PMI
Project Management Institute
Portland Chapter

June 2010

Monthly Newsletter

Next Chapter Meeting
June 15, 2010

Educational Presentation
Personal Growth and Professional Development, by Ron Karsten

Keynote Presentation
Business Intelligence Project Management - Lessons Learned, by Bill Henderson

Excellence in Project Management Awards

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PMI

Issue Highlights

Volunteer of the Month
Congratulate Terri Hagmann, VP of Programs.

Managing Projects, Programs and Portfolios Conference
This year's theme is Excellence in Project Delivery = Positive ROI.

EPMA Awards Presentation
Come to the June chapter meeting to congratulate the winners of the EPMA awards this year.

Lazy Days of Summer at PMI Portland ?
Not exactly - see what the board does while you're golfing.

New Roundtable at Port of Portland
First meeting is Wednesday, August 4, 2010, 4:30-6:00 pm.

Scholarships and Research studies
Now you can find information about these topics on the website.

Mentoring Program Report Card
Read about the mentoring program and their successes during their initial year.

Health Benefits from Volunteering
Volunteer early, volunteer often, you'll gain health and life for sure.

Pilot Study Results
Learn what was discovered about delivering business value from IT projects.

Photos from May
View pictures of May chapter meeting attendees.

And More...

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The President's Corner

End of 2009-2010 Year ROI and Transition

Rachel Paulson

Increasing value through connection

I cannot believe it is June already! Another PMI year has almost been completed and it is time to reflect back on the value that you have received as a Portland Chapter member. Did you get a return on your $25 chapter membership investment? Do you feel that you were heard when asked for feedback on how we could improve? Did you find value in the changes to the chapter programs and events we made this year? Did you attend an education session where you told someone else about what was presented or took away one new "nugget?"

If you answered yes to any of these questions then we may have succeeded in helping you get a return on your chapter membership investment. This month's theme is centered on getting a ROI, and it is especially important to the outgoing board that we met your expectations.

This is my last article as your Chapter President and although we accomplished quite a bit this past year to refresh the old and inspire new changes, we did not accomplish all that I had wanted to this year – some say the list was too large. I have enjoyed being able to serve you in this capacity and hope that the passion I have for project management, but more importantly, for our chapter members has been apparent and has helped at least one member feel connected to their project management community and peers.

I will be assuming the role of Past President on July 1st and have already begun to transition my role as President to Joseph Marietta, next year's president. Additionally, we are currently working on the transition of the newly elected board for 2010-2011 who will take office on July 1st. This transition is being conducted with the hope and expectation that the work we began this year -- to provide value through connection with improved programs, active listening with immediate improvement from surveys and one on one conversations with our members, and of course new things like the Scope Creeps chapter band -- will continue into next year and beyond.

This chapter is almost 100% volunteer run. It would not be the organization it is without the dedication of this current year's board, directors, chair persons and many support volunteers. Thank you for your consistent dedication to our members and the hard work it took to make the changes we did this 2009-2010 year.

To the new 2010-2011 board, directors, chair persons and support volunteers, thank you in advance for stepping up to the positions you have

and for making a commitment to continue to provide value through connection to our members.

New members, welcome! We look forward to serving you as you get to know and become more involved in the chapter.

Thank you to our current members who have renewed their membership this year and for your continued involvement. You are the reason we continue to strive to improve our programs and events and provide the ROI you deserve.

June marks the transition between spring and summer, school and vacation, previous board and new board and provides an opportunity to honor our dads - Happy Father's Day!

It has been a fantastic year and I have truly valued all of the experiences, connections and opportunities to meet your needs. As past president, I will still be available to answer your questions and look forward to serving you in a different capacity. Have a great summer!

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

Thought for the Month

"Not in his goals but in his transitions is man great."

