



**\*\*Best Viewed in Acrobat 7.0 or above\*\***

## Happy 25<sup>th</sup> Anniversary – Portland!

The Portland Chapter was chartered by the Project Management Institute on January 1, 1983. Founder leaders Cliff Gray (Professor at Oregon State University, Corvallis, Oregon) and Rob Breitbarth (Chapter's first President) spent invested a great deal of time and effort developing critical mass and answering PMI's questions to assure that Portland could sustain a Chapter. The 12 founders expanded to 29 charter members, and the membership has grown to 1360 at the end of 2007.

The Chapter plans to celebrate throughout the year, with emphasis on two occasions:

1. Linda Vella, current PMI Chair, will come to Portland to speak on "The Value of Project Management" at the March meeting. This will be a great opportunity to bring your boss; meet a PMI Board member; and learn what PMI is doing globally.
2. A special event will be announced for July 2008 at a different venue.

There is still time to help plan these events. Contact [Alan Strong](#) if you'd like to help.

### CHAPTER DINNER MEETING

## January 15, 2008

- 4:00** Registration Table Opens  
**4:30** **Educational Presentation:** *The Project Launch Session: Sore or Soar?*  
**5:30** Networking  
**6:30** Dinner and Announcements  
**7:00** **Keynote Presentation:** *Creating Innovation-Friendly Projects which Still Meet Project Goals*

**Doubletree Hotel**—Lloyd Center  
1000 NE Multnomah  
Portland, OR 97232  
(503) 281-6111

**Register online** by Sun. 1/13/08

**Meeting Sponsor**



A professional photographer will be on-site to document Chapter Meeting events and activities. Photos are the sole property of PMI Portland. By registering for or attending these events, attendees understand that all photos may be used for promotional purposes.

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## The President's Corner

Greetings to all and a Happy New Year. I trust that everyone enjoyed the holiday season and that you are looking forward to the challenges and joys of 2008.

In life, much of our success is determined by how well we start and how strong we finish. The New Year is no exception. A good start to any project lays the foundation for success. Without a strong finish much of our genius and effort is diminished. One thing is for certain, however, starting and finishing seldom happens as a matter of chance. It requires strategy and execution, and this typically requires, determining what has made us successful in the past and what must be improved for the future.

It is always exciting to greet a new year and to look forward to new goals, objectives, and resolutions. It will be a busy year for PMI. Many of you will have the goal to achieve your PMP certification and your chapter has arranged to have two PMP prep classes starting early in January to be sure you get a good start on your goal. The first is a partnership with Cheshire Learning. Cheshire Learning is a PMI Global Registered Education Provider. The course includes over 800 exam-style questions, course notes and the PMBOK guide®. It is held on 6 consecutive Saturdays (January 5, 12, 19, 26, February 2, 9) in the Lake Oswego/Tigard/Portland area. For more information or to register on line go to

[www.cheshirelearning.com](http://www.cheshirelearning.com).

Secondly, our own chapter sponsored certification class is scheduled for 10-week Wednesday evenings, starting in March. This class is staffed entirely with our own members who in addition to being very knowledgeable are also experienced instructors. We expect that this venue will be in Beaverton. The class is anticipated to run February 27th to May 2008 (Wednesday evenings and one Saturday all day review). Additional information can be found on [certification@pmi-portland.org](mailto:certification@pmi-portland.org).

Both classes are geared toward granting the 35 contact hours formal education requirement for the PMP certification. If you already have the 35 hours required training, you might want to consider the two-day PMP Prep classes held by Portland State University, partnered with the Glacier Training Group.

Our VP of Programs, Tim O'Connor and his very qualified team, (Emily Rice, Terri Haggeman, Kevin Nichols, and Judi Carpenter) have exciting and interesting programs scheduled well into this year. A definite highlight will be the March program dedicated to the celebration of our Chapter's 25<sup>th</sup> Anniversary. The speaker will be Linda Vella, the immediate past Chair of the 2007 PMI Board of Directors. Planning is underway for this event to make it a memorable evening so be sure and put it on your calendar.

