

\*\*Best Viewed in Acrobat 7.0 or above  
\*\*Use Internet Explorer or Firefox

### Thought for the Month

The luck of the Irish may lead to the pot of gold at the end of the rainbow, but to make the journey takes dedication and hard work. The PMI Portland Chapter can use your talent and expertise as we travel the path of offering quality services



to our members. Think about serving on the Portland Chapter Board of Directors.

## PMI-Portland Chapter Board Member Elections for 2009-2010!

Please consider the opportunity to lend your talents, time and leadership in becoming an elected officer in your PMI Portland Chapter. This can be a unique experience providing personal growth to help guide the Chapter in a period of growth and achievement for the July 2009 - June 2010 administrative year.

For more information about the elected positions and their teams, go to the PMI Portland Website in late March

### Critical Dates

- Open Nominations: **April 7**
- Close Nominations: **May 1**
- Open Balloting: **May 6**
- Close Balloting: **May 19**
- Website Announcement of Results: **June 4**



For questions please contact Rachel Paulson, Nomination Chair, ([presidentelect@pmi-portland.org](mailto:presidentelect@pmi-portland.org)) or speak to any of the current officers. A list of their names and contact information is on the last page of this newsletter.

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## Chapter Meeting

March 17, 2009

### Keynote Presentation:

**Project Delivery Problems: Why Can't We Make Them Go Away?** by Jeff Busch, PMP

### Sponsored by:

**pointb**®

Where experience leads

### Educational Presentation:

**Scaling a Project Management Framework to your Organization,** by Sara Steenhuis

### Register online:

by Mon. 03/16/2009 (10 am)

[Click here for meeting logistics](#)

## The President's Corner

It is hard to believe that March is already here. Another winter is wrapping up and spring is bringing the promise of renewal, lilacs blooming, vegetable garden planning, and flower bed cleaning. Of course there are also the dandelions, weeds, and mud—if you live on a dirt road like I do, there is lots of mud—but it comes as a package deal and is definitely worth the price.

With spring comes the PMI Portland Board of Directors season for renewal—it is time to start thinking about our upcoming elections. Serving on the PMI Portland Board of Directors is both an honor and a lot of work. I have served in various capacities on the board since 2004 and I can tell you that the time has been well spent. I have grown both professionally and personally expanding both my project management knowledge and my leadership skills over the years. The work and the benefits come as a package deal and are definitely worth the price.

We had another nice turnout for our February Dinner Meeting. We had roughly the same numbers as January, but it was roomier in the larger space. The pre-dinner was a bit cramped; we will have to work on that next. Thank you for taking your time to come out and support our presenters: Jon Marshall gave the keynotes on Managing Projects with an Innovative Mindset and Greg Sievers talked about Effective Networking and Branding, a timely topic with today's job market, for the pre-dinner Education presentation.

We also presented our first Volunteer of the Month award to Megan Strand at the February dinner. Megan is our Director of Marketing and has set the bar high with her can-do attitude, dedication, and professionalism for the volunteer of the month award. Thank you Megan for volunteering your time, talent, and expertise to help the PMI Portland Chapter successfully provide services to our members.

Don't forget, if you are looking for additional education opportunities, we are piloting a program partnering with Vantage Point Consulting and Corporate Education Solutions to provide online project management, leadership, and business skill courses. Go to our website [www.pmi-portland.org](http://www.pmi-portland.org) and click on [Chapter Activities](#) and [Education](#) to find the link to the courses.

Other opportunities coming up in the near future include Project Management Forum (PMF) hosting a Networking and Social Event March 18<sup>th</sup>, go to our website, [www.pmi-portland.org](http://www.pmi-portland.org), to the Home page and click on the calendar on March 18 to find the link for details. The PMI Region 1 Leadership Conference is scheduled for May 1-3 in Alberta, Canada. This is open to elected board members and appointed directors. Send me a request, [president@pmi-portland.org](mailto:president@pmi-portland.org), before March 21 if you are interested in attending.

Take care and I hope to see you at our March 17<sup>th</sup> Dinner Meeting. Jeff Busch, PMP will be presenting the key note address: Project Delivery Problems: Why Can't We Make Them Go Away? (Hmmm, I have wondered about that myself, I will have to wait until the March 17<sup>th</sup> meeting to get some answers). Sara Steenhuis will present the pre-dinner education presentation: Scaling a Project Management Framework to your Organization.

Happy St. Patrick's Day



Thank You,

**Dianne Johnson, PMP**

**President**

## Our Meeting Sponsor

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



**Point B** is an employee-owned management consulting firm that specializes in helping clients execute their strategic initiatives and deliver business results that create transformational change and competitive advantage. Hundreds of companies, including Microsoft, Alaska Airlines, Kaiser Permanente and Charles Schwab, have sought out Point B for its objective leadership, deep expertise and ability to transform strategies into reality. Founded in 1995, Point B has since grown into a \$90 million business with 400 associates that completed more than 800 projects for clients in 2008 alone. Point B has been honored by many publications as an exceptional place to work, including being named a "Top Small Workplace" by The Wall Street Journal. In 2008, Consulting Magazine recognized Point B with its "Best Firms to Work For" award and ranked the firm #1 in its Leadership category among 205 consulting firms worldwide.

