



UPS Delivers Innovative Project Management Training (and Six Million Packages a Day!)

Boston University Corporate Education Center Project Management Training Program for UPS:

- **Blended learning (instructor-led and online training)**
- **New criteria to select candidates working on essential company projects**
- **A more rigorous, challenging program**
- **More training hours**
- **UPS-specific project management practices, tools, and examples**
- **Accountability for participation in the classroom**
- **Evaluation tools for before, during, and after the program**
- **Measurement criteria of the training program's impact on the company's million dollar projects**

UPS, the largest package delivery company in the world, relies on successful project management to drive innovation, contribute to growth, and insure customer satisfaction. When the "Go Brown" company wanted to develop a world-class project management training program, Boston University Corporate Education Center helped it develop and deliver a new education approach to train individuals working on key strategic projects.

Messenger Company Becomes Global Trade Expert

Whether flying basketball shoes from Shanghai to Los Angeles, transporting essential business documents between London and Paris, or picking up and repairing broken laptop computers, UPS is the world's largest package delivery company and a global leader in supply chain and freight services. Headquartered in Atlanta, GA, and traded on the New York Stock Exchange (NYSE), UPS helps synchronize the movement of goods, information, and funds for nearly eight million customers in more than 200 countries.

UPS has grown from a small messenger company into a global trade expert providing air, ocean, ground, and electronic services. Founded in 1907, today UPS is a \$49.7 billion corporation, recognized by its ever-present brown uniforms, delivery trucks, and UPS stores in shopping centers across America. Its 3,000 worldwide facilities are linked to Worldport, its main transport hub in Louisville, KY, where more than a million packages could arrive and depart in just a few hours on a busy night. UPS' 425,000 employees handle an average of nearly 16 million packages each day, more than twice what its nearest competitor processes.

In addition to package delivery services, UPS offers a host of other capabilities. Over the past two decades, UPS has aggressively built a massive international transportation network, connected by one of the largest technological infrastructures in commercial history. In the process, it has dramatically expanded its portfolio of services into logistics and supply chain offerings. For example, UPS sells its innovative route-mapping software to companies with truck fleets. Also, UPS Capital was established in 1998, the first financial services company to focus solely on financing supply chain solutions. And, the company maintains more than 1,000 distribution centers around the globe to provide customers with inventory and order management services, some housing technical diagnostics and repair, critical parts depots, simple subassembly and returns management services.



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—Maureen Stefanini
*UPS Program Management,
Learning & Development
Manager*

Project Management Skills Drive Company Innovation

The development of these critical services and innovations are a result of the company’s success in skillfully managing projects to develop new ideas, processes, tools, and IT systems that have created the foundation for increased revenue, satisfied customers, and efficient resource management.

UPS relies on the success of project management to keep the company at the head of its markets. For example, the company cut 28 million miles from truck routes, saving roughly three million gallons of fuel. This was accomplished largely by mapping delivery routes that minimized left turns. Also, UPS started a self-service system to allow customers to redirect packages already en route. And, automated vehicle loading instructions have shortened delivery routes by making sure trucks are packed in the most efficient manner, so drivers can deliver faster and minimize retracing of steps or missed stops.

All of these initiatives for cost-savings or improved service began with a project under management by a UPS employee. Recognizing that more advances would be possible with a world-class learning and development program reinforcing UPS requirements, the company sought a fresh approach to project management training.

“We wanted to change our project management training program to help people who work on key strategic projects that have the greatest impact on the organization,” explained Maureen Stefanini, UPS Program Management, Learning & Development Manager.

Before, UPS offered classroom training through three or four-day classes to a very broad audience across the company. The complete training program took nearly four years to complete and was not specific to UPS.

UPS Seeks Education Partner

The UPS Project Management Group (PMG) developed very specific goals for a new project management training program, including:

- Blended learning (instructor-led and online training)
- New criteria to select candidates working on essential company projects
- A more rigorous, challenging program
- More training hours
- UPS-specific project management practices, tools, and examples
- Accountability for participation in the classroom
- Evaluation tools for before, during, and after the program
- Measurement criteria of the training program’s impact on the company’s million dollar projects

Through a Request for Information and Request for Proposal, PMG looked for an education partner to help them design and deliver a program to meet their criteria. After a comprehensive evaluation, UPS chose Boston University Corporate Education Center (BUCEC) to help it deliver this special program. UPS knew that the organization had an outstanding reputation for its expertise in corporate education programs, especially in project management training.

