

# ASSESSMENT OF DOD PM COMPETENCIES BY INDUSTRY PARTNERS

Prog Mgnt Sys Comm  
quarterly meeting  
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# Overview

1. Why you will be interested in this research
2. Important topics related to the research
3. Describe the study
4. Appraisal & discussion



## *Why this research will interest you:*

- It appeals to our human nature.... what does industry think of government! Don't **you** want to know what they think of us (or we think of them)?
- It's by someone in a position of influence: you may meet him some day, especially if you are Government!
- It addresses a very important overarching topic, one everyone feels strongly about (discussed next)!
- A good intro to Evidence Based Management  
The research + the influence = new policy and/or curriculum.



**TRUST.....**



*DISTRUST.....*



# Trust .....

*“You must trust and believe in people or life becomes impossible.”*

*- Anton Chekhov*

*“If people like you they'll listen to you, but if they trust you they'll do business with you.” -Zig Ziglar*

Count of Articles with ‘trust’ in the title  
From Business Source Complete: **13,658**

Trust affects key areas in project  
management work and business ops.

- *Effectiveness of communications*
- *Cost of doing business, especially contracts*
- *Key to effective leadership*
- *Quality of life and our motivation in the work place; trust is necessary to develop significant, meaningful relationships*



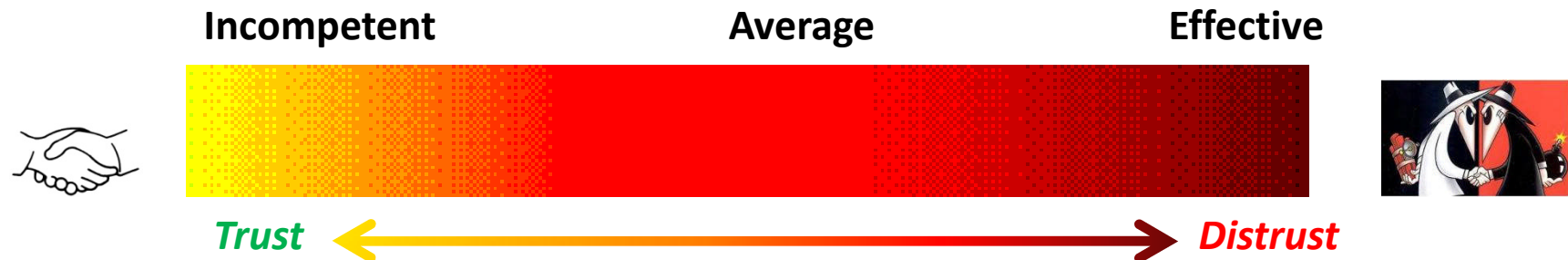
*Relating Trust to the Research.....*

**Components** of Trust: *Interest* and *Competence*

**Interests** of the Other



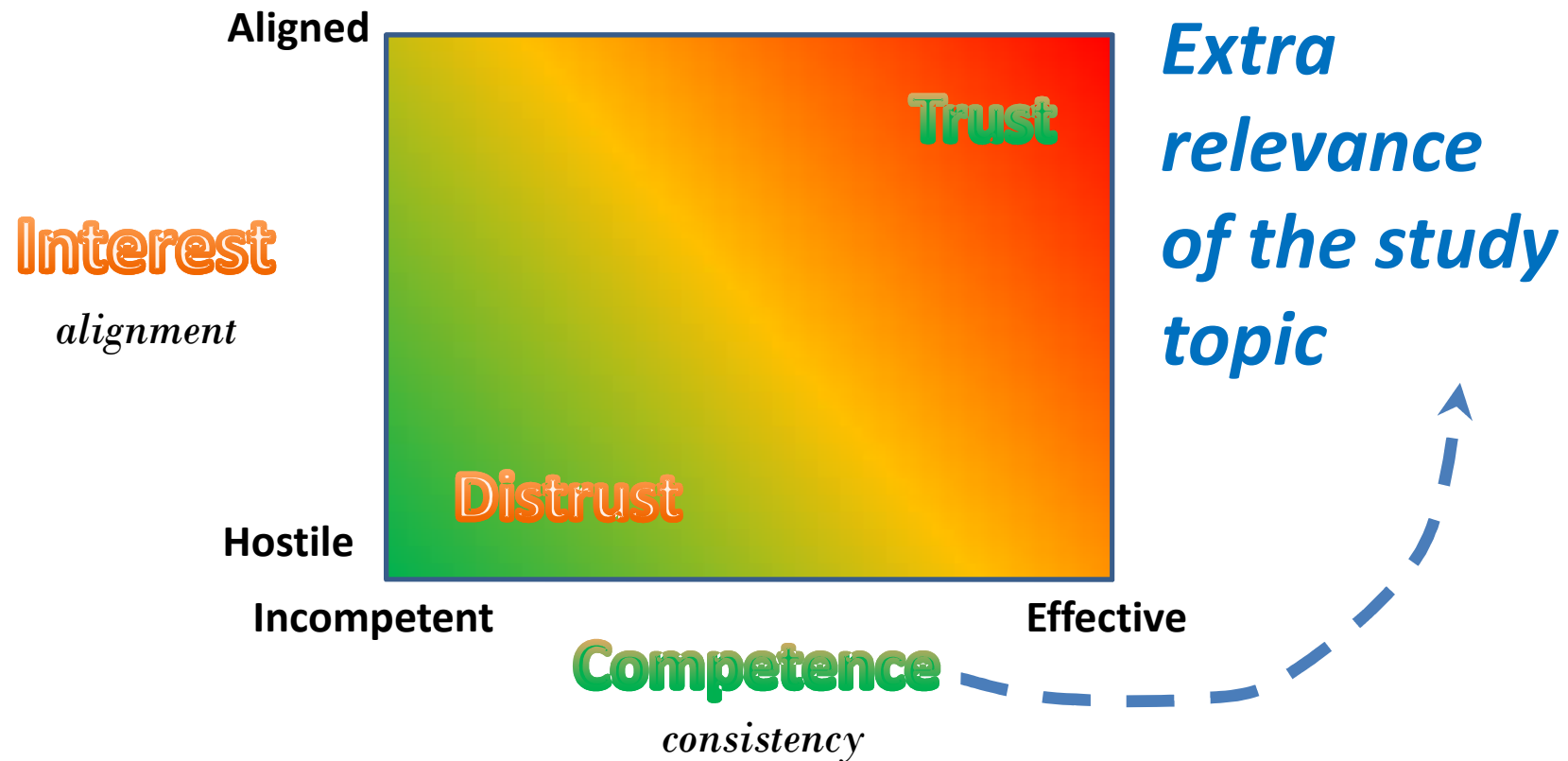
**Competence** & Consistency of the Other





## Relating Trust to the Research...

Combining Interest and Competence results in a field...



