

Welcome to the PM-CDF Stage 1 “Jump In”

Program Management – Competency Development Framework



In this
presentation,
you will learn

What the PM-CDF is

The tenets of the PM-CDF

How the PM-CDF is structured

How you can get the most out of the PM-CDF

What you should expect as a learner

How to progress through the stages

The role of the Learner and the Coach

About the **PM-CDF**

As Amazon continues to grow to invent on behalf of our customers, it is essential to develop skills and competencies that ensure investments are properly controlled and delivered. Project and Program Managers (PMs) ensure this by guiding a project or program through a life cycle of stages, which are initiate, plan, execute, monitor & control and close.

As the number of projects and programs at local, regional and global levels continue to increase, so too must our PM capability. This **Program Management Competency Development Framework (PM-CDF)** learning path has been created to increase the non-technical PM competency across the company. The goal of this is to have a scalable and sustainable PM learning process, that will improve certainty of outcome for projects and programs undertaken at Amazon.

The PM-CDF tenets... unless you know better ones

1. **PM Methodologies, but not at the expense of Leadership Principles** - We aim to develop Amazonian PMs, not PMs who happen to work at Amazon.
2. **Value over bureaucracy** – PM tools and processes should be selectively used to add value, not for box-ticking.
3. **Never Day 2 thinking** - We always focus on outcomes, and are never owned by a process. An Amazonian PM provides project data that enables high-quality, high-velocity decisions (Amazon's 2016 shareholder letter)
4. **Certification through application** - progress though the PM-CDF is certified through applying the knowledge, skills, behaviors and templates in real-life projects.
5. **Visuals over text** - the training audience is diverse, and time is precious, so training is delivered with as many easy-to-digest visuals as possible
6. **Core PM competencies for all, Add-ons for org-specific needs**



The structure of the PM-CDF

A **competency** is a set of knowledge, experiences, skills, and behaviors that an employee needs to cultivate and apply in order to achieve business objectives. It is far more than a list of skills.

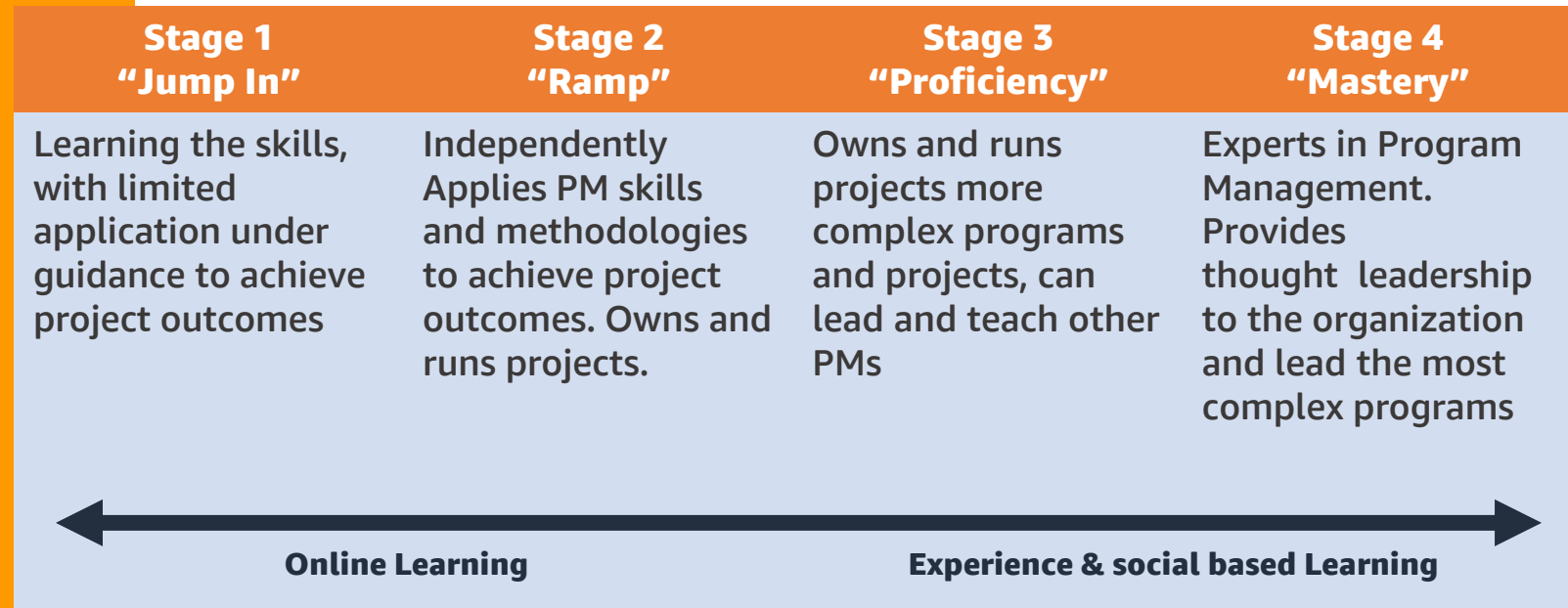
A Competency Development Framework (CDF) begins by identifying the skills and competencies required for a particular role (in this case, Project & Program Management); then a competency assessment process is conducted (by the individual and experienced PM coaches). Gaps are then addressed via competency development, which is a combination of training and self-managed learning and application. Finally, a regular competency audit takes place, which measures the overall PM capability of the organization.

