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**Chapter Meeting**  
**April 19, 2011**

**Meeting Sponsor**

**Microsoft Corporation**

**Educational Presentation**

“Project Risk Management: The What and The How,”  
with Brad Hermanson, P.E., PMP

**Keynote Presentation**

“Project Management Spectrum: How Microsoft  
applications are used for varied processes,”  
with Mike Kremer, PMP

[Register Now](#)

# PMI Portland April Newsletter

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# President's Letter

## Keep it simple.

One of the traits I admire most in good Project Managers is the ability to navigate through the complexities of the project and clarify the goals for the project team members. We have all seen job descriptions that include the phrase "Ability to deal with ambiguity." To me part of what that means is the ability to clarify and translate concepts into goals for the team. A common mistake I have seen repeated time and again is making the assumption that having a direction is enough. This often leads to the illusion of progress, which in turn leads to a big surprise at the end of the project. The ability to meet the old standard of SMART goals (Specific, Measurable, Achievable, Realistic, Timely) is a great litmus test for how well we have simplified things for our teams. When goals and deliverables are vague, it can usually be traced back to a lack of clarity from the PM.

The theme for the coming Board year is "Sustainability and Quality", I will be mindful of my responsibility to work with the Board to translate that general direction into clear and actionable goals for each of the portfolios. In my view, one of the important ways to support a team (particularly a team of volunteers) is to provide them with enough clear and concise information to make and execute plans. I am looking forward to the challenge, and will be sure to deal with ambiguity and keep it simple.

Speaking of the Board, the election process is underway. This is your opportunity to select the leaders for the upcoming Board year. Voting is open until April 22nd. You can vote using the website (a link was emailed to all members), or at the Chapter dinner meeting on April 19th. I would like to thank all of the nominees for stepping up to support the Chapter.

Now that the election process is in full swing, I have been reflecting on the outstanding work by the Chapter volunteers. As PMI Portland Chapter members, we are fortunate to have a great many people working tirelessly behind the scenes to support all our events as well as day to day business operations. As I have transitioned into my new role on the Board over the course of the last year, I have been inspired by the volunteers and want thank them all for their dedication, hard work, and patience!

I would like to welcome our new members, and say thank you to our members who have renewed. We have a growing Chapter population, and it is exciting to see our membership approach the 1,500 mark!

*Steve Thornton*  
*President, PMI Portland Chapter*

## Thought for the Month

"Making the simple complicated is commonplace; making the complicated simple, awesomely simple, that's creativity."

*—Charles Mingus*



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## Upcoming Events

- 04/04 2011 Board elections open
- 04/05 2011 Member Survey opens
- 04/10 Salem Lunch meeting
- 04/12 Oregon ODN Monthly program
- 04/14 SolarWorld Roundtable
- 04/15 EPMA Award application deadline
- 04/15 Corvallis Lunch meeting
- 04/19 Chapter Dinner Meeting
- 04/21 InnoTech Oregon Conference & Expo
- 04/21 West Roundtable
- 04/21 Eugene Dinner meeting
- 04/22 North Roundtable
- 04/22 2011 Board elections close
- 04/26 2011 Member Survey closes
- 04/26 NE Roundtable
- 05/04 Port of Portland Roundtable
- 05/06 South Roundtable
- 05/07 Volunteer Recognition Event
- 05/11 Managing Virtual Teams Workshop
- 05/12 SolarWorld Roundtable
- 05/13 NW Roundtable
- 05/17 Chapter Dinner Meeting
- 05/18 Salem Lunch meeting

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

## Roundtable Meetings

Join other project managers to discuss issues that they are currently facing. Held in various locations across the Portland-Vancouver area, each has a personality of its own.

Meetings start with introductions followed by a solicitation for topics. The topics are selected based on the rules of the specific Roundtable. Roundtable meetings are worth 1 PDU, are valuable and are 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 and receive roundtable notices and minutes. Contact the Director of Roundtables at [roundtable@pmi-portland.org](mailto:roundtable@pmi-portland.org). For details, maps, and moderators, see the [Chapter website](#).

### 1st Wednesday

4:30–6:00 p.m.

### Port of Portland Roundtable

Port of Portland

### 1st Friday

7:15–8:45 a.m.

### South Roundtable

Mentor Graphics campus, Wilsonville

### 2nd Thursday

5:30–7:00 p.m.

### SolarWorld Roundtable

SolarWorld USA, Hillsboro

### 2nd Friday

7:15–8:45 a.m.

### NW Roundtable

Con-way, Portland

### 3rd Thursday

7:30–9:00 a.m.

### West Roundtable

Nike World Headquarters, Beaverton

### 4th Tuesday

7:30–8:30 a.m.

### NE Roundtable

Portland State Office Building

### 4th Friday

7:15–8:45 am

### North Roundtable

Clark Public Utilities, Vancouver



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# Chapter Meeting Logistics

- 4:00 Registration table opens
- 4:30 Educational presentation
- 5:30 Networking
- 5:35 New member orientation
- 6:30 Dinner and announcements
- 7:00 Keynote presentation

## Meeting Pricing

### PMI Portland Chapter Members\*

Keynote presentation and dinner \$25  
Educational presentation \$10

### PMI Portland Chapter Student Members\*

Entire meeting \$10

### Non-Members

Keynote presentation and dinner \$30  
Educational presentation \$10

### Keynote Presentation only, without meal \$12

Members and Student Members must provide PMI number at the door to receive member pricing.

No refunds within 24 hours of the meeting.

## New Member Welcome Meeting

We meet directly after the Educational Presentation, in the same room. Join us to learn about who we are and what we offer, and to meet other new members.

- Chapter Members and Chapter Student Members are current members of PMI and the Portland Chapter. Student Membership is defined by PMI GOC, and does not apply to non-members who may be students.

[PMI Portland Chapter Student Outreach Process](#)

## Upcoming Meeting Dates

April 19  
May 17  
June 21

[Register Now](#) For the April 2011 Chapter meeting

Online registration opens the day after the previous Chapter dinner meeting.

## Register early online and save

Price is \$10 more after 10 a.m. Monday, April 18, and at the door.

