



PORTLAND CHAPTER

January 2012

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PMI Portland Connection

January 2012

HQP2—The View From Those Who Got the Job Done!

Last month you read about the New Port of Portland Headquarters project. This month hear from the four key team members who were instrumental in the completion of this project.



Project Description

Lead Project Team:

- Karl Schulz, Senior Project Manager
- Doug Sams, Lead Architect
- Derrick Beneville, Construction Project Manager
- Steve Reidy, Principal Project Engineer

Description:

10-story structure including seven stories of public parking and three floors of office space

Size:

Office: 205,000 SF, 478 work spaces, conference rooms, and public meeting space
 Parking Garage: 1,200,000 SF, 3,500 parking spaces (500 for rental cars)

Construction:

Approximately 2,500 workers
 1.2 million hours of construction related work
 24% Small Business participation: \$45.8 million in contracts to over 70 small businesses

20% labor hours performed by apprentices, 40% of whom were women or people of color

Cost:

Total Project: \$236 million
 Parking Garage, pedestrian tunnels and related utilities: \$156 million
 Offices: \$80 million

The Port of Portland's new Headquarters building resides on the upper three levels of the new seven story long term parking structure. Employees from the two Port of Portland office locations were moved in just two weekends without any interruption in day-to-day operations. This project has geothermal heating and cooling, sand filters for storm water treatment, native landscaping and a state of the art "living machine" for treating wastewater. With its sustainable features, the Headquarters has achieved LEED Platinum certification.

The Port contracted Karl Schulz to take over this project to provide new leadership in managing a complex project. Success included returning the project back to budget with over \$20 million of value engineering and soft cost management, resolving design issues, addressing the Port's staff requirements, and repairing the communication breakdown of the project team members to a positive interaction and communication. Inici group was also hired to augment the Port team and provide construction and project management services, design review as well as furniture, equipment and transition coordination services.

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Tuesday, January 17 Chapter Meeting

Chapter Meeting Sponsor

CollabNet

CollabNet is the recognized leader in enterprise Cloud development, powering global software development for more than 7,000 companies, from workgroups to enterprises. Our solutions include TeamForge®, the industry-leading Agile ALM platform for distributed developers, the Codesion cloud hosting and integration platform, ScrumWorks® Pro Agile project management, Subversion Edge for managed SCM, and Agile training and transformation services.

CollabNet's Agile training division has helped thousands of organizations successfully adopt and scale Agile practices across their organizations. We employ more Scrum trainers than anyone, and have certified thousands of ScrumMasters and Product Owners with frequent public and private classes available. For more information or to find a class near you, visit us at www.collab.net or contact us at scrumtraining@collab.net.

Keynote Presentation

People or Process, Which One Makes a Project Successful, with Todd Williams

[Read more...](#)

Educational Presentation

Scrum Project Management, with Laura Howley

[Read more...](#)

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CollabNet, the world's leading provider of Certified Scrum training, is now Providing a 3 day workshop to prepare participants for the PMI ACP exam.

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For more details, visit www.collab.net/ACPbootcamp or contact scrumtraining@collab.net



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The Team

Karl Schulz, AIA, LEED AP



Principal, inici group, Inc



Karl earned a Bachelor of Arts Degree in Architecture from New York's Pratt Institute of Technology.

Current & Recent Project Experience

Children's Hospital at Legacy Emanuel
Portland, Oregon

\$250 million, 334,000 square feet

Adventist Medical Center Pavilion Expansion & Parking Garage
Portland, Oregon

\$105 million, 198,000 square feet
430-car parking garage

Peter O. Kohler Pavilion, OHSU
Portland, Oregon

\$216 million, 450,000 square feet

TriMet

Tri County Area, Oregon

On Call Construction Management Services

Achievements

U.S. Green Building Council LEED Accredited Professional

Member, American Institute of Architects (licensed in Oregon and Montana)

Trustee, Pratt Institute

Helen Townley Memorial Scholarship recipient, Pratt Institute

Speaker, numerous professional conferences, including the national conference of the International Facility Managers Association in New Orleans in 2000, The World Conference for the International Facility Managers Association in Paris in 2002, and Ecoroof Portland 2010

Background

Karl is the founding principal and sole owner of inici group, Inc. Karl has built a reputation for cultivating lasting relationships with clients who rely on his expertise, creativity and commitment to deliver successful projects on time and under budget.