## Events Calendar

Mon	Tue	Wed	Thu	Fri	Sat / Sun
2	3 Board Meeting	4	5	6 SOUTH Roundtable	7 / 8
9	10	11 <b>Volunteer !!!</b>	12 <i>Reg. closes for PMP class</i> Central Oregon Roundtable	13 NW Roundtable	14 / 15
16 <i>Online reg. closes for Chapter Mtg.</i>	17 NE Roundtable <a href="#">PDX Chapter Meeting</a>	18 Salem Lunch Meeting PMF Networking & Social Event	19 WEST Roundtable PMF Luncheon	20 Corvallis Lunch Meeting	21 / 22
23	24 WORKSHOP- EA based SOA Implementation	25 DOWNTOWN Roundtable	26 <b>Run for Office !!!</b>	27 NORTH Roundtable	28 / 29 4
30	31	April 1	2	3 SOUTH Roundtable	4 / 5

For details, click here for the [PMI PDX Web Calendar](#)

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**Keynote Presentation****Chapter Meeting**

## ***Project Delivery Problems: Why Can't We Make Them Go Away?***

Business economies must keep up with technology and product development if they have hopes of sustaining themselves. The need for “the next new thing” coupled with demand for high speed delivery, while utilizing strained resources is a perpetual challenge. Developing enterprises build new facilities, add new staff and ride the wave of market demand. And, in almost all instances these efforts must navigate and overcome project delivery problems. As the project or product manager, it all comes down to you and how well you can deliver. This dynamic quick hits presentation will explore the problems that hamper projects and sample the considerations to overcome them. Now the market has stalled, budgets are going to get scrutinized, overruns may carry consequences, yet projects need to get done.

This keynote presents a flash overview of the findings from over 1200 responses regarding the critical project problems facing teams in the delivery of business and technology projects. These findings were part of an Application Paper delivered for an international conference at PICMET 2008 in South Africa, which established the most prevalent problems facing project delivery today and established categories that reflect these problems across the industry spectrum. What are they, in what ways do they most often affect teams and how can they be mitigated, are just a few of the questions to be addressed. Industry examples and applications were also researched along with Jeff's project experience reflecting various efforts to overcome perpetual project problems.

So, why don't these problems go away? Project problems exist within all enterprises, even those with strong project management foundations and disciplines. What are businesses doing about it and what are some of the applications used as viable solutions to mitigate them. And, in those fleeting moments between project success and failure, what are you going to do?

### **March Menu**

**Sage Crusted Salmon With Columbia Gorge Stone  
Fruit Barbecue Sauce, Roasted Hood River Yukon  
Gold Potatoes and Fresh Vegetables**

### ***New Member Meeting***

**Held during the Chapter Dinner meeting.**

**We meet directly after the Educational Presentation  
(5:35-same room) so attend it, stick around and  
meet some new folks!**

### **About the Presenter**

**Jeffrey S. Busch PMP**



Jeff's experience has included both consulting and training for engineering, construction, product development, manufacturing, and semi-conductor firms throughout North America, with international experience in Asia, Europe, and Mexico. With more than 30 years experience, he is a recognized authority in project management and scheduling and is well published on

these and related topics. In 2003 he left his principal position at a leading Project Management firm to seek out new ventures and challenges in project management. He works part-time as an independent consultant, a senior consultant/trainer with Cadence Management Corporation and is teaching PM Tools as an adjunct professor at Portland State University.

Jeff has worked for such organizations as the US Corps of Engineers, Oregon Dept. of Transportation, EBay, Starbucks, Boston Scientific, Network Appliance, Kimberly-Clarke, CH2M Hill, Northwest Natural, Boise, Freightliner, Tektronix, AMD, Polaris Industries, Tyson Foods, Rockwell Collins, Spansion, Johnson & Johnson and dozens of local governments and municipalities. Recognized for his pro-active approach, he has developed tools and techniques that have broken through many of the problematic hurdles that have plagued projects. He is an active Partnering facilitator and is often called upon for roles on project intervention and recovery, Project Alignment and as an Independent Neutral. He is qualified as an expert witness for the US Federal District Court, the US Court of Federal Claims and numerous state court systems.

He received his PMP in 1991 and has served the PMI Portland Chapter in numerous capacities including VP of Programs and President. He was one of the originators of the PMP review course which had its birth in Portland in 1989. He is a charter member of the PMI Willamette Valley Chapter and is currently serving as its CEO. In the mid-nineties he was selected to teach for PMI in its Seminars World program. He has served on committees with PMI Global Operations, including a 2006/07 role as a core team lead with PMI Standards for the development and publication of the Second Edition of the Construction Extension (2008) to the PMBOK Guide.

Jeff can be reached at [busch@teleport.com](mailto:busch@teleport.com)

### ***Upcoming Chapter Meetings!***

**APRIL 21**

**MAY 19**

**JUNE 9 (CHANGE)**

## Educational Presentation

## Chapter Meeting

## Scaling a Project Management Framework to your Organization

### A Case Study featuring Oregon Wave Energy Trust and Hitachi Consulting

The objective of a project management framework is to understand project management and to stimulate and contribute to a structured way of thinking. How do you develop a framework that can adapt to your organization whether it is mature in its PM practices or not? This case study will elaborate on how we adapted an existing PMBOK aligned methodology to the needs of a local non-profit organization, Oregon Wave Energy Trust (OWET). OWET faces a unique challenge of balancing the need for a project management framework while still accommodating a very diverse audience of project managers, or grantees. For this organization the framework serves as a virtual project management office, allowing project managers with diverse project management experience to review a checklist of best practices and guides the selection process to ensure it is consistent and practical.