### April Dinner Menu

Traditional London Broil, Buttermilk Fried Walla Walla Onions & Red Potato Mash, Berries & Cream

Or

Saffron Risotto Cake served on a Bed of Lentil Cassoulet With Herb Roasted Vegetables, Berries & Cream

### Doubletree Hotel–Lloyd Center

1000 NE Multnomah, Portland, Oregon 97232  
(503) 281-6111

**Free Parking**



## April 19 Chapter Meeting Sponsor Microsoft Corporation

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Some puzzles require a team effort



# All together now

Microsoft® Project 2010 blends innovation with simplicity to give you the right tools to meet the needs of your business. Built on the collaborative platform of Microsoft SharePoint® Server 2010, Project 2010 helps you prioritize investments, align resources, and execute projects efficiently and effectively. **Your Project, everybody's success.**

To learn more, visit: [www.microsoft.com/project](http://www.microsoft.com/project)

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Project 2010





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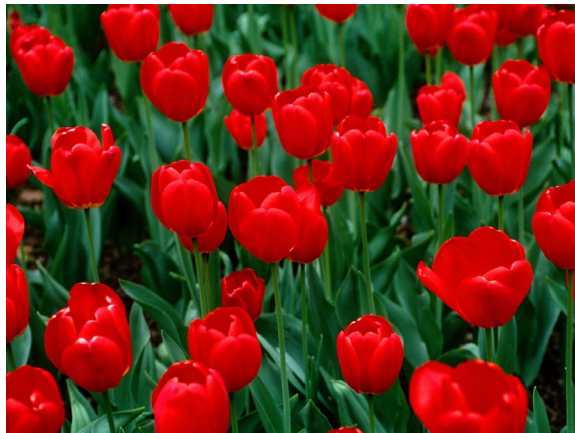
Website: [pmi-portland.org](http://pmi-portland.org)

# April 19 Chapter Meeting—Educational Presentation

## Project Risk Management: The What and The How

Risk, or uncertainty, has always been with us. It is a part of every project in various forms. PMBOK provides a rigorous methodology for assessing and managing project risk. But the options presented in PMBOK for risk management are mind-boggling. Many students of PMBOK preparing for their PMP exams leave the risk management section with their minds in a knot. As a result, few actively incorporate risk management methods in their project management approach. That is unfortunate because adeptly addressing project risk is one of most important skills of a project manager. In fact, at its essence, project management is entirely about managing risk.

This presentation will demystify what project risk is and why it is a fundamental part of every project. The presentation will show how the PMBOK risk management approach works generally. It will then strip things down and show how parts of that approach can be applied very specifically to every project from the very first steps of planning through day-to-day delivery. After attending the education program a project manager should immediately be able to apply risk management methods on their projects to improve their delivery success.



### About the Presenter



**Brad Hermanson, P.E., PMP**, is Director of Project Delivery and Quality for Parametrix, a 450-person engineering, planning, and environmental sciences firm centered in the Pacific Northwest. Brad is a registered engineer in Chemical and Environmental Engineering, and is also a PMP®. In addition to degrees in chemical and environmental engineering, Brad has an MBA from the Oregon Executive MBA program.

Brad's consulting specialties include program management of complex and controversial environmental projects, and he also specializes in the application of decision analysis and risk management on projects. He has taught graduate courses on environmental law and regulations, and has been a workshop and conference speaker on a wide range of topics. He is a trainer and technical practitioner in decision analysis, risk management, and project management; he has taught the project risk management section of the Portland Chapter PMP® certification course for eight years.

## 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](http://pmi-portland.org) for details.



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# April 19 Chapter Meeting–Keynote Presentation

## Project Management Spectrum: How Microsoft applications are used for varied processes

Managing the administrative requirements of a project can be complex and time-consuming. Proper tools can take some of the pain from project administration.

Mike Kremer will discuss and demonstrate how you can use the following Microsoft tools:

- *SharePoint 2010* for work collaboration with or without Project
- *Project Professional 2010*: what's new and why it is better than Excel for project management
- A glimpse of *Project Server 2010*; from creating business cases for new project investments, prioritizing and executing—how to manage multiple resources working across programs

### About the Presenter



**Mike Kremer** has been at Microsoft for twelve years; during that time he has served as the business strategist on the Microsoft Project team, and also as a co-founder of the World Wide Project Management Office for Microsoft Consulting Services. Mike is a PMI certified Project Management Professional. Mike is currently

responsible for working directly with customers to help them improve the success rate of projects across the enterprise and ensure successful deployment and use of Project and Project Server.

We can help you make projects more successful!



For more than 20 years, local businesses and government organizations like A-dec, Portland Development Commission, and Vestas have relied on us to provide immediately applicable knowledge on planning, tools, and communication for large and small companies alike.

### Certificates in:

- Conflict Resolution in the Workplace
- Project Management
- Professional Writing

Watch student interviews and register for spring classes at [www.pdc.pdx.edu/projects](http://www.pdc.pdx.edu/projects)

[www.pdc.pdx.edu](http://www.pdc.pdx.edu)  
[pdc@pdx.edu](mailto:pdc@pdx.edu)  
503-725-4820





# 2011-2012 Elections have begun—VOTE NOW!!!

**Voting ends at 8:00 P.M. on Friday, April 22, 2011.**

Voting ends at 8 p.m. on April 22, so don't delay! Vote now for your Chapter Board of Directors candidates. It's easy!

There are three ways to let your voice be heard:

- Click here **VOTE NOW!** to vote electronically.
- Complete the paper ballot on [page 12](#) and mail it to us—it must be received no later than April 22.
- Vote at the [April 19 Chapter dinner meeting](#). We'll have ballots there for you.

See below for [Position Descriptions](#) and [Candidate Profiles](#).

Be proud of your Candidates! Every candidate for a PMI Portland Board of Directors position has made a major commitment to the members of our dynamic Chapter. This commitment involves their precious time and their desire to bring even more value to your membership.

