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- Upcoming Events/Roundtable Meetings
- Chapter Meeting Logistics
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- Educational Presentation
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**Professional Development**

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- Project Dynamics When Working with Passive Aggressive Behaviors
- 8th Annual “Managing Projects, Programs and Portfolios” Conference

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- Volunteer of the Month
- The “Not so Lazy Days of Summer” at PMI Portland
- Photos from EPMA Awards

**Articles**

- Don't Just Throw It Over the Wall

**PMI**

- PMP Exam Updated
- About PMI Portland

**Web site:** [pmi-portland.org](http://pmi-portland.org)

## Chapter Meeting June 21, 2011

### Meeting Sponsor

## ServerLogic

### Educational Presentation

“Project Management in the Sub-\$20M Marketplace,”  
with Matt Buchman

### Keynote Presentation

“Increase Project ROI by Planning and Managing Change,” with Ed Warnock

[Register Now](#)

# PMI Portland June Newsletter

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**Thank you for your service  
2010-11 Board Members and  
Volunteers!**



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## President's Letter

June is here, bringing with it the break for the Chapter and our long anticipated summer weather. The 2010-2011 Board year is coming to a close, and for many of us, plans for graduations and vacations dominate our thoughts and attentions. I would like to thank this year's Board of Directors for their hard work and dedication.

Our new Board will take office on July 1, and I am looking forward to working with all of you to support our Chapter members and volunteers in the coming year. While the Chapter membership is on a break, the new Board will be meeting with the volunteers in their portfolios, preparing the 2011-2012 strategic plan, and supporting the behind-the-scenes activities that continue during the summer hiatus.

Our last Chapter meeting of this Board year will be on June 21, and the agenda will include the annual business meeting required by our by-laws. Our educational and keynote speakers will be appearing at the normal times. Chapter meetings resume September 20, and I look forward to seeing all of you then!

This is a time to look back on the good work of our volunteers over the last year and say, “Thank You!” I have been truly impressed and inspired by the work our Chapter volunteers have done. We have all benefitted in many ways from their efforts. It is not possible to list everything our volunteers do, but each portfolio touches us in many ways. The dedication, passion, and perseverance these volunteers have shown in supporting 1,500 members is deserving of high praise indeed.

New members, welcome! I hope you take full advantage of your membership, there are many opportunities to learn and network available to you.

Thank you to our current members who have renewed their membership this year. Your support and involvement are the foundation on which our Chapter is built.

I hope you all have a great summer!

*Steve Thornton*  
*President, PMI Portland Chapter*

## Thought for the Month

“A perfect summer day is when the sun is shining, the breeze is blowing, the birds are singing, and the lawn mower is broken.”

—James Dent

## Chapter Web Site Upgrade Project

In July, the first phase of the PMI Portland Chapter web site upgrade will be complete. There will be a new “look and feel” to the site, bringing it into alignment with PMI GOC standards. The site content will be unchanged, but the navigation will be completely new.

Because the site is using new technology on the back end, all existing links to pages and documents will no longer work. Therefore, any bookmarks you may have saved will be broken after the site goes live. In fact, the **links in this newsletter will not work when the site goes live in July**. Recurring publications such as this newsletter will contain updated links going forward.

We believe that you will find the new menus to be much easier to navigate so that you can easily find information on the site. There will also be a new site map and a search feature for your convenience. Watch your email for more information.

We thank the following people for the scores of hours they have spent (and will spend) bringing you the new web site:

- April Sobetzki, Director of Web Content
- Bill Frowine, Assistant Webmaster
- Wendi Leer, Director of Technology

Direct comments/questions to [webmaster@pmi-portland.org](mailto:webmaster@pmi-portland.org).