-Ralph Waldo Emerson

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Summer 2010 Events

06/10	SolarWorld Roundtable
06/11	NW Roundtable
06/15	NE Roundtable
06/15	Chapter Meeting
06/16	Salem Lunch Meeting
06/17	West Roundtable
06/17	Nike PM Hiring Open House
06/19	Board Transition Meeting
06/23	Downtown Roundtable
06/25	North Roundtable
07/08	SolarWorld Roundtable
07/09	NW Roundtable
07/15	West Roundtable
07/20	NE Roundtable
07/23	North Roundtable
07/28	Downtown Roundtable
......	
08/04	First Port of Portland Roundtable
08/18	2010 Project, Programs & Portfolio Conference
09/21	Chapter Meeting

For details, see the calendar on the chapter website.

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.

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** **(no meetings July/August)** 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

New Roundtable starts 8/4/2010!

1st Wednesday (4:30 - 6:00 pm) — **Port of Portland Roundtable** Port of Portland

For details, maps, and moderators, see the chapter website.

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June 15 Keynote Presentation

Business Intelligence Project Management - Lessons Learned

This presentation is intended to share what we've learned in the last dozen years of executing Business Intelligence (BI) and data warehousing projects. What are the critical factors in planning, executing and monitoring a BI project? What aspects are common to other IT projects? What aspects are unique? We'll share successes and failures and discuss some of our project post mortem findings and what can be learned.

About the Presenter

Bill Henderson is the President of Perkins Consulting, LLC. This Portland based consulting firm is focused on helping mid-market organizations in retail, financial, manufacturing and healthcare turn data into actionable business information.

In the last twenty plus years he has served as project or program manager on a wide range of information technology initiatives. Over the last dozen years Bill has been focused on refining a project lifecycle and methodology to ensure low cost and low risk delivery of data warehousing and business intelligence capabilities that fit the needs of mid-market companies.

Bill has a bachelor's degree in Business Information Systems from Linfield College. He has served as President of the Portland chapter of the Society for Information Management (SIM) and has been a long-time corporate member of the local Data Management Association (DAMA) chapter. Bill has given numerous presentations on business intelligence topics to organizations such as the Financial Executives Institute, Portland Business Alliance, ISACA and Cognos user groups in Oregon and Washington.

June Chapter Meeting Logistics

4:00 Registration Table Opens
4:30 Educational Presentation
5:30 Networking
5:35 New Member Orientation & Q&A
6:30 Dinner and Announcements
6:45 EPMA Awards
7:15 Keynote Presentation
8:15-9:00 Dance to the Scope Creeps

Free Parking!
Get a pass at the registration table.

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

Register online by 10 am on the Monday prior to the meeting .

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 after 10 am the Monday prior to the meeting, and 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 meals for everyone. Register online now….

• You will be entered into a drawing for a free meeting
• Beginning at 10 am Monday the day before the meeting, online registration is an additional $10
• At the door registration is an additional $10

Register Here!

Questions?   Contact Director of Registration.

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June 15 Educational Presentation

Personal Growth and Professional Development

Our global economic situation provides powerful and compelling reasons to assess your preparedness for achievement of your personal and professional potential. Join your colleagues as you consider the benefit of making a commitment to intentional self development.

This presentation will discuss the importance of:

a. Knowing where you are going

b. Calibrating your personal compass

c. Thinking and acting like the owner of Me Inc.

d. Mobilizing the loose ends

e. Celebrating the attainment of your milestones

Investigate sources that can help identify your strengths, take a moment to evaluate your life goals, check your personal gap, build an action plan and set a date to start your personal quest. You will discover that the closer your personal and professional aspirations are aligned with your life goals, the luckier you become when you encounter possibilities to actualize your potential.

About the Speaker

Ron Karsten is Director of the Portland Campus of DeVry University and Keller Graduate School of Management and is responsible for the administration of programs, management of operations and a huge advocate of continuous process improvement. He has held leadership positions in both the private and public sectors and has been involved in mentoring and personal coaching for over 30 years.

Ron began practicing his project management skills in the armed forces in 1968 and carried the important lessons he learned into his career as a business strategist and later as a manager of large projects for telecommunications. Ron's enthusiasm and willingness to help others has contributed heavily to his leadership success.