*(Continued on page 6)*

## Our Meeting Sponsor

PMI-Portland extends a heartfelt "Thank You" to **DB Professionals, Inc.** for its recognition of the importance of professional development for project managers and sponsorship of this month's chapter meeting.

### Our Sponsor


**DBPI** is a total business integration solution provider and is one of the fastest growing firms in the Northwest. We provide highly experienced consultants, offering a wide range of services including Project Management, Enterprise Architecture and Technology Consulting. Our services span end-to-end technology support from mainframe and legacy systems through client-server, networking and middleware, to web site and e-business design, development and support. We are a preferred vendor for many Fortune 500 firms. Please contact us at [info@dbpi.com](mailto:info@dbpi.com) to learn more about our project approach, methodology and qualifications or visit our website at <http://www.dbpi.com> for more information and details on how we can best suit your needs.





# January 2008 Calendar

See **page 6** for Roundtable locations, and the [PMI Portland website](#) for event details.

Sun	Mon	Tue	Wed	Thu	Fri	Sat
12/30	31	 1/1/2008	2 EPMA Award applications available on web	2	4 SOUTH Rdttable	5
6	7	8 Board Mtg	9 Central Oregon Roundtable	10	11 NW Rdttable	12
13 Online registration deadline for chapter meeting	14	15 Portland Chapter Mtg	16 Downtown Rdtble Salem Mtg	17 Eugene Mtg PMF Bkfst	18 WEST Rdttable Corvallis Mtg	19
20	21	22	23	24	25 NORTH Rdttable	26
27	28	29	30	31 PMF Luncheon	2/1 SOUTH Rdttable	2
3	4	5 Board Mtg	6 Central Oregon Roundtable	7	8 NW Rdttable	9



## DB PROFESSIONALS, INC.

*complete business integration solutions*

**ENTERPRISE INFORMATION TECHNOLOGY**  
...we deliver it better

**“Top 100 Fastest Growing Companies” in Oregon**  
Your information source for Oregon

620 SW Fifth Ave, Suite 610  
Portland, OR 97204  
Ph: 503-226-6586  
Fax: 503-226-6786

Job Opportunities: [resumes@dbpic.com](mailto:resumes@dbpic.com)  
General info: [info@dbpic.com](mailto:info@dbpic.com)  
[www.dbpic.com](http://www.dbpic.com)



## December\* Membership News

### Welcome New Members



Abu-Taha, Wissam  
 Ajjarapu, Vivek  
 Almeida, Aldrich  
 Anderson, Anna  
 Beil, Nathan  
 Bosse, Georgia  
 Brummel, Jeff  
 Burger, Shannon  
 Creps, Ruth

Doyle, Sean  
 Fresvik, Cheryl  
 Grant, Christopher  
 Hilts, Robert  
 Holman, Brian  
 Lamb, David  
 Lorentz, Christine  
 Lyons, Kevin  
 McKeel, Leslie  
 Metz, Donald  
 Nag, Prantik  
 Nequette, Amy  
 Popovich, Kathrine  
 Rectanus, Howard  
 Russell, Terry  
 Stone, Mark

### Congrats New PMPs

Beg, Haris PMP  
 Creps, Ruth PMP  
 Currie, Kevin PMP  
 Gopalan, Sundaram PMP  
 Jones, Martin PMP  
 Larson, Aron PMP  
 Tomasello, Marcie PMP  
 Whitehead, Nyla PMP  
 Zoglman, Marta PMP



### Thanks Chapter Renewals

Adamson, Russell  
 Anderson, Sheryl Sanford  
 Ayyagari, Venki  
 Bauske, Brian  
 Beemer, Richard  
 Brooks, Octavia  
 Bullion, Jeanne  
 Cooper, Karen  
 Esch, Terri  
 Fraser, Keith  
 Gault, John  
 Haldors, James  
 Harrison, Tom  
 Hartley, Kenneth  
 Jaqua, Perry  
 Klackner, John  
 Koeplin, Corey  
 Korenko, Michael  
 Lamberth, Deborah  
 Lau, Patrick  
 LeDuc, Cathy  
 Levy, Laurie