Learning generally follows 70/20/10 ratio, where 70% of what you learn comes from on-the-job learning and application, 20% from discussion and networking and 10% from structured material.

70% on-the-job learning	20% learn from others	10% structured learning material
<ul style="list-style-type: none">•Managing projects•Jumping into new challenges•Solving problems•Taking on assignments	<ul style="list-style-type: none">•Discussions with other PMs•Community discussions•Coach/mentoring feedback•Networks	<ul style="list-style-type: none">•Online Learning path•Books•Courses/webinars

The structure of the PM-CDF

The PM-CDF has four stages, so that learners can choose how deep they want or need to go. As you progress through the stages, you will develop progressively greater Project and Program Management competency. Earlier stages focus more on structured learning and absorption of information, and in later stages learning will be mostly through application and learning through others.



ABSORBING ONLINE CONTENT

More online learning
Core materials & templates
Provides a firm grounding

SHARING & LEARNING THROUGH OTHERS

Complexity is high
More Strategic
Application & experience based

The structure of the PM-CDF

When following the CDF, the application of what you learn to real-world projects and programs will provide you with the best learning experience.

For Managers: this CDF enables your teams to follow a structured and comprehensive learning path for Project and Program Management, and allows you to measure your team or org's PM capability and maturity.

For Learners: this CDF supports your self-development by providing you with a learning path that you can follow, knowing it will enhance your project and program management competencies, which are great transferrable skills.

It is important to note that:

- This is **not** linked to a promotion process
- This is **not** an industry qualification, although we will aim to align with PMI's [PMP](#).

