

May 2010



**Project Management Institute
Portland Chapter**

Monthly Newsletter

www.pmi-portland.org

Issue Highlights

Chapter Elections Results

Meet the 2010-11 Board of Directors

EPMA Award Deadlines Approach

Project of the Year and PM of the Year applications are due May 15!

Next Chapter Meeting

May 18, 2010

Two Workshops in May

Project manage your transition (May 19) and Risk management (May 20)

Photos from April

View pictures of April chapter meeting attendees.

Educational Presentations

4:30 Passive Aggression – How to deal with it when it affects your project, by Rachel Paulson, PMP

5:00 Implementing Project Management in a Low Maturity Organization, by Jeff Oltmann, PMP

Contrasting Lean and Six Sigma

Learn more about these two improvement approaches.

Roundtable Upgrade

E-List system enhancements - check it out.

Keynote Presentation

The Tyranny of the Urgent, by Kimi Hirotsu Ziemski

Thanks, Erik

Read about Erik Odegard, volunteer of the month.

And More...

Quality and Process Improvement

They are inextricably tied, find out how.

Sponsored by



PMIWW and Willamette University

MBA students up close and personal with real world project management.

Two PMI Portland Scholarship Available!

PMI Portland and PMIEF offer two \$1250 scholarships.



**Project Management Institute
Portland Chapter**



The President's Corner

President's Corner

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Rachel Paulson

Increasing value through connection

Coaching soccer uses process improvement!

I am in my ninth year coaching soccer. It began when my oldest son was three years old and I did not like that the coach was playing games and not focusing on soccer fundamentals (yes even at three!) I was talking with another parent and she said to me, "If you think can do it better, then you should." So, I did.

Through the years, how I coach has changed and improved. The fundamentals are the basically he same but the process I use to coach the little guys and girls (ages 3-7) is much different than the process I use to coach ages 8-13. The techniques I use to coach a boys team are different than the techniques I use to coach a girls team. What caused my coaching philosophy and process to develop and change over time? Simple, the more I learned about the players, individual development and team strategy the more I recognized the need to customize certain aspects of training and improve the process I used to be game ready.

Every game won or lost was an opportunity to understand what worked and what didn't. What we learned from the game was then included into the next team practice. Over time multiple processes were formed for training different age groups and genders. Although the techniques remain generally the same, the process for training is continually being refined because players change, league rules change, assistant coaches change, fields change and as they get older the mental game changes too.

Coaching soccer requires that the processes used to train individuals and teams continually be updated to stay competitive as well as keep the program interesting.

Last month we focused on knowledge management and using what we learn to improve. This knowledge feeds the ability to improve and grow as a company, organization and yes, even, a soccer team or individual soccer coach. This knowledge is useless if not applied toward improving processes and individuals. Incremental improvements are easier to implement than a complete overhaul is. I recommend taking time on a regular basis to assess what you have learned and immediately apply it for the incremental gain.

The PMI Portland Chapter is constantly looking for ways to improve our processes since we are a volunteer based organization and our time as volunteers is limited with our family, work and other obligations. Our goal this year continues to focus on providing more value through connections to businesses, the community and those around you.

To our new members, welcome! We appreciate having the opportunity to serve you as you get to know and become more involved in the chapter.

I want to say a special thank you to our members who have renewed their membership this year and for your continued involvement. One of the ways we understand what to change is through our annual member survey that we just completed this past month and are processing right now. Thank you for taking the time to provide your feedback to the board on how we are doing and what we can do better. We do take your feedback seriously and value your thoughts.

May is a busy month for the chapter. Please check the website calendar for upcoming events.

To our Moms, Happy Mother's Day! To all members, enjoy your time off as we honor those who served on Memorial Day!

Rachel Paulson, Chapter President
president@pmi-portland.org

Thought for the Month



"When you can't change the direction of your wind -- adjust your sails."

—Anonymous Author

Upcoming Chapter Meetings

June 15



Project Management Institute Portland Chapter



Our Chapter Meeting Sponsor

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

Vantage Point Consulting provides project leadership, software development life cycle (SDLC), and training solutions to the higher education and government.

Within Higher Education, Vantage Point helps colleges and universities improve student retention and in assisting colleges and universities with building successful military / veteran friendly education programs support service members receiving Tuition Assistance and GI benefits.

Within Government, Vantage Point supports government agencies with systems requirements definition and use cases development. Vantage Point also provides online and custom instructor-led training to employees on project management, change management, SDLC methodology, and IT certifications.

Visit us as www.vantagepoint-inc.com to learn more.

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Visit us as www.vantagepoint-inc.com to learn more.

Job Hunting?



Chapter Members—sign up for the PMI Portland Job Posting Service.

Members receive job openings direct from employers looking to hire!

See the PMI Portland [website](#) for details.