Karl has completed some of the metro areas largest building projects, including the \$216 million Peter O. Kohler Pavilion. Karl served as senior project manager for the \$116 million, 407,500 square foot (SF), fast-track construction of the Oregon Convention Center Expansion in Portland, which was completed ahead of schedule and under budget.

During the last decade, he has worked on the master planning for the OHSU Schnitzer Campus Strategic Framework, OHSU Kohler Pavilion Two and Pacific University's Health Profession Campus in Downtown Hillsboro. Karl has been involved in several master planning and preliminary planning projects throughout the Northwest.

Douglas Sams, AIA, CSI, CDT, LEED AP



Associate Partner
ZGF Architects LLP



Doug Sams is an associate partner of ZGF Architects LLP, with more than 25 years of professional experience. Since joining ZGF in 1989, he has worked on a variety of health care, institutional and transportation facilities. Doug has been responsible for the design and coordination of large, complex projects working closely with clients, consultants,

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and contractors in all aspects of design. Many of his projects focused on daylighting and energy-efficient strategies prior to the establishment of the LEED program, and he continues to explore new technologies to further a sustainable built environment.

Currently, Doug serves as project manager for the Port of Portland's new headquarters office facility and parking structure at the Portland International Airport. His relationship with the Port has spanned more than 18 years, contributing to a partnership between ZGF and the Port that has lasted more than 50 years. Doug's recent experience also includes the Legacy Salmon Creek Hospital, named one of America's Top 10 Greenest Hospitals by The Green Guide; the LEED Gold certified Kaneko Commons at Willamette University; and Indigo @ Twelve | West, an urban mixed use building in Portland, Oregon, designed to achieve LEED Platinum certifications under New Construction and Commercial Interiors. Doug received a Bachelor of Architecture from the University of Tennessee and a Master of the Built Environment in Sustainable Development from the University of New South Wales in Sydney, Australia.

Speaking Engagements

Co-Presenter, Early Stage Simulation Tools—Views From All Sides, 2005 USGBC Greenbuild Conference, Atlanta, GA

Panel Member, Natural Wastewater Treatment Systems Workshop, City of Portland Department of Environmental Services, HQP2-Case Study, Portland, OR

Co-Presenter, Reinventing Water Re-use: Ecological Wastewater Treatment Provides the Centerpiece for New Commercial Designs in Portland, 2010 USGBC Greenbuild Conference, Chicago, IL



Derrick Beneville, LEED AP

Project Manager,
Hoffman Construction Co.



Derrick earned his Bachelor's Degree in Construction Management from Colorado State University.

Derrick is a Project Manager for Hoffman Construction. His 25 year career with Hoffman has taken him to California, Washington, Oregon and even to Alaska to work on many of Hoffman's prominent projects. Derrick's portfolio of projects includes water & sewer treatment plants, health care facilities, institutional and transportation facilities ranging from \$30m to \$200m in size.

Derrick has had the privilege of working on many large and complex projects working closely with Owners, Architects and contractors on all aspects of construction including design input, estimating, and construction management. Many of the projects include state-of-the-art technologies that have focused on sustainability and the achievement of Gold & Platinum LEED certification including the OHSU Biomedical Research Building and Port of Portland's new headquarters building.

14 years of his career included working closely with Doug Sams and Tom Peterson successfully completing all phases of Concourse C and now the HQP2 project at PDX. Derrick received a Bachelor's degree in Construction Management at Colorado State University. Has been married for 24 years, has a 20 year old daughter attending U of O and a 16 year old son attending Oregon City High School. Any free time that Derrick has is spent supporting his children's sport activities, RVing and hacking his way across a golf course.