#### About the Presenter



Sara Steenhuis is a Manager with Hitachi Consulting and currently leads the PNW Project, Program and Portfolio Management (3PM) Competency. Amongst the project management roles Sara has directed, her experience includes several years of software implementations as well as overseeing business process management and organizational change management efforts. Her experience spans over multi-version software solutions. Sara received her MBA from University of Oregon.



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.

## Looking for Membership News?

The data on new members and PMPs is not available to us until the 10th of the month. This information will be included in the April newsletter.

## Chapter Meeting Logistics

- 4:00 Registration Table Opens
- 4:30 [Educational Presentation](#)
- 5:30 Networking
- 6:30 Dinner and Announcements
- 7:00 [Keynote Presentation](#)



Map

### Doubletree Hotel—Lloyd Center

1000 NE Multnomah  
Portland, OR 97232

(503) 281-6111

- **PMI Members** - Keynote Presentation \$25, Educational presentation \$10, Both for \$35
- **Non-Members** - Keynote Presentation:\$30, Educational presentation \$10, Both for \$40
- **Student Members** - Keynote Presentation \$10
- **Student Non-Members**—Keynote Presentation \$15
- **Keynote 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.

**Free Parking -  
request a pass at  
the Reg table**

## You're Invited!

Second Annual

### Program Management Forum

### Networking & Social Event - Oregon Wine Tasting

Wednesday, March 18, 2009

5:30pm to 7:30pm

Courtyard by Marriott®

15686 SW Sequoia Parkway

Tigard, OR 97224

Refreshments, Coffee & Tea will be Served—Oregon Wine Tasting at Our No-Host Bar

\$19 Cash/Check at the Door.

RSVP by Friday, March 13 to  
[info@programmanagementforum.org](mailto:info@programmanagementforum.org).

Please use the words, "Count Me In", in the subject line of the email. RSVP is important so we can plan food, etc.

Earn 1 PDU for attending!

## Portland Area Roundtables

**NW Breakfast Roundtable**  
**Con-Way**  
 2055 NW Savier, Portland  
 Ask at desk for room  
**2nd Friday 7:15-8:45 am**

**NORTH Breakfast Roundtable**  
**Clark Public Utilities**  
 1200 Fort Vancouver Way, Vancouver  
 Community Room  
**4th Friday 7:15-8:45 am**

**WEST Breakfast Roundtable**  
**Nike World Headquarters, Beaverton**  
 Nolan Ryan Bldg,  
 Niobe Conference Rm., 2nd Floor  
**(March only)**  
**3rd Thursday 7:30-9:00 am**

**SOUTH Breakfast Roundtable**  
**Mentor Graphics Campus**  
 8005 SW Boeckman Rd., Wilsonville  
 Commons Bldg., Big Muddy Conf. Rm.  
**1st Friday 7:15-8:45 am**

**NE Breakfast Roundtable**  
**The Portland State Office Building**  
 800 NE Oregon Street, Portland  
 Room 1C-30  
**3rd Tuesday 7:30-8:30 am**

**DOWNTOWN PDX Roundtable**  
 Location **TBD—sign up to receive announcement (see below)**  
**4th Wednesday 7:15 am**

For more information, maps, to contact the moderator, or to RSVP for meetings, see the PMI Portland [roundtable webpage](#).

## New Roundtable Sign Up Process!

All current members must re-subscribe. It only takes 3 minutes—see our website for details.

### Chapter Member Resources

Members of the PMI Portland chapter have additional resources available to them on the chapter website.

- Register for events at member pricing.
- Access Chapter meeting handouts and the Library online.
- Join the Jobs Service.

You must log in AS A MEMBER in order for these resources to be available to you. Some of you may have inadvertently created additional non-member accounts. If you log in using those credentials you will not have access to the items above.

Chapter Member Log In Standards:

- Username—first initial and last name, one word
- Password—PMI number (unless you manually changed it)

Remember that we receive our list of brand new members only once a month from PMI HQ.

If you are a very new member and cannot log in as described above, you may not be in our database yet. Please fill out the [Non-member Subscription form](#) on the home page as follows:

- Contact Name (first and last names)
- Username (first initial and lastname, one word)
- Password (PMI number) **IMPORTANT!**
- Comments (I am a new member, please add me to the Portland Database.

## PMI Portland News

### Volunteer News

Please join me in welcoming **Pam Melton** to the Marketing team as our new **Director of Career Networking**. This is a new role that will focus on professional networking opportunities for PMI Portland Chapter members.

We've had very positive results with the Career Networking table at the monthly dinner meetings providing collateral gleaned from PCC's Capital Career Center. Pam will be continuing to manage this activity while Jerry Young, our Director of Jobs coordinates a rotation of staffing professionals to meet our members to discuss job opportunities. Both Pam and Jerry are actively engaged in an exciting new networking event that we will be announcing next month in the newsletter and website.