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Upcoming Events

- 05/13 SolarWorld Roundtable
- 05/14 NW Roundtable
- 05/15 EPMA application deadline (PM and Project)
- 05/18 NE Roundtable
- 05/18 Chapter Meeting
- 05/19 Workshop: Project Manage Your Transition
- 05/19 Salem Meeting
- 05/20 Workshop: Risk Management
- 05/20 West Roundtable
- 05/20 Eugene Meeting
- 05/21 Corvallis Meeting
- 05/26 Downtown Roundtable
- 05/28 North Roundtable
- 06/01 EPMA application deadline (Student)
- 06/01 PMIWV Meeting
- 06/04 South Roundtable
- 06/10 SolarWorld Roundtable
- 06/11 NW Roundtable
- 06/15 NE Roundtable
- 06/15 Chapter Meeting

For details, see the calendar on the [chapter website](#).

Roundtable E-List Upgrade

Attention, current and future Roundtable members! We have upgraded the functionality that manages roundtable registration and communication.

Your roundtable communications are now available on-line. What does this mean to you?

- ✓ Messages sent to the roundtable membership are stored in the new E_List system on the website.
- ✓ Messages are also sent via email (if you opt to receive email messages).
- ✓ Messages can have attachments, so you can save meeting minutes or other documents in an area solely for the roundtable members.

Join Us at a Roundtable

A roundtable is a meeting where Project Managers discuss issues that they face on a daily basis. The roundtable meetings are in various locations across the Portland-Vancouver area and each has a personality of its own.

The meetings start with introductions, followed by a solicitation for topics. The topics are selected based on the rules of the specific roundtable.

These meetings are worth 1 PDU, extremely valuable and always fun. There is a balance of Junior and Senior Project Managers from a variety of disciplines to provide an eclectic view of a subject.

Anyone can sign up to join one or more roundtables, receive roundtable notices and minutes. [Click here for complete information](#).

Contact the Director of Roundtables at roundtable@pmi-portland.org.

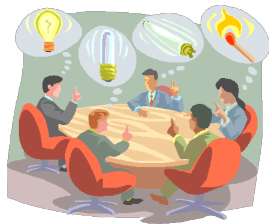
- | | |
|----------------------------------------|----------------------------------------------------------------|
| 1st Friday
(7:15-8:45 am) | South Roundtable
Mentor Graphics campus, Wilsonville |
| 2nd Thursday
(5:30-7:00 pm) | SolarWorld Roundtable
SolarWorld USA, Hillsboro |
| 2nd Friday
(7:15-8:45 am) | NW Roundtable
Con-way, Portland |
| 3rd Tuesday
(7:30-8:30 am) | NE Roundtable
Portland State Office Building |
| 3rd Thursday
(7:30-9:00 am) | West Roundtable
Nike World Headquarters, Beaverton |
| 4th Wednesday
(7:30-8:45 am) | Downtown Roundtable
Unitus Plaza, Portland |
| 4th Friday
(7:15-8:45 am) | North Roundtable
Clark Public Utilities, Vancouver |

For details, maps, and moderators see the [chapter website](#).

- ✓ You can easily sign up and unsubscribe from roundtables, choose whether or not to receive emails from the group, and choose an alternate email address.
- ✓ You can reply to messages from with the E-List system, and see saved messages as well as a list of other members.

Check it out - go to the [chapter website](#), log in and choose **My Profile > My E-Lists**.

Job Posting Service (members only) has also been upgraded.





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May 18 Keynote Presentation

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The Tyranny of the Urgent

We attempt to meet the challenge to 'do more with less'. Professionals are faced with the need to overcome the tyranny of the urgent. Realize the value of critical thinking, and communications to persuade and manage expectations can support our leadership and our organizations in discussion with Kimi Hirotsu Ziemski.

Using two poignant examples, Kimi will bring a new sense of importance to the value of a sound, considered, and well-informed decision making process.

About the Presenter



Kimi Hirotsu Ziemski, PMP is a top leadership speaker specializing in communications and leadership in project management. Engaging and energetic she brings her audience with her on a journey to greater use of their leadership potential. Ms. Hirotsu Ziemski is also the author of "When Opposites Collide - Leadership beyond Gender". A consultant and facilitator she is proud to be associated with Management Concepts, Systemation and UC Berkeley and currently serves on the Board of Directors of the PMI SFBAC as her seventh year as an active volunteer.

Chapter Meeting Logistics

- 4:00 Registration Table Opens
- 4:30 Educational Presentation #1
- 5:00 Educational Presentation #2
- 5:30 Networking
- 5:35 New Member Orientation & Q&A
- 6:30 Dinner and Announcements
- 7:00 Keynote Presentation

**Free Parking!
Get a pass at the
registration table.**

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

Online registration closes
Monday prior to the meeting
at 10 am.

PMI Portland Chapter Members - Keynote Presentation \$25, Educational presentation \$10, Both for \$35

PMI Portland Chapter Student Members - Keynote Presentation \$10

Non-Members - Keynote Presentation \$30, Educational presentation \$10, Both for \$40

Keynote Presentation only (without meal) - \$12

Price is \$10 more at the door. (PMI members and student members must provide PMI number at the door to receive member pricing.)

No refunds within 24 hours of the meeting.

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

Why Pre-register?

Although you can register at the door for the Chapter dinner meeting, pre-registration is preferred. This helps us to assure there are enough tables, chairs and food for you. Register online now....

- You will be entered into a drawing for a free meeting.
- There is a \$10 fee for walk-in registration.
- Online registration closes at 10 am the Monday prior to the meeting.

Register Here!

Questions? Contact [Director of Registration](#).