Mekelburg, Diana  
 Mesa, Elizabeth  
 Moore, James  
 Nguyen, Vinh  
 Phillips-Israel, Kathy  
 Rapp, Elizabeth Michelle  
 Richards, Sue  
 Richardson, Jean  
 Rokos, Teresa  
 Sandau, James  
 Sato, Margaret  
 Savage, Robert  
 Schrimsher, Thomas  
 Schultz, Marcia  
 Speir, Jim  
 Swire, David  
 Tommerup, Thomas  
 Vandekrol, Zuleika  
 VerMeer, Marie  
 Wagner, Beverly  
 Zoeller, Priscilla

*\* Membership information is provided to the chapter monthly by PMI Headquarters. There may be a 1 to 2 month delay due to newsletter publishing constraints. Contact PMI Headquarters at (610) 356-4600 or [www.pmi.org](http://www.pmi.org) to change or manage your membership information.*

### Maximizing Project Value workshop

In February of 2007, the Portland Chapter invited Jeff Berman to present his work shop "Maximizing Project Value - Achieving Project Value through Stakeholder Management."

This year, Jeff is here to deliver an intense learning workshop that is a companion to last year's workshop. This event is designed to provide students with Business Case basics & best practices so that they can build a winning project justification and obtain management approval for pursuing a project that delivers value to the business. This is an interactive workshop that contains group exercises and real-life business cases developed by students throughout the course. The focus of this course is to provide students with a solid foundation and overview of the full Business Case Justification lifecycle. Students will earn a certificate of completion.

For details and a link to registration, see the PMI Portland website: [www.pmi-portland.org](http://www.pmi-portland.org)



**Educational Presentation*****The Project Launch Session: Soar or Sore? A Primer on How Not to Crash and Burn***

**Objective:** Define the purposes of the project launch session and provide a template describing how to successfully accomplish them consistently.

**Summary:** A description of how to organize and conduct a successful project launch session, including:

- Identifying Stakeholders
- Establishing and Maintaining Trust
- Project Inertia
- Identifying and Dealing with Conflict
- Setting the Tone
- Defeating “Groupthink”
- Generating a Comprehensive View of the Project
- Planning a Project Launch
- Executing a Project Launch
- Project Changes and Risk
- Defining Deliverables
- What the Heck is a “Parking Lot”?
- A Useful Template

**Key Takeaways:**

- A Much Used and Reliable Template and How to Use It
- Get as many views as possible to define the project-choose the right people and make them approach defining it in different ways than they might otherwise attempt.
- Project Inertia - keep it in your favor.
- Count the correct beans- identify measurements of progress while defining deliverables
- Courage and a sense of humor go far. Don't be afraid of conflict, but don't dwell on it, either.
- Do whatever it takes to do the right thing.

**About the Presenter**

Patrick Gorman is currently assisting Boeing with the design and deployment of the P-8A Maritime Patrol Aircraft. Prior to this he worked for 10 years with two major corporations in project management and process improvement.

He successfully completed dozens of projects ranging in size from \$10,000 hardware installations to the FAA's Collaborative Decision Making (CDM) project, which currently saves the aerospace industry in excess of \$300M per year.

Pat conducted research for the Department of Defense and Naval Research Laboratory in information technology, education and acoustics.

He is retired from the US Navy, where he was a Naval Flight Officer specializing in command and control and antisubmarine warfare. He holds a Master's degree in Technology Management from the University of Maryland, a BS in Education from Oregon State University, and is a certified Project Management Professional and Six Sigma Black Belt.

Pat's taught three years in public school, spent a tour as training department head for a Navy maritime patrol squadron, and developed a corporate training and project management methodology for a major corporation. He currently teaches Operations Management and Project Management courses for City University's graduate programs.

His 13 year old daughter keeps him (mostly) honest, his wife of 30 years keeps him (relatively) humble, his 27 year old son keeps him (more or less) happy, and his brand new granddaughter gives him something safe to be proud of.