The "not so lazy days of summer" at PMI Portland

During the summer months it appears that the chapter shuts down until September, however, much is being done to plan for next year while we finalize and hold our annual Professional Development Day (Managing Projects and Programs conference) on August 18th.

June is dedicated to completing the transition between outgoing officers and newly elected or returning officers. This transition includes training. New officers take over on July 1. July and August are dedicated to:

✓ strategic and tactical planning
✓ process, procedure and guideline alignment to plan
✓ budget review and updates
✓ website and other collateral updates
✓ recruitment and training of volunteers for open chapter Director and other volunteer positions
✓ September operations planning and finalization

The summer months are critical to the success of the next year's planning and operations. Now is the time to complete the volunteer application form and join next year's team during the transition and planning stages over the summer months.

Rachel Paulson, President, PMI Portland Chapter

Write an Article & Earn PDUs!

Write an article or book review for the newsletter.

Click here for details or contact newsletter@pmi-portland.org

June Dinner Meeting Menu

Oven Roasted Salmon with Peach and Blackberry Chutney, Baby Potatoes and Fresh Vegetables
OR Vegetable Wellington: Basil Marinated Tofu, Grilled Zucchini, Yellow Squash, Carrots, Red Onion, Eggplant and Shiitake Mushrooms, wrapped in Tender Dough

Looking for chapter meeting presentations?

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

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Join Us for the 2010 EPMA Award Presentation

EXCELLENCE IN PROJECT MANAGEMENT AWARDS

Excellence in project management is demonstrated every day by businesses, corporate and non-corporate, individuals as well high school seniors. The Excellence in Project Management Awards (EPMA) honor those who have demonstrated excellence as a project team member, as leader of a project, or completing an individual project for academic credit.

The awards and brief presentation of the winners will take place at the June chapter meeting. Awards will be presented by Eldon delaCruz, Vice President of Outreach.

VANTAGE POINT CONSULTING

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 on-line and custom instructor-led training to employees on project management, change management, SDLC methodology, and IT certifications.

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

Excellence in Project Delivery = Positive ROI

Managing Projects, Programs and Portfolios Conference

When: Wednesday, August 18, 2010

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

Do not miss this valuable opportunity to hear excellent speakers, increase your knowledge and skills, and earn PDUs at the same time!

This year's **keynote speakers** are:

MATT LAUTH, "THE EXECUTION REVOLUTION"

MICHELLE LABROSSE, "SCIENCE OF SUCCESS"

You will be able to choose one of **four tracks:**

1) Portfolio, Strategy, and Leadership

2) The Art of Project Delivery

3) Trends in Project Delivery

4) The Science of Project Delivery

Cost:

PMI Students	$99
PMI Early Bird Special*	$149*
PMI Members & Partners	$199
Non-Members	$299

*For PMI Members who register before June 30th.

For further information or to register: www.pmi-portland.org

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# Mentoring Program Report Card

The Chapter's mentoring program is the Professional Development portfolio's newest offering, approaching two years old. We ask chapter members to consider "what's in it for you?" and possibly set aside two hours a month next season to advance your personal development.
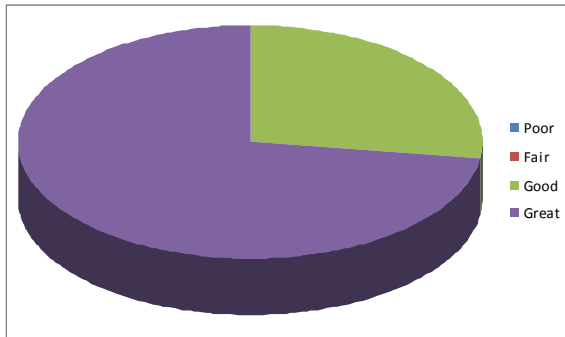
Results