New Member Meeting

Held during the Chapter Dinner Meeting Networking hour.

We meet directly after the Educational Presentations at 5:35 pm in one of the Education rooms – listen for the announcements at the beginning and end of each session for the room. Join us to learn about who we are and what we offer, to answer your questions, and to meet other new members.



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4:30 - Passive Aggression – How to deal with it when it affects your project

How many times have you conducted a meeting where agreements were reached or a course of action was determined, yet within 24 hours someone has taken a different course or does not adhere to what was agreed? Have you had a stakeholder agree with you in a one-on-one meeting only to find them supporting a contrary view at the stakeholder meeting? When you witness these events you start to ponder why the change occurred. How about a note hanging on the work refrigerator in the break area or some other conspicuous place indicating a desire for a change in behavior or venting frustration?

These examples are signs of passive aggression or passive resistant behavior.

Traditionally a passive person shows little interest in getting what they want. Passivity brings out restraint, inhibition and very little challenge while aggression is an act of force that can build or destroy. Consequently, aggression is seldom seen as a positive because careful management of this trait is not always practiced. Resistance is the action of opposing something with which you disapprove or disagree.

How do you recognize passive aggressive behavior? How should you handle it? What are the consequences of ignoring this type of behavior?

In this session, we will explore the various personality traits that lend themselves to passive aggressiveness and ways to identify when this behavior on your project teams is present. More importantly strategies for handling the mild to severe forms of passive aggression will be addressed, and some of the consequences for not dealing with passive aggression will be identified. Finally, a review of different types of assessments that can help you build a high performance team that produces results and/or “fixes” a team that is not performing.

About the Presenter

Rachel Paulson is the Director of Project Management Services and Training for Columbia Technical Consulting, Inc. She has over 14 years combined Project, Program, Engineering, Resource Management and Consulting experience in a number of industries. Her diverse industry experiences have created a well rounded foundation for solving complex program and project issues. Rachel's areas of interest include strategic portfolio planning for IT and business, PMO maturity assessments, and rescuing failed or failing projects.

Rachel is a wife and mother of three and is active in her community as a seminar or event speaker, project management mentor, licensed youth soccer coach, soccer player on two teams, classroom volunteer and

a musician including lead vocalist in two cover bands (Columbia Gold and The Scope Creeps for PMI Portland.) She has served in many capacities with the PMI Portland Chapter including Director of Certification, President-Elect and now Chapter President.

5:00 - Implementing Project Management in a Low Maturity Organization

FabCo is a worldwide leader in the brutally competitive global marketplace for semiconductor fabrication. FabCo US operations invest heavily to stay competitive, annually funding a large portfolio of technology improvement projects. Many of these projects failed. They missed schedule and budget, did not deliver what was originally intended, and caused major last minute surprises to the senior management team.

In this session, you'll learn how FabCo-US analyzed the situation, then adapted project management “best practices” to make them appropriate for an organization with low project management maturity and a non-project culture. You will learn how FabCo-US designed its project management system, what they learned from the implementation process, and current results on how much project success has improved.

About the Presenter

Jeff Oltmann is a seasoned leader with over 25 years of experience developing new products and managing successful programs. His specialties include strategy deployment, operational excellence, and project portfolio management. He is principal consultant at Synergy Professional Services (www.spspro.com) and previously ran the Program Management Office (PMO) and a \$60M project portfolio for IBM's xSeries development facility in Oregon.

Jeff's hands-on program management experience includes program budgets over \$100M and worldwide cross-functional teams of over 100 members. He is on the graduate faculty of the Division of Management at Oregon Health and Science University. In addition to consulting with clients in a wide range of industries, Jeff teaches project management and portfolio management and is a certified Project Management Professional (PMP).

May Dinner Meeting Menu

Pepper and Chive Seared Chicken with Dijon Cream, Served over Wild Yamhill Mushroom Risotto

Or

Wild Mushroom Risotto Cakes over Red Lentils, Zucchini Provençal



Project Management Institute Portland Chapter



Please welcome your 2010-11 Board of Directors

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President - Joseph Marietta, PMP



VP at Large - Terri Hagmann, PMP



VP Professional Development - Diane Brady, CSM



Past President - Rachel Paulson, PMP



VP Marketing - Brett Travis



VP Programs - Steve Heck



President Elect - Steve Thornton



VP Membership - Jeremy Black, PMP



Secretary - Carol Haertlein, PMP



VP Operations - Jim Yan, PMP



VP Finance - Shancy Saban



VP Outreach - Jeff Brummel, PMP

Extend a hearty thank you to these and all of the highly-qualified candidates – their leadership skills are appreciated!

Your new board will take office July 1st, and the transition process is underway.

You can still become involved and contribute!

There are still plenty of volunteer opportunities with PMI Portland.

The new board of directors will be looking for people to staff their teams.

If you are interested, contact the Director of Volunteers at

volunteer@pmi-portland.org



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**2010 EPMA Applications
Being Accepted Now**



**EXCELLENCE IN PROJECT
MANAGEMENT AWARDS**

Did you know?

The application process is simple, and support is available to answer any questions you may have.

You and your project are eligible regardless of the size of the project or the industry.