Pam recently relocated to Portland from Chicago where she served as Operations Director at Marketing Resources, Inc., an agency specializing in consumer promotions. During her eleven-year tenure at MRI, Pam executed digital marketing campaigns, e-commerce programs, and web-based games and sweepstakes projects for companies including Pepsi, McDonald's, and Disney.

Pam holds bachelor's degrees in Public Relations and Broadcast Journalism from Miami University in Oxford, Ohio. She is currently working toward her PMP certification and seeking career opportunities in Portland. In her free time, Pam enjoys hiking on the Oregon coast, playing the piano, and spending time with her fiancé, Chris. Pam can be reached at [networking@pmi-portland.org](mailto:networking@pmi-portland.org).

I am pleased to announce that **Ben Asar** has accepted the position of **Director of Communications** within the Membership portfolio. In this role, Ben will focus on directing the membership organization whose goals include proactively recruiting potential members, as well as proactively communicating with chapter members at key milestones in their chapter memberships to make sure that they fully understand the many benefits and opportunities available to them as members of PMI Portland.

Ben has risen quickly through the membership organization. A few months ago, he began as the Program Manager for the new Member Survey Program where he developed the program to welcome new members, as well as gather and analyze key information on their motivation and expectations for chapter membership that will allow chapter leadership to align goals with these expectations. Next, Ben volunteered to head a new Membership initiative to proactively recruit new members. Ben will continue to develop this program even as he also focuses on the entire Membership Communications organization. Ben's mantra has been: "How can I add value?"

In 2006, Ben incorporated ValueGen, Inc., a project management boutique whose mission is to transform the clients' strategy into reality by providing effective project management methodologies. Ben's projects have included large-scale ERP implementations, project rescues, custom application development, business turnarounds, and new product introduction. A PMI-Certified PMP with 30,000 hours experience, Ben has a Bachelor's in Accounting, an MBA in Finance and Production Operations Management, as well as an MS in Human Resources. A proponent of Kaizen, he is currently pursuing an MS in Conflict Resolution, a skill that Ben considers one of the keys for continued success as a project manager. Ben has an extensive international experience, and on a limited basis provides pro bono corporate mediation to select clients to help resolve conflicts and remove barriers to productivity.

When time permits, Ben strives to improve his skills in photography, woodworking, painting, and motorcycling. Ben can be reached at [com-muncations@pmi-portland.org](mailto:com-muncations@pmi-portland.org).

Please welcome **Aparna Balachandran** in her new position with the Membership portfolio as the **Program Manager for Member Retention**. In this new role, Aparna will focus on proactively communicating with chapter members at key points in their chapter memberships to make sure that they fully understand the many benefits and opportunities available to them as members of the chapter.

Aparna works at Computer Associates, Inc. (CA) as a Program Manager overseeing IT support programs and projects. These typically involve international deployments of infrastructure, software, and telephony technology. CA is one of the world's largest IT management software providers.

Aparna is PMP certified and also holds Solar Energy, Cisco, and ITIL certifications. She is very interested in clean energy initiatives and has already completed two feasibility studies in this area. Aparna loves adventure sports, has done 15 skydives and a few bungee jumps. She can be reached at [Aparna2000\\_2000@yahoo.com](mailto:Aparna2000_2000@yahoo.com).

I am pleased to announce that **Terrie Ray** has accepted a new position with the Membership Portfolio as the **Program Manager of the Annual Membership Survey**. The annual membership survey provides chapter leaders with critical information from members on a wide range of topics. Leadership decisions are largely influenced by the results of these surveys. In this new role, Terrie will focus on updating, administering and then compiling survey results. A key area of focus will be on increasing the return of surveys to increase the validity of survey results.

Terrie is new to Portland, having moved here in November 2008 from Ft. Myers, Florida, where she was a member of the South Florida PMI chapter. While in Florida, Terrie was an "Education Project Manager," which some know as a teacher. She managed and presented instruction in high school mathematics and science courses. Prior to moving to Florida, Terrie was a technical project manager in San Francisco, for such companies as Charles Schwab, Wells Fargo Bank, Pacific Bell, SBC, and AirTouch Cellular. She's available for projects in the Portland area, now. Terrie will be in the next PMP Prep class, and hopes to get her PMP certification this summer.

Terrie attended University of San Francisco, studying Information Systems Management, and got her Bachelor's degree in Applied Mathematics from Empire State College in New York. She spends her free time with friends, family, and her dog. She enjoys playing tennis, sailboat racing, and most outdoor activities. Terrie's long term dream is to get her own sailboat and sail off into the sunset. She got a taste of the open ocean sailing from SF to Hawaii and back, down to Cabo San Lucas a few times, and to Cuba and the Caribbean. She also has a Coast Guard Captain's License. Terrie can be reached via email at [terriejay@yahoo.com](mailto:terriejay@yahoo.com).

Please welcome and thank **Pam, Ben, Aparna** and **Terrie** for their invaluable contribution to the chapter and their commitment to ensuring that membership in our chapter makes and keeps our members more competitive in our profession.

**You can join the fun!** If you're interested in sharing your skills and passions with PMI Portland chapter, contact [volunteer@pmi-portland.org](mailto:volunteer@pmi-portland.org).

