

Programme Management Course Syllabus

Module 1 - Programme Management Overview

Outline

1. Programme Management Overview

Review and develop understanding of Programme Scope, Programme Objectives, Content of the Programme Management Plans, Organization, Charter, Key Performance Indicators, HSE Policy, Roles and Responsibilities, Business and Administrative Procedures and Client Service Commitments

2. ADSSC Policies and Procedures

Develop understanding of Purpose and Objectives, Policy and Procedures, Protocols and Compliance and Audits

Course Leader

TBD

Timing

8 Hours

Planned Date

June 2009

Learning Objectives

Participants will be introduced to the overall framework, scope, objectives, plans, charter, KPI's, policies and procedures of the STEP programme.

STEP Work Exercises

Work exercise designed to reinforce learning of plan development, processes and procedures for programme management.

Group Learning Project

Present the results of the group efforts on work exercises related to Programme Management Overview or other plans to the ADSSC management team, peers or PMO as appropriate.

Resource List

STEP Programme Management Plan, Programme Schedules, Policies, Organization Charts, Charter and other plan documents.

Programme Management Course Syllabus

Module 2 - Design Management

Outline

1. Introduction

Review of the Background, Scope and Purpose of the Design Management Plan for the STEP Programme.

2. Design Team

Review the composition of the Team Structure and team responsibilities.

3. PMO Design Activities-

Review and understand Design Activities including Delivery Approach, Preparing Preliminary Designs and Preparing Tender Documents.

4. Consultant Design

Review and understand the Consultant Design process including Requirements, Procurement, Design Standards and Consultant Management.

5. Design/Build Contractor Designs

Review and understand Design/Build Contractor Design process Requirements, PMO Oversight and Submission and Approvals Process.

6. General Design Management Activities

Review and understand General Design Management Activities including Design Innovation, Design to Minimize Programme Risk, Design Progress Meetings and Design Schedule Management.

Course Leader

TBD

Timing

8 Hours

Planned Date

August 2009

Learning Objectives

Participants will be introduced to the purpose, concepts and processes of Design Management for large capital programmes with emphasis on requirements for STEP.

STEP Work Exercises

Work exercise will be designed to reinforce learning of design management concepts and approaches used within the programme management framework.

Group Learning Project

Present the results of the group efforts on work exercises related to Design Management plans to the ADSSC management team, peers or PMO as appropriate.

Resource List

STEP Programme Management Plan

Programme Management Course Syllabus

Module 3 – Quality Management

Outline

1. Purpose and Policy

Develop an understanding of the purpose, policies and definitions of Quality Management for the STEP Programme.

2. Organisation and Responsibilities

Review and understand the PMO Organisation and Responsibilities for quality processes.

3. Quality Control Review

Review and understand the Routine Programme Activities, Deliverables and Milestone Reviews, ADSSC Reviews and Tools related to Quality Management of STEP.

4. Auditing, Feedback and Improvement

Understand the purpose, needs and application of Internal Quality Audits and Client Feedback.

Course Leader

TBD

Timing

8 Hours

Planned Date

October 2009

Learning Objectives

Participants will be introduced to the purpose, concepts and processes of Quality Management for large capital programmes as applied to STEP.

STEP Work Exercises

Work exercise will be designed to reinforce learning of quality management concepts and approaches used within the programme management framework.

Group Learning Project

Present the results of the group efforts on work exercises related to Quality Management plans to the ADSSC management team, peers or PMO as appropriate.

Resource List

STEP Programme Management Plan

Programme Management Course Syllabus

Module 4 – Risk Management

Outline

1. Introduction

Review the scope of the STEP program and understand the interaction between Risk Management, Quality and Change Management

2. Purpose of Risk Management

Consider the specific benefits, goals and objectives of the Risk Management process for the STEP Program

3. Definitions

Understand the definitions of Risk Management as apply to the STEP Programme

4. Critical Success Factors in Risk Management

Understand the key elements required for a successful Risk Management process for the STEP Programme including Risk and Opportunity Identification, Mitigation, Developing Reserves and Contingencies, Communication to ADSSC, Evaluation of External Factors, Setting Risk Triggers and Tracking Performance

5. Key Work Elements

Understand the processes involved in developing the STEP Risk Management system

6. Key Performance Indicators (KPI's)

Review the risk related KPI's that are identified to measure performance of STEP.