There are three awards for 2010:

- 1. Project of the Year Award** – honoring a corporation, nonprofit or other company's efforts in its careful management of projects, previously known as the EPMA award. **DUE MAY 15**
- 2. Project Manager of the Year Award** – honoring an individual Project Manager for his/ her consistently demonstrated leadership and focus on project management best practices. You can nominate yourself or another Project Manager for this award. **DUE MAY 15**
- 3. Student Project of the Year Award** – honoring a high school senior who has completed a project this year and can demonstrate an alignment or an understanding of how their project aligns with project management best practices. **DUE JUNE 1**

The PMI-Portland Excellence in Project Management Awards (EPMA) Program acknowledges, honors, and widely publicizes a project team, an individual project manager and a senior high school student for their superior management of a recently completed project. The primary goals of the awards 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

Want More Information?

The PMI Portland Chapter [website](http://www.pmi-portland.org) contains all of the necessary information needed to apply for the awards. Look under Chapter Activities > EPMA.

Contact the EPMA team at awards@pmi-portland.org.

**2010 Conference: Excellence
in Project Delivery -
Positive ROI**

When: August 18, 2010

Where: Double Tree – Lloyd Center
1000 NE Multnomah
Portland, Oregon 97213

The PMI Portland Chapter is pleased to announce the annual conference on best practices in Project Delivery. Mark your calendar for this exciting event where we will focus on the techniques of integrating strategy through the project delivery processes. Look for more details next month.

For sponsorship information contact sponsor_programs@pmi-portland.org

For speaking opportunity contact speaker@pmi-portland.org



Write an Article & Earn PDUs!

Write an article or book review for the newsletter.

[Click here](http://www.pmi-portland.org) for details or contact newsletter@pmi-portland.org



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CAPM/PMP Prep Class

The spring session of the CAPM/PMP prep class is well underway! First, a special thank you to Darin Goble and Denise Tischler whose support has been critical to the success of the class. Additionally, a very special thank you is extended to our host, DeVry University and Keller Graduate School of Management, who graciously donated their facilities to hold the class. The school also provided a continental breakfast and snacks for the first day of classes.

This year the decision was made to modify the format of the class, and we're proud to announce that the class was sold out 2 weeks early with 30 confirmed registrants. Based on the results of this session's enrollment and the feedback from participants we will continue to make modifications to the chapter's offering in order to maximize the value to future PMPs and profitability for the chapter.



We Make Technology Your Slave



Technology



Business



People

IT Consulting

IT Project Management

Managed Services

Your business success is our focus. We know how to capitalize on technology to help your business succeed.

PMI Portland Scholarships



The PMI Portland Chapter is providing two academic scholarships, for \$1,250 each, to be administered by the PMI Educational Foundation (PMIEF) Scholarship and Awards Program. PMIEF, a charitable nonprofit organization, supports development of the best and brightest future project management professionals worldwide by providing over 40 academic scholarships to college and university students studying project management and related fields.

The PMI Portland Chapter Scholarships are not only an excellent way to help students realize their dreams through education, but they also provide an opportunity for the chapter and its members to engage local academic institutions and to help promote the chapter's work as well as the project management profession.

Please help spread the word about these new scholarships. Eligibility and application requirements are listed below.

Applications are due by June 1st. In order to be considered eligible for a scholarship, applicants must be enrolled in or applying for an accredited academic degree program in project management or a related field benefiting from project management with the following order of priority:

1. A resident of the Portland Metro area (including Clackamas County, Oregon, Columbia County, Multnomah County, Washington County, and Yamhill County, in Oregon, or Clark County, or Skamania County, in Washington) attending or planning to attend any two or four year accredited college or university.
2. An individual attending or planning to attend a two or four year accredited degree program at a college or university in the Portland Metro area as defined above.
3. An individual attending or planning to attend any two or four year accredited college or university in the states of Oregon or Washington.

Please forward all questions regarding the scholarship and the application process to the PMI Educational Foundation at pmief@pmi.org.

For more information on the academic scholarship program or for those who wish to APPLY ONLINE, please go to: <http://www.pmi.org/pmief/scholarship/scholarships.asp>. The PMI Portland Chapter Scholarships are located towards the bottom of the list.

One application can be submitted for any qualifying scholarship! Review the list carefully for other scholarship opportunities.



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Project Manage Your Transition

May 19, 2010 8:00 a.m. - 12:00 p.m.

According to Project Management Institute (PMI) the definition of a project is "a temporary endeavor with a specified beginning and end."

Does this sound like a job hunt to you?

The principles of basic project management can bring you to a cleaner, more productive end in any project – and there may be fewer projects that are as important as your search for your next position.

Presenter:

Kimi Hirotsu Ziemski (see keynote)

Logistics:

World Trade Center, Oregon conference Room, 121 SW Salmon, Portland, OR
 PMI Portland Chapter Members \$15, Non-members \$25
 Price includes: Workshop Fee, meeting materials
 3 PDUs

[Details and Registration](#)

Risk Management

May 20, 2010 7:30 a.m. - 4:00 p.m.

We all like to say that we understand the value of risk management. The major risk that we run, time and time again, is that we don't actually follow through.