**Recent Publications**

[Techniques for Building Excellent Operator Machine Interfaces \(OMI\)](#), Patrick Gorman and Nicholas Pappas, Digital Avionics Systems Conference Proceedings, Oct. 2007. [Corporate Change Agents and Project Management Techniques](#), Patrick Gorman, Bruce Johnson, Charles Cox, 2002 PMI Research Conference Proceedings, July, 2002.

[The Department of Defense Continuous Learning System for 2012: An Advanced Distributed Learning Research Assessment](#) Patrick Gorman, Javad Sedehi, Robert Ryan, Hank Sterbenz, ITT Report for DoD, December, 1999.

**Upcoming Chapter Meetings!**

**FEBRUARY 19**

**MARCH 18**

**President's Corner (cont.)***(Continued from page 2)*

It is also planned that there will be other events throughout the year celebrating our 25<sup>th</sup> anniversary. We need volunteers to help plan and carryout these events. This promises to be a fun occasion so if you are willing to help, please email our volunteer coordinator Elisa Mene who can be reached at [volunteer@pmi-portland.org](mailto:volunteer@pmi-portland.org), or Alan Strong ([alan.strong@pmi-portland.org](mailto:alan.strong@pmi-portland.org)) who is the chairman of the anniversary year.

As the saying goes, the best way to predict the future is to create it. A new year always has a degree of excitement, perhaps some trepidation, but always certain optimism.

Best wishes for a successful and rewarding year. Hopefully your all your goals for 2008 will be realized with timely planning and execution.

**George Walker, PE, PMP**  
**President**

## PMI Portland Area Roundtables

### Join the Discussion and Earn 1 PDU

**1/4, 2/1**  
(7:15 am)

**SOUTH BREAKFAST ROUNDTABLE**  
**Mentor Graphics Campus**  
8005 SW Boeckman Rd.  
Wilsonville  

- Commons Building, Big Muddy Conf. Rm.

*For more information, to contact the moderator, or to RSVP for meetings, see [www.pmi-portland.org/events/meetings/roundtables.htm](http://www.pmi-portland.org/events/meetings/roundtables.htm)*

**1/11, 2/8**  
(7:15 am)

**NW BREAKFAST ROUNDTABLE**  
**Con-Way**  
2055 NW Savier  
Portland  

- 1<sup>st</sup> floor - Ross Island Room



**1/16, 2/20**  
(12:15)

**MID-DAY MID-WEEK PDX ROUNDTABLE**  
**Harland Financial Solutions**  
400 S.W. 6th Avenue, Portland  

- Ground Floor

For more information contact Bruce Rosenblatt, Director of Roundtables, at [roundtable@pmi-portland.org](mailto:roundtable@pmi-portland.org).

**1/18, 2/15**  
(7:15 am)

**WEST BREAKFAST ROUNDTABLE**  
**Nike's World HQ Facility**  
Beaverton  

- Lance Armstrong Fitness Center, Santa Barbara Conf. Room

**1/25, 2/22**  
(7:15 am)

**NORTH BREAKFAST ROUNDTABLE**  
**Clark Public Utilities**  
1200 Fort Vancouver Way  
Vancouver  

- Community Room

**NOTE DATE & LOCATIONS CHANGES!**  
Clark County Public Utility - Address is 8600 NE 117th AVE, Vancouver WA. (the corner of 117th and Paddon Parkway)  
Community Room is located in brick building on the left hand side, as you enter the driveway.

**2/29**  
(4:00 pm)

**ETHICS ROUNDTABLE**  
**Portland State University**  
For more information contact Bruce Rosenblatt, Director of Roundtables, at [roundtable@pmi-portland.org](mailto:roundtable@pmi-portland.org).

Meets quarterly.



## PMI PORTLAND NEWS



## ***PMP/CAPM Exam Prep Course Enrolling Now***

Registration is open for the spring PMP/CAPM exam prep class.

If you are an experienced project manager ready to become a certified Project Management Professional PMP, or you are looking to establish your credibility in the application of project management processes as a Certified Associate in Project Management (CAPM), then this course is a great step to help prepare you for the Project Management Institute (PMI) examination. Certified PMP's will bring the Project Management Book of Knowledge (PMBOK) methodology and real-world experiences to the classroom. The PMP project management credential is recognized worldwide as an ISO quality instrument.