Steve Reidy, PE, LEED AP



Principal, PAE Consulting Engineers



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Steve has worked with the Port of Portland for more than 25 years and served as Principal in Charge for PAE's efforts at the Port's new Headquarters building. He has 30 years of experience in mechanical system design and project management. As a principal at PAE, Steve has extensive experience in managing project teams that include both mechanical and electrical engineers as well as lighting designers. His background includes a wide range of facility types, from office buildings, to university facilities, to high-tech manufacturing and research spaces, to healthcare facilities. Steve holds a Bachelor of Science degree in Mechanical Engineering and is a registered professional engineer in six states including Oregon. He is also a LEED Accredited Professional through the U.S. Green Building Council.

Q and A

1. What portion of the project was the most difficult? What methods did you use to solve these problems?

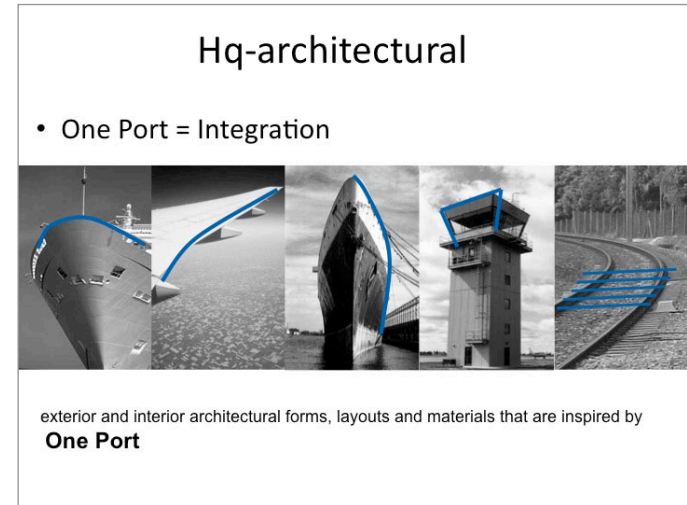
This Port of Portland HQP2 project had many factors that had to be managed throughout the project. The complexity of the project, tight budget, and fixed schedule meant that all portions of the project had to be managed in a holistic way to prevent disproportional energy being spent on least critical issues.

One of the major demands for the project team was to maintain the correct project budget during design and bidding. At the time of design and bidding, much of the bidding market was in flux with increases in cost being experienced in the marketplace. Given the early estimates for the project, the team realized they would have to reduce the project cost without compromising the project requirements for program space and function.

We took on this issue in steps with detailed tracking and assignments of responsibility for many of the team members.

The Contractor completed estimates of the design documents. The costing peer review team completed a second review. A goal amount for the budget was established, the project team agreed and rules were established on what features could and could not be explored.

The team as a whole brainstormed all issues that could be considered for the cost review process. This included the design team, contractors estimating experts and a selected group of owner's users who had experience in design and construction. A master list was completed that tracked the issues and potential costs savings, design impacts, schedule and decision tracking documentation. Each issue was fully vetted and documented.



This process provided the team the tool to find \$20 million in savings for the project and was completed during design and before bidding to maximize the savings for the project and provided a solution to one of the most demanding issues for a major project—keeping the desired features and costs within the established budgets.

2. What methods / or how did you define risks? How did you monitor them?

The Project Leaders from the Port, ZGF, and Hoffman Construction as the Leadership Team managed the risk issues by focusing on communication and identification of issues early. Every issue and decision on a daily basis has risk, some large and some small. The Leadership Team understood the need to proactively address all risks. This revamped leadership team took proactive early steps in the project with a new message for the project, communication.

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The team members were encouraged to bring up issues and/or concerns that would have risk impact to the project. Team members who had experience with other major projects or systems that would be provided in the project were encouraged to define what potential issues might impact the project. No issue was discouraged, and the team would rely on the experience of the team members to look at the issues based on other projects they had completed.

As an example, safety team members who had worked at the Port brought forward issues they had experienced in earlier projects that might impact airport operations. These issues were critical to address since any impacts to the operation of the airport would reflect negatively on the success of the project.

The Leadership Team reviewed each issue and either an experienced task force team was selected to address the potential risk by the Leadership Team, or a special meeting was needed to define agreements to reduce risk. All issues were tracked in meeting minutes or via an Issues Tracking Log kept by the Port Project Manager. As each issue was addressed and solutions vetted out regarding the risk, the team would address them as directed by the Port Project Manager to reduce the risk to the project and to the Port of Portland.

