Best Viewed in Acrobat 7.0 or above

Portland Chapter
Celebrating 25 Years of Excellence
1983 - 2008

Calling All Leaders!

The annual election of officers for the Board of Directors of the Portland Chapter of PMI for the 2008/2009 board year will be held in May. We are now accepting nominations for all positions (except President and Past President).

May Business Meeting

The PMI-Portland annual business meeting will be held May 20 during the course of the regularly scheduled Chapter meeting at approximately 6:30 PM. We will be voting on two by-law changes:

1. Creating separate positions for VP Marketing and VP Outreach. This is currently a combined position.

2. Designating the President Elect as the Chair of the Nominating Committee. Currently the chair is the Immediate Past President.

CHAPTER DINNER MEETING

April 15, 2008

4:00	**Registration Table Opens**
4:30	**Educational Presentation:** Project Status Meetings: Ho-Hum, Oh-No! or Get-Up-and-Go?
5:30	**Networking**
6:30	**Dinner and Announcements**
7:00	**Keynote Presentation:** Juggling Project Management with Ongoing Operations

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

Free Parking

Register online by Sun. 04/13/08

Sponsored by:

ADVISICON

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.

INSIDE THIS ISSUE

The President's Corner

Have you ever said, "I simply don't have time for that." I suspect we all have allowed that thought to be part of our active vocabulary in this world of 24/7 demands. Do we really lack time? Our keynote February speaker, Susan de la Vergne, gave an excellent presentation on "You Can't Manage Time." Her basic premise was that we simply need to manage the many priorities in our lives. If we don't, the result is that we limit what we are able to accomplish.

As we encourage applicants to consider running for next year's board of directors, the first question that is generally posed is "How much time will it require." That is a fair question, but the answer will vary depending on the individual. For example, a recent study on the use of email determined that the average person who works in an office environment spends 40% of their total work time on email. The study further concluded that 30% of the 40% was virtually wasted. One of the successful rules for handling this type of wasted time is to empty your "in" box immediately by doing it, delegating it, deferring it or dropping it early in the day so that your primary priorities can be the focus.

Second, to maximize time, it is essential to choose the most effective way to communicate. If the subject is personal or is a complex situation, it is unlikely that email will accomplish the desired result. Often the best way to handle complicated issues is face to face or telephone.

Another way of taking back control of time is to develop a defined process to accomplish a given task. Project management is a profession of processes. It is not only our signature skill, but it is a technique to better structure the work requirement and improve understanding and productivity. However, there can be a risk of confusing process with progress. Not every desired success can be reduced to a process. Perhaps more important can be the essential soft skills such as effective communications and establishing a respectful rapport with co-workers. It can sometimes be difficult for decision makers (board members) to judge the impact of an issue; we are just too close to heat of the process. It is like the old saying that if the only tool you have is a hammer (process), every problem looks like a nail.

With non-profit boards, passion may be more effective than process. There is always room for honest disagreement even with process. A disagreement can help clarify an issue and help shape a better solution that generally has broader understanding. In this case, considerable time can be saved in the long term by avoiding "re-booting" the process and starting over with new team members. As new elections drawn near I would encourage all members to reassess their time availability, and determine how best you may be able to support your professional organization.

George Walker, PE, PMP, President

president@pmi-portland.org

Our Meeting Sponsor

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

Advisicon helps clients apply best practices and technologies to effectively manage projects, programs and portfolios.