Every candidate for a Board position is committed to:

- Strategically develop and lead their portfolio to achieve the mission of the Chapter
  - Manage their portfolio budget
  - Represent their portfolio and the Chapter at monthly Board meetings, Chapter dinner meetings and special events
  - Attend annual Board transition and strategy sessions
  - Participate in an annual leadership conference
  - Learn about and understand their portfolio and the Chapter
  - Be a positive spokesman and evangelist for their portfolio and the Chapter
  - Carry out the fiduciary, due care, and diligence responsibilities of the Board of Directors by reviewing programs, policies, financial statements and other materials
  - Put the interests of the Chapter ahead of any other organization or business when acting as a Board member. Disclose any potential conflicts of interest which could affect decision making
  - Serve on committees and offer to take on special assignments
- Be sure to congratulate every candidate and thank them for their willingness to represent you.

## Board Position Descriptions

**Chapter President**—The President steers the ship. The President Elect position is elected by the Chapter, serves one year shadowing the current President, and then serves as President for one year. The President then moves to the Past President position to provide advice and insight to the Board of Directors.

Working with the Board of Directors and an Executive Committee (consisting of President Elect, Past President, VP at Large, VP Finance, and Chapter Secretary), the President provides Chapter leadership and coordinates all activities.

**Chapter Secretary**—The Chapter secretary provides vital support on a number of fronts: Manages the Chapter document library and contact lists, arranges Board meetings, captures and manages Board meeting notes, issues and action items, oversees and reviews the preparation and retention of all non-financial Chapter records and filings, maintains Chapter asset log, and acquires name tags, business cards and other requested items for Chapter leadership.

**Vice President Finance**—The VP Finance manages the finances of the Chapter. In addition to setting and monitoring finance policies and procedures, and driving the annual Chapter budgeting process, this position manages a paid bookkeeper who handles vendor payment, customer invoicing, expense reimbursement, deposits and monthly reconciliations.

**Vice President At-Large**—The VP At Large serves as the members' ombudsman advocating member concerns and focusing Board attention on membership policies and benefits. This position provisionally provides contingency planning should a Board member be unable to fulfill their commitment, and takes on special projects for the Board and the Chapter.

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**Vice President Marketing**—The VP Marketing provides leadership, management oversight, support and guidance for the marketing aspects of Chapter activities and services. The position also acts as liaison between PMI Portland Chapter and the media to make sure that Chapter events are widely known. This position manages a strong support organization including Directors of Marketing, Public Relations, and Sponsor Programs, as well as a paid Newsletter Editor.

**Vice President Membership**—The VP Membership promotes member benefits, Chapter activities, programs and member services to assure that members are receiving the most benefit from their Chapter membership. This includes surveying members on their satisfaction with Chapter programs, services and events, and administering a robust volunteer program to allow members the opportunity to gain invaluable project management, leadership and networking experience. Membership consists of Volunteering, Communication, and Quality sub-committees.

**Vice President Operations**—The VP Operations manages a portfolio that provides the processes and technical infrastructure that support ongoing Chapter activities and strategic initiatives. This position manages a support organization including Directors of Technology and Web Content, Database Administrator, and a paid Webmaster.

**Vice President Outreach**—The VP Outreach acts as liaison between PMI Portland and academia, business and community; and leads the process and implementation of outreach programs. The Chapter Outreach organization includes Directors of Academic, Business, and Community Outreach, Director of EPMA (Excellence in Project Management Awards), Director of Job Services and Director of Career Networking.

**Vice President Professional Development**—The VP Professional Development manages a portfolio that offers project management related classes and workshops to PMI Portland Chapter members and the community. The portfolio provides top-notch, affordable and timely continuing education opportunities for Chapter members. This position also manages the Chapter Mentoring program and is responsible for the planning and execution of the annual Professional Development Day Seminar.

**Vice President Programs**—The VP Programs is responsible for the development and delivery of all aspects of our high-quality monthly Chapter dinner meetings to provide members with excellent networking opportunities and learning experiences from subject-matter experts and professional peers. This position also oversees and supports Chapter Roundtables. This position leads a solid team of volunteers including Directors of Program Support, Events, Registration, Speaker Bureau, and Roundtables.

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**Business Management**  
Project Management  
Business Analysis  
Program Management  
Portfolio Management  
Business Strategy

**Technology Enablement**  
Technology Innovation  
Business Productivity  
Architecture + Infrastructure  
System Design + Implementation  
IT Strategy

**Organization Effectiveness**  
Change Leadership  
Learning + Development  
Process Design + Optimization  
Business Performance Management  
Organization Design

**Information Management**  
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Content + Knowledge Management  
Data Management  
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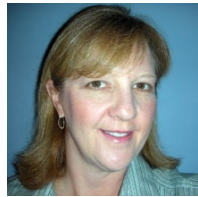
## Candidate profiles

**Alan John    President Elect Candidate**



Alan enjoys being a member of PMI and participating in the many activities of the PMI Portland Chapter. While attending many of the Portland area roundtables and in the work place he sees ways that the Portland Chapter can assist us in addressing the many day-to-day challenges our members. Whether you are simply working to manage your projects, lead a project team, trying to be seen as strong and ethical leader to your project sponsor and within the organizations you serve, or just finding other ways to maintain your PMP certification. These areas and more are continuing challenges that your PMI Portland Chapter should help you address. Alan wants to address some of the hurdles we face and help change many of them into positive and rewarding solutions.

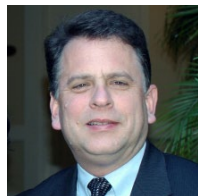
**Shancy Saban    Secretary Candidate**



Shancy has been a member of PMI for 12+ years, and has served other organizations in the past in a Treasurer capacity. She has 20 years of experience in IT operations and IT project management and is interested in continuing to contribute to the success of the PMI Portland Chapter. She has served in the

VP of Finance capacity for the past two years and would value the opportunity to serve the chapter in the Secretary capacity.

**Jeff Henderson    VP Finance Candidate**



Jeff has performed project management duties for approximately 20 years in the aerospace, semi-conductor and government organizations. The types of projects are as follows: logistics, manufacturing systems, facilities planning, facilities construction management, and

facilities maintenance management projects. Jeff has a Bachelor in Industrial Engineering from Georgia Tech and a MBA from Golden Gate University.