In addition to an objective 2d party view of Gov't PM competences, highlighting areas for development, the study suggests fault lines affecting trust between Industry and Gov't.



## ***Intro to The Study: Purpose & Method***

- Points of Interest
- Trust
- Describe Study
- Critique



**Author:** Roy L. Wood, Jr., (2009); Dean of the Defense Systems Management College and School of Program Managers at the Defense Acquisition University.



**Management Problem.** “DOD programs continue to record cost and schedule overruns”, and lack of PM competency may be a cause.



**Study Purpose:** Investigate what competencies are important and rate Government PMs.



**Population:** Defense industry PMs with Government counterparts.



**Study Sample:** “A listing of companies leading defense programs” leading to four defense corporations. 146 managers participated.



**Instrument:** Project Management Competency Survey (Golob, 2002) with 35 technical and non-technical competency areas.



**Collection Method:** Online Survey



- Points of Interest
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**Dr. Roy L. Wood, Jr.**

Dean, Defense Systems Management College – School of Program Managers  
Defense Systems Management College  
School of Program Managers  
Defense Acquisition University (DAU)

Dr. Roy L. Wood, Jr. is the Dean of the Defense Systems Management College and School of Program Managers at the Defense Acquisition University. He is responsible for training military and civilian program managers and acquisition executives. He also manages international and requirements management training.

**DAUAA Research Paper Award Winners: *Third Place: Dr. Roy L. Wood, PhD***

*"How Well are Program Managers Really Doing?"*

<http://www.faqs.org/periodicals/201004/2022006351.html>

## Study Results

- Points of Interest
- Trust
- Describe Study
- Critique

Research Question 1: Which competencies are perceived as ***most important*** in government program managers?