- Advisicon is a PMI Global Registered Education Provider (REP). *Earn PDUs through Advisicon's courses.*
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April 2008 Calendar

Mon	Tue	Wed	Thu	Fri	Sat / Sun
March 31	1 • Board Meeting	2 • Elections—Nominations Open!	3	4 • SOUTH Roundtable • EPMA award application	5 6
7	8	9 • Central OR Rdtable • Spring PMP class	10	11 • NW Roundtable	12 13 Online reg. closes for Chapter Mtg.
14	15 • PDX Chapter Meeting	16 • Salem Meeting • Downtown Roundtable • Spring PMP class	17 • PMF Bkfst • Eugene Meeting	18 • WEST Roundtable • Corvallis Meeting	19 20
21	22	23 • Spring PMP class	24 • AACE Meeting • PMF Luncheon	25 • NORTH Roundtable	26 27
28	29	30 • You Can't Manage Change...workshop • Spring PMP class	May 1	2 • SOUTH Roundtable • Elections—Nominations Closed!	3 4
5	6 • Board Meeting	7 • Elections—Balloting Opens! • Spring PMP class	8 • AACE Meeting	9 • NW Roundtable	10 11

March* Membership News

Welcome New Members

Balachandran, Aparna
Blake, Bryan
Calonge, Gay
Calora, Jose Martynov
Carvour, Mary
Ciri, Heather
Crotteau, Jennifer
DeBoard, Erik
Erickson, Steven
Failing, Edward
Fletcher, William
Fort, Karen
Girsberger, Robert
Hackett, Julie
Hart, Kristina
Harter, Chris
Herren, Lesley
Huetig, Tricia
Kersjes, Theo
Knapp, Chester
Kokkeler, Zachary
Koneck, Kristine
Ladick, Andrew
Lay, Colleen
Madsen, Catherine
Martindale, Elizabeth
Meenakshisundaram, Subramanian
Minor, Earl
Morris, Dana
Morrison, Ken
Nicolaides, Heather
Osborn, Harold
Osborne, Genna
Price, Norma
Smith, Dori
Swenson, Melissa
Waddell, Stacey

Congrats New PMPs

Atherton, Rebecca PMP
Balachandran, Aparna PMP
Banavara, Pradeep PMP
Birchall, John Richard PMP
Carmichael, David PMP
Fertal, Myndi PMP
Moore, Spencer PMP
Paulsen, Cheryl PMP
Powell, Bruce PMP
Schultz-Andersen, Bo PMP
Tejadilla, Jose PMP
Webb, John PMP

Thanks Chapter Renewals

Abilay, Faith Naomi
Allen, Christine
Anderson, Sherman
Anderson, Susan
Bailey-Braxton, Denice
Bierwagen, Brian Neil
Bishop, Holly
Bowman, Darin
Bullard, Corey
Cameron, Theresa
Caton, Jeffrey
Comstock, Lori
Coussens, Joseph
Eisenhauer, James
Evans Kuroski, JoEllen
Foster, Emelina
Gardner, Joshua
Gieber, Todd
Goetz, Nancy
Goneau, Claire
Hatton, Anthony
Hensler, John
Heywood, Elroy
Hole, Douglas
Hrehocik, Michael
Ihly, William
Jackson, Alison
Jenks, Rita
King, David Kent
Koborsi, Muneer
Kroll, KC
Kumar, Kiran
Lambino, Analizza
Letts, John
Lewis, Harry
Lott, Kay
Mahmood, Alice
McClellan, Eric
McKenzie, Carrie
Miller, Cynthia
Morgan, Kelly
Mueller, Ulrich
Nichols, Lee
Northam, Ryan
Pemberton, Kathy
Peterson, Troy
Relyea, William
Rice, Charles
Scheufeli, Anne
Schouten, Karen
Scortzaru, Alex
Sharratt, Tanya
Stewart, Robert
Stoltz, Craig
Strojan, Debra
Surber, Lisa Gay
Thorwegen, Melodee
Torgeson, Kevin
Tuning, Ronald
Turner, Jeff
Urwiller, Becky
Wagoner, Kevin
Werrett, Alan
White, Garrison
White, Thomas
Williams, Rick
Zawalski, Theresa

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 to change or manage your membership information.

WRITE AN ARTICLE and EARN PDUS!