**Robert Bondaruk    VP At-Large Candidate**



Bob is an Analyst in the Project Portfolio Office with the Port of Portland managing a \$700 million portfolio of capital projects. Bob has 12 years of project management experience at the Port of Portland, Regence, Agilent Technologies, First American Financial, Digital Island, Benova, Vantive, and the

Alyeska Pipeline Company. Bob has an MBA from Portland State University and is an Eagle Scout.

**Suzan Reed    VP Marketing Candidate**



Suzan has served at the VP of Marketing since August of 2011. She brings broad marketing, creative, and business experience to the position; she has helped to solidify new branding and marketing for the Chapter. "I want to finish the work begun this year, branding the Chapter, developing social networking, and new sponsorship models."

She has helped develop healthcare and technology businesses and has launched several successful organizations of her own.

**Karel Rasovsky    VP Membership Candidate**



Karel has extensive experience in portfolio planning and management, strategic programs management, business planning, global marketing and business development in the high technology sector. He served in Fortune 500 companies, as well as entrepreneurial

firms. He holds an MS degree in Computer Engineering from Florida Atlantic University, Florida and a BSEE from University of Technology in Brno, Czech Republic.

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### William (Bill) Frowine VP Operations Candidate



Bill has been a member of the PMI Portland Chapter a little over a year. He is currently serving as the Assistant Webmaster for the Chapter. He has been involved in Project Management for the past 10 years in a variety of roles in information technology & management in higher education. Bill is currently pursuing his PMP and hopes to be certified by August.

### Brad Taylor PMP VP Operations Candidate



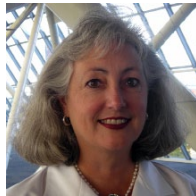
Brad is a PMP with over 15 years of experience managing projects and programs for small and large companies. He has hosted the Chapter roundtable at SolarWorld since inception. His degree is in Electronics Engineering and he has been heavily involved with Boy Scouts of America for six years

### Rhonda Warnack VP Outreach Candidate



Rhonda has over 10 years experience as a project manager and is a member in good standing with PMI. Her background includes human resource consulting, website implementations and non-profit leadership. She is excited to add value to the local PMI community by taking on this leadership role.

### Linda Read PMP VP Outreach Candidate



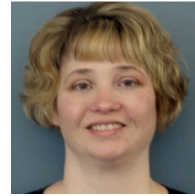
Linda is a seasoned electrical energy professional with nearly 30 years experience; over fifteen years in project management, new business development, direct sales/partnerships, contract negotiations, preventative maintenance management, networking/relationship building and project development & implementation. Linda is a skilled Project Manager who is results/goal oriented, focused and proven ability to effectively analyze markets, contract negotiate and provide project manage efforts for highest return, while developing solid business relationships. Linda is currently the Director of Communication Outreach.

### Diane Brady CSM VP Profesional Development Candidate



Diane has over 15 years of project management and consulting experience working in the ERP Software and Information Technology industry. She is a project leader who focuses first on developing vision and clear expectations, and then on directing the achievement of project goals. She has managed multiple, integrated projects, teams, and firms in different geographic areas requiring separate development components high project success rate.

### Christi Loya VP Programs Candidate



Christi has worked in project management since 1999 in high tech and aviation. She has earned a BS in Electronic Engineering, an MBA in Technology Management, and a Masters in Project Management. She started volunteering for the Chapter as the Volunteer Recognition Program Manager in 2010.





# Official Ballot

## Annual Election of Officers

### 2011-2012 Board of Directors

PMI Membership #: \_\_\_\_\_

Your PMI membership # must be included for your ballot to be counted. Only PMI Portland Chapter members in good standing may vote.

See the PMI Portland website for detailed information about positions, candidates, and electronic voting: <http://www.pmi-portland.org/>.

All write-ins must be a local chapter member in good standing.

OFFICE	NOMINEE - Select one for each position	OFFICE	NOMINEE - Select one for each position
President-Elect	<input type="checkbox"/> Alan John <input type="checkbox"/> Write In	VP Outreach	<input type="checkbox"/> Rhonda Warnack <input type="checkbox"/> Linda Read <input type="checkbox"/> Write in
Secretary	<input type="checkbox"/> Stacey Sabau <input type="checkbox"/> Write In	VP Professional Development	<input type="checkbox"/> Diane Brady <input type="checkbox"/> Write in
VP Finance	<input type="checkbox"/> Jeff Henderson <input type="checkbox"/> Write In	VP Operations	<input type="checkbox"/> William (Bill) Fromine <input type="checkbox"/> Brad Taylor <input type="checkbox"/> Write in
VP At Large	<input type="checkbox"/> Robert Bondanuk <input type="checkbox"/> Write In	VP Membership	<input type="checkbox"/> Karel Rozovsky <input type="checkbox"/> Write In
VP Marketing	<input type="checkbox"/> Suzan Reed <input type="checkbox"/> Write In	VP Programs	<input type="checkbox"/> Christ Loya <input type="checkbox"/> Write In
<input type="checkbox"/> Incoming President     Steve Thomson		<input type="checkbox"/> Incoming Past President     Rachel Paulson, PMP	

**Ballots are due by 8:00 pm. Friday, April 22, 2011.**

Election results will be announced on the Chapter website.

Mail your ballot to PMI-Portland Chapter, P.O. Box 5966, Portland, Oregon 97228; drop off at the May chapter dinner meeting. You also have the option to vote online. Link from Chapter website: [www.pmi-portland.org](http://www.pmi-portland.org).



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# EXCELLENCE IN PROJECT MANAGEMENT AWARDS

## Nominations Close April 15th!

## Excellence in Project Management Awards—EPMA 2011

### Nominations close April 15th

It is time to nominate outstanding Projects, Project Managers, and honors High School seniors for the prestigious PMI Portland Chapter Excellence in Project Management Awards

### Who has done an excellent job this past year?

Is there a project, organization or project manager you know who has done an excellent job this past year? Has your team or someone on your team done an exceptional job? If so, then please nominate them for this prestigious award.

### What is the EPMA Award?

The EPMA Award 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 Chapter member involvement
- Increase Portland metro business community awareness of PMI and the PMI mission

**Disclosure of propriety information is not required.**

**Nominations due: April 15, 2011**

**Finalist notification: May 1, 2011**

**Award ceremony: May 17, 2011**

### Student of the Year Award

#### Scholarship Awarded

Honors a High School senior who has completed a project this year and can demonstrate an understanding of how their project aligns with project management best practices.