Classes will be held Wednesday evenings from 6:00 – 9:00 PM followed by an all-day review on Saturday May 17th. Good attendance in the course satisfies the education requirements for both the CAPM and PMP application. Students will receive a copy of the PMI PMBOK, third-party sample questions and course study guide. Seating is limited.

**Dates:** February 27<sup>th</sup>, 2008 through May 17<sup>th</sup>, 2008 (No class Mar 26<sup>th</sup>)

**Cost:** PMI Members \$895, Non-members \$995. Register before Jan 30<sup>th</sup> and receive a \$100 discount.

**Location:** Tektronix Inc., 13975 S.W. Karl Braun Drive, Room B38, Beaverton, Oregon, 97077

**To Register:** Go to [www.pmi-portland.org](http://www.pmi-portland.org) and under Education click on 2008 Spring PMP/CAPM Prep Class. Follow the directions for online registration.

### ***Mark your calendar!***

PMI Chair Linda Vella will speak at the March PMI Portland meeting!

## ***Monthly Dinner Rates Increase in 2008***

The PMI Portland board of directors voted to increase Dinner Meeting rates beginning January 2008 due to the following two reasons: costs have steadily increased and rates have not been raised in over four years.

Currently the PMI Portland chapter subsidizes the cost of the monthly dinner such that the meetings cost more per person than we charge. With this increase, we will be able to maintain the current level of subsidies for the monthly meeting. The increase will be approximately \$5 in each price category (except the pre-dinner Education presentation which will not increase) and take effect with the January 2008 meeting.

**PMI Members** - Dinner Presentation: \$25, Educational presentation: \$10, Both for \$35

**Non-Members** - Dinner Presentation: \$30, Educational presentation: \$10, Both for \$40

**Student Members** - Dinner Presentation: \$10

**Student Non-Members**—Dinner Presentation: \$15

**Dinner Presentation only** (without meal) - \$12

**Pre-register for best price! Price is \$5 more at the door.**



***Do you have an accomplishment to share?***

Recently taken a new position? Begun a new project? Relocating? If so, please send submissions to [newsletter@pmi-portland.com](mailto:newsletter@pmi-portland.com). Items will be included based on available space and editorial discretion.



## PMI PORTLAND NEWS



### ***Oregon Food Bank Donation***

**Thanks to all the December PMI Portland meeting attendees who donated to the Oregon Food Bank. It's never too late to donate to this worthy cause.**

**From the Oregon Food Bank Website:**

**Your dollar multiplies**

For every \$1 you contribute, Oregon Food Bank collects and distributes 5 pounds of food through its food distribution program.

**Your gift matters**

Your \$10 contribution helps Oregon Food Bank collect and distribute enough food to fill an emergency food box. A typical emergency food box provides enough food for a family of four for three-to five-days.

**Making the most of every dollar**

Of every dollar you donate, less than 5 percent is used for administration and fundraising costs.

For more information go to [www.oregonfoodbank.org](http://www.oregonfoodbank.org)

### ***2008 Excellence in Project Management Award***

The PMI-Portland Excellence in Project Management Award (EPMA) honors a project team for their superior management of a recently completed project. The primary goals of the award are to:

- Recognize and celebrate project excellence in the Portland community
- Increase awareness of project management principles and disciplines
- Encourage PMI-Portland member involvement
- Increase Portland metro business community awareness of PMI and the PMI mission

All projects completed between January 1 and Dec. 31, 2007, regardless of size and industry, are encouraged to participate. A panel of judges will evaluate projects based on alignment with PMBOK, project leadership, team management, project complexity, strategic alignment.

For more information, application guidelines and application forms, please visit PMI-Portland [website](#), or contact the EPMA team at [awards@pmi-portland.org](mailto:awards@pmi-portland.org).

**Application deadline is April 4<sup>th</sup>, 2008**

### ***PMI Portland Technology Initiative—SPORG replacement***

If you have ever registered for a chapter meeting, a workshop or class, you have used our registration tool called SPORG. SPORG is also used to send emails to our members, prospects, past members and others interested in our activities. SPORG has recently announced that it will be discontinued on September 30, 2008. Therefore, we need to choose another vendor for event registration, membership database and bulk email utility.