**WRITE AN ARTICLE OR BOOK REVIEW
FOR THE NEWSLETTER! Details.**

Contact newsletter@pmi-portland.org

Educational Presentation

Project Status Meetings: Ho-Hum, Oh-No! or Get-Up-and-Go?

Holding regular project status meetings is a standard practice for professional project management. Yet, status meetings often waste precious project time, confuse sponsors, or, worst of all, discourage participants. At their best, status meetings resolve or avoid problems and refocus and reenergize project participants and stakeholders.

Status meetings are often the biggest opportunity for project managers to demonstrate their ability to lead, communicate and collaborate – or their inability to do this. Yet, project managers often approach status meetings as dreaded, pro forma rituals. You can change the status meeting you hold and those you participate in. They can all be Get-Up-and-Go meeting!

This presentation reviews the real-life examples of Oh-No! and Ho-Hum status meetings and compares these to examples of Get-Up-and-Go meetings. Three types of meetings, project team, executive oversight and sponsor review meetings, are explored.

About the Presenter

Diana Mekelburg, PMP, has managed software development and infrastructure projects and programs in IT, contract, governmental and commercial environments for more than three decades. During her fly-anywhere consultant days, she aided numerous large organizations, from embedded software development companies to IT shops, with their process improvement programs. She has developed processes and conducted workshops for project/program management, requirements development and testing management. Her work is based on years of experience and industry best practices including PMI and CMMI guidelines. She is an experienced, qualified mediator and mentor, a MBA candidate in business communications, and a certified Myers-Briggs administrator.

Chapter Meeting Logistics

Doubletree Hotel—Lloyd Center

1000 NE Multnomah

Portland, OR 97232   **Map**

(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

Student Non-Members—Dinner Presentation: $15

Dinner Presentation only (without meal) - $12

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

No refunds within 24 hours of the meeting

Contact the Director of Registration for registration questions.

Upcoming Workshops

We're wrapping up this season's workshop offerings with the following exciting and broadening educational opportunities.

April 30—"You Can't Manage Time, but you can manage many priorities"
By Susan de la Vergne
You Can't Manage Time brings you a fresh approach, first by de-bunking some popular myths of time management, then by helping you see very clearly the areas where you, personally, can make improvements. The class draws on insightful, outside-the-box research in this area, made even more vivid and enjoyable by a number of real-world examples.

There will also be another valuable workshop offered in **May**.

Watch your email for the announcement, or check the PMI Portland website for details on both offerings.

	PMI Portland Area Roundtables **Join the Discussion and Earn 1 PDU**	
April 4 **May 2** (7:15 am)	**SOUTH BREAKFAST ROUNDTABLE** **Mentor Graphics Campus** 8005 SW Boeckman Rd. Wilsonville • Commons Building, Big Muddy Conf. Rm.	
April 11 **May 9** (7:15 am)	**NW BREAKFAST ROUNDTABLE** **Con-Way** 2055 NW Savier Portland • 1st floor - Ross Island Room	*For more information, to contact the moderator, or to RSVP for meetings, see www.pmi-portland.org/events/ meetings/roundtables.htm*
April 16 **May 21** (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.	
April 18 **May 16** (7:15 am)	**WEST BREAKFAST ROUNDTABLE** **Nike's World HQ Facility** Beaverton • Lance Armstrong Fitness Center, Santa Barbara Conf. Room	**April topic** — Project Management Learning and Development
April 25 **May 23** (7:15 am)	**NORTH BREAKFAST ROUNDTABLE** **Clark Public Utilities** 1200 Fort Vancouver Way Vancouver • Community Room	
TBD (4:00 pm)	**ETHICS ROUNDTABLE** **Portland State University** For more information contact Bruce Rosenblatt, Director of Roundtables, at roundtable@pmi-portland.org.	Meets quarterly

PMI PORTLAND NEWS

Volunteer News

Many thanks to all our volunteers! I would like to thank Georgia Bosse, Linda Ryden, Lynn Mathenia, Ethan Matthes and Kevin Nichols for all their help with the registration table and photos. I would be lost without our valuable volunteers.