Approximately 20 pairs were created this year, with most people in the Portland/Vancouver/Salem area. One pair was able to correspond remotely for the season, as the mentor needed to relocate to a job site in a different state. The mentors reported mentees were seeking help to set career paths, identify desired skills, set goals, or expand their network with the PMI Chapter. Additional mentors had been secured in advance to step in as replacements when needed. These resources were assigned mentees as late comers joined. There was minor attrition due to relocation or loss of available time. If a mentee had to leave the program, we discovered we weren't ready to recruit mid season, and the mentor resource was regrettably unused.
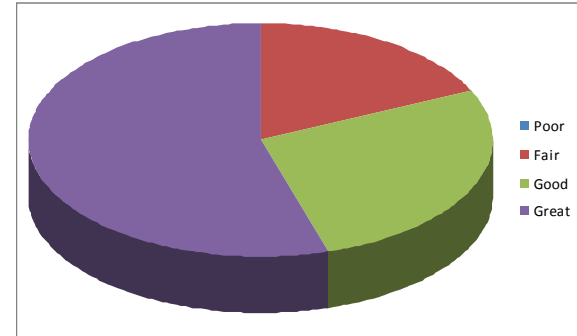
Mentee Survey

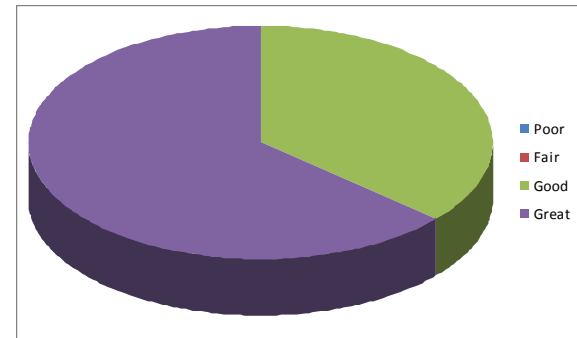The online survey for mentees had 50% participation. Results follow:
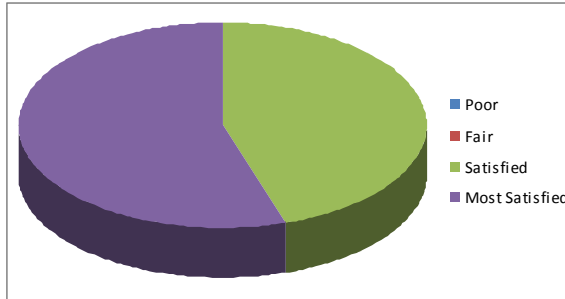
1. Meeting mentees' expectations of program

2. Mentee's personal experience through mentoring

3. Effectiveness of mentor assisting in setting goals/objectives.

4. Obtaining the results/growth mentee wanted/expected.

Mentee Survey Comments (reprinted with permission)

♦ "My primary objective in participating in the PMI mentorship program is to gain project management knowledge, best practices, and practical insight from another experienced project manager who is "in the trenches" every day. The program has met that objective.

♦ "My mentor listens objectively and without judgment, but also gives me an honest opinion when I'm using an approach that he would not recommend. He proposes an alternative approach and describes the results he got from that approach so that I can make my own decision for my future projects. This approach works very well for me."

♦ "I've received a lot of good advice and best practice suggestions from my mentor which I have applied in my work successfully. At the same time I've received a lot of confirmation from my mentor that I'm already using the right P.M. methodology or soft skill and I've found the validation very helpful."

President's Corner

- End of 2009-2010 Year ROI and Transition

Chapter Events

- Summer 2010 events
- Roundtables
- Keynote presentation
- Educational presentation
- The "not so lazy days of summer"
- 2010 EPMA awards
- Excellence in project delivery = Positive ROI
- Mentoring Program Report Card

Professional Development

- Scholarships
- PM related Research Studies
- Nike PM Hiring Open House

People

- Membership news
- Terri Hagmann - Volunteer of the month
- Remembering Rita Mulcahy
- Your volunteer life and its health benefits
- Faces of PMI Portland

Articles

- Delivering business value from IT projects

PMI

- 2010-11 Board of Directors
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- "Have a person that I can ask questions of and gain insight from their experiences in the project management world."
- "My mentor always listens to me and gives great recommendations and feedback. I have never felt like she had judged me or been anything but positive."
- "Due to time constraints that both of us have, I think we are making the most of this program. It has been very helpful to me to have a resource that I know I can always contact for candid input."