Course Leader

TBD

Timing

8 Hours

Planned Date

December 2009

Learning Objectives

Participants will be introduced to the purpose, concepts and processes of Risk Management for large capital programmes including how to conduct risk workshops, develop risk registers, set contingencies and manage risks/opportunities.

STEP Work Exercises

Work exercise will be designed to reinforce learning of risk management concepts, risk registers, and mitigation approaches used within the programme management framework.

Group Learning Project

Present the results of the group efforts on work exercises related to Risk Management plans to the ADSSC management team, peers or PMO as appropriate.

Resource List

STEP Programme Management Plan, Project Management Body of Knowledge

Programme Management Course Syllabus

Module 5 – Construction Management

Outline

1. Introduction

Review of the Background, Scope and Purpose of the Construction Management Plan for the STEP Programme.

2. Construction Management Team

Review the composition of the Team Structure and team responsibilities.

3. PMO Construction Activities-

Review and understand Construction Activities including Delivery.

4. Design/Build Contractor Construction

Review and understand Design/Build Contractor Design process Requirements, PMO Oversight and Submission and Approvals Process.

5. General Construction Management Activities

Review and understand General Construction Management Activities including Constructability Reviews, Efforts to Minimize Programme Risk, Construction Progress Meetings, Change Management and Construction Schedule Management.

Course Leader

TBD

Timing

8 Hours

Planned Date

February 2010

Learning Objectives

Participants will be introduced to the purpose, concepts and processes of Construction Management for large capital programmes with emphasis on requirements for STEP.

STEP Work Exercises

Work exercise will be designed to reinforce learning of construction management concepts and approaches used within the programme management framework.

Group Learning Project

Present the results of the group efforts on work exercises related to Construction Management plans to the ADSSC management team, peers or PMO as appropriate.

Resource List

STEP Programme Management Plan

Programme Management Course Syllabus

Module 6 – Health, Safety & Environment

Outline

1. Programme Organization and Responsibilities

Review and understand the programme organization and responsibilities for the Client, The PMO Team and Management of PMO Team Contractors/Consultants.

2. Hazard Controls and Awareness

Study the Design Phase Health & Safety Controls, Self Assessment Checklists and Programme Specific Training.

3. Safety Planning, Hazard Analysis and Risk Management

Understand the processes for safety planning, hazard and risk management.

4. Personal Protective Equipment (PPE)

Review the use of Protective Equipment as required in the HSE plans.

5. Reporting and Communications – Health and Safety

Review and understand of reporting and communications for HSE.

6. Group Meetings and Safety Committees

Review the plans for meeting and safety committees.

7. Management Review

Review and understand the process for Management Review of the HSE Programme.

8. Emergency Response

Review and understand the Emergency Response plans for the STEP Programme.

9. Emergency Medical Treatment

Study requirements for Emergency Medical Treatment procedures.

Course Leader

TBD

Timing

8 Hours

Planned Date

April 2010

Learning Objectives

Participants will be introduced to the purpose, concepts and processes of HSE Management for large capital programmes with applications for STEP.

STEP Work Exercises

Work exercise will be designed to reinforce learning of health, safety and environmental management concepts and approaches used within the programme management framework.

Group Learning Project

Present the results of the group efforts on work exercises related to Health, Safety and Environmental plans to the ADSSC management team, peers or PMO as appropriate.

Resource List

STEP Programme Management Plan

Programme Management Course Syllabus

Module 7 – Programme Controls

Outline

1. Overview

Overview the Programme Controls system for the STEP Programme.

2. Work Flow Processes

Review and understand the work flow processes related to Programme Controls.

3. Activity Guides

Review and understand activity guides for schedule, budgets, earned value and reporting.

4. Programme Controls Staffing

Review and understand the roles and responsibilities for Programme Controls, Cost Estimating and Quantity Survey staff.

5. Programme Controls Systems and Tools

Review and understand Enterprise Planning Structure and Work Breakdown Structure, Management of the WBS, Cost Control/Budget Management System, Schedule Control System, Scope Change Controls/Change Management System, Management Reporting and Deliverables and Implementation Timeline.