Volunteer! You can be a part of the success of the Chapter.

Director of Technology

The Director of Technology is responsible for the underpinnings of the website, data and computing infrastructure of PMI-Portland. He also functions as backup webmaster.

- With the VP of Operations and Webmaster, provides technical direction for PMI Portland chapter
- Is knowledgeable about technical use and needs of all portfolios
- Directs the activities of the webmaster

Newsletter Editor

The newsletter editor position is responsible for compiling, editing and distributing the PMI Portland newsletter, monthly, September - June.

- Communicates with other members of the Board and staff, and outside content providers.
- Collects newsletter content from these content providers.
- Edits articles for clarity and space, as needed.
- Collects photos and ad graphics and edits as needed.
- Creates monthly newsletter (currently in MS Publisher) and sends for editing.
- PDFs finished newsletter and provides to webmaster to publish on the website; communicates with webmaster to send email announcement of newsletter
- Performs duties in a timely fashion, tied to the timing of the chapter meeting

PMP Speakers & Instructors

We are seeking experienced speakers or instructors to work with our Fall 2008 and Spring 2009 PMP Exam prep class. It entails three sessions over a 12 week period:

- a kick off meeting with the instructors,
- the 3 hour class,
- a 40 minute wrap up session on the last day of course

The presentation slide decks have already been created; co-teaching is encouraged. The course is very well received by the chapter.

If you are interested, please contact Elisa Mene, Director of Volunteers at volunteer@pmi-portland.org.

Welcome New Volunteers!

Linda Ryden is our new **Web Calendar Coordinator**. Linda has been managing software projects for the past seven years ranging from call centers to ERP implementations. She earned her Bachelor's at California State University, Sacramento in International Business in 2004 and her PMP after relocating to Oregon in 2006. With over six years of valuable technology and leadership experience at Intel Corporation, she is now a Project Manager with Affiliated Computer Services, Inc. She is a well-spoken and resourceful professional who does not back down from challenges and looks forward to be a contributing member of PMI Portland Chapter Operations group.

Chuck McIntyre is our new **Director of Assets**. He received his BS and MS degrees in Electrical Engineering and his Ph. D. with an emphasis in Quantum Electronics and Communications from Stanford. He has held employment on the faculty as president at the Oregon Graduate Institute. He worked on projects sponsored by the National Science Foundation, the Defense Advanced Research Projects Agency, and the Air Force Weapons Laboratory. In addition, he has managed Software R&D domestically, and internationally in Beijing, Israel, Germany, and Israel.

John Altes is our new **Director of Corporate Jobs**. He obtained his PMP in 2001 while working as the Program Management Community of Practice PM at Intel. He has spent the last 7 years managing programs for Fortune 500 companies, with a specialty in Risk Management. John is currently employed at HRH - the world's 8th largest broker of risk management products.

Annual PMI Portland Elections (cont.)

(Continued from page 1)

Nominees must be members in good standing of the Portland Chapter.

Nomination deadline is May 2!

Serving on the Board is an opportunity to give back to the profession, to gain new leadership skills, and to expand your network. All positions except President and Past President are open. Incumbents can choose to be nominated, but can only serve two consecutive terms in the same position. Board positions that are open for election:

Executive Council	Portfolios
President Elect	VP Membership
Secretary	VP Outreach
VP Finance	VP Marketing
VP At Large	VP Operations
	VP Programs
	VP Professional Development

We welcome membership participation from across the breadth of our disciplines. The term of office will be from July 1, 2008 to June 30, 2009.

What Kind Of Commitment Am I Looking At?

Like all volunteer opportunities, you get back what you put in. Serving on the Board is an opportunity to learn and grow—but it does take commitment from you. Some of the general commitments you will be expected to make include:

Participating in two Saturday planning sessions tentative scheduled for June 28 and July 26. The first will be a transition workshop to help prepare the new board members for their duties; the second is a strategic planning session for the year.