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## Upcoming Summer Events

- 06/14 PMP/CAPM Course starts
- 06/16 Roundtable West–Nike
- 06/21 Portland Chapter meeting
- 06/24 Roundtable North–Clark
- 06/28 Roundtable NE–Public Health
- 07/06 Roundtable NE–Port of Portland
- 07/08 Roundtable NW–Con-way
- 07/14 Roundtable West–SolarWorld
- 07/15 Early bird deadline Managing Projects, Programs & Portfolios conference**
- 07/21 Roundtable West–Nike
- 07/22 Roundtable North–Clark
- 07/26 Roundtable NE–Public Health
- 08/03 Roundtable NE–Port of Portland
- 08/05 Super earlybird deadline Clear Communications workshop**
- 08/11 Roundtable West–SolarWorld
- 08/12 Roundtable NW–Con-way
- 08/15 Online registration closes for Managing Projects, Programs & Portfolios conference**
- 08/18 Roundtable West–Nike
- 08/19 Managing Projects, Programs & Portfolios conference**
- 08/23 Roundtable NE–Public Health
- 08/26 Roundtable North–Clark
- 09/04 Online registration closes for Clear Communications workshop**

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](mailto: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  
**No meetings July and August**

**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 a.m. 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

*Annual  
Business  
Meeting*

## 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

June 21  
September 20

[Register Now](#) For the June 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, June 20, and at the door.

## June Dinner Menu

Draper Valley Chicken Oscar, with Dungeness Crab, Roasted Asparagus, Whipped Garlic Yukon Gold Potatoes and Hollandaise, Cheesecake with Fresh Berries

or

Vegetable Wellington: Basil Marinated Tofu, Grilled Zucchini, Yellow Squash, Sweet Carrots, Red Onion, Eggplant and Shiitake Mushrooms, Wrapped in Tender Brick Dough, Cheesecake with Fresh Berries

## Doubletree Hotel–Lloyd Center

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

**Free Parking**



# June 21 Chapter Meeting Sponsor

## ServerLogic

ServerLogic is an IT professional services company specializing in custom software development and IT consulting and staffing services. We help companies extend their internal IT capabilities by providing on-site and off-site technical resources. ServerLogic partners with companies to help them deliver their IT projects more efficiently and by building out their IT teams more effectively. We offer a clear vision of how to simplify technology. With 20 years of experience delivering successful projects and building strong IT teams, ServerLogic offers the leadership and service delivery discipline needed to solve challenging technology implementations. [www.serverlogic.com](http://www.serverlogic.com)

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# June 21 Chapter Meeting–Educational Presentation

## Project Management in the Sub-\$20M Marketplace

Small companies (gross<\$20M) have complex project management issues unique to them. They also present unique opportunities. The “once-in-their-lifetime” project can be overwhelming to these inexperienced corporations. Not inexperienced in their fields, but never exposed to project management methodologies or even project managers. There are problems and advantages to managing large and complex projects in the small corporate environment. Communication processes, end-to-end thinking, risk pitfalls (or perhaps risk sinkholes), and stakeholder marketing have aspects specialized to small corporations and other aspects common to larger environments. This is one project manager’s view from 25 years inside 5 different industries, and the lessons he managed to learn in the hardest way possible

**About the Presenter**



**Matt Buchman**, PMP is a Project Manager-Customer Relations for Epiq Systems in Beaverton, Oregon. Prior to joining Epiq, Matt spent 25 years running complex projects in a variety of industries including: law, legal IT, non-profit IT, publishing, and lean manufacturing. For his first large project he organized and codified five million pages of paper spread over five states and three countries in a three-year effort requiring over 50

people. He has since led several million-dollar and once-in-their-lifetime projects, each to a successful result.

To this day he is amazed at what can be done with a liberal arts degree in geophysics.

## 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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# June 21 Chapter Meeting–Keynote Presentation

## Increase Project ROI by Planning and Managing Change

A growing number of organizations are developing a change management capability that is as strong as their project management capability. Some organizations have gone so far as to create a Change Management Office to work side by side with their PMO to speed and deepen adoption.

This presentation will go through the “Change Management Body of Knowledge.” It is a compilation of the principles and tools for planning and managing the changes created by a project. The goal is to increase the project ROI by doing everything possible to ensure that the human and organizational factors support project success, not inhibit it.

It has been known for a long time that people and organizations resist change. The Change Management Body of Knowledge brings together the latest understanding of how to turn change resistance into support and practical tools that can be used to plan and manage change.

Projects that employ carefully planned and executed change reach their business goals faster and to a greater level than projects with less rigorous change management.