Course Leader

TBD

Timing

8 Hours

Planned Date

June 2010

Learning Objectives

Participants will be introduced to the purpose, concepts and processes of Programme Controls Management for large capital programmes with emphasis on STEP.

STEP Work Exercises

Work exercise will be designed to reinforce learning of programme controls concepts and approaches used within the programme management framework.

Group Learning Project

Present the results of the group efforts on work exercises related to Programme Controls plans to the ADSSC management team, peers or PMO as appropriate.

Resource List

STEP Programme Management Plan

Programme Management Course Syllabus

Module 8 – Security Management

Outline

1. Introduction

Overview of the application of Security Management for the STEP Programme.

2. Scope of Plans

Review and understand the scope of the Security Management Plans.

3. Risk / Threat Identification

Review the primary security risk factors for STEP.

4. Security Management at Programme Level by the PMO

Review and understand the assignments and responsibilities for programme Security.

5. Security Management at Contract Level by the Contractors

Review and understand the assignments and responsibilities for Security at the Contractor levels.

6. Security Management for Permanent Works Post Construction Phase

Review and understand assignments and responsibilities of post construction Security.

7. Programme Manager Responsibilities

Review and understand the responsibilities of the Programme Manager for General Security / Asset Protection and Information Protection

8. CH2M Hill Responsibilities

Review and understand the General Security / Asset Protection and Information Protection for STEP.

9. Team Members Responsibilities

Review and understand the team member responsibilities for General Security / Asset Protection, Information Protection and Personal Identity for the STEP Programme.

Course Leader

TBD

Timing

8 Hours

Planned Date

August 2010

Learning Objectives

Participants will be introduced to the purpose, concepts and processes of Security Management as included in the STEP Programme.

STEP Work Exercises

Work exercise will be designed to reinforce learning of security management concepts and approaches used within the programme management framework.

Group Learning Project

Present the results of the group efforts on work exercises related to Security Management plans to the ADSSC management team, peers or PMO as appropriate.

Resource List

STEP Programme Management Plan

Programme Management Course Syllabus

Module 9 – Communications

Outline

1. Introduction

Review and understand the background and purpose of the Communications Plan for STEP.

2. Communication Methods and Goals

Review and understand the Communication Methods and Communication Goals.

3. Critical Success Factors in Communications

Review and understand the critical success factors for communications including; Achieving Clear, Consistent Communications; Communications with Key Internal and External Stakeholders; Learning Different Styles of Communication; Creating a Structure for Effective Communication; Identifying Critical Programme Information Communications with ADSSC; Anticipating and Dealing with Problems; Emphasizing Proactive Communications; and Working within Policies, Procedures and Systems.

4.0 Key Work Elements

Evaluate the Key Work Elements for Communications including: Implement Communication Management Plan; Guiding Communication Principles; Communications Procedures – General; Communication Procedures – Details and the need for Updating Plans throughout the life of the programme.

5.0 Key Performance Indicators (KPI's)

Study the KPI's for the STEP programme communications including Measure ADSSC Feedback, Measure Stakeholder Feedback, Anticipate Issues and Respond Proactively and Avoiding Surprises.

Course Leader

TBD

Timing

8 Hours

Planned Date

October 2010

Learning Objectives

Participants will be introduced to the communications methods, goals and objectives for the programme as well as critical success factors, key work elements and the KPI's for programme communications.

STEP Work Exercises

Work exercise will be designed to reinforce learning of communications management concepts and approaches used within the programme management framework.

Group Learning Project

Present the results of the group efforts on work exercises related to Communications Management plans to the ADSSC management team, peers or PMO as appropriate.

Resource List

STEP Programme Management Plan

Programme Management Course Syllabus

Module 10 – Stakeholder Management

Outline

1. Introduction and Plan Overview

Review and understand the background and purpose of the Stakeholder Management processes for the STEP Programme including Communication with Key Stakeholders, Permitting and Environmental Impact Assessment (EIA) Process.

2. Stakeholder, Permitting and Environment Organization and Team Function

Review and understand the organization and team functions for Stakeholder Management.