## PMI Portland News

### Applications are now being accepted!



#### EXCELLENCE IN PROJECT MANAGEMENT AWARDS

The PMI Portland Chapter has expanded the Excellence in Project Management Award program to include Project of the Year, Project Manager of the Year, and Student Project of the Year (For High School Seniors). PMI-Portland offers these awards to:

- Recognize and celebrate excellence in project management in the Portland community
- Increase awareness of project management principles and disciplines
- Increase opportunities for member involvement in the Chapter
- Increase local community awareness, reaching beyond the PMI community

We encourage anyone who meets the eligibility criteria to apply for an award. Yes, you may apply for the Project of the Year Award as well as the Project Manager of the Year award!

For eligibility criteria, applications and instructions for the awards, go to the [EPMA webpage](#), or access the chapter website [www.pmi-portland.org](http://www.pmi-portland.org), navigate to Chapter Activities, then EPMA.

- **The Project of the Year** application deadline is **April 15th** with finalists notified May 15th.
- **The Project Manager of the Year** application deadline is **April 15th** with finalists notified May 15th.
- **The Student Project of the Year** application deadline is **May 1st** with finalists notified May 22nd.

Winners will be announced at the June 9th Chapter Dinner Meeting.

The EPMA team wishes you the best of luck and look forward to receiving your completed application.

For more information, contact the EPMA team at [awards@pmi-portland.org](mailto:awards@pmi-portland.org).

### Sujitha Seevaratnam — Volunteer of the Month

Please join me in congratulating our March Volunteer of the Month winner, **Sujitha Seevaratnam, PMP**.

Sujitha has done an exemplary job as our Director of Volunteering this year. She has developed and implemented a highly effective volunteering program that has enabled the chapter to pursue new- and support ongoing initiatives. Her program includes regular communication of the many benefits of volunteering, the new Volunteer Pool, and volunteer recognition - including monthly, quarterly and annual volunteer recognition. The Volunteering program is nicely outlined on the chapter website. Sujitha has also developed a volunteering team to support chapter volunteering goals. One of Sujitha's upcoming goals includes the annual Volunteer Recognition event - she welcomes your help!

*Our Volunteer Recognition Program recognizes outstanding dedication and commitment to PMI Portland and our members. Chapter Board members work with their organizations to identify outstanding, talented contributors. Volunteer of the month, quarter and year are be selected and highlighted here in the monthly newsletter and at chapter events.*

Sujitha recently relocated to the Portland area after serving as a Project Manager at Butterfield Bank, Bermuda. Previously, she worked in Toronto, Canada in the banking and high-tech industries where she managed projects and led teams through new initiatives. Her work also involved project governance and business process reengineering.



Sujitha is a graduate of the University of Toronto, Canada with a B.Sc in Computer Science., and she has a B.Sc in Mathematics from University of Madras, India. She is a certified Project Management Professional.

In her spare time, Sujitha has taken up hiking and paddling with Portland's dragon boat teams. Sujitha's charm and enthusiasm are refreshing, and I'm delighted that she is on the Membership team in this high-profile, critical position. Please congratulate and thank Sujitha for her selfless contribution to the Portland Chapter. Be sure to attend the March Chapter Dinner meeting where we will present Sujitha with a Certificate of Achievement and a \$50 cash award.

Sujitha can be reached at [volunteer@pmi-portland.org](mailto:volunteer@pmi-portland.org).

**Joseph Marietta, PMP**  
VP of Marketing



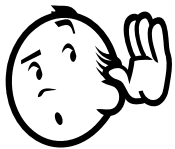
## PMI Portland News

### Taking the Work out of Networking

The Marketing Team would like to invite you to our first Career Networking Event we are planning for spring. We will be inviting staffing professionals to help review your resumes and provide feedback. This is an excellent opportunity to network with attendees in a relaxed setting with activities to foster communications. We will also be providing tips on effective networking and job search techniques utilizing tools such as LinkedIn.

If you are interested in learning more or think you might attend, please send email to Pam Melton, Director of Career Networking at [networking@pmi-portland.org](mailto:networking@pmi-portland.org) to receive more information and help with event planning.

### Photos from the Career Networking Table



### Have You Heard?

Two free **Webinars** were offered in February on these topics:

- **PMI Certification** (93 attendees)
- **PMI Resources** (58 attendees)

These webinars were hosted by **Cadence Management Corporation** and **Connie Plowman, PMP**.

"Thank you for presenting the two webinars today, "Career Development: Certifications in Project Management" and "Project Management Career Resources - What's Out There?" I found both webinars very useful and informative."

"Thank you for giving the two presentations today. I am already scheduled to take the PMP exam but you answered my question about if the exam would cover PMBOK Ed. 4 or Ed. 3. The second seminar answered a big question I had since joining PMI last spring. Now I know what's out there in the PM community and I am excited and grateful :) Keep up the good work :)"

### Did you know?

**Chapter Meeting pre-registration is preferred, but you can always register the night of the event. There is an additional \$5 fee for walk-in registration.**

Contact [registration@pmi-portland.org](mailto:registration@pmi-portland.org)

### Successful Organizational Change 1 ½ Day Workshop Planning, Leading, and Sustaining Organizational Change for Improved Business Results April 1-2, 2009

Showing you how to use new methods to change an organization. Interface directly with Tim Rahschulte, PhD who has successfully managed change for a large organization.

