![PMI Portland Chapter logo] **PMI** PORTLAND CHAPTER

**Newsletter
May 2011**

Web site: pmi-portland.org

**Chapter Meeting
May 17, 2011**

Meeting Sponsor

Communicate with CLASS

Educational Presentation

"Building Teams Using Strengths,"
with Connie Plowman, PMP

Keynote Presentation

"Can Technology Solve the Project Execution Problem?" with Curt Finch

Register Now

PMI Portland
May Newsletter

In this issue:

President's Letter

Volunteers in the spotlight

May is the time of year when volunteers are in the spotlight, the results of the Chapter election are in, and the Volunteer Recognition event is held. I have been thinking a great deal about what volunteers do for the Chapter, and what the Chapter should do for the volunteers beyond just supporting PDUs. I think a good approach to supporting volunteers can be categorized into four areas. I call these areas the "Four Rs", and over the last few months I have received feedback that we have room to grow in all four of these areas.

So what are the **Four Rs**, and how can we approach them?

Recruit   There are many opportunities in the Portfolios, and matching those opportunities to volunteers is where it all begins.

• The process starts with job descriptions. These should be detailed enough for volunteers to make informed choices.
• Get the word out. For us it is done through the web site, newsletter, and Chapter meetings.
• Follow up. Be prompt in responding to questions about the position and volunteering in general.

Respect   How do you show respect to a volunteer? As they say, talk is cheap. There are some tangible ways to show respect that can make a big difference in the quality of our volunteers' experience.

• Be clear and up front about expectations. Nothing is more frustrating than not knowing what is really needed until after you have done a lot of work on the wrong thing.

• Listen to feedback. No matter how well thought out a job description or process is, once someone takes it on and begins to execute, they may find different and better ways to do it. Listening to someone's ideas may not always mean they are adopted, but it still shows respect. To me, ignoring them or dismissing them out of hand is the worst thing we can do.
• Be consistent. Not knowing what you really want and constantly changing directions is frustrating for those trying to help you. If you are not sure what is next, being open and transparent is important. It is a lot easier to deal with ambiguity if you are aware of what is going on.
• Be realistic in scoping and planning projects and tasks. It is one thing to have an all hands on deck activity to solve a short term problem. It is quite another to assume everyone is willing and able to work long hours all year long. Over-committing volunteers is a great way to burn them out and drive them away.
• Only use micromanagement in small doses. We all need guidance, particularly when we are doing something for the first time. The difference between leadership and supervision is often demonstrated here.

Recognize   Our PMP certified volunteers receive PDUs for their work, but that is not the sole motivation in volunteering. Most are interested in helping out, and giving something back to the Chapter

• Take the time to say thank you–and mean it!
• Be specific in recognition. If volunteers feel like they are making a difference, they are far more likely to stay involved.
• Formal recognition. For us it comes in the form of Volunteer of the Month Awards and the annual Volunteer Recognition event.

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Web site: pmi-portland.org

Retain Building a strong and vital volunteer group is critical to the quality and sustainability of the organization. Volunteer retention is the key.
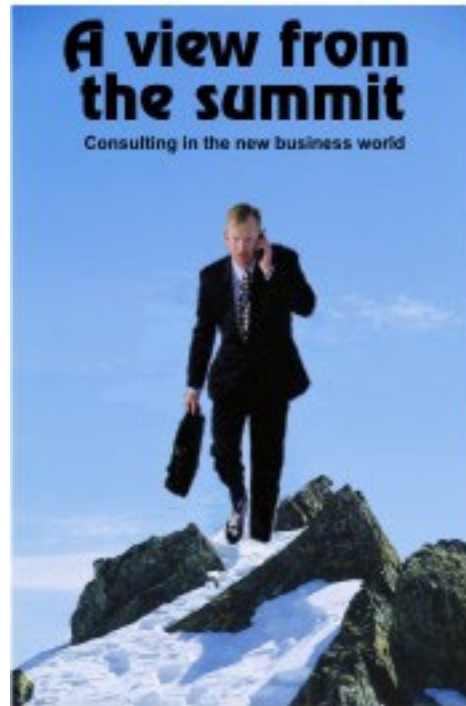
• Never take a volunteer for granted. Our volunteers have lives outside of PMI, and maintaining a healthy balance is important.
• Provide a development path. In a professional organization such as ours, there are real and meaningful career development benefits. Working with volunteers to understand their areas of interest and mapping them to a development plan within the Chapter is a win for everyone.
• Cross training. Within and across Portfolios, we can provide new challenges when a volunteer has mastered a job (see "Recruit" above). This strengthens our organization and provides back-up in the event someone is unexpectedly unavailable due to illness, work related travel, etc.

I think we can and will improve in all these areas, and I am committed to making it happen. I am also committed to listening to our volunteers. I am in the process of setting up a session (or sessions) to listen to volunteer feedback. In the meantime please feel free to contact me via email at president@pmi-portland.org with comments or questions.