You, our membership, are a large stakeholder in this project since you are the ones that use the tool to register for events. Obviously, you all cannot be part of the selection process, but you can monitor what is going on and provide

input. By visiting the "[Operations](#)" area of the PMI Portland website, you can view the status of the evaluation, selection and implementation of a new vendor/product, including the current set of project documents.

Since events, membership and calendar driven items are such a large part of what our organization does, there could be a lot of changes to increase the value of your Portland chapter membership. Please feel free to look at what we have posted and provide your input. Please send any input to the PMI Portland [webmaster](#).



**Keynote Presentation*****Creating Innovation-Friendly Projects which Still Meet Project Goals*****The Situation**

There is a built-in tension between innovation and project management, particularly for innovation involving new technology and new ideas in new markets. The creative and technical problem solving aspects of innovation are hard to schedule and classical project management tools can actually hinder progress rather than help.

Project Managers find themselves caught between the need to provide innovators the time, space and resources to create breakthrough innovations and the business pressures to meet time and resource constraints. This can be a wicked problem for all parties concerned.

**So What?**

Unfortunately, the problem will not go away by executive edict. Many projects fail because these two forces simply were not reconciled and either innovation or key business constraints were not successfully met.

**Solutions**

This presentation will illustrate some successful approaches to this dilemma and show you why these approaches work. It will illustrate how critical leadership coupled with certain techniques can significantly improve the chances of success and how a project manager can help create conditions which maximally assist and empower those who must innovate.

A number of the approaches are drawn from the extremely successful Toyota Development System. Toyota has mastered both small innovation (Poka Yoke) where they regularly implement up to a million small but valuable process innovations per year and big innovation, such as their hybrid Prius automobile which they brought to market in only 16 months.

This will be a fascinating glimpse into a variety of new ways to make your project environment more innovative while meeting critical business constraints such as time to market and development cost.

**About the Presenter**

**Jon Marshall** is president of Innovation Frameworks LLC, a Portland-based consulting and training firm which specializes in Innovation. He and his team help companies improve the success of their products and processes by the application of innovation-enhancing methods including a process for

managing the fuzzy-front-end of projects, creativity enhancement, improved pro-activity, and front-end loading of projects. Jon is also the Program Director of Oregon Innovators Forum and is the President of the Program Management Forum, a sister organization to the Portland Chapter of PMI.

Jon worked at Tektronix for 17 years in technical engineering, project management, program management and as Section Manager of Engineering Services. He led the Future Product Concepts group for the Information Display Division and holds a patent for a manufacturing process. Jon has been consulting, training and developing courses for 18 years. He has a bachelor's degree from Portland State University. Jon loves woodworking and architected and hand-built his 5000 square foot Craftsman style house in the hills above Sherwood, Oregon.

***What was happening when PMI Portland was born?***

The 56th Academy Awards ceremony was held on Monday, April 9, 1984 at the Dorothy Chandler Pavilion of the Los Angeles Music Center. Johnny Carson hosted the event.

- Picture—Terms of Endearment
- Actor—Robert Duvall (Tender Mercies)
- Actress— Shirley MacLaine (Terms of Endearment)
- Supporting Actor—Jack Nicholson (Terms of Endearment)
- Supporting Actress—Linda Hunt (The Year of Living Dangerously)
- Director—James L. Brooks (Terms of Endearment)
- Song—"Flashdance...What a Feeling" (Flashdance)

**Where we you?**



## Mastering Projects: Think Like an Investor!

### Is It Worth Doing?

Organizations always have limited resources. They must pick projects that will leverage these limited resources to deliver the most value. Does the value that will be created by the project justify the investment it will require? The job of a business case is to answer this question. Every person who proposes, leads, or approves projects should understand the basic elements of a business case. Do you?

