

Presentation to Tennessee Valley Chapter of  
Project Management Institute  
18 July 2006  
Design, Measure, Analyze, Improve and Control  
**Tomorrow's Project Managers**

- What I will talk to you about today is where are the project managers of tomorrow, today?
  - We are at the Tennessee Valley Chapter of the Project Management Institute. PMI is the professional organization for the career field of Project Management.
  - You are here either because you want to become a better Project Manager or because you want to learn how to do some aspect of project management better.
- Project Management is a managerial technique that is best suited for undertakings that:
  - Have a Scope of Work, A Start and Finish Date, and Confidently Accurate Resource Requirements.
  - Are performed in an environment that is Cross Organizational, Cross Functional, Complex, Costly, Risky and Unique

Considering that so many projects:

- Aren't funded or started
- Fail by cancellation or discontinuing
- Fail partially (blowing scope, schedule, or budget)
- Get bypassed by need changes, technology, or economic reasons

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This seven county “standard metropolitan area” is undergoing a tremendous growth in need for project managers. Several significant events are occurring that provide opportunities for project managers as a career field: They are

1. Base Realignment and Closure 2005 decisions
  - a. AMC Command
  - b. MDA Command
  - c. As yet unannounced BRAC 2010
2. Cyclical need for personnel replacement
3. “Non-Governmental” industrial growth
  - a. Hudson-Alpha Center
    - i. Up to 20 new business units
    - ii. Pharmaceuticals + Labs + Support
  - b. Automotive
    - i. Diesel
    - ii. Toyota
    - iii. Siemens VDO
    - iv. Support for all of these plus others within a 200 mile radius
  - c. Accelerator related growth—to support a probable increase of 50,000 new people in this seven county area in next 5 years
    - i. 1-3 new schools per year for next 10 years --note 50-150 additional teachers per year also.
    - ii. New Hospital requirement--note: both Huntsville Hospital and Crestwood Hospital are already at over capacity—The contemplated Madison Hospital won’t resolve this capacity shortage.
    - iii. New Jail--note: with population growth new jail is already inadequate [Note alternatives to jail is a significant source of PM opportunities that I have not addressed here—CAPSTONE]
    - iv. New Roads not counting Memphis-Atlanta Highway
      - 1 Need to do
        - a. Patriot Parkway
        - b. New North South express way-- duplicate of Parkway
        - c. Northern East West –duplicate of I-565
    - v. New developments (real-estate projects) –estimated need for 14,000 new homes in Madison County in next 5 years
    - vi. New shopping centers
    - vii. New entertainment centers
    - viii. Expansion in Utilities (water- projects, gas projects , electricity projects, sewage projects, cable projects)
    - ix. Environmental Protection projects (ISO 14000)
    - x. Health and Safety projects (VPP)
4. Lack of limiting factors that impair other geographical areas
  - a. Water supply (project opportunities)
  - b. Power Supply (project opportunities)
  - c. Transportation (project opportunities) Rail, Air, Water, and Land

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5. **Technology Change Rate.** The rate of technology change and technology change implementation is accelerating. The ability to create a cash cow and milk it for years is disappearing. The rate of technology change drives other changes. An article in this past Sunday's Huntsville Times by McKay said that today's work force could anticipate 10-12 job changes and 3 career changes during their effective work life. (1-4 months per job search?) Another article from two weeks ago discussed moving from one house to another. With a move to a new address every three years being the norm. Some people move by staying there—F-116 PM worked for four companies in 5 years all in same position.

Quiz question #1: How many Project Managers are there in this area **today** that have responsibility for Projects with over \$.5 Billion life cycle cost value? \_\_\_\_\_

Quiz Question #2: How many Projects with over \$.5 Billion life cycle cost values are expected to be located in this area in the year **2010**? \_\_\_\_\_

Quiz Question #3: What is the estimated shortage of PMs? \_\_\_\_\_

My Estimated answers

- 1     **105** (35 US Army, 20 NASA, 50 Industry)
- 2     **312** (70 US Army) -- about 10 of these are projects that are not yet identified the balance are existing projects, 40 NASA --The additional NASA Projects are all Return to the Moon and Mars related projects) 152 Industry --Industry projects will be over several areas, including providing local contractor PMs to support Government PMs
- 3     **207**

Wait it gets better!!! Almost all of the current 105 PMs are eligible to retire now or will be eligible in 2010. Shortage could be 312– or expressed differently almost all projects will have different managers in 2010.

