



Academy of Program/Project & Engineering Leadership

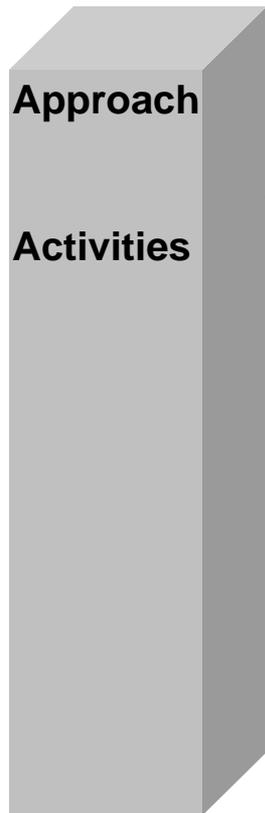
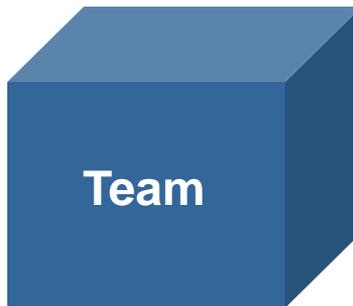
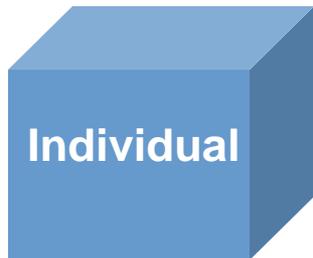
An agency-wide resource for technical workforce development

Dr. Ed Hoffman, Director

February 2010



Continuous Learning for the Technical Workforce



Training curriculum
Hands-on assignments

Direct support to
project teams

Knowledge sharing

- Core curriculum for 4 career levels
- In-depth offerings in subject areas
- Project HOPE: partnership with SMD to provide hands-on opportunities
- SELDP

- Online assessments
- Workshops
- Mentoring and coaching
- Expert practitioners and technical lifecycle support
- Team building and process support

- Forums for project managers, systems engineers, and principal investigators
- Publications
- Case studies
- Communities of practice



4-Level Career Development Framework

EXECUTIVE LEVEL

PROGRAM OR VERY LARGE PROJECT MANAGER

Core: **Executive Program**

Mentoring; Administrator's Executive Forum

Leadership by example in knowledge sharing

LEARNING STRATEGIES

Cohort selected by NASA senior leaders

MID-CAREER

LARGE PM OR SYSTEMS MANAGER

Core: **Advanced Project Management & Systems Engineering**

Mentoring

In-depth courses; rotational assignments

Participation in knowledge sharing activities

Knowledge sharing forums

Developmental assignments

MID-CAREER

SMALL PROJECT MANAGER OR SUBSYSTEM LEAD

Core: **Project Management & Systems Engineering**

In-depth courses; team lead assignments; Project HOPE

Attendance at technical conferences or knowledge sharing activities

Performance enhancement for teams

Non-traditional and hands-on learning experiences

ENTRY

PROJECT TEAM MEMBER OR TECHNICAL ENGINEER

Core: **Foundations of Aerospace at NASA**

Obtain mentor

Join professional associations

APPEL core curriculum



Core Curriculum for the Technical Workforce

Guiding Principles:

1. Competency-based.
2. Focuses on building *NASA-specific* expertise and capability in project management and systems engineering and makes extensive use of NASA case studies.
3. Intended to *supplement* an individual's academic and professional work experience.

Foundations of Aerospace at NASA

Learning objective: to give participants a solid understanding of the NASA organization and its principles of technical excellence.

Advanced PM & Advanced SE

Learning objective: to give experienced practitioners a deep understanding of the challenges of leading and managing programs and projects in a complex and dynamic environment.

Project Management & Sys. Engineering

Learning objective: to enhance proficiency in applying project management (PM) and systems engineering (SE) processes and practices over the project life cycle.

Executive Program

Learning objective: to develop a cadre of highly qualified NASA leaders for executive leadership roles. Participants selected based on recommendations of Center Directors and Associate Administrators.



Direct Support to Engineering and Project Teams

APPEL offers rapid deployment training at any point in the project life cycle through one-on-one assistance, coaching, mentoring, focused workshops, or large-group sessions in the following areas:

- Team and Leadership Development
- Requirements Development
- Planning and Scheduling
- Program Control Analysis
- Systems Integration Support
- Risk Management
- Software Management
- Technical Review Support

currently supporting
over 100 NASA
engineering and
project teams

Tools and Methods:

- Baseline team and individual assessments
- Team workshops
- Expert practitioners for technical support
- Coaching and mentoring
- Follow-up team and individual assessments



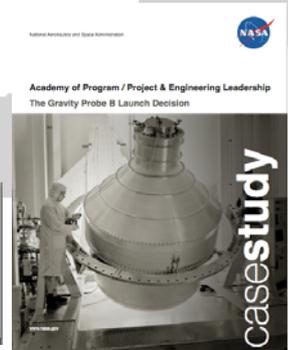
Knowledge Sharing Activities

Knowledge sharing activities emphasize the vital role of **stories** in the effective exchange of knowledge.

Training events and forums Multimedia Publications



Video Links
Click to Play Video



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CURRENT ASK ARTICLES

Interview with John Farmer by Dan Cohen

Apell: A Young Engineer's Perspective by Dan McInnis

On a Need-to-Know Basis by William Gendelman

MESSAGE FROM THE ACADEMY DIRECTOR

OMB Guidelines for Project Management

As project management has become increasingly critical to the successful execution of the work of government, the White House Office of Management and Budget has developed a certification program to ensure that federal project managers possess the necessary competencies to succeed at various stages of their careers.

Read More...

FEATURES