All organizations are experiencing high levels of change. Attend this seminar to learn how to manage the change you desire.

Workshop will be held in Beaverton.

Early Bird and Group Discounts Available.

For more information see:

[www.programmanagement-academy.com](http://www.programmanagement-academy.com) or

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



## PMI Portland Career Development News

### PMI Mentoring Pilot Takes Flight!!!

After a year of research, interviews, training and planning, on January 31<sup>st</sup>, the Mentoring team warmly welcomed the founding pilot team members...five pairs of individuals. The meeting facility site was donated by Keller Graduate Institute. The administration team consists of Kay Pexa, PMP, Director of Mentoring, Pam Banning, PMP, VP of Professional Development, and Jean Richardson, PMP, CSM, Facilitator.

Keller Graduate Academic Center Director Ron Karsten's opening comments to the group were the result of several conversations and personal observations regarding the net effect of our current events. He stated the fact we had pairings of mentors and mentees who were available for the Saturday morning session puts Portland PMI in the spotlight for providing an opportunity and encouraging the development of the soft skills of leadership here in the Willamette Valley. Mentorships have the potential of building strong relationships in our community. Ron continued that during the daily downsizing, right-sizing, repurposing and reorganizing happening in our businesses now, our solid relationships are dissipating and fracturing. We need to practice the hospitality and caring for one another our forefathers practiced as they investigated new frontiers.

The PMI mentoring venture has the potential of putting the participants in the top 10% of their competitive demography. Ron

noticed the activities conducted during this training day allowed individuals to practice several critical leadership skills; sharpened listening skills, attention skills and presentation skills. These competencies will become highly prized abilities as others lose their sensitivity while entrenching themselves in less proactive job security related busy work.

Facilitator Jean Richardson was amazed at the caliber of the volunteers. She expressed interest in wanting to get to know them better on an individual basis. She helped the pairings set guidelines in respecting each other's time, and attending to the human moment. Initial goals were set, and the teams were encouraged to set the calendar for future meeting dates.

Director Kay Pexa outlined the timeline for the pilot, which will run into May 2009. Feedback and process improvement from the group will be incorporated into the full program which will start in September. Members seeking to participate in the full program are encouraged to complete the mentor or mentee application and return them to [mentoring@pmi-portland.org](mailto:mentoring@pmi-portland.org). The applications can be received by emailing [mentoring@pmi-portland.org](mailto:mentoring@pmi-portland.org) (indicate if you want to be considered as a mentor or mentee). Applications will be accepted through July 2009.

The selection process will take place in midsummer.

Join us!! Change your life!!

**Pam Banning, PMP**

[VP\\_Prof\\_Devel@pmi-portland.org](mailto:VP_Prof_Devel@pmi-portland.org)

### Spring PMP/CAPM Prep Class Still Open!

**Registration closes March 12.**

There are still a few seats left for this class that starts March 5. [www.pmi-portland.org](http://www.pmi-portland.org)

### Workshop—EA based SOA Implementation

**March 24, 2009, 7:30 am—5:00 pm**

The most talked about subject among CIOs in this difficult economic time is SOA – Service Oriented Architecture. Enterprises around the world are talking about increasing business delivery based on services they provide. Though it is a most talked about subject it is also the least understood subject by business and IT alike. This misunderstood subject has amplified the ever increasing challenge of a Project Manager who is already burdened with the understanding of Enterprise Architecture – EA -- and who has to confront the relationship between business and IT.

The workshop focuses on SOA Implementation by teaching Enterprise Architecture that radically increases a project manager's expertise and understanding. This process-driven workshop teaches enterprise architecture modeling that starts with business strategies and ends with IT operations. This learning enables a

project manager to understand and visualize an enterprise from end-to-end and assembles the requirements from the business that creates IT solutions. The knowledge of EA then leads to the teaching of SOA implementation.

#### The Instructor

**Mo Haque** has over twenty-five years of combined global experience in education, automotive, defense and Information Technology industries. He has taught project management, BPMS, EA-based SOA implementation, Six Sigma business process improvement, Earned Value Management, Project Time Management, Risk Management, Cost Management and Enterprise Architecture Modeling for many years. He was the architect of an Engineering Technology College in Kansas and was head of the department. He taught high-tech courses. He has been a consultant in Microsoft, Covestic Inc., and a Portfolio Manager for General Motors and more.

See the PMI Portland website for complete information and registration links: [www.pmi-portland.org](http://www.pmi-portland.org)

## Uncommon Work, Uncommon Reward

The economic crisis we are facing can be devastating to project managers as budgets are cut, projects are put on hold and, in some cases, jobs are lost. This affects all of us. Many people are seeking work, looking to expand their resumes or simply willing to do something to help others in the community. Project managers have a unique set of skills that are often transferable to many different industries and activities. **Joanne Alai** and **Jimmy Godard**, both Portland PMI members, decided to use those skills to make a difference in other's lives.

Knowing it was good to give to charity, and that the payback, although unknown in shape, can be more than expected. Although the philanthropic experiences of these two people are quite different, both were enriched and carry many of the skills developed into current work.