Steve Thornton
President, PMI Portland Chapter

PMI

Web site: pmi-portland.org

Upcoming Events

05/11	Managing Virtual Teams Workshop
05/11	Oregon ODN Monthly program
05/12	Roundtable West–SolarWorld
05/13	Roundtable NW–Con-way
05/17	Portland Chapter Dinner meeting
05/18	Salem Lunch meeting
05/19	Roundtable West–Nike
05/19	Eugene Dinner meeting
05/20	Corvallis Lunch meeting
05/24	Roundtable NE–Public Health
05/27	Roundtable North–Clark
06/01	PMI Portland Scholarship Applications due
06/01	Roundtable NE–Port of Portland
06/03	Roundtable South–Mentor Graphics
06/09	Roundtable West–SolarWorld
06/10	Roundtable NW–Con-way
06/16	Roundtable West–Nike
06/21	Portland Chapter Dinner meeting
06/24	Roundtable North–Clark
06/28	Roundtable NE–Public Health

For details, see the calendar on the Chapter web site.

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. For details, maps, and moderators, see the Chapter web site.

1st Wednesday   **NE – Port of Portland**
4:30–6:00 p.m.   Port of Portland

1st Friday   **South – Mentor Graphics**
7:15–8:45 a.m.   Mentor Graphics campus, Wilsonville

2nd Thursday   **West – SolarWorld**
5:30–7:00 p.m.   SolarWorld USA, Hillsboro

2nd Friday   **NW – Con-way**
7:15–8:45 a.m.   Con-way, Portland

3rd Thursday   **West – Nike**
7:30–9:00 a.m.   Nike World Headquarters, Beaverton

4th Tuesday   **NE – Public Health**
7:30–8:30 a.m.   Portland State Office Building

4th Friday   **North – Clark**
7:15–8:45 am   Clark Public Utilities, Vancouver

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 with meal $25
Educational presentation $10

PMI Portland Chapter Student Members*
Keynote presentation with meal $15
Educational presentation $5

Non-Members
Keynote presentation with meal $35
Educational presentation $10

Keynote Presentation only, without meal $15

Chapter Members and Student Members must provide PMI number at the door in order 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

**May 17
June 21**

Register Now **For the May 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, May 16, and at the door.

May Dinner Menu

Carlton Farms Pork Loin, Three Cheese Polenta, Burgundy Glazed Red Onions, Sun Dried Tomato Pesto, Red Velvet Cake

Or

Stuffed Portabella Mushroom, Roasted Vegetables & Quinoa over Roasted Red Pepper Sauce, Red Velvet Cake

Doubletree Hotel–Lloyd Center

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

May 17 Chapter Meeting Sponsor

Communicate with CLASS

All successful businesses have one thing in common… **Excellent communication**. If you are looking to increase smiles and sales, improve productivity and bring your employees back to work because they want to be there, then you are looking at the right company to assist you in that process. Happy, productive workers not only improve morale, they can also make you more money.

Meet Communicate with CLASS, a coaching and consulting firm dedicated to empowering your leadership and transforming your bottom line through improving your presentations, conflict management and communication skills.

communicatewithclass.com

Thought for the Month

"Motivation is a fire from within. If someone else tries to light that fire under you, chances are it will burn very briefly."
–Stephen R. Covey

Web site: pmi-portland.org

May 17 Chapter Meeting–Educational Presentation

Building Teams Using Strengths

Teams are the life blood of project management. Without the team nothing happens. What is more effective, fixing team problems or developing team strengths? In 2001, Gallup published *Now, Discover Your Strengths* and a new way of seeing ourselves and our team mates entered the work place. The assessment measures the presence of 34 talent themes. Talents are peoples' naturally recurring patterns of thought, feeling, or behavior that can be productively applied. The more dominant a theme is in a person, the greater the theme's impact on that person's behavior and performance. In 2007, *Now, Discover Your Strengths* was revised and updated as *Strengths Finder 2.0*.

We will review Tom Rath's Strengths Finder 2.0 and discuss its usefulness in personal growth, building teams, and resolving team conflict. By looking at the positive rather than the negative, we can change how we look at ourselves and our teams.

About the Presenter

Connie Plowman, PMP is an active volunteer leader in PMI and frequent guest speaker. She has just returned from being a guest speaker for the PMI New Jersey Chapter for the Symposium Day with 635 attendees.

Connie has held many leadership positions in PMI at the local, regional and international level–from PMI Portland Chapter President, Component Mentor, to PMI's Leadership Institute Advisory Group. She currently serves on PMI's Professional Awards Program Member Advisory Group to recognize project management excellence around the globe. Connie is a 2007 graduate of PMI's Leadership Institute Masters Class.

After 22 years, Connie recently retired as Chief Operating Officer with Cadence Management Corporation. She is now the Interim Executive Director for CLIMB Center for Advancement at Portland Community College. Connie earned her PMP certification in 2002.