3. How did you identify all the project stakeholders?

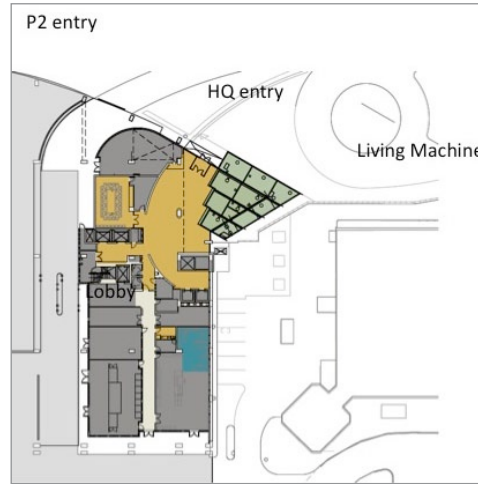
The list of stakeholders on a large project can be extensive. Organizing and making sure you have the correct members can be difficult and may change during the course of a project that lasts over multiple years. For this reason, the stakeholder list should also be considered flexible for each stage of a project.

A process used on this project was to identify process and authority of the organization, the Port of Portland. For the Port, it was important to understand the organization structure and the approval process from the Port of Portland Commission to the staff that approved documentation for the project. A document defining the approval process and the staff members responsible for approval and their authority is the best method to track who the stakeholders are. This document, defining the authority, provides a road map down the approval process for the entire project and also identifies the stakeholder. This document was approved by the Port Directors and was referenced when there was an issue on stakeholder's authority.

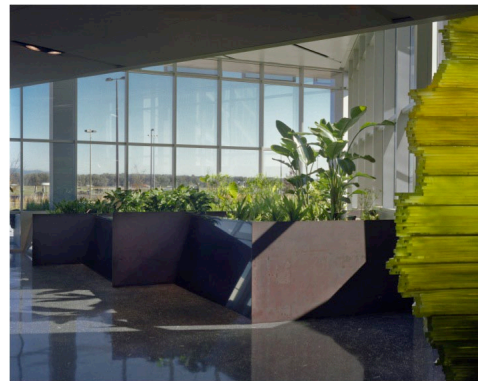
The same process was used for the other team members. A clear map of who had what authority on each team was created to make sure that each organization had the correct understanding of how the other process worked.

The other factor in managing stakeholders for the integration into a project delivery was communication. As with the risk management solution, the Leadership Team sought members of the Design and Construction teams and Port of Portland to provide input on the project. Based on the experience, willingness to provide proactive support and time availability, the Leadership Team member would recommend selected members to join the team as stakeholders based on how the stakeholder would help the project.

With approval by the Leadership Team, the person would join the team as a stakeholder and assist on the designated tasks. This process allowed for changes in stakeholders based on experience or availability. The Project successfully incorporated a number of different stakeholders during the course of the project.



Living Machine Layout



Living Machine

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4. How were the team members selected? How was the information disseminated to other members of the project team?

The Project Team realized that certain design, construction or project logistic issues needed to be addressed during construction to reduce risk, delays to the project, and cost exposures. A solution was needed to expedite the resolutions as quickly as possible to reduce project impacts.

The three Project Leaders for the Port, ZGF, and Hoffman Construction set up the Task Force Program for the team. When an issue was discovered and needed to be addressed, the Leadership Team would address it in their weekly meetings. It could be raised in a number of ways from RFI's, meeting discussions, or other notices. The team supported the raising of issues to the management team to make sure all potential issues that might impact the project were vetted. One of the biggest elements of the task forces was to get the Owner, Design Team, GC & subcontractors meeting together "rolling up their sleeves" to work out constructability issues allowing for the best quality installation. First step was to identify the various task forces required (i.e. facade, arch wood work, etc.) where highest expectation of quality is necessary.

Based on discussion and input from each member, the task force would be established with a goal of resolving the issue being defined. Priorities would be set, including costs, schedule, or constructability impacts by the Leadership Team.