3. Communication with Stakeholders

Review and understand the objective of communicating with stakeholders with emphasis on Identifying Key Stakeholders, Stakeholder Management, Stakeholder Messages, Communication Materials and Media Communications.

4. Permitting

Review and understand the permitting and approval processes including Notice of Intent, Site Approval and Property Reservation, Route Approval and Urban Planning Council Approval.

5. Environmental Impact Assessment Process

Review and understand the Environmental Impact Assessment and Permitting process.

Course Leader

TBD

Timing

8 Hours

Planned Date

December 2010

Learning Objectives

Participants will be introduced to the purpose, concepts and processes of Stakeholder Management for large capital programmes with specific focus on the requirements and applications of the STEP programme.

STEP Work Exercises

Work exercise will be designed to reinforce learning of stakeholder management concepts and approaches used within the programme management framework.

Group Learning Project

Present the results of the group efforts on work exercises related to Stakeholder Management plans to the ADSSC management team, peers or PMO as appropriate.

Resource List

STEP Programme Management Plan

Programme Management Course Syllabus

Module 11 - Change Management

Outline

1. Introduction

Review and understand the Goals, Objectives and Critical Success Factors for the Change Management system for the STEP Programme.

2. Change Definition and Approval

Understand the Change Management definitions and approval requirements including Change Definition, Changes that Require Programme Steering, Committee Approval, Programme Manager's Changes, Reporting Changes and Drawdown of Contingency.

3. Change Management Process and Tasks

Review and understand the Change Management Processes, Change Management Tasks - Preparing a Change Request, Change Management Tasks - Processing a Change Request and Authorisation for STEP.

4. Responsibilities

Review and understand the roles and responsibilities for the Change Management staff, planners, managers and steering committee.

Course Leader

TBD

Timing

8 Hours

Planned Date

February 2011

Learning Objectives

Participants will be introduced to the purpose, concepts and processes of Change Management for large capital programmes with specific application to STEP.

STEP Work Exercises

Work exercise will be designed to reinforce learning of change management concepts and approaches used within the programme management framework.

Group Learning Project

Present the results of the group efforts on work exercises related to Change Management plans to the ADSSC management team, peers or PMO as appropriate.

Resource List

STEP Programme Management Plan



Programme Management Course Syllabus

Module 12 – Document Management

Outline

1. Introduction

Review and understand the Purpose, Scope and Goals, Roles & Responsibilities, Document Control Policy and Security of Document Management for the STEP Programme.

2. Collaboration

Understand the design and use of SharePoint Sites and STEP PMO Document Collaboration and Review Libraries.

3. Procedure

Understand the procedures used in the Programme Document Controls Stamp and Document Controls Number.

4. DCS Documentation

Review and understand the documentation for Criteria – Permanent Documents of Record, Sample of Documents Residing in the Document Control System, File Code System, Document Naming Convention Components and Reserved or Invalid Characters & What That Means.

5. List of Document Controls and Management Processes

Become familiar with the controls and management processes for document controls.

6. Acronyms

Review the acronyms used in the Document Management system.

Course Leader

TBD

Timing

8 Hours

Planned Date

April 2011

Learning Objectives

Participants will be introduced to the purpose, concepts and processes of Document Management for large capital programmes specific to the STEP Programme.

STEP Work Exercises

Work exercise will be designed to reinforce learning of document management concepts and approaches used within the programme management framework.

Group Learning Project

Present the results of the group efforts on work exercises related to Document Management plans to the ADSSC management team, peers or PMO as appropriate.

Resource List

STEP Programme Management Plan

Programme Management Course Syllabus

Module 13 – Contracting Strategies

Outline

1. Introduction

Review of the Background, Scope and Purpose of the Contracting Strategies for the STEP Programme.

2. Definitions

Understand the definitions of Contracting Strategies as applied to the STEP Programme

4. Critical Success Factors in Contracting Strategies

Understand the key elements required for a successful Contracting Strategies for the STEP Programme.

4. Key Work Elements

Review and understand Key Work Elements for developing and implementing Contracting Strategies for STEP.