Mentoring - What's in it for You? Join In For 2010-11

To apply for next season, email a request to mentoring@pmi-portland.org during June. Mentees will be asked to identify their personal goals and submit a bio to assist in the pairing process. All bios are kept confidential. Mentors may have backgrounds and experiences in various levels of management. Minimum of five years experience as a Project Manager, and PMP certification must be current. Introductions are expected be made in late August to start mentoring in September, and are intend to run into April 2011. Thanks for your consideration in paying it forward!

Pam Banning, PMP, *Co-Director of Mentoring*

Scholarships

Be sure to check out the new Scholarship page on the PMI Portland website. It can be found under the Member Resources menu, and lists scholarships for Project management professionals as well as for those adding PM skills to their skill set.

Current scholarships include:

ESI International Standout Scholarship providing tuition assistance to unemployed individuals.

PM Training for teachers and administrators, both online and in the classroom in Portland, offered by Cheetah Learning and by Cadence Management Corporation.

If you have a scholarship to offer, contact webmaster@pmi-portland.org.

Project Management related Research Studies

Be sure to check out the new Research Studies page on the PMI Portland website. It can be found under the Member Resources menu, and lists local, national and international research soliciting your participation.

This is an opportunity to give help expand our knowledge and understanding of the field. Some studies offer a stipend for participation, and most offer to share their results with participants.

Current studies include:

Managing Knowledge and Achieving Business Value in IT Projects. This international study seeks to learn how IT project managers manage knowledge and achieve business value.

Help identify the role of "IT project manager for the Dept. of Labor standard classification system. $40 stipend.

Project Manager Roles across the Life Cycle. A Ph.D. student requests your input.

If you have research studies to post on our site, contact webmaster@pmi-portland.org.

![PMI Project Management Institute Portland Chapter logo]

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Membership News

Welcome New Members

Altenhofen, Jay
Andrews, Clay
Antila, Omar
Awasthi, Indra
Baird, Patricia
Brauer, Annie
Carver, Dwane
Collins, Collier
Crawford, Mark
Dawson, Allister
DeBose-Walker, Crystal
Decker, Emil
Del Rosario, Danilo
Fleming, James
Gonzalez, Victor
Hackett, Emily
Hanlon, James
Hashaw, Nora
Haverkamp, Brent
Heggem, Matthew
Heretz, George
Hudson, Michael R
Idowu, Ayodele
Irvine, Angela
Kennedy, Gerald
Kwan, Michael
List, Brian
Lukasiewicz, Georg
Matthews, Michael
Miller, Todd
Moldovanyi, Lee Ann
Nelson, Christopher
Olbricht, Eric
Righter, William
Short, Michael
Stehly, Tyler
Uhacz, Kelly
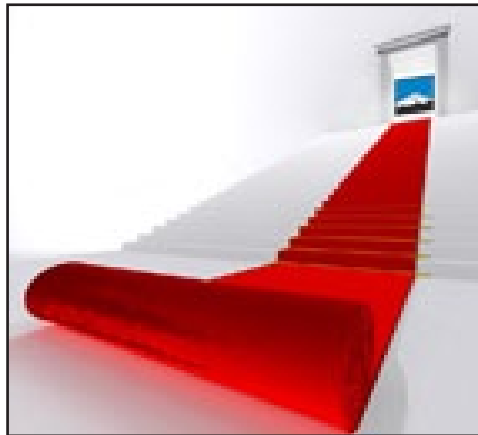
Congrats New PMPs