Item	Description	Overall Rank	Overall Score*
C1	Determine program goals (T)	1	4.863
C2	Determine program deliverables (T)	2	4.753
CS4	Trustworthiness (S)	3	4.747
CS1	Project leadership (S)	4	4.651
C9	Develop a budget (T)	5	4.616
CS13	Decision making (S)	6	4.596
CS15	Team building (S)	7	4.538
C11	Develop a schedule (T)	8	4.527
C4	Document constraints (T)	9	4.466
C17	Implement corrective action (T)	10	4.466

\*5 = Very Important, 4 = Important, 3 = Neutral, 2 = Unimportant, 1 = Very Unimportant

**Summary: There are many items in the PMs bundle of priority skills; 32/35 were Important or above; mix of technical and social**

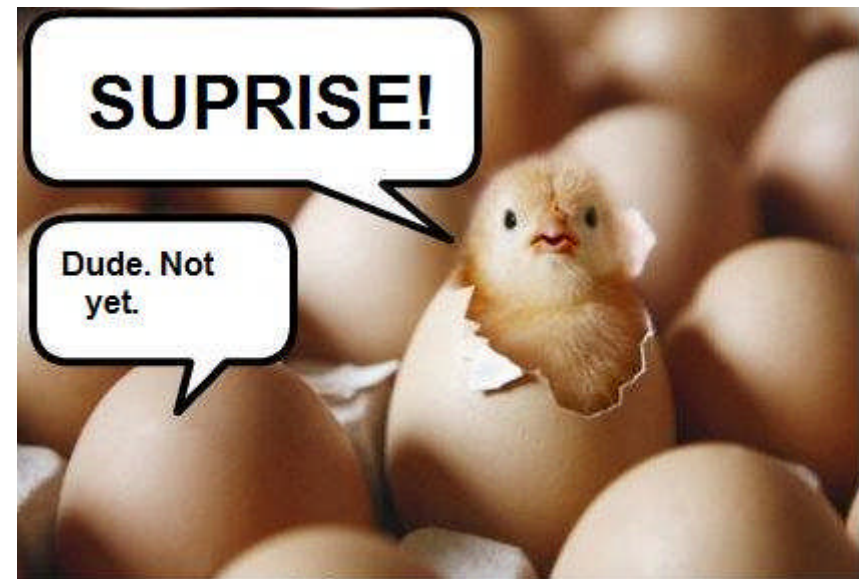
## Study Results

- Points of Interest
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Research Question 2: How well are government program managers meeting those competencies?

What topics are covered:

1. Gov't PM performance on priority competencies
2. Gov't PM top competencies
3. Gov't PM lowest competencies
4. Largest discrepancies



- Points of Interest
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## RESULTS....Research Question 2: How well are government program managers perceived by their industry partners to be meeting those competencies?

### Government PM Competencies – Top Ten Most Important

Item	Description	Priority Rank	Comp Mean*	SD	Comp Rank
C1	Determine program goals (T)	1	3.42	.911	4
C2	Determine program deliverables (T)	2	3.27	1.015	10
CS4	Trustworthiness (S)	3	3.62	1.16	1
CS1	Project leadership (S)	4	3.30	1.046	8
C9	Develop a budget (T)	5	2.90	1.121	31
CS13	Decision making (S)	6	3.34	.987	6
CS15	Team building (S)	7	3.13	1.039	15
C11	Develop a schedule (T)	8	3.09	1.018	18
C4	Document constraints (T)	9	2.98	1.029	27
C17	Implement corrective action (T)	10	3.05	1.042	22

\*5 = Expert; 4 = Good; 3 = Average; 2 = Fair; 1 = Poor.

If the Government scores matched, Comp Mean Rank average score would be: 5.5.

Actual average Rank score: 14.2.

- Points of Interest
- Trust
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**RESULTS.....R2:** *How well are government program managers perceived by their industry partners to be meeting those competencies?*

What Industry Feels Gov't PMs do Best: Top 10

Item	Description	Comp Mean Rank	Comp Mean*	SD	Priority Rank
CS4	Trustworthiness (S)	1	3.62	1.16	3
C3	Technical ability	2	3.45	1.043	28
C15	Communicate status	3	3.43	1.05	23
C1	Determine program goals (T)	4	3.42	.911	1
C 16	Measure performance	5	3.35	0.978	20
CS13	Decision making (S)	6	3.34	0.987	6
C7	Quality assurance	7	3.32	0.816	29
CS1	Project leadership (S)	8	3.30	1.046	4
C S14	Problem solving	9	3.28	0.998	16
C 2	Determine program deliverables	10	3.27	1.015	2

\*5 = Expert; 4 = Good; 3 = Average; 2 = Fair; 1 = Poor.