Boston University Corporate Education Center is a charter member of the Project Management Institute’s (PMI®) Global Corporate Council, and a charter Global Registered Education Provider through PMI®. Boston University Corporate Education Center’s project management curriculum is compliant with *A Guide to the*

Project Management Body of Knowledge (PMBOK® Guide), collection of best management practices for project management. In addition to preparing project managers for certifications including Project Management Professional (PMP®) and Certified Associate in Project Management (CAPM®), Boston University Corporate Education Center offers a wide variety of project management courses and certificate programs, and its curriculum can be customized to meet the specific development needs of customers.

The high quality of instruction and course materials was a significant factor in UPS' selection of Boston University Corporate Education Center, whose instructors are known for their skill in incorporating their direct industry experience into project management courses for business managers in Fortune 500 companies.

Another reason for partnering with Boston University Corporate Education Center was their experience and flexibility in tailoring training programs specifically for the needs of different companies, and aligning certificate programs and courses with companies' existing needs and methodologies.

UPS and Boston University Corporate Education Center Develop a Blended Training Program

The PMG identified the need for its trainees to acquire most of the PMI® knowledge areas, and be able to incorporate it with how UPS already conducted projects. The PMG identified existing tools and UPS case studies as an important component of the program, and worked with Boston University Corporate Education Center to customize the project management curriculum to incorporate those necessary elements and establish a certification process for students.

The PMG set up a process where students begin with a pre-program skills assessment questionnaire that becomes the baseline of skill level and proficiency. Then PMG meets with each participant to discuss the baseline assessment and select a current project that will be used during the training program for further evaluation.

Assessment, Online Training, and Team Workshop Lead to Certification

Program participants first complete the Boston University Corporate Education Center online pre-course "Project Framework & Integration Management" before attending instructor-led classes. This pre-course allows all students to gain the same essential foundation in project management concepts and terms to prepare for interactive classroom sessions; in addition, the online learning minimizes travel requirements and provides students with schedule flexibility.

The classroom sessions, in Roswell, GA, and Mahwah, NJ, are an interactive case approach where student teams plan real UPS projects. During these learning sessions, students must work with resource constraints, conflicting priorities, and other challenges to better prepare them for work in their jobs. Through this 10-day program, participants are able to share best practices and gain new skills.

Three to four months following the workshop, attendees complete a post-course skills assessment and project audit to compare with the baseline measurement, evaluate how they are using the skills, and whether their projects have been positively affected with tangible results. Six to nine months after the training class, PMG will meet with each student and his/her manager to review the training and assessments. The final

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**About Boston University
Corporate Education Center's
Programs:**

Boston University Corporate Education Center, the nation's premier provider of corporate training, offers fully customized employee training programs and services that deliver positive cost-benefits to any organization.

Boston University Corporate Education Center will customize its training curriculum to meet a company's development needs and deliver it whenever and wherever it is convenient for the organization.

To find out more about Boston University Corporate Education Center's learning solutions, call 1 800 BU-TRAIN (288-7246) to speak to a knowledgeable corporate account executive about receiving a free analysis of your company's training needs.

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step of the program will be a Certificate in Applied Project Management from Boston University Corporate Education Center and UPS.

Project Management Training Will Aid UPS Success

In the first year of the program, 48 individuals were trained in sessions in May and September. The trainees were project managers in business, IT, finance and administration, customer solutions, and other departments who handle large projects (over a million dollars) that are aligned to UPS' critical initiatives.

The training program received very high marks on course content and materials, instructors, and the entire experience, from participants; most said that the workshop either met or exceeded all expectations.

UPS managers have reported improved teamwork and project planning, as well as better work quality and productivity, following the training program. Over the long-term, program results will be measured through a Program and Project Management Effectiveness report.