Antila, Omar PMP
Cassinelli, David PMP
Crismon, Tricia PMP
Dragoon, Bob PMP
French, Erika PMP
Henderson, Carrie PMP
Letcher, Teresa PMP
Petrick, Jerry PMP
Shaffer, Kim PMP
Walitsch, Erica PMP
Wolfe, Monica 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 – Terri Hagmann

Please join me in congratulating our June Volunteer of the Month, Terri Hagmann. As our current VP Programs, Terri successfully orchestrates the Monthly Chapter Dinner

Meetings and educational presentations (in addition to other responsibilities). This alone is tantamount to a part -time job. While she makes it seem effortless, in reality there are a myriad of details she tracks each month to ensure these events are a success.

Aside from the dinner meetings, Terri is knowledgeable about our organization and its operations; in other words, she knows how to get things done! She has been very helpful in answering questions and giving sound advice to fellow volunteers. Terri has certainly served the Chapter's membership well, and she is deserving of this special recognition as she begins to transition into her new role as VP At Large starting next month.

Remembering Rita Mulcahy

Rita Mulcahy, founder of RMC Project Management, passed away May 15, 2010 after a long struggle with breast cancer.

Shortly after founding RMC Project Management in 1991, Rita quickly realized that in order for people to enhance their careers by becoming Certified Project Managers they would need an excellent PMP Exam Prep Study Guide. She wrote one. That Guide went on to become the world-wide industry standard for PMP Exam Preparation. Rita was an internationally recognized expert on project management techniques, advanced project management theory, risk management and project management certification. Rita had over 15 years and US $2.5 billion worth of hands-on project experience, as well as over 10 best-selling project management resources to her credit. She spoke to thousands of executives and project managers each year, and had a reputation for helping people to learn and to have fun while doing it.

Rita's company, RMC Project Management grew into an industry leader helping tens of thousands of project managers become professionally certified. Rita had a love for the outdoors, the arts, theater, and skiing.

RMC Project Management has advertised in this newsletter. Both Rachel Paulson (President) and Jeff Brummel (VP Marketing) attribute their PMP certification to her training.

![PMI Project Management Institute Portland Chapter]

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Your Volunteer Life and its Health Benefits

**Volunteer early,
Volunteer often, you'll gain
Health and life for sure.**

This might be a bit of a tacky haiku, but it's also a cool way to summarize what I just learned from reading a 2007 report called, "The Health Benefits of Volunteering: A Review of Recent Research," by the Corporation for National and Community Service[1]. This report summarizes the findings from twenty fives years of research (1981 – 2006), and confirms what we intuitively know from experience and observation – that volunteering benefits the giver as well as the receiver. In particular, volunteering can provide health benefits to the volunteer in certain circumstances. The interesting take home points are the following:

1. Research has shown that volunteering at a threshold time commitment of 100 hours per year (or 2 hours per week) provides "significant" health benefits for older adults (over age 60). Another type of threshold has also been established in the studies: volunteering with two or more organizations. Volunteering over these thresholds does not provide additional benefits.

2. Research studies assessing participants at one point in time (e.g. year 1984) and then at a later point (e.g., year 1988) found that the more one volunteers, the lower the risk of diseases and the lower the mortality rate.

3. Age does matter. While adults over 60 with depression are spurred on to volunteering, adults in mid-life with depression are not so inspired. Also, volunteers over 60 are more likely to experience life satisfaction, than do volunteers in mid-life (such as parents) who may feel obligation towards their activities.

4. Yet research of volunteers in their 40's and 50's has also shown that the more hours one volunteers, the more likely one will continue to volunteer in the future, and that the earlier one begins volunteering the more healthy and functional one will be in later life.

5. States that have higher volunteerism rates also tend to have reduced mortality rates and lower incidences of heart disease. Oregon ranks somewhere on the upper end of the scale, with a volunteerism rate of just over 30%. The states with the highest volunteerism rate of 40 – 45% are Utah, Minnesota and Nebraska.