Would you like to volunteer?

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

• **Marketing Project Manager–Professional Development Day** (Professional Development)
• **Speaker Project Manager–Professional Development Day** (Professional Development)
• **Newsletter Director** (Marketing)
• **Director of Public Relations** (Marketing)
• **Director of Branding** (Marketing)
• **Art Director** (Marketing)
• **Director of Assets** (Operations)
• **Mentoring Program Administrator** (Outreach)

For more information, go to the Volunteering web page, or contact our Director of Volunteers at volunteer@pmi-portland.org. You will be glad you did!

May 17 Chapter Meeting–Keynote Presentation

Can Technology Solve the Project Execution Problem?

Project management technology has been around for years now, so the problem of project execution must be basically solved, right? Wrong. The Standish Group has found that 68% of technology projects failed in 2009. Does this mean that project management solutions are just a waste of time?

The truth is that project management technology is only as good as the processes that support it. The only way to improve project execution rates is to look at the root causes of project failure and implement the necessary changes that will allow the technology to work. This presentation will explore a few of the problems and solutions that attendees might be facing, such as 1) Not understanding true project cost, 2) Poor resource management, 3) No estimate feedback loop, 4) Communication and collaboration issues, and 5) Balancing quality, schedule and cost.

About the Presenter

Curt Finch is the CEO of Journyx. Since 1996, Journyx has remained committed to helping customers intelligently invest their time and resources to achieve per-person, per-project profitability. Curt earned a Bachelor of Science degree in Computer Science from Virginia Tech in 1987. As a software programmer fixing bugs for IBM in the early '90's, Curt Finch found that tracking the time it took to fix each bug revealed the per-bug profitability. Curt knew that this concept of using time-tracking data to determine project profitability was a winning idea and something that companies were not doing–yet… Curt created the world's first web-based timesheet application and the foundation for the current Journyx product offerings in 1997. Curt is an avid speaker and writer. Learn more about Curt at http://journyx.com/company/curtfinch.html.

Welcome 2011-2012 PMI Portland Chapter Board Members!

Congratulations to the individuals who have committed and were elected to lead the Chapter for the 2011-2012 Board year! The new Board will take office on July 1. Transition begins May 10.

Thank you to the many members who took the time to vote–your votes count! We are excited to report that we met our goal of more than 10% membership participation in the voting process. If you did not vote, we would like to understand why not, and encourage you to send a quick note to presidentelect@pmi-portland.org so that we can continue to improve our processes going forward.

As the new Board sets its strategic and tactical plans for the upcoming year, we will be looking to fill the volunteer roster. If you are interested in serving the Chapter once or in a recurring role, please contact volunteer@pmi-portland.org.

2011-2012 Elected Board of Directors

President	Steve Thornton
President Elect	Alan John, PMP
Secretary	Shancy Saban
VP at Large	Robert Bondaruk, PMP
VP of Finance	Jeff Henderson, PMP
VP of Marketing	Suzan Reed
VP of Membership	Karel Rasovsky, PMP
VP of Operations	Brad Taylor, PMP
VP of Outreach	Linda Read, PMP
VP of Professional Development	Diane Brady
VP of Programs	Christi Loya

2011 Annual Survey

Thank you to all who participated in the 2011 PMI Portland Chapter annual survey.

Our response rate was much lower than we had hoped (125 responses for a Chapter membership of over 1500). Nevertheless, we will be analyzing the valuable input we did receive, and will present the data to the Board soon. This input provides important guidance for next year's Chapter operations.

The standard complaint for any survey is that it is "too long." Our challenge is that a once yearly membership survey had to be comprehensive enough to yield some meaningful data. This year's survey was 13 questions shorter than last year's, with ten of those being optional comment questions. In the future, we may try to shorten the survey further and/or try additional but focused surveys.

Thank you again to those who took the time to make their opinions heard. This is important for input and helps guide your Chapters planning and operations.

If you have any additional comments or concerns not addressed in the survey, please feel free to email quality@pmi-portland.org and put "Survey Input" in the subject line.

EXCELLENCE IN PROJECT MANAGEMENT AWARDS

EPMA Winners 2011

The winners of the Excellence in Project Management Award (EPMA) have been selected. We congratulate our winners and thank all those who participated.

The recipients will be honored after the PMI Portland Chapter meeting on May 17, 2011.

What is the EPMA Award?

The PMI Portland Chapter initiated the first EPMA Award in 2005 with an award for the Project of the Year. PMI Portland Chapter continues to sponsor the awards, which have expanded to include a senior high school student, a project team, and an individual project manager 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

Who determines the winners?

The Excellence in Project Management Award is judged by three individuals in the local PMI community who involved at the national level and are certified Project Management Professionals (PMPs).