### About the Presenter



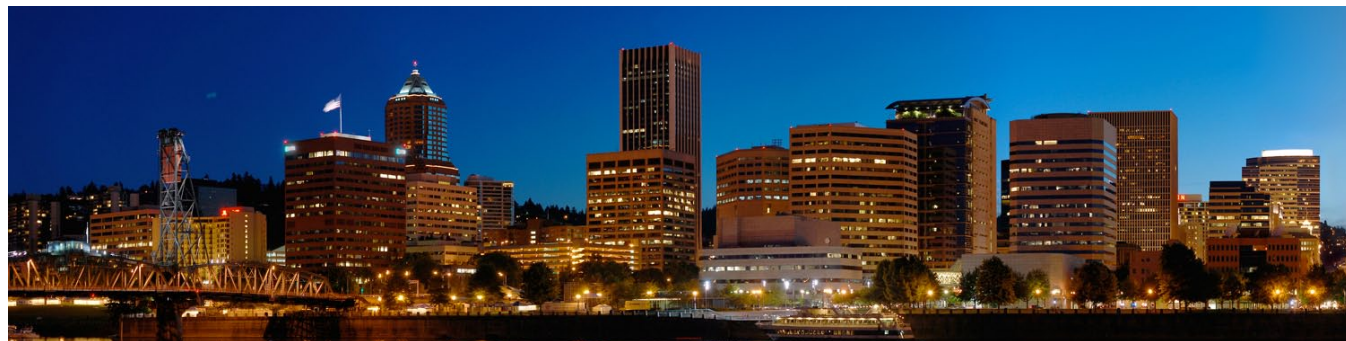
**Ed Warnock** is a partner in the consulting firm of Cumulus Resources, LLC and CEO of the Perlan Project.

The Perlan Project is designing and building a high altitude research glider to study ozone depletion and impacts on global weather patterns cause by the “polar vortex” which circles the planet’s poles during the polar night. During its research flights the Perlan glider will reach 90,000 feet in altitude and set a new world altitude record for wing-borne flight now held by the SR-71 Blackbird. In addition to being the CEO of the Perlan Project, Ed is training to be one of the mission pilots.

Ed teaches MBA students project management and strategy execution for both the Oregon Executive MBA program and for Willamette University. He is a multi-time recipient of the Oregon Executive MBA’s “excellence in teaching award for his graduate classes on “Implementing Corporate Strategy.”

In his consulting practice he has worked around the world with companies and governments to develop performance management systems for strategic projects.

He has a BS in Aerospace Engineering and a master’s degree in Whole-systems Design.





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







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# **Professional Development Workshop**

## **Project Dynamics When Working With Passive Aggressive Behaviors**

**October 6, 2011**

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

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

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

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

This workshop will teach you how to deal with passive aggressive behavior before it affects your project.

#### **Attendees will learn:**

- How to identify passive aggressive behavior
- Tactics/example of this behavior
- Triggers for this behavior
- Effects of this behavior
- Personality traits that lend themselves to passive aggressive behavior
- Tips for dealing with passive aggressive behavior
- Tips for dealing with a passive aggressive boss
- Conflict resolution and negotiating techniques to overcome aggressive behaviors
- How to take this lesson back to your environment and deal with a current situation

#### **About the Presenter**

Presented by Rachel L. Paulson, PMP and President and Founder of Global M4 Consulting, Inc., a consulting and training company focused on delivering business and IT results through mentoring leaders, PMs and others responsible for project success.

#### **Workshop Details**

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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# 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.

## Professional Development Center

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- Project Management
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**[www.pdc.pdx.edu](http://www.pdc.pdx.edu)**



**Professional Development Center**  
PORTLAND STATE UNIVERSITY



# Membership News

## Welcome New Members!

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 Burger, Shannon  
 Clevinger, Wesley  
 Culp, Mark  
 Dalton, Len  
 Denney, Brad  
 Dwyer, Joe  
 Erickson, Steven  
 Gauger, Shanna  
 Gilbreath, Donald  
 Gold, Monika  
 Harrison, Marla  
 Horton, Phillip  
 Hutchins, Edward  
 Laughlin, Barbara  
 Lorenzo, David