When your projects are planned and executed without a strong risk management approach, you do more than put your project at risk – you are also risking your career and the professional health of your team members. You will find that a structured approach with a strong focus on mutual clarity can help. The most critical part of this process is the level of rigor you use in your risk management approach.

About the Presenter:

Kimi Hirotsu Ziemski (see keynote)

Logistics:

World Trade Center, Oregon conference Room, 121 SW Salmon, Portland, OR
 PMI Portland Chapter Members \$225, Non-members \$250
 Price includes: Workshop Fee, meeting materials, breakfast and lunch
 7 PDUs

[Details and Registration](#)

2010 PDS.PMI-ISSIG.ORG - JUNE 27-30 - Seattle, WA

A symposium for forward-thinking professionals ready to look to the future.

Learn about relevant project management and information systems topics and earn up to 20 PDUs.

About ISSIG

The PMI-ISSIG is the largest PMI Specific Interest Group comprising of about 11,000 members globally. The vision of PMI-ISSIG is to become the preferred, global, and collaborative professional project management organization for all aspects of project management required for information systems, regardless of industry.

Why Should I Attend?

The future starts now. Project and IT managers are being called on to be leaders and often take on the role of business analyst; you risk being left behind if you simply "manage" projects.

Discard all of your past understanding of what makes a great project manager and come to PDS10 to further develop yourself into what the future holds for the "new breed" of project managers.

You are the future! Come join us. To learn more about the PMI-Information Systems SIG and the symposium, go to <http://pds.pmi-issig.org> or email pds.registration@pmi-issig.org.



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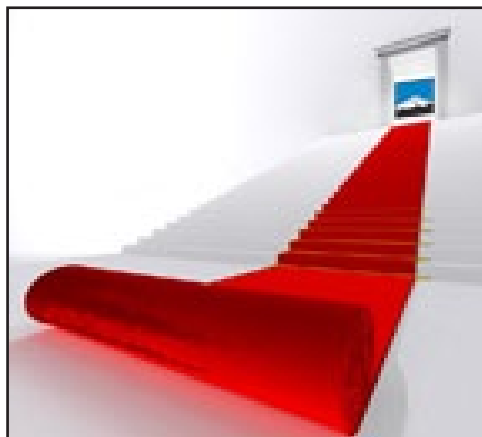
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Membership News

Welcome New Members

Campbell, Paul
Cheever, Lawrence
Eggiman, Tawnya
Gomez, Rodolfo
Grover, Manan
Hamburg, Justin
Hazelton, Nancy
Heathcock, Rebecca
Johnson, Brent
Lepin, Mindy
Lerch, Kelly
Meyers, Barry
Miller, Glenn
Nesland, Sarah
Ngo, Angelique
Nikkari, Janice
Ochs, Robert
Peterman, Wendy
Petrick, Jerry
Pierce, Barbara
Pletch, John
Promitas, Jeffrey
Rami, Raj
Rasovsky, Karel
Reeves, Chase
Schreck, Heidi Elizabeth
Shepherd, L. Chris
Shortridge, Susan
Smith, David
Stasik, Milosz
Taylor, Brad
Thackeray, Greg
Tischler, Denise
Tischler, Douglas
van Nieuwerk, Darla
Vonderstrass, Thomas
Wilburn, Jimmy
Yano, Stephanie



Congrats New PMPs



Cohen, Deborah PMP
Hayes, Steve PMP
Hazelton, Nancy PMP
Janes, Kristen PMP
Miller, Don PMP

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.

Volunteer of the Month - Erik Odegard



The PMI Portland Chapter is honored to elect Erik Odegard as a Volunteer of the Month. Erik has served in the Marketing group as the Chapter Photographer for over 2 years now. He is a Project Manager by day and has a professional photography business that feeds his creative side. Erik is usually seen at events such as the monthly dinner meetings to photograph attendees and presenters for the chapter newsletter and website. We also use these photos as a Thank You to the speakers which is always warmly received.

We are very fortunate to have a photographer of his caliber to donate his time and expertise. The chapter benefits greatly from the very generous use of his extensive collection of photography and computer equipment for our use as part of his volunteer efforts which we should not take for granted.

Erik has also volunteered to photograph our Career Networking Events over this past year as well as creating professional headshots for Public Relations and Marketing Communications. His work was recently used in the updated PMI Portland Chapter Brochure which significantly adds to the professional look of the new publication without the considerable expense of hiring an external photographer.

Erik currently works as a Project Manager for Bonneville Power Administration in Vancouver. He is a pleasure to work with and I'm proud to have him as a key member of the Marketing team!

Jeff Brummel, VP Marketing

Welcome New Volunteers

I would like to welcome Karel Rasovsky, PMP as our new Director of Sponsor Programs. Karel brings a wealth of experience in the marketing field and will be developing our new sponsorship model as well as supporting sponsors for the monthly dinner meetings. He recently joined the Professional Development Day planning committee to ensure we have sponsors and partners engaged.

Karel has worked at Radisys, Mentor Graphics, Intel, Lucent Technologies and AT&T Bell Labs in marketing and Program Manager positions. Please help me welcome him aboard!