If the Government had nailed it average Importance Rank score would be: 5.5.

Actual average Rank score: 13.2.

**RESULTS.....** *How well are government program managers perceived by their industry partners to be meeting those competencies?*

- Points of Interest
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**Government PM Worst Scoring Competencies**

Item	Description	Comp Mean Rank	Comp Mean*	SD	Priority Rank
C S3	Business judgment	26	2.99	1.078	19
C 4	Document constraints	27	2.98	1.029	9
C S12	Facilitation	28	2.98	0.984	33
C 5	Document assumptions	29	2.97	0.958	26
C S8	Negotiation	30	2.93	1.154	17
C 9	Develop a budget	31	2.90	1.121	5
C 20	Administrative closure	32	2.88	1.063	35
C S11	Coaching	33	2.87	1.046	32
C 12	Develop a resource mgt plan	34	2.86	0.998	31
C 18	Implement change control	35	2.68	1.135	21

\*5 = Expert; 4 = Good; 3 = Average; 2 = Fair; 1 = Poor.

If the Government scores matched, average score would be: 30.5

Actual average score: 22.8.



**RESULTS.....** *How well are government program managers perceived by their industry partners to be meeting those competencies?*

- Points of Interest
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**Biggest discrepancies – weighted for priority**

Item	Description	Importance	Performance	Difference Score
C9	Develop a budget	4.616*	2.902**	7.913
C2	Determine program deliverables	4.753*	3.268	7.06
C18	Implement change control	4.308	2.676**	7.03
C18	Determine program goals	4.863*	3.42	7.016
C4	Document program constraints	4.466*	2.978**	6.643
C11	Develop a schedule	4.527*	3.088**	6.519
C13	Establish program controls	4.438	3	6.384
CS15	Team building	4.538*	3.132	6.378
CS8	Negotiations	4.377	2.927**	6.345
C17	Implement corrective action	4.466*	3.051	6.316

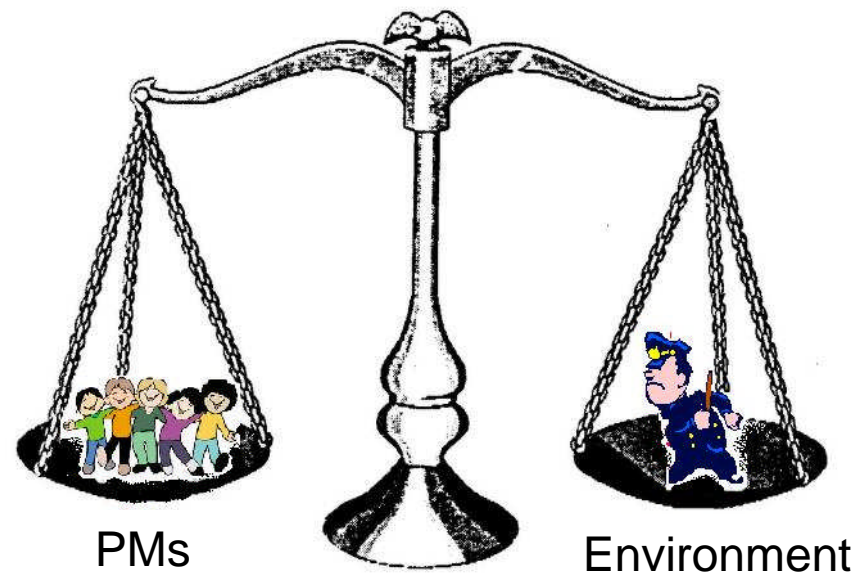
\*Top Ten Industry Priority: 7 out of 10 items; \*\*Bottom Ten Performance: 5 out of 10; technical – 8 ea.