**Joanne Alai's story** follows a path of humility, compassion, and confidence. Following a business oriented professional path, Joanne has always felt a kinship with volunteer work. She was able to pursue this purpose after being laid off. With a great amount of energy and capability, she got started at Outside In ([www.outsidein.org](http://www.outsidein.org)), a local non-profit dedicated to helping homeless youth gain self-sufficiency. She walked in and asked if her Project Management skills could be put to use. The response was that her two hands were needed in the kitchen preparing food. She was surrounded by people in the charge of giving and receiving. One evening, a extra meatball or two for dinner was the difference between a good night's sleep and another cold night that wants to be forgotten. Such a small gesture was a transformational moment for her.

### Humility

Eventually successful in her job hunt, Joanne left her new friends in the kitchen. A year later, the economy worsened and she was laid off again. Happening a second time was no easy let down. "You work hard, you do a great job. Then suddenly you are told you are not worth it. We don't want you." Dealing with these feelings and knowing that depression is a common result of being laid off, she began following her nurturing instincts again. She discovered Women for Women International ([www.womenforwomen.org](http://www.womenforwomen.org)), an organization that provides women survivors of war with the chance to rebuild their lives. In particular, Joanne was touched by the plight of Congolese women who are being used as a weapon of war in their own country. "It just seemed so unreal that this is going on over there. How can I be feeling sorry for myself because I lost my job?" Joanne decided to take action and use her Project Management skills to raise money to support these women.

### Compassion

Joanne's background is in IT project management and, like most of us, works with employees who are paid to come to work and do their job. Working with volunteers is a totally different experience. "People who volunteer are incredibly generous but, they also have jobs and families and generally not the same level of commitment that I had going into this event. It was a real learning experience." Joanne single handedly managed the event that ultimately raised over \$12,000; enough money to support 30 to 40 female survivors for a year. The event included a live band, a self catered buffet dinner, a silent auction, marketing, presentations, and, of course, almost 20 volunteers. Many talented people were interested in getting involved. Many, like Joanne, had never done anything like this before so dependability was limited, as was their time.

### Confidence

Joanne helped so many people, and helped herself too. She enhanced her skills, refined her abilities, and had something interesting to discuss and market when she met new people.

**Jimmy Godard learned** the value of teamwork and to plan for the unexpected. Through his church, Jimmy joined a group of 20 to 23 people with various backgrounds visiting Cambodia, a small and relatively poor country in South East Asia. The group consisted of a handful of physicians, nurses, physical therapists, dentists, pharmacists and coordinators. Jimmy was a coordinator. The purpose of the trip was to visit 5 villages, provide what first aid that they could and determine what additional care was needed. The basic approach was to arrive to a new village and setup a system so as to care for each person. Jimmy's first day in Cambodia indicated what the rest of the trip was going to be like. It was difficult even to gather everyone. Throughout the trip Jimmy had to be conscious of when to stand back and let others lead. The beginning of the trip while forming working relationships was so difficult.

### Teamwork

Once in a village, the volunteers setup a system to get everyone screened and taken care of. The basic plan was to setup a registration table, gather vital data, and connect the villager with a physician, dentist, ophthalmologist, and/or physical therapist before finally seeing a pharmacist. The system worked in the plan, but around every corner was a new surprise for the team. Machinery changed, people changed, and the environment changed. Teamwork was essential to keep things moving.

### Expect the unexpected

Jimmy's bond with the Cambodia volunteer group has become incredibly strong. He learned the importance of being patient with his team. Especially with a new team, sooner or later, you are going to need them as much as they need you. Jimmy also had the opportunity to deal first hand with unknown risk. It is always important to have a back up plan. Not just a risk register, but an active, engaged conversation where team members to discuss how to handle the unexpected surprises.

There are a lot of local non-profit organizations, both local and international, worthy of your time if you should find yourself unemployed, seeking a challenge or simply with a desire to help others. Make the investment. You will receive at least what you put in. More than likely however, like Joanne and Jimmy, you will receive a great deal more than expected.



Matthew Horvat is a coach for Lean Project Consulting, Inc. He lives in Portland and consults to the AEC industry.

## Mastering Projects

### Quality as Delighter

#### You Can't Afford Poor Quality

Quality failures are expensive. They cause rework and re-do, leading to lost customers, poor productivity, and unhappy employees. Therefore, project teams must be very concerned about quality.

#### Impacts of Poor Quality

Increased costs  
Low customer satisfaction  
Lower morale  
Reduced profitability

#### What is Quality, Anyway?

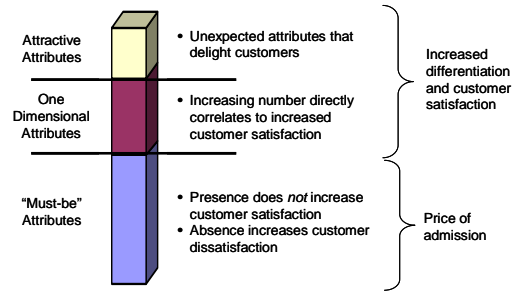
You may know quality when you see it, but a rigorous definition is hard to pin down. Let's contrast two popular definitions:

1. "Quality is conformance to requirements." This means that a high quality project produces what it says it will produce, as stated in the requirements written by the project team. By this definition, giving the customer more than they asked for is harmful goldplating, not quality.
2. "Quality is fitness for use as defined by the customer." Joseph Juran advocated this definition, which implies that a project should produce a product or service that satisfies real needs. What matters is whether the ultimate product or service satisfies the customer, regardless of what the requirements say.