Balbinder K. Banga is the founder of Glacier Group Training, a company specializing in preparing students to pass the PMP® Exam. Balbinder has over 10 years' experience in Program and Project Management. She has managed projects for Pivotal Software, Corillian Corporation and Intel. She is a Microsoft Certified Professional and has a Master of Engineering Management degree specializing in Project Management. She is the Director of Academic Outreach for PMI Portland Chapter.

Suzanne Malek is a consultant and an Assistant Professor who teaches International Business, Statistics, ecommerce and project management courses at local campuses and online universities. She has recently become a Certified ScrumMaster and is in the dissertation phase of her Ph.D. studies toward a doctorate in Business and Technology. She is the Director of the Excellence in Project Management Award Project for PMI Portland Chapter.

Tim Runcie is a published author and the President of Advisicon Inc., an international consulting, application development and training services firm that helps organizations maximize their project and program management through technology and methodology best practices/training. Tim is one of only a few dozen industry-recognized experts worldwide in Enterprise Scheduling Technologies and has been awarded the Most Valuable Professional award (MVP) by Microsoft for the last 10 years. Tim has been assisting PMI and its regional chapter for the last two decades and is an active member of PMI Portland Chapter.

Web site: pmi-portland.org

How were the winners selected?

EPMA Student of the Year

High school seniors with above average GPAs who plan to attend a 2-year community or junior college or a 4-year accredited college in any field of study were encouraged to participate. The applicants demonstrated how project management skills can be applied to projects. They submitted essays which described a project management process that was critical to the success of a project they completed and submitted for a class during senior year. The winner was awarded a $1,000 scholarship, and the runners up each received a $500 scholarship.

EPMA Project of the Year

Organizations that ran structured projects, regardless of size, industry, or type of product or process produced submitted applications. Successful projects with positive business results and customer impact, regardless of scope, were eligible. The winning project was judged on how it best demonstrated a strong link between project results and the goals of the organization, including the positive impact to the customer or community served by the project. Additionally, project performance, focusing on unique execution of project management activities, such as the management of scope, schedule, cost, quality, human resources, communication, risk, procurement, and overall project integration, were assessed.

EPMA Project Manager of the Year

Project managers who managed structured projects, regardless of size, industry or type of product or process, submitted applications. Those PMs who managed projects resulting in a positive customer impact and that met the standards of quality through the effective management of resources, schedule and scope were judged on how they best exemplified knowledge and understanding of project management theory. They were also assessed on their ability to achieve excellence through the use of the five process groups and nine knowledge areas identified in PMI's Project Management Body of Knowledge (PMBOK®).

They were critiqued on how they managed, motivated, informed and enabled the project team to achieve customer satisfaction to meet requirements in delivering a quality project. Finally, the winner was chosen based on excellence in demonstration of leadership qualities and the use of effective communication and personal integrity. The winner was awarded $1,000.

Who won?

EPMA Student of the Year

The winner of the 2011 EPMA Student of the Year is **Jason De Turk**, a senior at Prairie High School in Battleground, Washington. His essay focused on a project which demonstrated excellence in project management planning when he planned and supervised a drill meet that was hosted at Prairie High School. He has played an extensive role as a leader and commander of the Junior ROTC unit. He plans to major in communications, business management or theology at Northwest University in Kirkland, Washington.

The runners up are Michelle Wright and Kollan Jones.

Michelle Wright is a senior at Glencoe High School in Hillsboro, Oregon. Her essay focused on a project in which she demonstrated excellence in project management planning when she planned and managed the Mr. Glencoe Pageant, a fundraiser for Doernbecher Children's Hospital. She is one of her class valedictorians and has been involved in Key Club and National Honor Society. She plans to major in communications at University of Oregon in Eugene, Oregon.

Kollan Jones is a senior at Health and Science High School in Beaverton, Oregon. His essay focused on a project which was a part of his internship at Emmanuel Hospital, in which he planned and managed a presentation, based on research, about the feasibility and uses of a Virtual Reality Helmet, used primarily for pain reduction. He plans to major in biology and electrical engineering at Portland State University in Portland, Oregon.

EPMA Project of the Year

The winner of the 2011 Project of the Year is **Sail for the Cure®**. The project sponsor was the Oregon Women's Sailing Association, the committee chair was Kristy Olsen, and the project manager was Barbara Ross. Key objectives were to raise more money than the previous year, to create sustainable growth by attracting more attendees, and to ensure participants would return the following year. The primary goal of the event was to eliminate breast cancer. Facebook, Twitter and a website, along with traditional marketing, were used to raise awareness and build excitement for a sailboat race on the Columbia River between the I-5 and I-205 bridges. The vision of this project is to be the paramount charitable event of the Pacific Northwest sailing community.

EPMA Project Manager of the Year

The winner of the 2011 Project Manager of the Year is **Lulu Zhang**, an employee of Bonneville Power Administration since 2000. BPA is a federal agency headquartered in Portland, Oregon, that markets wholesale electricity and transmission to Pacific Northwest utilities and to some large industries. In September 2007, the Chief Information Officer (CIO) appointed Lulu Zhang as the Project Manager to implement a singular billing system with a Commercial Off-The-Shelf (COTS) solution. In June 2008, Lulu began a 21-month implementation and successfully delivered a billing solution for the enterprise on March 1, 2010.