[Nomination Application](#) [Skills for Life Manual](#)

### Project Manager of the Year Award

#### \$1000 awarded

Honors an individual Project Manager for his/her consistently demonstrated leadership and focus on project management best practices.

[Nomination Application](#)

### Project of the Year Award

Honors a corporation, non-profit or other company's efforts in its careful management of projects.

[Nomination Application](#)

Email completed applications to: [awards@pmi-portland.org](mailto:awards@pmi-portland.org).



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# Chapter Dinner Meeting Rates

Chapter dinner meeting rates have been confusing for a while and may appear to be random. Dinner meeting rates cover not only the meals at the meeting, but the sound system, projection screen expenses and room rental fees. The Board's strategy is to continue to attract quality dinner meeting speakers at no cost, which keeps our expenses in check, while benefiting members with the quality of programs provided. Dinner meeting rates are designed to come close to covering our expenses and provide the maximum value possible back to the membership. Like Goldilocks with the three bears, it needs to be "just right".

The Board of Directors approved some minor changes to the rate structure in an effort to standardize rates and associate the rate with the value received. These new rates will go into effect for the **May Chapter dinner meeting:**

1. The rate for the "Keynote Presentation only" session option has increased from \$12 to \$15 for all attendees.
2. Student member rates increase for sessions including a meal and decrease for the education only session. To be eligible for student rates, students must be registered as a member of PMI Global, as well as a member of the PMI Portland Chapter. PMI Student Membership rates through PMI Global are \$40 per year versus the rate of \$129 for non-student PMI members.
3. The late fee will be \$10 for any attendee who registers after 10 a.m. the day prior to the meeting.

Online registration opens immediately after the previous Chapter meeting, and remains open until the meeting begins. We encourage all attendees to register online prior to the meeting, as this helps ensure a smooth check-in process at the meeting.

	Member	Student Member	Non-Member
Dinner Meeting	\$25	\$15	\$35
Educational Presentation	\$10	\$ 5	\$10
Dinner Meeting and Educational Presentation	\$35	\$20	\$45
Keynote only (no meal)	\$15	\$15	\$15

The Board's goal is to continue to offer insightful programs for a membership with diverse interests at each dinner meeting and associate the rates to the value of each session. If you have any questions about the rate changes, please contact me at the email below.

*Shancy Saban, VP of Finance*  
[vp\\_finance@pmi-portland.org](mailto:vp_finance@pmi-portland.org)

## Chapter Meeting Registration Reminder

At 10 a.m. the Monday before the Chapter meeting, the online registration price increases by \$10. This increase is also in effect for walk-in registrations.

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# 2011 Annual Membership Survey

*Let Your Voice Be Heard*

## It's Time for the 2011 Annual Membership Survey

The PMI Portland Chapter annually surveys its members. this year the survey is open April 5 through April 26. The purpose of the survey is to measure satisfaction with Chapter services, processes and activities.

Your survey responses help the PMI Portland Chapter more effectively deliver programs that fulfill our Chapter's vision:

*"To be the innovative leader in the region for advancing project management, making individuals and organizations more successful. We are a responsive and collaborative center of excellence promoting ethics, quality, knowledge, skills, integrity and leadership."*

The survey this year will be conducted utilizing Survey Monkey (a web-based survey tool that is quite user-friendly).

To take the survey, go to the [PMI Portland Chapter website](http://PMI Portland Chapter website) and **log-in** and then access the webpage with the link to the survey.

There are 49 questions and should take about 10 minutes.

PLEASE take the time to complete it and make your voice heard. This is OUR survey.

Please note that PMI-GOC (headquarters) recently sent out an email titled "Feedback Needed--2011 PMI Portland Chapter Satisfaction Survey" from Ilesha Brown. Unfortunately, this is causing confusion. OUR survey is more focused on services that OUR Chapter delivers. PLEASE take the time to complete OUR survey.

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# Professional Development Workshop

## Managing Virtual Teams for Real Results

**May 11, 2011  
8:30 a.m. to 5:00 p.m.**

In many organizations, virtual teams are now officially the way of things. Everything about such projects or operations is more difficult than face-to-face teams—including figuring out how to declare victory when failure is what actually happened.

What's a virtual team? You'll find various definitions if you surf around a bit, but the main features of a virtual team are what make them so difficult to manage—the people are dispersed geographically, they meet infrequently or never, and they might even come from different cultures. And these three factors conspire to make what's usually easy, difficult—and what's usually difficult, impossible.

But on top of all of that, there are organizational politics. Project sponsors and managers must learn to navigate the politics of all organizations that host project team elements. And they must understand the politics of managing team elements that lie outside their own organizations.

This workshop helps people who sponsor, lead or participate in virtual teams.

Participants learn to appreciate the true challenges of the dispersed environment. They learn how the economics of the dispersed environment differ from the economics of the face-to-face environment, and how the picture conveyed by the organizational cost management system distorts our view of these differences.

Most important, they learn strategies and tactics for making the dispersed environment productive and effective. Based on attendee interest, topics will be drawn from this selection:

- The nature of global and dispersed teams
- Building and maintaining trust
- Planning communications
- Dealing with dispersion
- Accounting for socio-cultural and political differences
- Accounting for language differences
- Allocating the work with dispersion in mind
- Dealing with voicemail and email in virtual teams
- Making face-to-face meetings count
- Celebrating achievements
- Leading tele-meetings

Whether you're a veteran of virtual teams or a relative newcomer, this workshop is a real eye-opener.

### About the Presenter

Rick Brenner, [Chaco Canyon Consulting](http://ChacoCanyonConsulting.com), is the presenter.

### Workshop Details

#### 8 PDUs

#### World Trade Center

121 SW Salmon Street, Portland, Oregon

#### Cost

PMI Portland Chapter members \$239 / \$269 / \$299

Non-members \$339 / \$369 / \$399

(by 4/14 5 p.m. / before 4/26 5 p.m. / before 5/8 5 p.m.)