The research studies have implications for encouraging baby boomers, especially, to volunteer as a way to maintain their health in later years. Yet, this research is also being applied at my job, it seems. At the Oregon Health & Science University (OHSU), we have an incentive to track and receive points for our health activities in order to gain the 1000 points needed for a $100 reduction in health insurance premiums

the following year. OHSU provides a web service for activity tracking. Included in the OHSU tracking calendar is a section for volunteer activities. What does volunteering have to do with health, I asked? Research has shown a link between volunteering and health, OHSU replied. From there, I did a Google search and found the article described above. To paraphrase the thinking in the health research review article: volunteering benefits not only the community and the beneficiaries, but the health of the individual volunteers. Volunteering has a positive impact on one's sense of purpose, life satisfaction, and personal accomplishment. The social networking encountered during volunteering "buffer[s] stress and reduce[s] disease risk". [2]

How does this all relate to volunteering in your life and, in particular at PMI-Portland? The research studies over the last thirty years have shown a definite link between volunteering and health benefits. A considerable amount of volunteering (called the volunteer threshold) is required to experience these health benefits, and these benefits show up significantly in older adults. The root of the tracking activity at OHSU, I believe, and the implications of the research, is that volunteering as a part of your lifestyle, rather than an occasional activity, could make a big difference to your health, especially in later years. A lifestyle implies a behavior or habit, and like they say, "To make something a habit, you should do it for at least three weeks." I would like to encourage our PMI chapter members to have a volunteer goal of starting early and doing it as often as our individual lifestyle allow. At PMI-Portland, we need all kinds of volunteers: ad hoc volunteers, volunteers to serve on the board, volunteers to write and review articles for the newsletter, roundtable leaders, and mentors, etc. There are many ways to participate in the chapter, and your volunteer activities can earn PDU points.

Look out for those emails from the Director of Volunteers requesting volunteers to help out at upcoming events. We appreciate your help, and according to research studies, you may also gain health and life as well from your volunteerism!

Pamela Lam, *Assistant Director of Volunteering*

1. Corporation for National and Community Service, Office of Research and Policy Development. The Health Benefits of Volunteering: A Review of Recent Research, Washington, DC 2007, http://www.nationalservice.gov/about/volunteering/benefits.asp

2. Corporation for National and Community Service, Office of Research and Policy Development. Issue Brief: The Health Benefits of Volunteering: A Review of Recent Research, Washington DC 2007. http://www.nationalservice.gov/about/volunteering/benefits.asp

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Faces of PMI Portland   May 2010

Wendy Wilhelm PMP

Director of Volunteers - Saby Waraich PMP

Director of Events - Christophe Perrenoud

Susan Shortridge and Colleague

2010-11 Board of Directors

Chapter President - Rachel Paulson

Volunteer of the Month - Erik Odegard

Many thanks to Erik Odegard for the photos.

Keynote Speaker - Kimi Hirotsu Ziemski

Preston Newman PMP

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Delivering Business Value from IT Projects

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Results from a Pilot Study

In a competitive and depressed economic climate, executives want to know that any IT project they undertake will deliver a significant return on investment.

Yet to date, most IT project research has focused on understanding project performance against time and budget targets. Little is known about IT projects and their success rate in delivering business value.

Until now. A new empirical research project exploring whether knowledge management practices affect business value suggests that a project team's ability to openly communicate and share ideas has a significant impact on attaining business value.

Researchers Dr. Blaize Horner Reich and Dr. Andrew Gemino, business professors at Simon Fraser University (Vancouver, Canada) and Dr. Chris Sauer of the University of Oxford have embarked on a four-year quest to determine the drivers of business value in IT-enabled business projects. They define business value as "the achievement of a set of strategic objectives which may be long- or short-term, financial or non-financial".

Following from their belief that difficult projects must engage the knowledge of many diverse professionals, they focused on knowledge management practices in this first investigation.