Mantych, Toni  
 Maxwell, Teresa  
 May, David  
 McClelland, Randall  
 Moore, Margaret  
 Moscoe, Gwendolyn  
 Moxness, Dylan  
 O'Connor, Mary  
 Petranek-McHugh, Indi  
 Ponz, Henry  
 Ram, Viji  
 Randall, Michael  
 Roberts, Daniel  
 Stenkamp, Heidn  
 Stormont, Matt  
 Wagner, Anne  
 Wespi, George

## Congratulations New Credential Holders!

Barats, Holly, PMP  
 Denham, William, PMP  
 Dulley, Tracy, PMP  
 Fry, Benjamin, PMP  
 Jennings, Jay, PMP  
 Lawton, Stephen, PMP  
 Leathers, David, PMP

Lublin, Chad, PMP  
 Nabeta, Ned, PMP  
 Schwamb, Lauranne, PMP  
 Shepherd, L. Chris, PMP  
 Smith, Craig, PMP  
 Wishart-Black, Janet, 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.



*Featuring Pamela Cournoyer*



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- Gain respect and increase results
- Have positive work relationships



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## Volunteer of the Month— Gary Evans



Congratulations to our June Volunteer of the Month, Gary Evans! Since Gary became the **Chapter Database Administrator**, our membership database has been working at optimal levels. Along with staying on top of the weekly challenges, his vigilant attention to detail has helped to keep down system costs. Gary has worked very hard behind the scenes to help provide an enjoyable, trouble-free experience to all of the

Portland PMI members, and to ensure that they are always able to access the web site and register for events. His focus on quality is highly appreciated by the entire PMI Portland Chapter.

## Would you like to volunteer?

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

- **Database Administrator** (Operations)
- **Director of Speaker Acquisition** (Programs)
- **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)

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

## The “Not So Lazy Days of Summer” at PMI Portland

During the summer months it appears that the Chapter shuts down until September, however, much is being done to plan for next year while we finalize and hold our annual Professional Development Day (Managing Projects, Programs & Portfolios conference) on August 19.

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

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

The summer months are critical to the success of the next year's planning and operations.

Now is the time to complete a [volunteer application form](#) and join next year's team during the transition and planning stages over the summer months.

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- Keynote Presentation

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**Photos from the 2011 Awards**



Steve Thornton, Chapter President

*PMI Portland Chapter thanks Richard Humble of GIS/Marketing Group for providing the EPMA brochures at cost.*



Barbara Ross, Project of the Year award winner with Jeff Brummel, VP of Outreach



Lulu Zhang, Project Manager of the year award winner, with Jeff Brummel



Jason De Turk, Student of the Year, and family



Kollan Jones, runner-up Student of the Year, and family



Michelle Wright, runner-up Student of the Year, and family

Photos by Erik Odegard



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# Don't Just Throw It Over the Wall

## 7 Tips for the End of a Project

Project team members are often dog-tired by the time their projects near completion. Norm Kerth, an expert on software projects and retrospectives, laments, “I am usually worn out at the end of one of my alligator-infested swamp draining projects.”

*“I am usually worn out at the end of one of my alligator-infested swamp draining projects. I have hundreds of e-mail messages to deal with, a stack of journals I need to catch up on, and all sorts of other business I have let slide. More importantly are the personal issues: I have to reconnect with my family and friends, start my exercise program again, and prepare for my postponed vacation.” Norm Kerth<sup>1</sup>*

In their haste to complete the project as quickly as possible, team members throw things over the wall, or don't quite finish all of the project's work before moving on. This is very painful for the people who are on the receiving end.

Here are seven tips to help your projects transition smoothly to ongoing operations or follow-on projects, and to crystallize lessons learned.

### Ensure a Smooth Transition

**1. Manage unresolved tasks or issues.** Resolve any issues left open on the project's issues list. Close as many as possible before the project ends. Transition the remaining open issues to an operational resource, a different active project, or to someone who can design and test a fix. Make sure every issue has a point person, a due date, and accountability.

**2. Transfer knowledge.** Deliberately plan and transfer knowledge to the people who will be responsible for operating or improving what the project created. This builds up the organization's knowledge banks and reduces startup problems. Knowledge transfer includes completing documentation, archiving records, and holding formal knowledge transfer sessions.

