

Project Management Mentoring Program (PMMP)

Frequently Asked Questions (FAQ's)

Question:

What is the Project Management Mentoring Program (PMMP)?

Answer:

The Project Management Mentoring Program is designed to increase the cadre of expert project managers within New York State government available to manage the increasingly complex and expensive projects necessary to support the government's business. Experienced project managers who are nominated to participate in the program will be assigned as interns to a more experienced project manager who will serve as their mentor. The length of the assignment is six months, and during that time the intern will work under the guidance of the mentor while working on his/her own agency project. Throughout the six months, CIO/OFT will provide formal Project Management training classes for the interns as a group. The mentoring program will provide the opportunity for the interns to apply the techniques they are learning in a structured, supported environment, and for the mentors to support, reinforce, and elaborate on the lessons of the formal training. The PMMP is not an introductory level course.

Question:

Why a Project Management Mentoring Program?

Answer:

New York State government, like other public and private entities, often engages in complex and expensive projects to support its business. NYS agencies have learned that special skills and a project management discipline are required to successfully manage and implement these projects. However, there are not enough skilled project managers in the NYS workforce to meet the ongoing demand. New York State must continue to meet the growing business and technology demands of its government agencies and the associated expectations of the citizens they serve. The Project Management Mentoring Program provides an opportunity for developing project managers to obtain necessary formal training, while working side by side with an experienced project manager in a mentoring relationship. The PMMP curriculum incorporates the NYS Project Management methodology as documented in the New York State Project Management Guidebook.

Question:

What are the prerequisite skills and abilities for PMMP interns?

Answer:

Interns will have demonstrated:

1. Understanding of Project Management methodology, standards, procedures, and processes, and a desire to promote their implementation within their organization and statewide.
2. Ability to multi-task and manage (multiple small to large) projects in a cross-functional environment.
3. Ability to lead and motivate staff to apply skills and techniques to solve dynamic problems.
4. Written and oral communication skills, as well as the ability to present and explain technical information to persuade others and promote understanding.
5. Ability to manage internal and external development projects from initiation, through planning, development, implementation and deployment, through closeout.
6. Customer focus and ability to manage client and stakeholder expectations.
7. Ability to communicate all aspects of project status, performance, budget, etc., to all stakeholders and clients at the appropriate level of detail.
8. Understanding of organizational influences and culture and the ability to negotiate these environments to achieve project success.
9. Technical aptitude and ability to grasp a general knowledge of multiple disciplines and technologies.
10. Understanding of business and financial principles.

Question:

How are candidates selected for the PMMP?

Answer:

Annually, NYS agency executives are notified about the program in a letter from the Director of the Office for Technology requesting nominations. NYS agency executives must nominate candidates for the PMMP. All project managers interested in participating in the program are encouraged to indicate their interest to their NYS agency management for consideration. Nominations must include a cover letter from the NYS agency executive and the candidate's resume. Resumes should include the candidate's office phone number, address, and email address. Based on the availability of mentors, a class of ten to twelve interns will be selected to participate in the program each fall. Nominations are solicited annually in the spring and accepted through the end of June.

The program is designed to increase project management expertise. Project management experience is necessary. Preference will be given to those experienced project managers who need to further develop their skills. The selection process will evaluate candidates against the prerequisite skills. The PMMP is not an introductory level course.

Question:

How are mentors selected for the PMMP?

Answer:

A pool of mentors is generated from each class of PMMP program graduates. Periodically, as the available mentor pool dictates, a solicitation for additional mentors is conducted. Their NYS agency head or commissioner must nominate candidates to be considered as mentors for the PMMP. All project managers interested in participating in the program as a mentor are encouraged to indicate their interest to their NYS agency management for consideration. Nominations must include a cover letter from the commissioner or NYS agency head and the candidate's resume.

Mentors are required to have significant project management expertise, preferably 10 years of experience including management of large-scale business or technology projects.

Question:

What kinds of skills are required for PMMP mentors?

Answer:

Mentors will have demonstrated:

1. Successful completion of the NYS PMMP previous to be assigned as a mentor.
2. Knowledge and use of Project Management methodology, standards, procedures, and processes, and a desire to promote their implementation statewide.
3. Ability to multi-task and manage multiple projects in a cross-agency or statewide environment.
4. Ability to blend creativity, problem solving, and technical skills for refining existing theories or developing new system approaches to seize opportunities and sustain business successes.
5. Ability to lead and motivate staff to apply skills and techniques to solve dynamic problems.
6. Written and oral communication skills, as well as the ability to present and explain technical information to persuade others and promote understanding.
7. Employing teamwork and interpersonal skills at all management levels.
8. Ability to operate under a complex reporting relationship balancing multiple stakeholders and customers.
9. Customer focus and ability to manage client and stakeholder expectations.
10. Ability to communicate all aspects of project status, performance, budget, etc., to all stakeholders and clients at the appropriate level of detail.
11. Experience in large-scale technology and application system development projects, as well as process improvement and business and organizational change projects.
12. Conceptualizing creative solutions, documenting them, and presenting/selling them to senior management.
13. Understanding of change management principles.
14. Facilitation and meeting management skills.
15. Understanding of organizational influences and culture and the ability to negotiate these environments to achieve project success.
16. Strong technical aptitude and displayed ability to grasp a detailed knowledge of multiple disciplines and technologies.
17. Detailed understanding of business and financial principles.