5. Key Performance Indicators (KPI's)

Review the KPI's that are related and identified to measure performance of the Contracting Strategies of STEP.

Course Leader

TBD

Timing

8 Hours

Planned Date

June 2011

Learning Objectives

Participants will be introduced to the purpose, concepts and processes of the Contracting Strategies for large capital programmes with emphasis on requirements for STEP.

STEP Work Exercises

Work exercise will be designed to reinforce learning of contracting strategies and management approaches used within the programme management framework.

Group Learning Project

Present the results of the group efforts on work exercises related to Contracting Strategies to the ADSSC management team, peers or PMO as appropriate.

Resource List

STEP Programme Management Plan

Programme Management Course Syllabus

Module 14 – Tendering Process

Outline

1. Introduction

Review of the Background, Scope and Purpose of the Tendering Process for the STEP Programme.

2. Definitions

Understand the definitions of Tendering Process as applied to the STEP Programme

4. Critical Success Factors in the Tendering Process

Understand the key elements required for a successful Tendering Process for the STEP Programme.

4. Key Work Elements

Review and understand Key Work Elements including Invitation to Tender, Form of Agreement, Standard Conditions, Technical Specifications, Bill of Quantities, Drawings and Appendices.

5. Key Performance Indicators (KPI's)

Review the KPI's that are related and identified to measure performance of the Tendering Process of STEP.

Course Leader

TBD

Timing

8 Hours

Planned Date

August 2011

Learning Objectives

Participants will be introduced to the purpose, concepts and processes of the Tendering Process for large capital programmes with emphasis on requirements for STEP.

STEP Work Exercises

Work exercise will be designed to reinforce learning of tendering process concepts and approaches used within the programme management framework.

Group Learning Project

Present the results of the group efforts on work exercises related to Tendering Process to the ADSSC management team, peers or PMO as appropriate.

Resource List

STEP Programme Management Plan

Programme Management Course Syllabus Module 15 – Finance and Administration

Outline

1. Accounting and Financial Reporting

Review and study Accounting and Financial Reporting for the STEP Programme including Project Numbers and Task Numbers, Third Party Procurement and Purchases, Purchase Orders, and Banking, Payments, and Cash.

2. Audits

Review and study processes and procedures for Internal Audits, Financial Audits, Client Audits and Tax Audits.

3. Invoicing

Review and understand the Invoicing Process for the STEP Programme.

Course Leader

TBD

Timing

8 Hours

Planned Date

October 2011

Learning Objectives

Participants will be introduced to the purpose, concepts and processes of Finance and Administrative Management for large capital programmes with specific applications to STEP.

STEP Work Exercises

Work exercise will be designed to reinforce learning of finance and administration concepts and approaches used within the programme management framework.

Group Learning Project

Present the results of the group efforts on work exercises related to Finance and Administration Management plans to the ADSSC management team, peers or PMO as appropriate.

Resource List

STEP Programme Management Plan

Programme Management Course Syllabus

Module 16 - Close-Out Management

Outline

1. Introduction

Review and understand the Purpose, Definitions, Goals and Objectives of Close-Out Management for the STEP Programme.

2. Critical Success Factors for Close-Out

Review and understand the Critical Success Factors for Close-Out including Meeting Client Objectives, Developing the Schedule and Budget for Close-out, Assigning Adequate Close-Out Personnel, Progressive Close-out of Contracts, Capturing Lessons Learned and Recognizing Programme Performance.

3. Key Work Elements

Review and understand the full range of Key Work Elements involved in programme Close-Out.

4. Key Performance Indicators (KPI's)

Study the KPI's for the Programme Close-Out which include All Projects Completely Closed, Contract Terms Have Been Complied With and Client Feedback Provided.

Course Leader

TBD

Timing

8 Hours

Planned Date

December 2011

Learning Objectives

Participants will be introduced to the purpose, concepts and processes Close-Out Management for large capital programmes including specific applications to STEP.

STEP Work Exercises

Work exercise will be designed to reinforce learning of close-out management concepts and approaches used within the programme management framework.

Group Learning Project

Present the results of the group efforts on work exercises related to Close-Out Management plans to the ADSSC management team, peers or PMO as appropriate.

Resource List

STEP Programme Management Plan