Lulu distinguished herself among her peers with her keen judgment and decisive action. She managed and delivered scope in an Agile fashion. She used motivational techniques which included listening, trusting her team by not micro-managing and fostering an open, informed, and appropriate level of communication. Lulu took ownership and was accountable, even when an issue was not popular. As a result of using specific tools and techniques, Lulu gained approval from project sponsors on an updated scope, resources, and schedule baseline resulting in on-time and on-budget delivery of the billing solution.

Congratulations our 2011 Excellence in Project Management Award winners!

Thank you to two special volunteers: Barbara Pierce, Chair of the Project of the Year Award and Vivian Dhadli-Robinson, Chair of the Project Manager Award. Thank you to all who contributed and supported the EPMA. We could not have had a successful project without you!

Please join us for the awards ceremony, after the PMI Portland Chapter Meeting on May 17, 2011.

This time next year, we could be honoring **you** at our ceremony!

Suzanne Malek, MBA IB, PMP
EPMA Director (Excellence in Project Management Award)
awards@pmi-portland.org

PMIEF Scholarship Deadline is June 1, 2011

The PMI Portland Chapter is providing two academic scholarships, for $1,250 each, to be administered by the PMI Educational Foundation Scholarship and Awards Program.

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

1. A resident of the Portland Metro area attending or planning to attend any two or four year accredited college or university.
2. An individual attending or planning to attend a two or four year accredited degree program at a college or university in the Portland Metro area.
3. An individual attending or planning to attend any two or four year accredited college or university in the states of Oregon or Washington.

Click here for complete details.

Web site: pmi-portland.org

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 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

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.

**Newsletter
May 2011**

Professional Development Workshop

Clear Communications– The Killer Competency of Leadership

September 8, 2011
8:30 a.m. to 5:00 p.m.

Emotional intelligence is the foundation of effective communication. This is based on the simple definition of effective communication:

"Message received as the sender intended."

This is the key to success for all professionals.

As project managers, we have a particular sensitivity to the need for clear and effective communications. We juggle the traditional triple constraints of time, cost and scope with quality and the Energized and Enlightened Project Leader's triple contracts of people, expectations and risk.

We do this in service of our professional ideals, in service of our obligations to our organizations, the joy of meeting challenges others back down from, and, let's be practical and real–paying the bills isn't such a bad reason either!

Because effective communications is not just a function of our professional life–productive use of emotional intelligence is also a way to enhance and improve our personal relationships.

Spend a day with us as we explore how you can use your skills to baseline your current emotional intelligence level, outline exercises to improve your use of the components of emotional intelligence, and craft an action plan to continue enhancing this important life tool–professionally yes, and hopefully personally.

Because this is the Killer Competency–this is what can change your world.

About the Presenter

Kimi Hirotsu Ziemski of Energizing Enterprises, 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 08/05 5 p.m. / before 08/19 5 p.m. / before 09/04 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 or email workshop@pmi-portland.org for more information.

On-line Training Now Available through Roeder Consulting

A Region 1 Initiative for On-line Training has leveraged our numbers to gain a pricing structure with Roeder Consulting advantageous to the Chapter, while allowing PMI Portland Chapter to promote excellent on-line training opportunities to members. Feedback on the quality of the on-line instructor lead and on-demand training has been very positive. PMI Portland Chapter entered into a five year partnership agreement with Roeder Consulting on March 31, 2011.

This partnership offers excellent options for those who need training served up in a different format. Roeder will provide world-class instructors delivering online training via streaming live video and audio, and will limit the class size to ensure high interaction. Tres Roeder promises additional content will be available for both on-line live and on-demand training during calendar year 2011 and 2012.

You can now see the upcoming Roeder Consulting On-line Training from the PMI Portland Chapter calendar. Courses begin in May 2011. Current course list:

- Dynamic Leadership Skills For Better Project Results (8 PDUs)
- Communicate With Competence & Confidence (8 PDUs)
- Earn Buy In & Win Support (8 PDUs)
- Managing Virtual Teams (8 PDUs)

Each Course: $319 (Chapter Member) / $349 (Non-Member)

Visit Roeder at www.roederconsulting.com/pmiportland.php for project management soft skills training with discounts specific for the PMI Portland Chapter.

About Roeder Consulting

For the past decade, Roeder Consulting has used a balanced approach which blends people skills, business acumen and technical skills to help business and individuals implement their projects and programs more successfully. Whether you're a senior leader challenged with implementing a strategic imperative or a project manager leading an important initiative, Roeder Consulting has the skilled consultants and trainers to help achieve your goals.

8th Annual "Managing Projects, Programs and Portfolios Conference"

Get this on your calendar–August 19, 2011!

