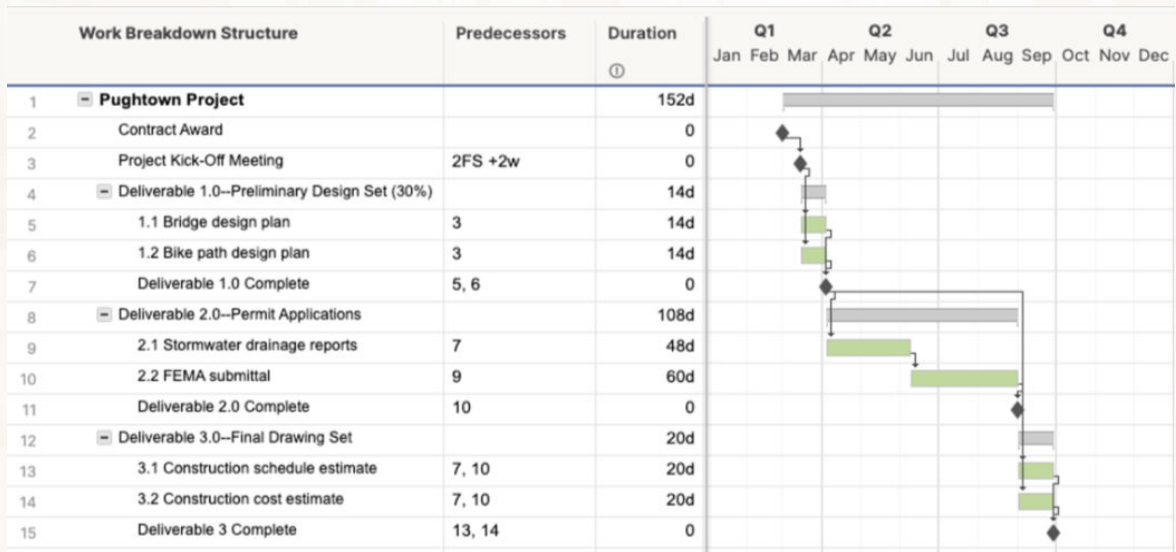


“I don’t need to know everything, I just need to know where to find it, when I need it.”

- Albert Einstein



Phase III PM Software



Phase IV PM Onboarding and Mentoring



Phase IV Project Management Office (PMO)



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AEC PM Ecosystem™



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QUESTIONS