Jeff Brummel, VP Marketing



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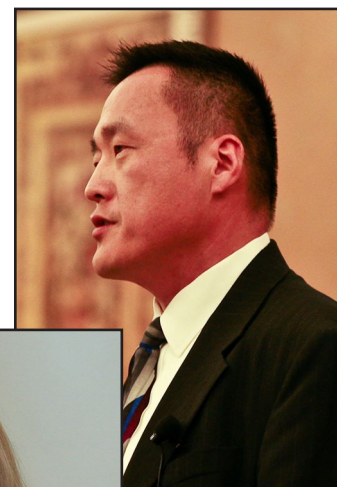
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Jeremy Black, Volunteer of the Month



Danna Blattman



J Hootman, speaker



Ron Karsten, Keller



Rachel Paulson, PMI Portland Chapter President

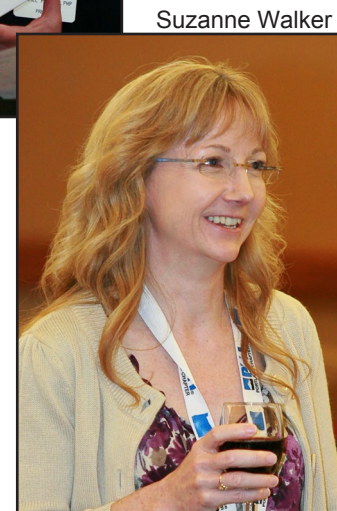
Many thanks to Erik Odegard for the photos.



Denise Tischler



John Naramore



Suzanne Walker



Anne Robitaille



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The Process Improvement Circle Game

Process Improvement is an integral and indispensable part of any quality effort.

PMI Processes for Project Quality

PMI specifies that three processes should be part of the quality management system of a project.

1. Quality planning (plan for quality)
 - How will we accomplish quality on this project?
 - What performance standards should we use (e.g ISO 9000)?
2. Quality assurance (implement quality during the project)
 - Are we on track?
 - What lessons can we learn to improve quality?
 - Are the standards still appropriate?
3. Quality control (measure the quality produced by the project)
 - Test work product for correctness
 - Did we achieve the performance standard?

Implementing Quality

When you are implementing quality on your project, you have a choice of methods. You can focus on detecting and correcting mistakes. Books on quality usually call this inspection and appraisal. Alternatively, you can focus on preventing mistakes in the first place. Which would you choose?

You need both. You can't prevent all mistakes, so you must have methods to find and fix mistakes before they escape to the customer or users. However, if you focus only on fixing defects, you will never address the underlying system problem that created the defect in the first place. As Deming says, it is impossible to "inspect quality in."

Deming's Quality Insights

Dr. W. Edwards Deming is probably the world's best-known quality leader. In the 1930s, Deming and Walter Shewhart developed the Plan – Do – Check – Act cycle (PDCA). This set of steps is the foundation for most modern quality systems. It is used to improve processes and solve quality problems. People have called it "the scientific method applied to business improvement."

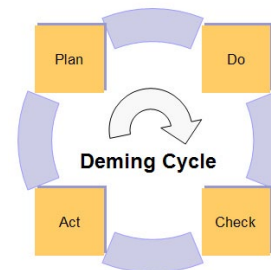
Plan: Design the processes necessary to deliver the specified results

Do: Implement them

Check (or Study): Monitor the processes, evaluating results against specifications

Act: Apply actions to improve the results. Modify the underlying processes.

Repeat continuously to improve quality



Deming's research with control charts led him to conclude that quality improvement should focus on improving the system, not the efforts of individuals. He found that about 85% of the opportunities for quality improvement come from changing the system.

Implementation

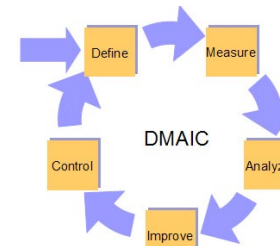
Two of the best-known modern methodologies for implementing these ideas are the ISO 9000 standard and Six Sigma. Both share many ideas with Total Quality Management (TQM). The ISO approach to quality management has eight principles:

1. Customer focus
2. Leadership
3. Involvement of people
4. Process approach
5. System approach to management
6. Continual improvement
7. Factual approach to decision making
8. Mutually beneficial supplier relationships

Six Sigma shares many of the same ideas, but it also ...

- Includes a formalized process to identify problems, find root causes, and find solutions
- Includes a problem solving tool kit
- Emphasizes data and statistical analysis

The core of Six Sigma is a cycle of problem solving steps known as **DMAIC**, for **Define – Measure – Analyze – Improve – Control**.



Quality methods such as PDCA and DMAIC are very iterative. They focus on improving processes for continuous operations such as manufacturing or customer service, and they use process management tools such as control charts and statistical analysis of data.

Six Sigma and project/program management are complementary. Each is good at solving different but related types of challenges. *(continued...)*



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By definition, project and program management deal with unique things – doing something for the first time. DMAIC looks at repetitive operations and figures out how to improve them. DMAIC uses projects to make the improvements, and project management uses DMAIC techniques to do process improvement.

When to Initiate a Quality Problem-Solving Project

Someone once said that if you have only a hammer, every problem looks like a nail. However, if you have a complete toolbox, you can use the appropriate tool for the job. Similarly, quality problem solving methods, such as Six Sigma, are most suited to certain types of situations. The ETI Group suggests using these criteria to determine whether a Six Sigma project is a good tool to use.