Details on the 2011 conference are beginning to emerge and this year's conference will rival last year's conference.

The theme this year is **"Champions of Change"** and to promote this theme the keynote speaker will be Tres Roeder of Roeder Consulting. He will share his lessons learned through personal and professional experiences–people are the key to change. Some of the most effective ways to lead people through large-scale changes are counter-intuitive. Further, deploying certain commonly accepted industry practices, such as a standard project management methodology, may actually decrease your chances of success. Come join us to shed light on a common "blind spot" in leading projects, managing the human side of change.

The keynote will be followed up by your choice of four tracks to further your professional development:

- **Leadership – The Challenge**
- **Soft Skills – Must Haves**
- **Career Management – My Next Step**
- **PM Tools and Trends – What's Hot**

Registration is expected to open late in May–there will be early bird discount specials for PMI Portland Chapter members in good standing. Look for email and newsletter updates coming next month for more details, and as always, check the PMI Portland Chapter web site for complete information.

PMI PORTLAND CHAPTER

Membership News

Welcome New Members!

Aldridge, Susan	Lundberg, Doreen
Bennett, Joshua	Lunde, Janet
Bilden, Sonja	Massingale, Edgar
Booth, Daniel	McMahon, Liam
Butler, Diane	Mofford, Wayne
Butterick, Robert	Naghi, Waleed
Castleberry, Eric	nagpal, paramjeet
Chalmers, Anne	Olds, Gwen
Daniel, William	Oreskovich, Kitty
Denham, William	Price, Darrick
Dickson, Daniel	Read, Linda
Dudley, George	Reilly, Jeffery
Durkin, Thomas	Reynolds, Vaughan
Durrell, Mark	Rivas, Gabriel
Dutton, James	Saddler, Dan
Evers, Justin	Sakaguchi, Laura
Frunk, Ronald	Schmalz, Lori
Garrett, Jim	Shufeldt, Michael
Geraghty, Dennis	Shulhafer, Sarah
Gomez, Antonio	Skene, Donald
Gorham, Julie	Sparks, Gregory
Goss, Dennis	Stach, Patsy
Halter, Tobiah	Stark, Nicholos
Hansen, Kristin	Starr, Megan
Hazlett, Barbara	Tate, David
Hix, Karen	Thompson, Allison
Hsu, Tzu-Sheng	Vidito, Peter
Jennings, Jay	Warner, Connie
Larson, Larry	Wells, Hedy
Lehl, Alyssa	Whitehead, Michael
Li, Gan	Wynn, Julie
Little, Michael	Xue, Qing
Lockwood, Doenene	Yang, Jane

Congratulations New Credential Holders!

Batish, Arun PMP	Jaramillo, Emmanuel PMP
Borders, Nickolas PMP	Nesland, Sarah PMP
Bunn, Paul PMP	Pacifico, Tonino PMP
Cutar, Adriana PMP	Parker, Thomas PMP
Dummer, Jennifer PMP	Simons, Jeffry PMP
Erickson, Steve PMP	Vidito, Peter 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 to change or manage your membership information.

PMP Credential Exam Changes on August 31, 2011

Read the article on page 22 for more information.
Go to PMI.org for complete details.

Volunteer of the Month– Susan Pommier

PMI Portland Chapter is honored to elect Susan Pommier, **Co-Director of Registration and Staff Editor,** as the May Volunteer of the Month.

Susan has performed an excellent job this year, juggling both the responsibilities of Registration and editing our newsletter. Recently she assisted in our Volunteer Recognition Event, providing much needed support to ensure all volunteers had a wonderful time. These are no small tasks for a woman working full time and pursuing a Masters in Project Management.

Most of you have met Susan, since she greets people at the registration table. Her positive, upbeat attitude as well as her naturally helpful nature has made her a perfect fit for this position. Her organizational skills and strong attention to detail have been noticed by all. We deeply thank Susan for her contributions this year.

Welcome Shelley Pyles, PMP

Please welcome Shelley Pyles as our new **Co-Director of Registration**. She is a CPA and PMP and has worked in accounting/treasury/software development and IT. She has MAcc (Master's in Accountancy) and BS degrees in business and computer science. Currently Shelley is working on business process improvement projects at Bonneville Power.

When Shelley isn't at work or helping PMI Portland Chapter, she is on the board of a women's alternative housing non-profit and is an active volunteer there as well.

Please stop by the Registration table where she works with our other Co-Director of Registration, Susan Pommier, and congratulate her. You may contact either Shelley or Susan at registration@pmi-portland.org.

Welcome William Jensen, CAPM

Please welcome William Jensen, CAPM, **Director of Sponsor Programs.**

We are pleased to announce the appointment of William Jensen to the important, external-facing role of Director of Sponsor Programs. This role is pivotal for recruiting and signing sponsors to help fund the activities of the PMI Portland Chapter. William is responsible for securing mutually beneficial relationships with external partners to fund critical events such as Chapter dinner meetings, networking events, and the annual summer conference. His work over the past months as Manager of Sponsor Programs has been exceptional. We look forward to benefitting more from William's demonstrated competency and success.