Wait it gets worse!!! A general rule of “knowledge half life” is that technical education becomes obsolete in less than 5 years due to technology changes. Lagging in technology growth puts you lower on the food chain. Two significant knowledge projects are “retention of knowledge from retiring and departing employees” and “continued technical and managerial education and training.”

Wait it gets better!!! Here is a succession plan form for Projects. Assume that all incumbents will be gone (retired, promoted or transferred) in three years. What is your plan to keep the project working? PM plan? Are you developing your successors? Do you have an “Up and Comer” plan? Are you in a leadership development program or do you have your own leadership development program? If you don't want to be a PM what about being a deputy? Or Chief technologist? Contract Manager? How will you do Layoffs? Mergers? Retraining? Recruiting? Retirement?

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Generally the formal requirements to be a PM are to be a Graduate from Department of Defense Systems Management College Program Management Course (this is required by federal law for Major DoD Programs and Projects) or to be a PMP. Informal requirements may include experience, education/training and just being available.

Both formal requirements can be satisfied from local resources  
Your development program could be

1. Meet basic requirements DSMC or PMP (Contact DAU)
2. Get needed **CURRENT** experience in the area you want
3. Position yourself for new project or successor to Project Manager
  - a. Be a proposal manager/business developer
  - b. Be a deputy
    - i. Be a deputy to the deputy
    - ii. Get your boss promoted
  - c. Get risk free experience
    - i. Volunteer
    - ii. Outside organization
  - d. Be noticed **positively (part of your continuous job search)**
    - i. Publish under your name, or have a “blog”
    - ii. Make technical presentations
    - iii. Advocate change—but remember “Most people are comfortable with old problems rather than new solutions.”
    - iv. Plan ahead (be there when the need occurs, recency of information increases its value) “In the middle of difficulty lies opportunity.” *Albert Einstein*
  - e. Stay current with your technical or business field
    - i. Teach
    - ii. Get continuing education. A master’s degree will increase your life earnings by up to 30%. And will increase your life expectancy by 5 years

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Other things you can do:

- Join/form a project team—A PM skilled group that can take on any of the project types I mentioned earlier.
  - a. Do one, finish and move on to the next.
  - b. One of the ways to form a project office is to flip a project team into the new project.
  - c. With the rapid growth in number of Projects, make it easy for the customer to select you.
  
- Develop PM tools that could be niche PM enterprises—
  - a. Take any of the Bodies of Knowledge, Scope, Time, Cost, Risk, Quality, Human Resources, Communication, Contracting, and Integration.
  - b. Or any of the foundational tools- Configuration Management, Data Management, Earned Value Management, Systems Management, Employee Development.
  - c. Or any of skills- Negotiation, Directing, Evaluating, Critiquing, Creating, Sustaining, Planning.
  - d. Or any of the tools. CPM, PERT, Charts, Spreadsheets. Or any of the software. Microsoft Project, Primavera, etc.
  
- Learn a lot about business intelligence. Ethically collecting information to help you make decisions.
  - a. Do you know the names of 5 companies that are coming here for BRAC? For Hudson Alpha? For Automotive? For Infrastructure?
  - b. Do you know 5 new PM offices that will be formed in next few years?
  - c. Do you know 5 PMs who will be leaving a vacancy soon?
  - d. Do you know 5 businesses that have active plans to be acquired? Spun-off?
  - e. Do you know 5 Government offices that will be absorbed into other Government offices?

CONCLUSION:

Project Management is one of the few career fields that is growing. Are you growing with it? Are you the Tomorrow's Project Manager?