1. Gap exists between current and desired state
2. Root causes of problem are not known
3. Solution is not known
4. A solution would have substantial, quantifiable benefit that justifies investment of time and money
5. Project can be completed in 3 – 6 months

Identifying Root Causes Leads to Process Improvement

Two useful tools to find root risks are Cause and Effect analysis and the Pareto chart.

In 1943, Dr. Kauru Ishikawa developed cause and effect analysis. The analysis uses a diagram to show the underlying causes of an effect. This diagram is also called a fishbone diagram because of its appearance, or an Ishikawa diagram in honor of its inventor.



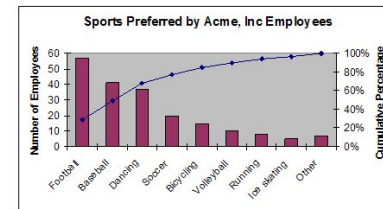
The four steps to create a cause and effect diagram are:

1. Name the effect
2. Identify the major sources of variations
3. List root causes under each major source heading
4. Identify the vital few for further investigation

The diagram shows an abbreviated version of a cause-effect diagram. The purpose of the example analysis was to understand why so many projects were missing schedules, and where the company should focus to improve things.

The Pareto chart is another powerful tool for improving processes. It simply plots the frequency of occurrence of defect causes in descending order. The chart takes advantage of the Pareto Principle, which says, "Separate the vital few from the trivial many." Most problems have a few primary root causes, and fixing those root causes will fix most of the

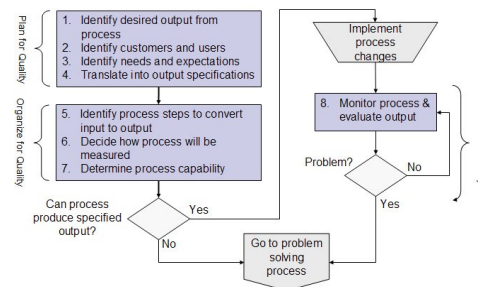
problems. For example, if 80% of the complaints are caused by 20% of issues, we should focus on fixing the vital 20% of the issues to get the most return on our quality improvement investment. Use a Pareto chart to determine which root causes of a problem to focus on.



Process Improvement Method Example

It's important to have a systematic way to improve processes, thereby preventing future defects. This flowchart shows an example 8-step process improvement method. This method is based on

a Quality Process Management Method used at Xerox. Notice that the three major activities – plan for quality, organize for quality, and monitor for quality – are very similar to the three PMI processes described earlier.



Steps 1 - 4 plan for quality by defining and specifying what the process should do.

Steps 5 - 7 organize for quality by designing a process that will implement those specifications, and by defining measurements that will be used to monitor its

quality.

Step 8 monitors for quality to verify that the newly implemented process (or process changes) deliver the specified output at the desired quality level. If the quality level is unacceptable, it points to a problem solving process to find out why and then improve the process.

Endpoint

Process improvement and quality management are inseparable. To do them effectively, your project manager's toolkit must include both problem solving tools, such as Six Sigma and the Pareto chart, and process improvement tools, such as the Xerox Process Management Method. Equipped with these tools, plus a good understanding of prevention and detection methods, you will be well on your way to continuously improving quality and processes.

Jeff Oltmann is principal consultant at Synergy Professional Services, LLC in Portland, Oregon (www.spspro.com). He is also on the graduate faculty of the Division of Management at Oregon Health and Science University. Jeff welcomes your questions and ideas. You can contact him at jeff@spsspro.com
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Project Management Institute Portland Chapter



Improvement in Project-Based Organizations

Contrasting Lean and Six Sigma

Lean and Six Sigma are generally understood as improvement approaches. Both can be comprehensive approaches for managing the organization. Lean is about focusing on what is valuable to the customer – all else is considered waste. Six Sigma is about improving quality through reducing process variation. Both approaches use some variation of Walter A. Shewhart's Plan-Do-Check-Act (PDCA) approach for putting the scientific method into everyday use. A blend of Lean and Six Sigma is becoming the norm for modern process-based companies.

Organizations that have ongoing operations (healthcare, manufacturing, services) have a pre-existing way they do their work. Planning how to do the work every time the work is done is not essential because of the repeated flow, assembly line, or standard operating procedures that are re-used. For process-based work, the work advances either on the arrival of material (push system) or the replenishment of material (pull system). The organization in process-based situations is rather stable. People tend to work with the same people most of the time.

Organizations that do one-off production or do projects (design, construction, large procurements, information technology implementations) start their work by designing the production system. They do this in planning conversations. The best practice for doing that planning directly involves the people who will be performing the work of the project. Work advances in projects through commitment-making by the performers of the tasks. The project organization is created new for each project. People often don't know each other or have limited contact with each other up to the start of the project. Once the performers have accomplished their tasks they often leave the group. Eventually, the whole team typically disbands and moves onto other projects.

Unlike process-based work, planning must continue on projects in anticipation and in response to the changing conditions as the project unfolds. Planning is an essential aspect of successful projects. Lean Project Delivery starts with an emphasis on improving planning. This is akin to the Six Sigma focus on stabilizing process capability (Cpk) using statistical process control. Once we are able to complete what we set out to do when we set out to do it, then we are in a position to bring the general improvement practices to both projects and processes. Lean Project Delivery incorporates methods uniquely suited to the project setting.