William joined PMI and the Portland Chapter in the fall of 2009 and received his Bachelor's of Science in Business Administration with a focus on Project Management in 2010. He earned his CAPM in January of 2011. He worked for many years in the architecture and engineering CAD drafting and designing industry, serving both residential and commercial companies. William joined the PMI Portland Marketing group in January of 2011 in the role of Manager of Sponsor Programs.

He looks forward to contributing to the Chapter in this critical role and to helping the Chapter grow. He will work together with other teams and sponsors to continually improve the strength and effectiveness of our Portland Chapter.

Contact William at sponsor_programs@pmi-portland.org.

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Social Networking and Project Management

Twitter… I know, just saying the word makes the Blackberry on your hip run to the hills in panic. That said, as project managers, it will be important to understand how a tool like twitter can help your project and organization.

Twitter, and other social networking services like it, can be an amazing venue for finding new information on nearly every subject of any interest worldwide. For us, it can be especially helpful to our pursuits in project management because we can share useful tips and tricks with other fellow professionals.

Some are still confused by how Twitter works:

Twitter is a real-time information network that connects you to the latest information about what you find interesting. Simply find the public streams you find most compelling and follow the conversations.

At the heart of Twitter are small bursts of information called Tweets. Each Tweet is 140 characters in length, but don't let the small size fool you—you can share a lot with a little space. Connected to each Tweet is a rich details pane that provides additional information, deeper context and embedded media. You can tell your story within your Tweet, or you can think of a Tweet as the headline, and use the details pane to tell the rest with photos, videos and other media content.

Sign up for a topic of interest and follow it or contribute your own insights to the conversation. You'll always be up to date on the latest information about any topic.

You're still not convinced? Try this. Go to twitter, and search "#pmot" (without the quotes). PMOT stands for "Project Management on Twitter". This will bring up all of the tweets on project management. They are always being updated, so you'll get a great bounty of current information, and a funny comment or two. You can also search for #agile, #msproject, or #pmp to get the latest on these important topics, as well.

This is just a taste. If you would like to learn more, here is some information that will help you leverage social networking web sites—including twitter—to your advantage.

Articles

• **Social Networking and Project Management–Can the Two Converge?** Jessie Warner http://bit.ly/ipeWeO
• **Social Networking in Project Management** Tony Sisk http://bit.ly/msntv1
• **The Impact Of Social Networking On Project Management** Derek Heuther http://bit.ly/m4wXlz
• **Project Management and Social Networking** Bruce McGraw http://bit.ly/lSd9lO
• **Social Media for Project Managers** (PMI Book for purchase) Elizabeth Harrin, PA, MBCS http://bit.ly/kFiYX2

Hashtags

#PMOT – http://twitter.com/#!/search/%23pmot

#PM – http://twitter.com/#!/search/%23pm

#PMP – http://twitter.com/#!/search/%23pmp

#Agile – http://twitter.com/#!/search/%23agile

Popular Twitter People/Organizations

PMI – http://twitter.com/#!/PMInstitute

PMI Portland – http://twitter.com/#!/PMIPortland

PMI Portland offers to anyone access to the PMI Portland Chapter Twitter account (@pmiportland), LinkedIn Group (http://linkd.in/lnINat) as well as Facebook Page (http://on.fb.me/keEQaP). Please feel free to join these groups, if you have not already, in order to contribute and take advantage of our member's collective brainpower.

Nick Borders, PMP is PMI Portland's Director of Social Networking and a Project Manager, focusing in digital application development for Arlo Development Consulting and Metal Toad Media in Portland Oregon.
You can follow Nick on Twitter @spiderpm

Web site: pmi-portland.org

Risk Management–the PM's Best Friend

By Gareth Byatt, Gary Hamilton, and Jeff Hodgkinson

Here's a question for you to quickly consider: effective risk management underpins a successful project–true or false?

Was "true" your first reaction? We believe that you're right. All three of us are strong believers in the positive value of a well-managed and controlled approach to project risks. An Internet search for "images of risk management" will return many illustrations of dice being rolled. If it is done well, risk management measures the uncertainty involved when you "roll the dice" during your project, and allows the Project Manager to obtain a consensus on how to best handle risks and unexpected events on the project.

This article does not cover in detail the processes necessary for effective project risk management. A large amount of material and advice exists on the subject. Rather, we put forward just a few "pointers to consider" for your project–whether it is already underway or getting ready to start.

Take-away points to consider

We put forward the following considerations for risk management (this list is not exhaustive or prioritised):

1. Risk management affects all aspects of your project – your budget, your schedule, your scope, the agreed level of quality, your communications and stakeholder engagement, the success when the project's output is implemented, and so on.
2. Risks can be positive (i.e. opportunities), as well as negative (generally referred to as risks).
3. Risk management is about behaviours that prove that risk management is a top priority for you and the team, such as "being constantly aware of what might happen," agreeing on strategies for all risks, and undertaking actions to prevent negative risks from becoming issues (i.e. occurred events) whilst maximising the opportunities of positive risks.