Attending once-a-month board meetings on the first Tues-day of every month from 6:00 – 8:00 PM.

Regularly Attending Chapter Dinner Meetings and participate in other Chapter activities as appropriate. This is at your expense. The Chapter does not pay for Board members to attend the Dinner Meetings.

If possible attend the PMI Leadership Conference. It is in Denver, 18-21 October. The Chapter will pay conference registration, travel, hotel, and meals. This is a great opportunity to network, learn new leadership skills, and learn about PMI.

Plan to spend 5 to 15 hours a month for specific position duties, depending on the position.

Where Can I Learn More about the Positions?

Haven't scared you off? We sure hope not, because participating on the Board is a personal and professional growth opportunity. To find out more information about the specific positions, see the position descriptions on the chapter website.

I'm Interested…Now What?

Contact any Board member if you have questions about the positions, including details about responsibilities and time commitment. You can find the nomination form on the chapter website. Complete and submit the form, we will have an informational interview with you to confirm your interest, to answer further questions, and to ensure you understand the expectations.

Balloting will be open May 7 through May 20. The election will close shortly after the May Chapter Dinner meeting. We will announce election results in June. Not only is the experience a fantastic one, but, as a bonus, you earn PDUs. Don't wait! Elections are coming soon so begin the process to apply for one of these great leadership opportunities now!

Keynote Presentation

Juggling Project Management with Ongoing Operations

Siltronic is a worldwide leader in the brutally competitive global marketplace for semiconductor fabrication. Siltronic's US fab operations run continuously. The company invests heavily to increase its competitiveness, annually funding a large portfolio of technology improvement projects. Unfortunately, this portfolio did not deliver full return on investment. Many of the projects missed schedule or budget, did not deliver what was originally intended, or caused last minute surprises to the senior management team.

The people who work on Siltronic's technology improvement projects are the same people who must keep operations going 24x7. The resulting juggling act creates an additional hurdle to the usual project challenges. This presentation describes how Siltronic-US created custom project and portfolio management techniques to address these challenges and improve the success of projects. You will hear how Siltronic-US designed its project management system, learnings from the implementation process, and current results on how much project success has improved.

About the Presenters

Dwain Oster is Director of Portland Quality Management, Intellectual Property & Global PowerMOS Technology for Siltronic. He has an extensive background in silicon process technology, with a degree in Materials Science and Engineering from Washington State University. Dwain is the main executive sponsor of the project described in this presentation, and has been with Siltronic and its predecessor companies since 1988.

Jeff Oltmann is Principal Consultant at Synergy Professional Services, where he helped Siltronic assess, design, and deliver the new project management system. He has extensive experience managing successful programs. He ran the Program Management Office (PMO) and a $60M project portfolio for IBM's development facility in Oregon. Jeff is on the faculty of the Management of Science and Technology department at the OGI School of Oregon Health and Science University, where he teaches project management and portfolio management. He holds an M.Eng degree and is a certified Project Management Professional (PMP®).

Office Politics: What Every PM Needs to Know!

Survival of the Savvy: High-Integrity Political Tactics for Career and Company Success

By Rick Brandon, Ph.D. and Marty Seldman, PhD. Published by Free Press, 2004, 320 pages

Even well-planned and managed projects can fail due to political problems. Every PM needs to know how to use politics to get what they and their projects need.

Survival of the Savvy is a great help for anyone looking to improve their positive political influence and fend off negative political forces. The book provides numerous tactics for building up your individual political standing and skills, with lots of examples along the way. So many useful tactics are described that I plan to keep the book close at hand to refer to when situations for their use arise.

The book provides a self-test to determine whether you are under-political, over-political or somewhere in between. The effects of being either over- or under- political are explored. As a member of the under-political half, I found the list of likely comeuppances for political thugs to be a guilty delight.