Once the taskforce completed their efforts, they would provide the Leadership Team with the recommendation for the proposed direction to resolve. The Leadership Team would weigh the best method to complete the dissemination of the information to the team. The Leadership Team would base the information distribution on contracting requirements and efficiency of distributing the information quickly to the people needing the information. A team member would be assigned to complete the follow up and completion of the issue to be resolved by the task force.

This process provided a technical method to make sure all of the issues that had been raised or required additional work to

address were completed using the experience of the team to resolve as quickly and cost effectively as possible.

5. Since the construction was such a short timeline, what methods were used to keep the schedule on track?

It was not an option for the project to slip the schedule based on a fixed date when the Port of Portland was to vacate their office building, since it was to be turned over to the new occupants.



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Based on this requirement, each issue that was addressed during design and construction was weighed by the Leadership Team on how it might impact the project schedule. This was a fixed question that had to be answered by the team for each issue. With the identification of a potential schedule impact, the team would address how the issue would impact the schedule.

Schedule review was completed with the contractor taking a leadership role. They would provide an overall project schedule that the team used to meet milestones. From this document, the team based their decisions.

The project used a number of different solutions to meet schedule. First, the Port of Portland used a Contractor Manager/ General Contractor delivery model for construction. This allowed for the contractor to join the team early and assist

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with decisions for the project. This included scheduling the milestones for the project.

It was clear that to meet the needs of the Port of Portland the project would need to use a fast track process. The completion of early bid packages and early start of construction before the design was completed shortened the project duration. In addition, for long lead issues, the Port of Portland used Design Assist contracting for critical bid packages. An example is the project's curtain wall system. The manufacturer and installer of the curtain wall system was selected on an RFP process that included design build process for the curtain wall system. The vendor was selected on experience and pricing structure. This saved design time by the design team and reduced the bidding duration. Also, the order could be placed much earlier in the project to make sure that the materials would be delivered and installed on time.



Creative processes like the ones defined above provided the Leadership Team tools to manage the schedule during the design and construction phases of the project.

6. What suggestions / tips / methods would you recommend to others who have large projects?

The most critical issue is the setup of the Project Team at the beginning of the project who will work together on a daily basis for years to complete a project. The team member's leadership needs to have experience in the delivery of similar, large and complex projects. This skill alone provides the ability to

anticipate issues and provide the confidence to the rest of the team that the issues of the project will be managed successfully.

The second issue is the ability to communicate at multiple levels with all of the many team members who interact in the delivery of a large project. The Team Leadership needs to make sure that they cannot only provide clear communication to a large diverse group of people who have different levels of understanding project construction and delivery, but deliver it in a positive and team supporting method. Too many times, negative communication is used. This method leads to compromised communications when team members feel they are not being supported.

The Port found that they did not have the correct people managing the project when they first started the project. Their management team did not have the experience and communication skills to provide a teamwork environment for the project over a long period of time. The Port of Portland determined that they needed to bring in a new project manager who had the experience to complete large projects and provide communication processes that would be able to connect the three-team groups of designers, contractors and Port of Portland staff. With a new environment of communication, the team evolved into a team who worked together with much better communication. This led to a much stronger delivery of the project by all parties and is the recommendation that had the most impact on the success of a large complex project.

Final project configuration





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January Chapter Meeting Keynote Presentation

People or Process, Which One Makes a Project Successful?

Why do we rely on process so much when people do the work? We know process helps, but then people get involved and it becomes a mess. People or Process, as the name implies, looks directly at the role of people versus process in a project's success or failure. The focus on process is a needed component, but does not obviate the need to manage people. Unfortunately, the trend over the last fifteen years has been to focus on process and reduce the project to a checklist of tasks. This has created a culture that neglects the value of a manager with people skills.

This presentation uses case studies and class interaction to underscore the how people make or break the project. Attendees learn the importance of working closer with the people on the project by looking at four areas:

- The Project Manager.
- Project Inception.
- Project Methodology.
- Technical team members.

By the end of the presentation, attendees will understand the importance of balancing people and process, where to focus their efforts. The benefit of being more involved with the inner workings of the project will be evident.