- Points of Interest
- Trust
- Describe Study
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## Appraisal & Discussion

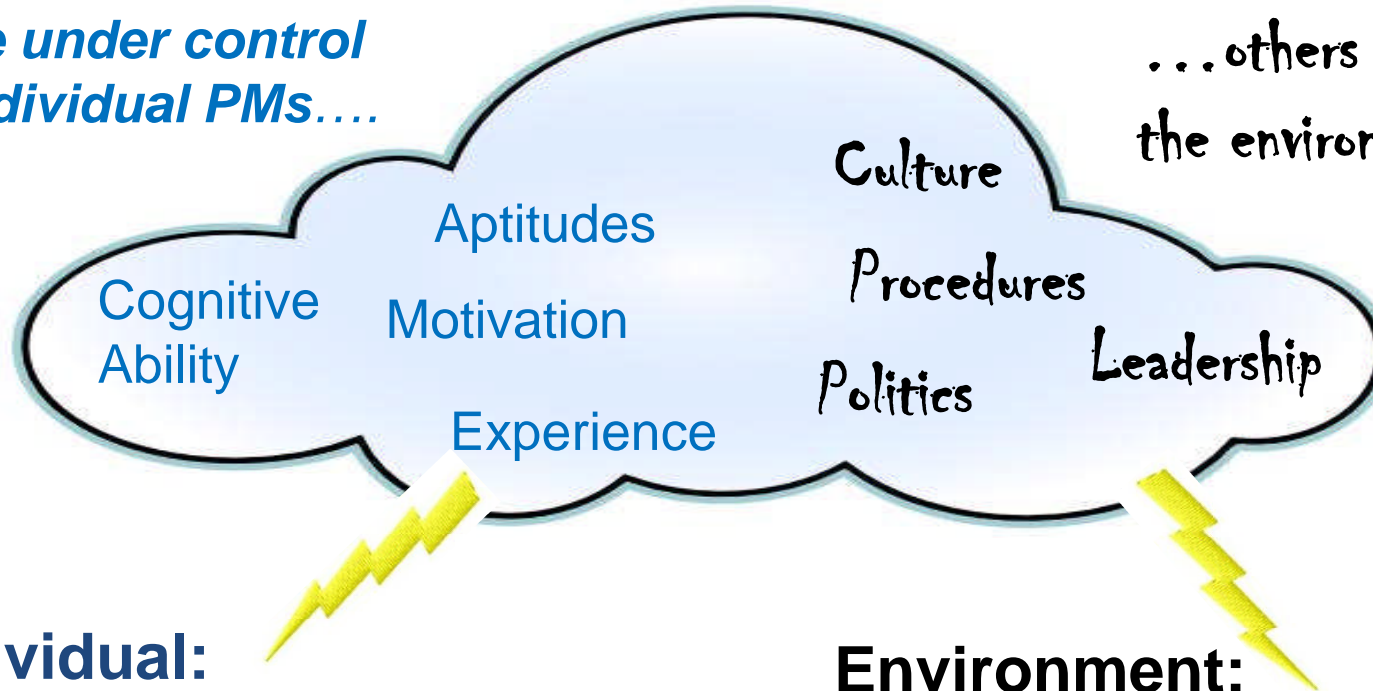
**Recommendations:** “The implications of this study are clear for the practitioner. From the data, there appears to be a need for greater technical training and development in government program managers.” p64

**BUT....** which shortfalls result from PM level skills abilities, and which originate with the environment?



## Individual and Environmental Influences

**Some influences are more under control of individual PMs....**



*...others depend on the environment...*

### **Individual:**

- Implement change control
- Develop a schedule
- Establish program controls
- Team building
- Negotiations
- Implement corrective action

### **Environment:**

- Determine program deliverables
- Determine program goals
- Determine program constraints
- Develop a budget

*...related to institutions and processes*

# Appraisal & Discussion....

## *How about the PMSC?*

**The research support for some education & training topics suitable for conferences workshops....**

- Change control
- Schedule
- Program controls
- Team building
- Negotiation



Soft skills &.....  
.....Tech skills



**....and suggests areas of collaboration and future study**

- Goal & Deliverables
- Constraints

**Study highlights the value of research involving industry and Government and its potential to influence education and policy.**

Take-away: *Trust is an effectiveness multiplier in business, including joint Industry-Government efforts.*

Who do you trust more?



*Every difference in trust levels is an opportunity for improvement*

**THANK YOU!!!**