Ways to understand others' agendas and influence – and your own – are provided to find out the corporate "buzz" about you vs. others and to read the unwritten political rules. Not only is buzz positive or negative, but also positive-but-limiting. An example is "Denise is a terrific project manager." The implied question about Denise is whether she is capable of a higher leadership role.

In "Respect Ego and Turf with Savvy Influence Vocabulary," the authors give detailed instructions and examples of ways to rise above the fray and bring others with you. Tactics include the Balanced Response Technique, linking your idea to image, avoiding "wounding the king" talk, firm language instead of weak, and others. Tactics in "Weave a Safety Network" can help repel political attacks, such as condescension, sabotage, pigeonholing, exclusion and disregard. The tactics in "Deactivate Your Political Buttons" include turning negative self-talk to positive, focusing on the present, reframing politics and power and others. And, there are 8 more chapters packed with ways to improve individual political savvy.

One of the most helpful tactics for me was self-promotion. The authors explain how to blow my own horn without sounding pompous. I could easily see how this could be used to tout my projects too. The book also puts a new spin on effective networking with do-it-now methods.

The end of the book focuses on leaders and teams and politics. A very handy tool is the Team Trust/Competence Grid, which suggests the actions a team leader can take to deal with political opportunities and challenges within the team. The chapter, "Build a Savvy Team", could help any project manager. Teams that can balance "the power of ideas" with "the power of the person" themselves could resolve or eliminate many common project frustrations and miscommunications.

I wish I could have read Survival of the Savvy years ago, before I managed my first project. It would have made me a better and happier project manager.

My Rating: ⭐⭐⭐⭐⭐ (5 stars out of 5)

Pros: Realistic, helpful, insightful, flexible, lots of examples and tips
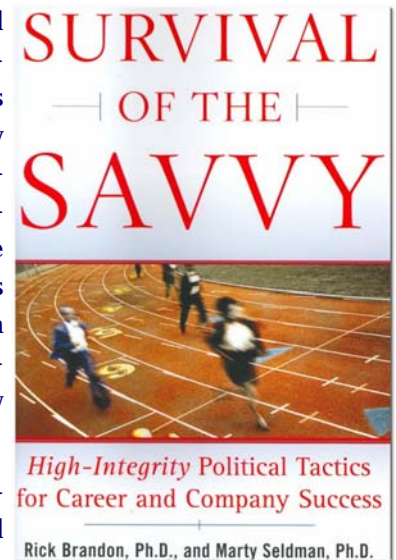
Cons: Starts with a depressingly long description of weak vs. evil politics

Audience: Beginning to Very Experienced project manager

About the Author:

Diana Mekelburg, PMP, is a PMI Portland member.

(With thanks to **Emily Rice**, PMP, for her wonderful comments.)

Funding for Educators to Study Project Management Made Possible by Cadence Management Corporation

$100,000 contributed for enrolling educators in project management courses

NEWTOWN SQUARE, PENNSYLVANIA, USA – Cadence Management Corporation has made a $100,000 (US) contribution to PMI Educational Foundation to support project management education programs for primary and secondary school teachers and administrators. This contribution will make it possible for educators to attend project management training courses that will provide them with new capabilities to enhance their classroom instruction and on-the-job management skills.

"The primary purpose of the PMI Educational Foundation is to promote economic, educational, cultural and social advancement through project management by making it more readily available to those who want to learn about the profession and the practice of project management," said Greg Balestrero, chief operating officer of PMI Educational Foundation and chief executive officer of the Project Management Institute (PMI). "It's through the generosity of Cadence and other donors that we are able to provide opportunities for those who otherwise may not be able to take advantage of project management educational opportunities."

"In order for educators to successfully adopt project learning teaching methods in the classroom, it is necessary for them to have a working knowledge of project management themselves," said John R. Patton, chief executive officer of Cadence Management Corporation. "By providing project management training to teachers and administrators, they will not only help students succeed but they also will learn a valuable skill set to help them in their own lives and careers."