*(A current PMI Portland Chapter membership is required at time of registration to take advantage of member pricing.)*

Go to [www.pmi-portland.org](http://www.pmi-portland.org) or email [workshop@pmi-portland.org](mailto:workshop@pmi-portland.org) for more information.





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# InnoTech 2011: eMarketing, NW Security Summit, Conference, Expo and more!

April 21, 2011 8:00 a.m.–5:00 p.m.

### Oregon Convention Center

777 NE Martin Luther King Jr. Blvd, Portland, Oregon 97232

The 2011 InnoTech Oregon, happening April 21, 2011, will again feature over 30 conference sessions dedicated to the latest in innovation and technology in business, demonstrations from the industry leaders and excellent networking opportunities. You won't want to miss this year's InnoTech,

Go to [www.innotechoregon.com](http://www.innotechoregon.com) for registration and details

## PMI Members—use Code PMI11 for discounted registration

### Events of Note

#### Keynote Address

InnoTech is excited to welcome Michael Gorriarán, General Manager, Commercial Markets Strategy Group (CMSG), Microsoft Corporation as our featured morning keynote presenter.

#### InnoTech Luncheon

Join us for this “fireside chat” luncheon featuring top, local executives discussing Innovation.

#### Dozens of Conference Sessions

Topics such as the Mobile Marketing Frontier, This Method Ain't Madness, The Future of Search, Women in Technology and many more guarantee something for everyone.

#### eMarketing Summit @ InnoTech

[www.emarketingsummit.com](http://www.emarketingsummit.com) for details. Use Discount Code EMS20AT for \$20 off the price which includes full day of summit, lunch, SoMe Awards and more.



#### NW ISSA Security Conference @ InnoTech

Thursday, May 6, Oregon Convention Center. Go to [www.nwsecuritysummit.com](http://www.nwsecuritysummit.com) for information and registration.

Price is only \$50 for ISSA & ISACA Members. Use Discount Code ISSA11MBR for lower price, \$65 for non-ISSA members. Fee includes full day of the summit, luncheon presentation, all InnoTech Conferences, expo & receptions.

#### Free passes to InnoTech Tech Conference & Expo May 6

A limited number of complimentary passes are available. Please register at [www.innotechoregon.com](http://www.innotechoregon.com). **Use PMI888 in the Discount Code field for complimentary admission.** (This pass does NOT include the NW CIO Summit, NW ISSA Security Conference or eMarketing Summit, extra registration fee is required)

Just a few of the InnoTech conference tracks & special events:

- Microsoft Technology Symposium including SharePoint 2010 and Office 2010 demos
- Wireless/Mobile Applications Track including Native vs. web, mobile application panel
- Talks on Cloud Computing, Data Center, Social Computing, iPad demo, and much more
- InnoTech Happy 45-Minutes (the perfect place to mingle over complimentary beverages, appetizers, live music and exhibits)



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**Save the date!**  
**August 19, 2011**  
**DoubleTree, Lloyd Center**

**PMI Portland**  
**Annual Conference**

**Champions of Change:**  
**Managing Projects,**  
**Programs, and**  
**Portfolios Conference**

**Look for more details next month.**

**Sponsorship information:**  
[sponsor\\_programs@pmi-portland.org](mailto:sponsor_programs@pmi-portland.org)

**Speaking opportunities:**  
[pdd@pmi-portland.org](mailto:pdd@pmi-portland.org)

**Professional**  
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**Center**

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**Professional**  
**Development Center**  
PORTLAND STATE UNIVERSITY



## Membership News

### Welcome New Members!

Anderson, Benjamin

Arb, Katharine

Barnett, Henry

Brooks, Donald

Buchman, Matthew

Carpenter, Kevin

Cooksey, Tim

Day, Brent

Durham van Wingerden, Pamela

Fancsik, Andras

Fields, Jamee

Fry, Benjamin

Johnson, Matthew Curtis

Johnson, Ted

Jones, Jeffrey

Juarez, Lorena

Karr, Michael

Khal, Michael

Koch, Kristina

Korsness, Mark

Kromm, Chad

Lashbrook, Brenda

Lawton, Stephen

Leathers, David

LeBaron, James

Lissit, Eloise

Miller, Dean

Mitchell, Elizabeth

Mitchell, Gary

Molyneux, Daniel

Mork, Lisa

Muzafarova, Sitora

Nabeta, Ned

Nguyen, Do-Quyen

Richards, Sue

Richey, Thomas

Rosenbaum, Cristin

Sage, Chad

Sanders, Dennis

Shmulevsky, Mark

Simons, Jeffrey

Smith, Randy

Stoltman, Timothy

Taylor, Theodore

Torppa, Bryan

Vatert, James

Weary, Steve

Willhoff, Mark

Young, Kristin

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## Congratulations New Credential Holders!

Aiken, John PMP

Danielson, Christine PMP

Haight, Scott PMP

Johns, John PMP

Miller, Jennifer PMP

Miskowicz, C PMP

Molinari, David PMP

Ngo, Angelique PMP

Parsons, William PMP

Pranger, Jennifer PMP

Scotti, Vikki PMP

Membership information is provided to the Chapter monthly by PMI Headquarters. There may be a delay in seeing your name on this page due to newsletter publishing constraints. Contact PMI Headquarters at [www.pmi.org](http://www.pmi.org) to change or manage your membership information.



Voodoo Doughnut

## PMP Credential Exam Changes on August 31, 2011

Read the article on [page 25](#) for more information. Go to [PMI.org](http://PMI.org) for complete details.





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## Welcome Bill Frowine



We are happy to announce that Bill Frowine is joining the PMI Operations team as **Assistant Webmaster**. Bill grew up in Michigan and earned his Bachelor's Degree in 1999 from Western Michigan University and his Master's from Georgia College & State University in 2008. He moved here from Atlanta, Georgia shortly thereafter and has been a member of PMI here in Portland since 2009.

Bill has a breadth of experience implementing and maintaining web and database solutions for the higher education industry. This includes creating interactive websites, managing and maintaining custom website developments, and utilizing the PMI methodology for all of his database management and integration projects. He is currently pursuing his PMP and plans to be certified by August of this year.

Currently Bill is transitioning from the higher education field to a formal Project Management role in the business world. To that end, Bill is actively pursuing opportunities that will allow him to expand upon his project management and information technology experience.