Core syllabus and Org Add-ons

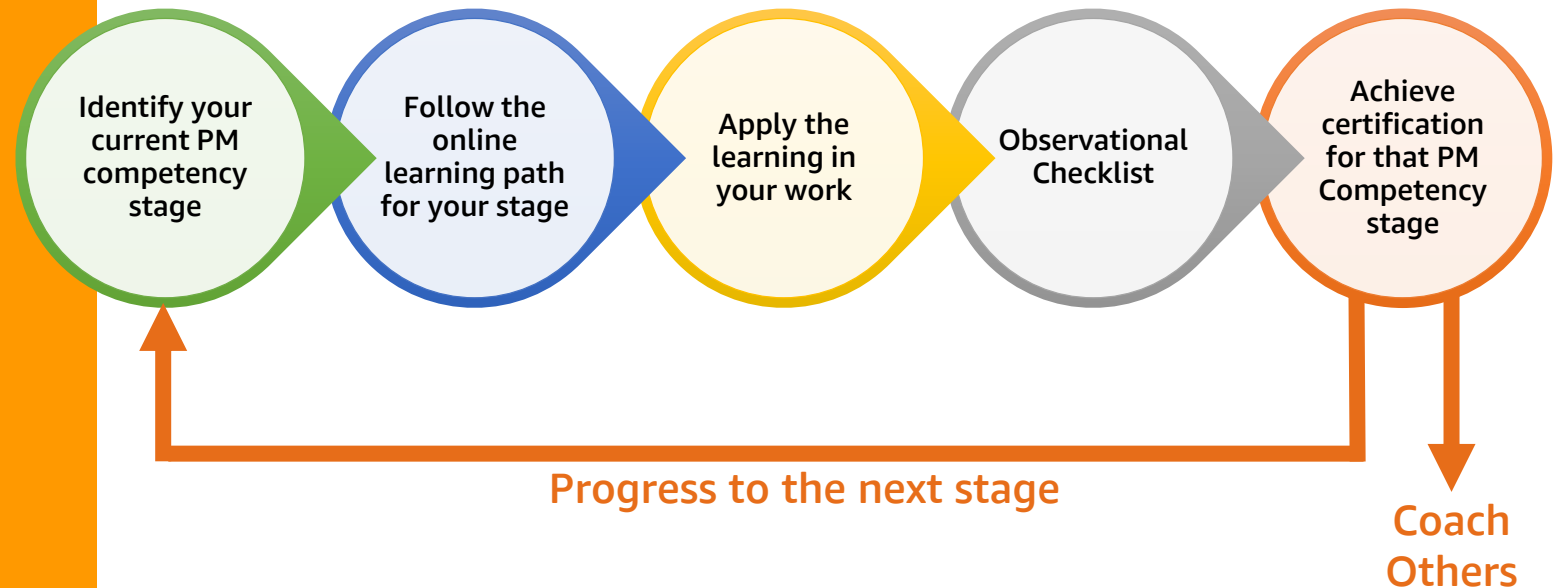
The Knet learning paths contain the core syllabus, which contains the fundamental Project Management concepts and techniques that can be applied to any project.

If your organization has specific Project Management techniques or processes, such as a specific intake process unique to your org, or a particular format of project status report you need to learn, this is considered an **Add-On**, and can be found in the Community section for your org.

Progressing through the stages

Each stage has a learning path in Knet. To progress through the PM-CDF stages, you must follow the learning paths, apply your learning in your role or assignments, and work with a coach to have an observational assessment completed. Once you successfully pass the observational assessment, you can move onto the next stage.

Once you complete a stage, you are encouraged to coach others and help develop the Project Management competency at Amazon



PMs who are already experienced or qualified can directly take an observational assessment in order to validate their expertise and move straight into the appropriate stage. However, it's recommended that everyone goes through the stages to understand what being a PM at Amazon is like.

What to expect as a Learner

As a learner, you will have access to the PM-CDF blended learning paths in Knet, which contains a selected mix of material to learn from, e.g. Presentations, PDFs, broadcast videos, Wiki, links to external sites, book recommendations.

In summary, you will have access to:

Core syllabus – these are the main Stage 1-4 learning paths in Knet. Learning material is unlocked as you progress.

Org Add-ons – if your org has specific PM training modules, they will be in the Knet Community section

Templates – Each stage will contain templates you can use for your projects. These are not mandatory, but serve as examples you can use or modify for your project needs

'Watch Out For...' – each stage will contain 'Watch Out For...' insights, which contains common pitfalls and tips on how to avoid them


Knet Community – This is an online chat forum, where you can discuss your progress with other learners, and ask questions to other PMs

PM Coach – your PM coach will check your learning and progress via the observational assessment for each stage. The coach is not your 1:1 teacher, but is there to help your self-learning and application journey


How to get the most out of your learning journey

Learning material is unlocked in sequence as you progress through the syllabus:

Not yet unlocked:


**Being a Day 1 Company: “Jeff, what does Day 2 look like?” 2016 Shareholder Letter**
Status: Pending Prior Training **Due:** No Due Date **Training Hours:** 10 min
As a Project Manager, its important to embody the characteristics of the Day1 company that Amazon is. This 2016 shareholder letter from Jeff Bezos explains...