They suggest that knowledge management within a project has three elements:

♦ An **Enabling Environment** - an infrastructure and climate that facilitates knowledge practices.
♦ **Knowledge Stocks** - the team members' existing knowledge and their potential to increase knowledge.
♦ **Knowledge Practices** - activities that transform knowledge stock into a usable knowledge set for the project.

To test their research model, they surveyed project managers involved in 25 IT-enabled business projects from various industries in a west coast city in North America. Of the 25 projects involved, most were custom builds staffed by in-house employees. The average project lasted 15.5 months and utilized 261 person months, with an average budget of $1.1 million.

The survey results did show strong support for the hypothesis that knowledge management influences business value attainment. Using statistical techniques, *they found that fully 60% of the satisfaction with business benefits realized from the sample projects is explained by knowledge-based concepts*.

The research team was surprised by which knowledge practices were most influential. They discovered that:

♦ **A project team's absorptive capacity - i.e. the team members' ability to relate to and value each other's knowledge and expertise** - was the key variable within knowledge stock that influenced business value. The actual levels of knowledge within the team relating to IT, business and governance did not have a significant correlation with business value.
♦ **The strength of a team's orientation to knowledge and learning**, a cultural variable, was also influential. Providing knowledge management systems (e.g. project portal, document repository, messaging, and teleconferencing) and co-location of the team were not influential.
♦ **The level of formal and informal knowledge sharing** (e.g. meetings, status reports, hallway and social gatherings) **between the IT team and the business team** proved to be influential in achieving business value.

While the researchers caution that the survey was very small, they suggest to project sponsors and managers that it is not the experience and competence of individuals that matters most to project success. Rather it is the team members' willingness to share and combine their knowledge.

"It seems clear that there is a lifecycle to knowledge management within an IT-enabled business project," says Dr. Reich. "The cycle starts when the governance team selects IT and business team members who are willing to listen and learn from each other. The next step is developing and nurturing a strong learning orientation within the project team. And finally, the governance team needs to create opportunities for formal and informal knowledge sharing. This combination of individual characteristics, team culture and knowledge-sharing structures is what creates the gestalt within which difficult projects can deliver value."

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Nike PM Hiring Open House

Nike is recruiting for some full-time PM candidates as well as a large number of contract PM positions to lead our strategic projects. As a PM at Nike you'll manage the full lifecycle implementations of large-scale, global projects. You'll partner with business stakeholders to define project goals, scope, approach, budget, risk mitigation plan and communications strategy; align business processes across multiple stakeholder groups; and facilitate the creation and execution of project plans. You'll also direct the project-related tasks and milestones for a cross-functional team of business and IT professionals.

In addition, you'll work closely with our Project Management Center of Excellence to utilize consistent and standard processes across the Project Management Community and Lean Business Solutions. You'll use Lean and Transition Management methods to continually improve the project and team's performance and ensure the people embrace, and are prepared for the changes.

Interested? Nike is hosting an informational hiring open house:

Date: June 17 -- 9-10:30 am

Location: Nike World Headquarters, Beaverton, Nolan Ryan Bldg., Air Raid room

RSVP: LeanBusiness.Enablement@Nike.com

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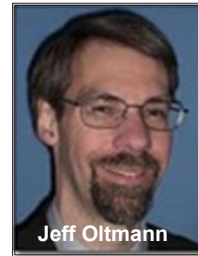
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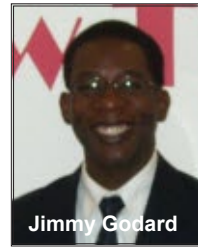
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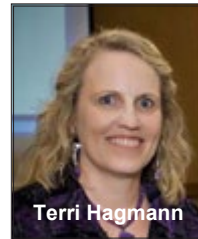
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Chapter Mission	To promote the profession of Project Management by creating a culture and community that facilitates professional growth through education and volunteerism.
Chapter Meetings	Third Tuesday of every month except July and August. Check 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.
Mailing Address	P.O. Box 5966, Portland OR 97228-5966
Voice Mail	(503) 243-6657
PMI GOC (Global Operations Center)	www.pmi.org