Bill is excited to join PMI in this new role and is eager to contribute to PMI's future web operational initiatives. Bill can be contacted by emailing [webmaster@pmi-portland.org](mailto:webmaster@pmi-portland.org). Please take a minute to welcome him at the next Chapter meeting!

## Welcome Nick Borders

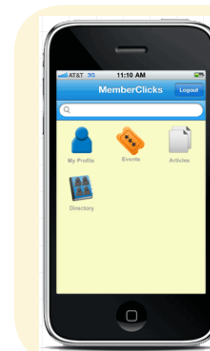


The Marketing team is happy to announce that Nick Borders has accepted the position as **Social Media Director**. Nick has over 10 years of development management and over 15 years of digital development experience. Most recently Nick has provided his services as an effective Project Manager in the digital space by acting as a consultant for many companies around the country with his company Arlo Development

Consulting. Before that he served as the Corporate Director of Digital Development since 2005, managing and developing websites and digital/mobile applications for 112 radio stations across the country.

Previous experience includes a two year run as Internet Software and IT Manager at New Interactive, Inc. where he designed and tested web-based applications for clients, as well as managed IT needs and staff for the company. Prior to that, he was the company Web Project Manager for Digimarc Corp, designing, managing and developing two external websites as well as two company intranets, overseeing a team of web developers. Nick graduated from Portland State University with a BS in History in 1996, while serving as a Communications Internship at Nike.

Contact Nick at [networking@pmi-portland.org](mailto:networking@pmi-portland.org). Welcome!



## Get the iPhone App

Now you can view and use the PMI Portland Chapter website on your iPhone. Other smart phone apps will be added soon. To download the iPhone app, click [here](#).





## Suzan Reed, Volunteer of the Month!



Congratulations to our April Volunteer of the Month, Suzan Reed! As **VP of Marketing**, Suzan has brought exceptional leadership and professionalism to the Chapter this year. She not only proactively championed the new PMI Brand Standards but also created new presentations for use by the Outreach, Professional Development, Membership and MPPP teams. The

new Chapter brochure and website enhancements reflect her work to add a professional polish.

Suzan has served with many organizations such as United Airlines, Chevron, Stanford University, BBD&O, and Ketchem, and has branded and created award-winning marketing materials for many organizations. The PMI Portland Chapter has greatly benefited from her expertise. She is a highly valued member of the Board and we are very pleased to honor her this month.

## Would you like to volunteer?

Grow your network and your skill set! These are some of the volunteer opportunities currently available:

- **Newsletter Director** (Marketing)
- **Director of Public Relations** (Marketing)
- **Director of Branding** (Marketing)
- **Art Director** (Marketing)
- **Director of Marketing Sales** (Marketing)
- **Director of Assets** (Operations)
- **Mentoring Program Administrator** (Outreach)

For more information, go to the Volunteering [webpage](#), or contact our Director of Volunteers at [volunteer@pmi-portland.org](mailto:volunteer@pmi-portland.org). You will be glad you did!

## Welcome Dave Molinari



We are excited to introduce our new **Editorial Director**, Dave Molinari. Please welcome him at the next dinner meeting.

Dave has worked in the high-tech industry for nearly twenty years at companies such as Mentor Graphics, Tektronix, and Intel. For the past 10 years, he has worked in the IT industry

at Intel where he managed technical support and software development teams. Dave also lived and worked for Intel for 5 years in Russia where he ran three major projects that built new organizations and drove them to world-class success. He spends his free time coaching little league, writing about Russian politics, culture, and his life in the country. Dave loves to build organizations, lead people, and fix stubborn problems. Now back in Portland, Project Management has become his primary professional pursuit.

You can reach him at [editorial@pmi-portland.org](mailto:editorial@pmi-portland.org).

Welcome aboard, Dave!



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Jeff Brummel, VP Outreach at the Career Networking Table



Candace Peterson, Ph.D., Keynote Speaker



Karen Sutter, PMP



Christi Loya, VP Programs with Bobbie Snow, Volunteer of the Month



Sponsor Table



Steve Thornton, President



Greg Sievers, Educational Speaker

Photos - Erik Odegard



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## The Thought-Leader Mindset

IT project management is rapidly evolving. Traditional concerns for cost, time and scope are now only one aspect of the job. Corporate expectations are shifting, with a new emphasis on aligning IT project objectives to strategic business benefits.

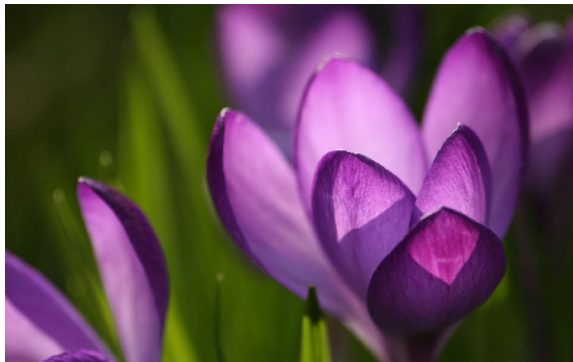
Suddenly, IT project managers are facing steeper challenges as they scramble to accommodate these new expectations. They have to re-think practice and transform performance. For this, they need a new mindset—and new management practices.

But what kind of a mindset? And what attributes must a project manager have in order to re-think practice and integrate new ideas into a coherent and innovative management approach?

Researcher Chris Sauer from the Saïd Business School at Oxford University, together with Professor Blaize Horner Reich from Simon Fraser University, interviewed 57 experienced and successful project managers from Canada, the U.S., the U.K. and New Zealand. The goal — to understand the mindsets of experienced, senior project managers and distill that information into key principles and personal qualities for advancing IT management practices.

“We focused on how project managers will have to think if they are to adopt an expanded, more sophisticated and ultimately more successful view of project management,” explains Sauer.