### Elements of a Business Case

Business cases don't have to be mysterious, with mumbo-jumbo understood only by gurus. A business case for a project has three mandatory sections:

- *Alignment* - What opportunity or need does this project address? How does it align with the objectives of the organization?
- *Value* - What will the benefits be? Quantify the benefits in terms such as revenue, profit, or monetary savings. Where that is not possible, list qualitative benefits, such as increased capabilities, higher quality, or improved customer satisfaction.
- *Investment* - What investment will be required to complete the project? This may include costs such as labor, capital, and expenses. A minimal business case with just these three sections is useful, but a good business case adds five more.
- *Target Dates* – Target dates for key milestones will keep everyone “on the same page,” helping you create better forecasts for the other sections in the business case. These are targets, not commitments!
- *Return on Investment (ROI)* – ROI combines information from the value and investment sections into a single metric that shows how much value the organization would get from its investment in the project.
- *Uncertainties in the Forecast* - How cloudy is your crystal ball? Make sure your reader understands the uncertainties in your cost, benefit and ROI forecasts. For example, if your project is developing a new product, it is very difficult to forecast market penetration and sales three years in the future. Unfortunately, those numbers are a crucial part of an accurate benefit calculation.
- *Risk Assessment* - How risky is this project? Let's be real – many projects, especially risky ones, fail to completely deliver their intended benefits or features. Don't avoid risk, but be a savvy investor. Will your organization get sufficient benefit for the risk that it will take with this project? If not, invest your money elsewhere.

- *Opportunity Cost* – If the organization invests in this project, what other things will it lose the opportunity to do? Looking at a project's ROI in isolation is not enough, because money and resources reserved for this project will not be available for other, possibly better, projects. That's *opportunity cost*, which is above and beyond a project's direct costs.

### Tips for Writing a Business Case

*Be specific.* Drive out fuzzy justifications by quantifying your analysis as much as possible. For example, “an investment of \$10,000 this quarter will net us recurring manufacturing savings of \$250,000 per year” is more useful than “we'll reduce manufacturing costs significantly if we approve this project.”

*Don't go it alone.* Partner with your friendly financial controller to sort out how your organization prefers to deal with the financial computations in a business case. Similarly, ask other subject matter experts to help estimate elements such as costs, sales, and savings.

*Don't confuse precision with accuracy.* Very precise numbers do not imply an accurate forecast. In reality, early estimates may be more than +/- 50% off, no matter how many decimal places you carry the computation to.

*Expect changes.* A business case forecasts many things that are fuzzy and far in the future. With this level of uncertainty, some of your initial estimates will be wrong. Don't use that as an excuse to do a shoddy analysis, but commit to periodically communicate updates as the project progresses.

### End Point

To succeed, you must be able to understand and create business cases. Creating a good business case just takes common sense and a willingness to dig and ask thoughtful questions. If you want further references or a template for a simple business case, send me e-mail.

### About the Author

Jeff Oltmann is principal consultant at Synergy Professional Services, LLC in Portland, Oregon ([www.spspro.com](http://www.spspro.com)). He is also on the faculty of the department of Management of Science and Technology at the OGI School of Oregon Health and Science University. Jeff welcomes your questions and ideas. You can contact him at [jeff@spspro.com](mailto:jeff@spspro.com).

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## ***The Case for Project Management Databases***

Typically, project management plans are in the form of documents. However, documents have a relatively fixed structure that does not lend itself well to viewing information from multiple perspectives. For example, a risk management plan in a document format may list, for a given stakeholder, all items of communication they will receive. But if you need to know all stakeholders who receive a weekly status report, the document format is not responsive.

As a result, risk management plans sometimes take the form of document tables. The table format allows greater flexibility, such as sorting. An obvious alternative to tables is the use of spreadsheets. Indeed, most communication plans take this form. But what if there is a need to view stakeholders and communication types independently but still associate them in a communication plan?

It should be clear at this point that what is needed are the features of a relational database. Stakeholders and Communication Types would be implemented as tables and a many-to many-relationship can be established between them. As an additional benefit, attributes can be added to the relationship to identify such items as the date the stakeholder first received the communication.