Project learning teaching methods utilize teams of students working together to create a solution for real-world problems. Through this approach, students are able to gain a more complete understanding of the subject matter while developing essential 21st Century applied skills such as collaboration, communications and leadership.

In addition to supporting PMI Educational Foundation through its contribution, Cadence Management Corpora-

tion supports the project management profession by participating as a sponsor of events such as PMI Global Congresses which are held four times a year in different locations around the world.

About Project Management Institute Educational Foundation (PMIEF)

PMI Educational Foundation, the philanthropic arm of the Project Management Institute (PMI), is a not-for-profit, non-political organization that champions project management knowledge and skills for educational and social good. Founded in 1990 by PMI, PMI Educational Foundation provides scholarships, confers awards, sponsors research, prepares and disseminates project management-related educational material and awards financial grants to support project management life skills and humanitarian programs. Please visit PMIEF.org for more information.

Upcoming Chapter Meetings!

**MAY 20—BUSINESS MEETING
JUNE 17
TBD—25TH ANNIVERSARY CELEBRATION**

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 Items will included based on available space and editorial discretion.

Faces from the March Chapter Meeting

*Many thanks to Kevin Nichols for the photos*

Supporting Scope Management with Requirement Databases

It was suggested in a previous article that the project manager can benefit from the use of a database to support project tracking and control. This includes defining and tracking such items as:

- Needs and Goals
- System Features
- Functional Requirements
- Functional Sub-requirements
- Data entities
- Data attributes

Taken collectively, these items can be used to form the foundation of a mature scope management process. At the heart of scope management is the statement of requirements at a level consistent with the identification of work packages and an encompassing WBS. What follows is a suggested database design structure that can be used as a guideline for building your own database.
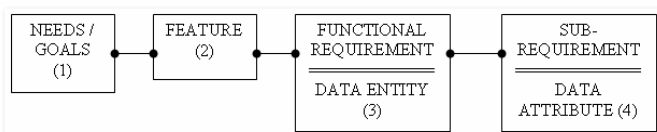
A FEATURE is a component of the system that provides a de-fined service; the other items should be self explanatory. The model, with 3 many to many relationships and four entity types, has been partially denormalized to simplify the construction of the database. The structure of the entity types and relationships was presented in a previous article and is omitted here.

The table numbered (3) has a flag that indicates whether the table record is a functional requirement or a data entity. Similarly, table (4) has a flag to distinguish sub-requirements from attributes. Finally, links are only permitted between functional requirements and sub-requirements, and between data entities and data attributes respectively. Other designs are possible; the most obvious being to normalize these tables and add relationships that enforce the constraints just mentioned. Keep in mind, however, that every new relationship requires the development of an infrastructure to maintain that relationship.

If you have access to a requirements tracking package, the normalized version of this model can be used as a guideline to configuring the software.

About the Author:

James Archer is a PMI Portland member.

About PMI Portland

Charter	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.
Mission	To promote the profession of Project Management by creating a culture and community that facilitates professional growth through education and volunteerism.
Monthly Chapter Meetings	Held on the third Tuesday of every month except July and August. Check chapter website to confirm meeting dates.
Board Meetings	Held on the first Tuesday of each month.
Voice Mail	(503) 243-6657
Mailing Address	P.O. Box 5966, Portland OR 97228-5966
Address & E-mail Changes	Notify PMI Headquarters at (610) 356- 4600, menu option 8, or www.pmi.org "PMI Members Area"
Chapter Web Site	www.pmi-portland.org
Newsletter	Published monthly except July and August.
Newsletter E-mail	newsletter@pmi-portland.org
Past Issues	Archived newsletters can be seen at www.pmi-portland.org/news/newsletter.htm
For More Contact Information	**See the "Contact Us" page on the PMI Portland website www.pmi-portland.org/contact.htm**

2007-2008 Board of Directors

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