

# Custom Training Program Helps VAAA Deliver Significant Business Results to Stakeholders

## *Program Significantly Reduces Number of Failed Projects*

### The Challenge

The VAAA sought a partner to design and implement a certification training program for program and project managers in their acquisition workforce to become the center of excellence for acquisition program management training and education for executive agencies. The Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) certification, created by the Office of Management and Budget, is overseen by the Federal Acquisition Institute (FAI). The certification was developed to enable acquisition professionals to acquire program and project management (PM) knowledge. Prior to instituting this training program, 60% of the agency's projects were not delivered according to plan.

### The Process

Prior to beginning development, Management Concepts performed a detailed assessment to baseline the effort and to begin devising the best approach to design, develop, and implement the new program. The assessment had a high participation rate (89%). Following the assessment, a detailed analysis of the data was conducted, examining the PM competency levels, gaps between existing and desired competency levels, and a root cause analysis to identify why certain gaps existed. Summary results were shared with all participants and described through online results sessions; project leaders received individualized reports detailing their specific results.

### The Solution

The comprehensive program included design, development, and delivery of three levels of training: entry-level, mid-level, and senior-level. Each level included 15 days of instruction divided into four courses addressing concept definition; concept planning; development and implementation; and operations, maintenance, and closeout. The training program met all of the learning objectives, competencies, and training-hour requirements established by FAI. Management Concepts altered the previous program's continuous-training approach by requiring students to attend courses over a three-month period. This allowed students to demonstrate their newly acquired knowledge incrementally on the job.

### The Results

By the time the curriculum was complete, participant feedback revealed that the combination of in-class learning and on-the-job application enhanced understanding and retention of the material. The agency has also reported a significant decrease in the number of failed projects, citing improved training and enhanced PM expertise as a fundamental reason for the improvement.

The VAAA considers the FAC-P/PM certification program designed by Management Concepts to be one of the most successful training programs in the Federal government. Program participation is at an all-time high, and executives use completion of this training and certification program to identify qualified project and program managers for high-profile projects.

## KEY FACTS

### CLIENT

Veterans Affairs Acquisition Academy (VAAA)

### PROJECT GOALS

- Decrease high number of failed projects
- Enhance program and project management expertise among acquisition professionals
- Identify qualified program and project managers for high-profile projects

### SIZE OF TARGET AUDIENCE

250+ program and project managers to date

### KEY OUTCOMES

- Significant reduction in number of failed projects due to improved training and enhanced PM expertise
- VAAA considers program to be one of the most successful training programs in Federal government
- Management Concepts team received letters of commendation signed by the Chancellor of VAAA

**CALL TODAY** to learn how Management Concepts can help you achieve your performance improvement objectives.

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