The premise of this article is that using databases for many project management and system development artifacts provides a better framework than the other more commonly used tools. The primary benefits are:

- Reuse of artifacts via linking
- Elimination of redundancy and ease of update
- Viewing artifacts independently
- Establishing clear relationships between artifacts
- Establishing multiple hierarchies of artifacts
- Providing custom reports and queries

- Generating required documents as system outputs
- A necessary caveat here is the effort required to build and maintain all this. Ideally, one has access to a project artifact tracking system. These systems provide generic database structures ready to use along with generic tree structures and analytical features (search the web on the keywords "requirement tracking" for examples). Using these tools, the artifact tables, and links can be quickly established.

Lacking such a tool, any relational database can be used with the following generic table structures:

- Entity-Table
  - Entity-Id
  - Name
  - Description
  - Category-1
  - Category-2
  - Category-3
- Relationship-Table
  - Entity-Id-1
  - Entity-Id-2
  - Relationship-Attribute-1
  - Relationship-Attribute-2
  - Type-1
  - Type-2

This approach provides the following functionality:

- Name and description of artifacts
- Simulated hierarchies using the category attributes
- Many to many links between artifacts
- Attributes of relationships
- Relationship types
- The ability to add additional attributes as required depending on the properties of the artifact

**Article by James E. Archer, PMP**

## ***Volunteer News***

This year has been great and due to all our awesome volunteers. A special thanks to Cindy Christensen, Chandra King, Chris Brill and George Ptasinski for all their help with the registration and career tables in December.

The Chapter is looking for 3-4 volunteers to help out with

the Chapter's 25th Anniversary. Those interested in volunteering their creative skills, ideas and time, please contact Elisa Mene, Director of Volunteers at [volunteer@pmi-portland.org](mailto:volunteer@pmi-portland.org)

To all our Chapter members, have a great 2008.

**Elisa Mene, Director of Volunteers**





## Faces from the December Chapter Meeting



Jeff Petty



*Many thanks to Alan Strong the photos*



Todd Williams, Jimmy Godard, Jeff Caton, George Walker



Katy & Connie Plowman



Pam Banning



Jessica Acevedo



George Ptasinski at the networking table



Dan McGee



Jim Wasko



Tim O'Connor, Ann Walker



Jessica Acevedo





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(503) 281-6111



**PMI Members** - Dinner Presentation: \$25, Educational presentation: \$10, Both for \$35

**Non-Members** - Dinner Presentation: \$30, Educational presentation: \$10, Both for \$40

**Student Members** - Dinner Presentation: \$10

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Contact the [Director of Registration](#) for registration questions.



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## About PMI Portland



<b>Charter</b>	The Project Management Institute chartered the Portland Chapter in January 1983. The Portland Chapter of PMI is a non-profit professional organization dedicated to advancing the state-of-the-art of project management.
<b>Mission</b>	To promote the profession of Project Management by creating a culture and community that facilitates professional growth through education and volunteerism.
<b>Monthly Chapter Meetings</b>	Held on the third Tuesday of every month except July and August. Check chapter <a href="#">web-site</a> to confirm meeting dates.
<b>Board Meetings</b>	Held on the first Tuesday of each month.
<b>Voice Mail</b>	(503) 243-6657
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<b>Address &amp; E-mail Changes</b>	Notify PMI Headquarters at (610) 356- 4600, menu option 8, or <a href="http://www.pmi.org">www.pmi.org</a> "PMI Members Area"
<b>Chapter Web Site</b>	<a href="http://www.pmi-portland.org">www.pmi-portland.org</a>
<b>Newsletter</b>	Published monthly except July and August.
<b>Newsletter E-mail</b>	<a href="mailto:newsletter@pmi-portland.org">newsletter@pmi-portland.org</a>
<b>Past Issues</b>	Archived newsletters can be seen at <a href="http://www.pmi-portland.org/news/newsletter.htm">www.pmi-portland.org/news/newsletter.htm</a>
<b>For More Contact Information</b>	<b>See the "Contact Us" page on the PMI Portland website</b> <a href="http://www.pmi-portland.org/contact.htm">www.pmi-portland.org/contact.htm</a>

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