Unlocked:

**Projects vs Operations**
Status: Registered **Due:** No Due Date **Training Hours:** 10 min
This describes the difference between projects and operations.

Launch ▾

Remember to click ‘Mark As Complete’ to unlock the next learning object:

**What is Project Management**
Status: Started **Due:** No Due Date **Training Hours:** 30 min
This learning material will explain what a project is, and what project management is all about.

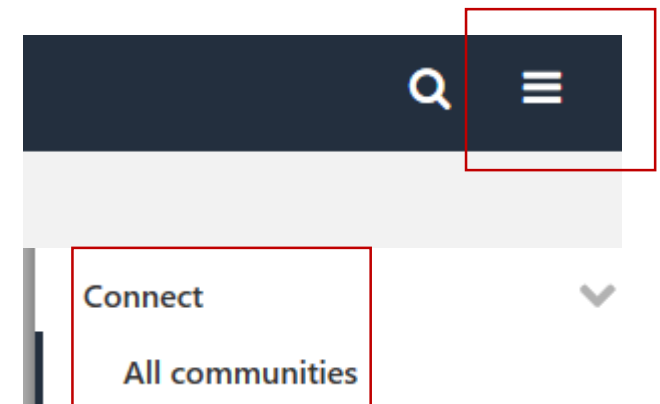
Mark as complete ▾

How to get the most out of your learning journey

Look at the example templates in each stage to see what kind of document or artefact you need to produce for your projects.

You will get the most out of your learning journey by applying what you are learning to real life scenarios. When you have questions, you can ask other PMs and coaches in the PM-CDF Knet Community forum, and this will help you on your way.

Use the online Community forum, which you will find in the Knet navigation menu:



The role of the Coach

Your PM coach will check your learning and progress via the observational assessment for each stage. Your Org may have their own designated PM-CDF coaches, or you can ask for a coach to carry out an assessment via the PM-CDF Knet Community. If your manager is a Program Manager, they can become a coach and undertake the observational assessment.

The coach is not your 1:1 teacher, but is there to help your self-learning and application journey.

To make the PM-CDF scalable and self-sustainable, we encourage people who have taken the PM-CDF training to become coaches.

What next

Jump In!

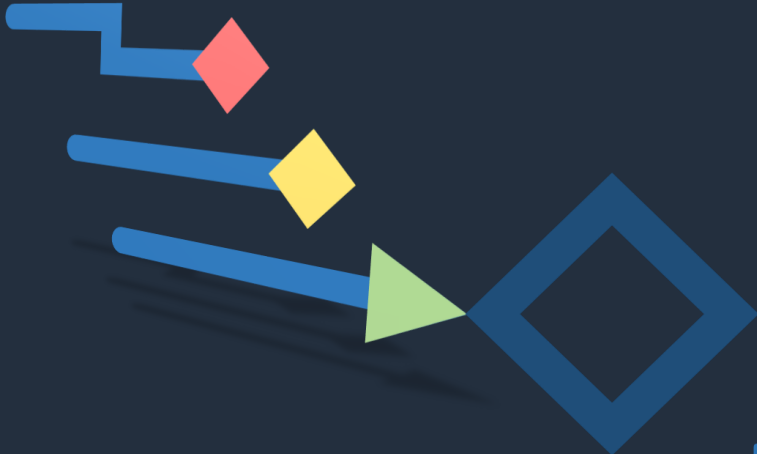
Start your learning path in Knet, and interact with other learners and coaches in the PM-CDF Knet Community.

Have Fun. Work Hard. Make History



Thank you!





amazonpm-cdf

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Competency Development Framework