For example, my engineering teams organized internal technology transfer conferences near the end of major computer development projects. These conferences delivered crucial knowledge that helped manufacturing, service, marketing and sales prepare to deliver a new product to eager customers.

**3. Notify all project participants.** A project should end, although at many companies they don't. Formally transfer control to on-going operations, such as the manufacturing line for a new product that the project completed, or to new projects, such as one to add more refinements to a second generation of the new product.

### Measure Success

**4. Assess customer satisfaction.** Verify that customers, stakeholders, and sponsors are satisfied with the deliverables that the project created—whether product, service, or process. If not, address their issues. That may include extending the project to fix the problems, agreeing to defer improvement work to a future project, or deciding not to fix the shortfalls (and resetting expectations appropriately). In many cases, it is prudent to get customer approval in writing.

**5. Evaluate benefits realization.** Did the project or program realize its intended benefits? A project is typically measured by how well it met expectations for the triple constraint - schedule, cost, and scope (including features and quality). However, determining how well a program realized its benefits is more difficult. Programs are directly responsible for delivering broad business benefits from multiple projects, such as earning a certain amount of profit or new market share. These benefits can be difficult to measure and often don't become evident until months or years after a program is finished. The program manager may need to arrange for a benefits realization review (perhaps performed by someone else) that will happen long after the program is closed.

[continued...](#)



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## Get Better

**6. Learn by using a structured retrospective.** A retrospective gathers lessons learned from the people who worked directly on a project, then uses them to improve individual and team skills, tune processes, upgrade tools, and change organizational behavior. Investing in a good retrospective delivers three important benefits:

- Improves the capabilities of not just people who work on projects, but also the organization to which they belong
- Recharges people and repairs damaged working relationships
- Fulfills the human need for ritual and closure.

**7. Celebrate accomplishments.** The project team typically works long and hard on a project, through ups and downs. Maintain high morale and recharge the human beings - who are the engines of projects - by celebrating their work and accomplishments.

## Endpoint

Don't wait until the end of a project to decide how to close it. Set expectations early in project planning. A small dose of foresight will yield a smoother transition and less pain at the end.

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<sup>1</sup> Kerth, N. L. (2001). Project Retrospectives. New York: Dorset House.

## About the Author

Jeff Oltmann is principal consultant at Synergy Professional Services, LLC in Portland, Oregon ([www.spspro.com](http://www.spspro.com)). He is also on the graduate faculty of the Division of Management at Oregon Health and Science University. Jeff welcomes your questions and ideas. You can contact him at [jeff@spspro.com](mailto:jeff@spspro.com) or read previous articles at [www.spspro.com/resources.htm](http://www.spspro.com/resources.htm).

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# PMP Examination to be Updated in 2011

The Project Management Professional (PMP)<sup>®</sup> credential examination will be revised in 2011, based on updates to the professional role of a PMP<sup>®</sup> 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<sup>®</sup> Examination Specification. You can find more information about the RDS and related examination changes at [PMI.org](http://PMI.org).



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# 2010-11 Board Members Thank you for your service!

## Board of Directors

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

**President** Steve Thornton  
[president@pmi-portland.org](mailto:president@pmi-portland.org)

**President Elect** Steve Thornton  
[presidentelect@pmi-portland.org](mailto:presidentelect@pmi-portland.org)

**Past President** Rachel Paulson, PMP  
[pastpresident@pmi-portland.org](mailto:pastpresident@pmi-portland.org)

**Secretary** Carol Haertlein, PMP  
[secretary@pmi-portland.org](mailto:secretary@pmi-portland.org)

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

**VP at Large** Terri Hagmann, PMP  
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**VP Marketing** Suzan Reed  
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**VP Operations** Jim Yan, PMP  
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**VP Outreach** Jeff Brummel, PMP  
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**VP Professional Development** Diane Brady, CSM  
[vp\\_prof\\_devel@pmi-portland.org](mailto:vp_prof_devel@pmi-portland.org)

**VP Programs** Christi Loya, MBA, MPM  
[vp\\_programs@pmi-portland.org](mailto: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 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 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).

## Quick Links

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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.