- conditions of satisfaction (customer value)
- network of commitments (value streams)
- paced production (continuous flow)
- right-to-left scheduling (pull principle)

- on-going retrospectives and continuous improvements (pursuit of perfection).

There are no Six Sigma methods or tools that are available to address those concerns.

The risk of overlooking this constant re-establishing of the production system is attempting to fit a project into a predefined set of production system tools. We might say "do it like the last project" or attempt to map the flow of a project, only to find infinite variations and differing needs during the next project. The result contains unconsidered waste.

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About the Authors

Matt Horvat, Coach. He holds Six Sigma Black Belt and Project Management Professional (PMP) certifications, mhorvat@leanproject.com.

Hal Macomber is the Managing Principal for Lean Project Consulting and author of *Reforming Project Management*, www.reformingprojectmanagement.com, hmacomber@leanproject.com

PMI WV Exposes Willamette MBA Students to Real World



A group of 18 students from the Atkinson Graduate School of Management at Willamette University in Salem put their motto "Non Nobis Solum Nati Sumus" (Not unto ourselves alone are we born) into action during a project management tour in early March of Portland General Electric and Nike. The Willamette MBA students listened to excellent insight into project management from the two companies. Two Atkinson executives – President Prakash Achuthan and Vice President Scott Weaver – played key roles in planning the event.

The morning session put together by PGE's Linda Read dealt with how projects and PGE co-exist. A panel of PGE project managers shared how the company's Project Management Office operates, the company's project management methodology, and the importance of new hires having a project management certification. The project managers, all PMP certified, also offered some tips and tricks to pass the PMP exam. The panelists and students discussed a number of projects that involved

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nearly all company departments, as well as PGE's project selection and Project of the Year programs.

The afternoon session at Nike orchestrated by Mike Ryan was in sharp contrast to working with a regulated utility company. Ryan provided five storytellers/project managers to explain their roles and experiences with project management at Nike. The storytellers covered varied topics from in-store space development, go-to market, project delivery, digital sport, facilities, and general stakeholder management. They emphasized the importance to deliver an exceptional product to their customers, whether they were internal or external. They also shared that having a PMP certification means you will have more "tools in your toolbox" to get the job done. The "Just Do It"©, ethos, innovation, and customer relationships were



common themes of all the discussions at Nike. An additional treat for the students was a tour of the campus, including the Michael Jordan Building.

The event brought a real-world sense of project management for these Willamette MBA candidates, who will soon be entering the work-force and scheduling their CAPM/PMP exams.

Willamette Valley PMI Chapter president Jon Lazarus said it was rewarding to see how engaged the MBA students were with his PMI colleagues. "I believe I was watching the next generation of project managers form new relationships," Lazarus said.

Lazarus encourages all PMI chapters and members to get involved with their local colleges and universities. "This grass roots effort will pay dividends to your chapter later because it not only delivers on our core mission, to promote our profession and educate, but develops relationships and is a personally rewarding and gratifying process, Lazarus said.

Looking for chapter meeting presentations?

Go to our website and select **Member Resources > Meeting Handouts** from the menu bar.

Student Chapter Meeting Pricing Reminder

- Students can attend dinner meetings for \$10 per dinner meeting if they are a registered student with PMI Global and the Portland Chapter, and they pre-register for the meeting.
- Students can attend dinner meetings for \$20 per dinner meeting if they are a registered student with PMI Global and the Portland Chapter, and they do not pre-register for the meeting. They must provide their PMI number at the door.
- Students can attend dinner meetings for the regular non-member fee if they are not PMI Portland Chapter members.

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Rachel Paulson



Joseph Marietta



Dianne Johnson



Kathy Pemberton



Shancy Saban



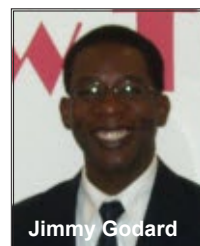
Jeff Oltmann



Jeff Brummel



Jeremy Black



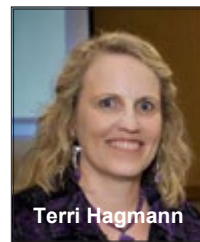
Jimmy Godard



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Terri Hagmann

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Past President	Dianne Johnson PMP
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VP Finance	Shancy Saban
VP At Large	Jeff Oltmann PMP
VP Marketing	Jeff Brummel PMP
VP Membership	Jeremy Black, PMP
VP Operations	Jimmy Godard PMP
VP Outreach	Eldon delaCruz PMP
VP Professional Development	Darin Goble PMP
VP Programs	Terri Hagmann PMP

Chapter Mission	To promote the profession of Project Management by creating a culture and community that facilitates professional growth through education and volunteerism.
Chapter Meetings	Third Tuesday of every month except July and August. Check chapter website to confirm meeting dates.
Chapter Web Site	www.pmi-portland.org
Newsletter Editor	newsletter@pmi-portland.org
More Contact Information	See the "Contact Us" page and the "FAQ" page on the PMI Portland website .
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