4. Risk management needs to be conducted from the start of the project, constantly discussed and monitored, and involve all members of the project team.
5. How you choose to handle risks depends on your most influential project stakeholders' "appetite for risk."
6. Each identified risk needs to be assessed, a strategy for dealing with it agreed upon by all appropriate parties, and tracked until closure.
7. Project risk management is not "the Project Manager tracking risks in a Risks Register and sharing it occasionally when or if people ask to see it"–it is much more than that.

The essentials of project risk management

A project risk can be defined as an uncertain event or condition that, if it occurs, will have a positive or a negative effect on a project's objectives. Some very comprehensive guidelines and procedures for managing risk are available from many sources. For example, the Project Management Institute describes the following summary process to managing project risks:

1. Plan risk management.
2. Identify risks.
3. Perform qualitative risk analysis.
4. Perform quantitative risk analysis.
5. Plan risk responses.
6. Monitor and control risks.

You may come across other models. Your means of conducting risk management and the behaviours you and your team display in "making it real" make all the difference. We have mentioned "behaviours" a few times in this article. We are referring to the communication (in all its shapes and forms) that you use, the importance with which you treat risks, and the willingness and drive to see actions through to completion and closure.

Web site: pmi-portland.org

Here are a few questions for you to ask yourself:

1. At the start of a project, do you plan how you and the team will approach risks? By this, we do not mean jumping straight to a Risks Register, but putting some serious thought into how risks will be managed during the project.
2. Do you understand and monitor the appetite for risk of your customer and influential stakeholders?
3. Do you involve all people in the team to identify project risks–not only at the start, but throughout the project?
4. Do you review the risks of previous projects, and look to lessons from the past as part of your initial review and identification process?
5. Do you strive to ensure each risk has an owner, and that the method to tackle them is agreed upon, i.e., whether to mitigate the risk with an action, to transfer, avoid or accept it and so on?
6. Do you readily assess opportunities as well as negative risks, and devise strategies to maximise the likelihood of opportunities occurring in order to exploit or enhance them?
7. Do you assess "triggers" to each risk so that you can monitor if/when there is danger of their becoming real?
8. As well as qualitative assessment of risks, are you able to apply a quantitative financial or time value to each risk, both negative and positive, should it eventuate? If the impact is negative, will it turn into an issue? Can this estimated financial value help you justify an appropriate project contingency in terms of cost and/or time?
9. Are you pro-active in tracking the agreed strategies to handle risks?
10. Do you maintain a project Risks Register on a regular basis –moving priorities up and down the list, watching for low-priority risks that may escalate in importance, being attentive to risks that are likely to occur soon?
11. Do you discuss the "current high-priority risks" with your key Stakeholders at each project review (in whatever forum you have for such review meetings)?
12. Do you discuss what will happen if major and problematic "unknown unknowns" occur on your project, perhaps with action scenarios if such events happen?

Remember: risk management is your friend and ally

As per the title of this article, risk management is the project manager's friend. Done well, it helps you ensure that the "appetite for risk" is appropriately understood at the start; that all risks are agreed upon, prioritised, assessed, communicated and understood in alignment with this "risk appetite;" and that you have a solid platform to track agreed actions, including escalation up the management chain if necessary. The key is to demonstrate positive behaviours in a way that ensures risk management is kept at the forefront of all your project activities. There is always the potential of "unknown unknowns" impacting your project, but the more you can assess reasonable risks from the start of the project and actively manage them throughout, the better placed you will be as a team to realise a positive outcome for your project.

If you have an opinion on this article, we would really like to hear from you. Please email us at Contactus@pmoracles.com with your point of view.

About the authors

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Gary Hamilton has 16+ years of project and program management experience in IT, finance, and human resources. He is a regular contributor to the newsletter. Email Gary: Gary@ PMOracles.com or contact him through LinkedIn.
Jeff Hodgkinson is a 32 year veteran of Intel Corporation, where he continues on a progressive career as a program/project manager. He is a regular contributor to the newsletter. Email Jeff: jghmesa@gmail.com or at: phxpmicredentials@yahoo.com.

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 will be released **August 31, 2011**, and 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.

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Newsletter
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Web site: pmi-portland.org

Board of Directors

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

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president@pmi-portland.org

President Elect Steve Thornton
presidentelect@pmi-portland.org

Past President Rachel Paulson, PMP
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Secretary Carol Haertlein, PMP
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VP Professional Development Diane Brady, CSM
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VP Programs Christi Loya, MBA, MPM
vp_programs@pmi-portland.org

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 web site and in the newsletter. Contact our Director of Sponsoship at 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. If you would like to present a workshop for the PMI Portland Chapter, contact 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.

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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.