#### Delighting the Customer

Noriaki Kano researched what satisfies customers, thus increasing their perception of quality. Kano divided the quality attributes of a product or service into three categories: must-be, one-dimensional, and attractive.

- **Must-be:** Customers expect must-be attributes as a matter of course. Think of them as the minimum price of admission – missing must-be attributes increase customer dissatisfaction, but their presence does not increase satisfaction. For example, delivering passengers safely to their destination is a must-be attribute for an airline. A passenger will not give an airline any quality points for providing this service, but will be very unhappy if the airline doesn't deliver it.
- **One-dimensional:** These attributes start to add some differentiation from competing products or solutions. Customer satisfaction directly increases as each one-dimensional attribute is added, although missing one-dimensional attributes don't necessarily cause dissatisfaction. Generous aircraft seat spacing and width is a one-dimensional attribute of airline service for most people. Satisfaction increases if it is present, because it makes travel more pleasant.
- **Attractive:** Attractive attributes, also called "delighters," are delightful, unexpected surprises. While a customer might not notice the absence of an attractive attribute, its presence delights him. An example of a delighter in air travel is a gate agent working minor rescheduling miracles to get you back home in time for your daughter's birthday party, despite a cancelled flight.



Kano suggests that the key to customer satisfaction, and thus to quality, is to provide all must-be attributes, as well as a high level of one-dimensional attributes and one or more attractive attributes. This eliminates dissatisfiers and provides differentiation.

#### Repeatable Quality

Consistent quality requires two complementary system approaches.

- **Inspection and appraisal systems** methodically detect and correct mistakes before they escape to the customer or users. For example, a software developer will run regression tests on new software modules, and then fix the bugs that emerge.
- **Prevention systems** seek to prevent mistakes and defects in the first place. As Deming says, it is impossible to "inspect quality in." For example, some software developers use paired-up programmers and careful design reviews to squash bugs before they ever come to life.

Repeatable quality requires both prevention systems to eliminate root causes of quality problems and inspection systems to catch what wasn't prevented.

#### Endpoint

1. Quality is defined by the customer, regardless of what the requirements say.
2. Customers perceive the highest quality when projects provide delighters and avoid dissatisfiers.
3. Repeatable quality requires both prevention and inspection systems.
4. You can't rest on your laurels. Quality improvement is continuous.

#### For Further Reading

1. The Project Management Institute, The Standard for Program Management.
2. Kano, Noriaki, Attractive quality and must-be quality, The Journal of the Japanese Society for Quality Control, April 1984, pp. 39-48.

An archive of these articles is at [http://www.spspro.com/SPS\\_cases\\_papers.htm](http://www.spspro.com/SPS_cases_papers.htm)

**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 graduate faculty of the Division of Management at Oregon Health and Science University.

February 2009 Chapter Meeting

Faces of PMI Portland



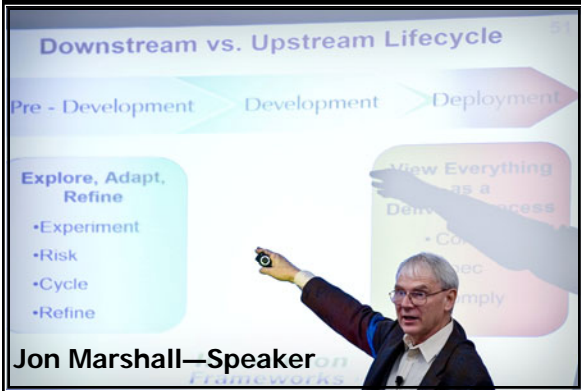
Ulrich Mueller & Danna Blattmann



Greg Sievers—Speaker



Volunteer of the Month—  
Megan Strand, with Joseph Marietta, VP Membership



Jon Marshall—Speaker



Bruce Pentland



Jeff Busch



Shirley Briggs



Many thanks to  
Erik Odegard for  
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Robert Vendenburg & Colleague



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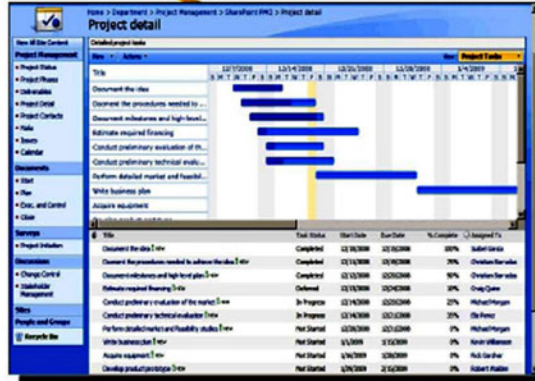


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## About PMI Portland

**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](http://www.pmi.org) "PMI Members Area"

**Chapter Web Site** [www.pmi-portland.org](http://www.pmi-portland.org)

**Newsletter** Published monthly except July and August.

**Newsletter Editor** [newsletter@pmi-portland.org](mailto:newsletter@pmi-portland.org)

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**For More Contact Information** See the "[Contact Us](#)" page and the "[FAQ](#)" page on the PMI Portland website



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