The interviews, he says, yielded an interesting picture of the industry changes that are driving project managers to re-think practice. These include:



1. Increased emphasis on the strategic and operational importance of IT projects whose success is now directly connected to the success of the business. The result: a greater pressure to focus on value and to continually adapt to keep value in the project cross-hairs.
2. Intensified competition, requiring businesses to respond faster. This implies compressed project schedules to ensure shorter lead times to delivery. Project managers therefore have to innovate to improve project processes.
3. Clients wanting a return on IT investment that is comparable to other investments. They want a better outcome-to-cost performance, which requires project managers to more consciously weigh potential trade-offs in their decisions.
4. Clients recognizing the complexity of IT projects and being more willing to treat project managers as a key player. Project managers therefore have to step up a level.

In short, says Sauer, “project expectations are more ambitious, the job is tougher and delivery requirements are tighter in terms of business value as well as cost and schedule. Together, these drivers require project managers to explore new ways of thinking.”

Out of the research data, Sauer noted four key qualities that seem to be guiding thought-leading project managers’ approaches to adapting and excelling in a changing environment.

“They all exhibited a clear-sighted realism, an expanded sense of personal responsibility, a long-term perspective extending beyond the limits of their current project and a willingness to let go and trust the professionalism and ability of their team,” he says.

[continued](#)

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From the research data, Sauer identified nine core principles of thought that are shaping advanced thinking among project managers:

- Focus on ultimate value. Keep the project focused on what the organization needs to gain when making design and implementation decisions
- Identify at a deep personal level with project goals. There's a new level of personal drive to succeed because the goals are the right ones to pursue
- Invest in trust. Make a significant effort to build trust within the team and across the full range of stakeholders
- Devolve responsibility to the team. Accept that in complex projects, teams and their members are often better placed to make informed decisions
- Adapt continually. Accept that stable project goals and requirements are an unrealistic ideal. Build continual change into project thinking
- Develop people involved in the project. Team members are resources not just for the current project but also for those in the future. Developing their skills can secure their loyalty and future value
- Orient the project to learning. Recognize that the project team rarely knows everything about the project before it starts. Practice building-in and encouraging learning as a normal part of project activity
- Develop creativity and innovation. Increased pressures can make established practices too slow and cumbersome for complex, fast-moving, and adaptive business-critical projects.
- Take a pro-active view. Accept no limitations on what must be done to ensure the project progresses.

These nine principles, says Sauer, indicate that IT project management is beginning to evolve.

"It's not easy to apply these principles without running up against established practices," he says. "Project managers have to chart a route that resolves the tensions that exist, for example, between embracing and resisting change; between controlling decisions and empowering the team; and between achieving short-term results and building a solid infrastructure for the future."

Sauer says that businesses need to recruit and develop individuals with both the appropriate mindset and the skills and qualities to fulfill the role even as they re-shape it.

"This new breed will have to find ways of organizing, devolving and discarding work in order to focus where their mindset says they should—on the client, on the big picture and on value," he says.

He recommends using the nine principles for recruiting and selecting forward-thinking IT project managers, as well as for designing training and development programs that can school project managers in the kinds of thinking that will enable them to advance both their own practice and the profession.

***PMPerspectives.org** is a website which connects project managers and sponsors with project management researchers. Our mission is to understand and improve project management practices. The research team comprises Dr. Blaize Horner Reich and Dr. Andrew Gemino from Simon Fraser University, Canada and Dr. Chris Sauer from Oxford University, UK.*

© Reich, Gemino, Sauer (2008)





## PMP Examination to be Updated in 2011

The Project Management Professional (PMP)® credential examination will be revised in 2011, based on updates to the professional role of a PMP® credential holder recently found by PMI's Role Delineation Study (RDS).

PMI conducts a Role Delineation Study for the PMP credential every five to seven years to ensure the credential reflects contemporary practice, evolves to meet current needs in the profession, and to comply with the PMP credential's accreditation against the ISO 17024 standard.

Project managers pursuing the credential or preparing for the exam in the upcoming year should be aware that approximately 30 percent of the PMP exam will change. Education and experience eligibility requirements for the PMP credential will not change, however.

As a result of the RDS, certain areas of the examination will be tested in a different way because an existing domain was seen to be common across all content areas of the examination. Specifically, the Professional and Social Responsibility content area (Domain 6) will now be tested in every domain rather than as a separate domain on the examination.

The RDS helped reveal that professional and social responsibility are integrated into all of the work of project management. PMI's Code of Ethics and Professional Conduct should therefore be viewed as now integrated into the day-to-day role of a project manager, emphasizing its importance in each phase of the project life cycle.

The new examination is scheduled to be released on **August 31, 2011**. This means that the last day to take the current PMP exam is August 30, 2011.

Candidates who would like to take the current version of the examination are advised to schedule early to ensure that they are able to obtain a test date before the update.

To reflect exam modifications, PMI has created and released a new PMP Exam Content Outline that will replace the current PMP® Examination Specification. You can find more information about the RDS and related examination changes on [PMI.org](http://PMI.org).

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## PDU Category Structure Changed on March 1, 2011

Go to [PMI.org](http://PMI.org) for complete details.

See reporting instructions on the [website](#), or contact Denise Tischler at [Certification@pmi-portland.org](mailto:Certification@pmi-portland.org).





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The Board of Directors wants to hear from you. Click on the email link to send an email.

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## Sponsor an event

Becoming a PMI Portland Chapter Sponsor is an excellent way to get in front of our 4000+ audience. Sponsorship gives your company a live presence at PMI Portland Chapter events and a visual presence on the website and in the newsletter. Contact our Director of Sponsorship at [sponsor\\_programs@pmi-portland.org](mailto:sponsor_programs@pmi-portland.org).

## Speak at an event

If you would like to speak at a Chapter Dinner meeting contact [speaker@pmi-portland.org](mailto:speaker@pmi-portland.org). If you would like to present a workshop for the PMI Portland Chapter, contact [workshop@pmi-portland.org](mailto:workshop@pmi-portland.org).

## Submit an article

Write an article or book review for the newsletter. You can earn PDUs! Click [here](#) for details or contact [newsletter@pmi-portland.org](mailto:newsletter@pmi-portland.org).

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## Mission

To promote the profession of Project Management by creating a culture and community that facilitates professional growth through education and volunteerism.

## Vision

To be the innovative leader in the region for advancing project management, making individuals and organizations more successful. We are a responsive and collaborative center of excellence promoting ethics, quality, knowledge, skills, integrity, and leadership.