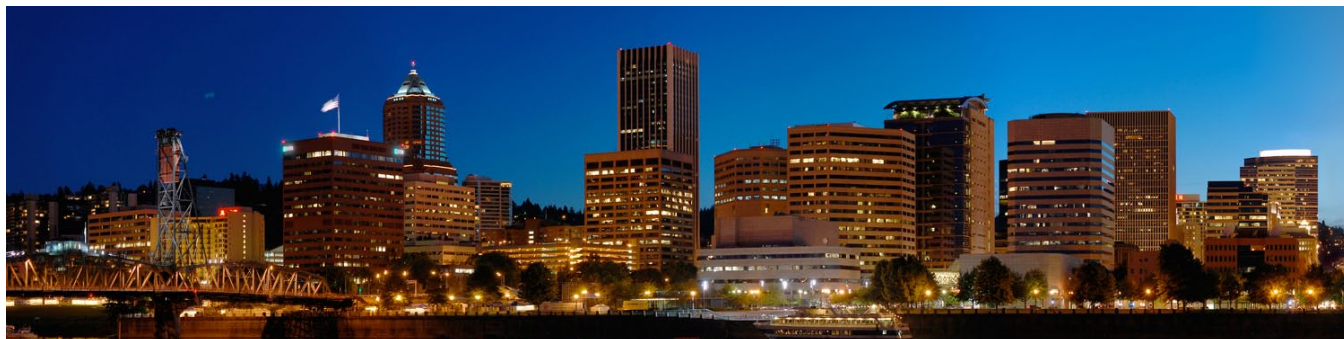
About the Presenter

For twenty-five years Presidents, V-Level, and C-Level executives of manufacturing and service companies have asked **Mr. Todd Williams** to help them build leading-edge systems, improve organizational efficiency, and rescue problem projects. From this experience, he has developed methods to streamline organizations, turn-around troubled projects, and help prevent recurring failures.

In his book, *Rescue the Problem Project: A Complete Guide to Identifying, Preventing, and Recovering from Project Failure*, published by the American Management Association (AMACOM Books 2011), he defines a project audit and recovery process for rescuing red projects that focuses on root cause correction and prevention.

As President of eCameron, Inc. and a professional member of the National Speakers Association, he is an expert in rescuing projects and failure prevention. He maintains a blog at <http://ecaminc.com/index.php/blog> that has been quoted on CIO Update, ZDNet, IT Business Edge, Center for CIO Leadership, CIO Essentials, among others. He has been chosen to speak to NASA, AMA, PMI, APICS, FEI, FENG, IMA, ASQ and numerous other companies and organizations.

Contact Mr. Williams at todd.williams@ecaminc.com.





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January Chapter Meeting Educational Presentation

Scrum Project Management

Project Management is about managing the project, not managing the people. In today's world of constantly shifting resources and changing requirements, we often lose sight of the actual project goal. Scrum helps you regain your focus on the project's purpose: delivering value to your customer. Learn why businesses are choosing Agile methods, the benefits they have gained and the roadmap to achieving a healthier organization with Agile.

About the Presenter



Laura Howley is a Certified Scrum Professional with the Scrum Alliance and has been actively practicing Scrum for four years. At CollabNet, she works with a diverse range of clients helping them move from traditional workflows to more agile practices. She is especially interested in applying Scrum principles to industries beyond software development and has worked with clients in manufacturing and advertising industries.

When not practicing Scrum, Laura enjoys the running trails in Forest Park, playing the bass in her basement with friends and cooking uncomplicated, delicious food.

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PORTLAND CHAPTER

January 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- **Chapter Meeting Logistics**

Professional Development

- PMI-Agile Certified Practitioner (ACP) Prep Course
- PMP/CAPM Prep Course
- Roeder Online Courses

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- Roundtable Meetings
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Articles

- Best Practices for Meetings
- Solid Technology Experience in Demand Despite Economy

PMI

- President's Letter
- Newsletter Director's Letter
- About PMI Portland

www.pmi-portland.org

Chapter Meeting Logistics

Agenda

- 4:00** Registration table opens
- 4:30** Educational presentation
- 5:30** Networking
- 5:35** New member welcome meeting
- 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

Note change to Late and Walk-in registration:

See [page 19](#) for details.

No refunds within 24 hours of the meeting. Contact registration@pmi-portland.org.

* Chapter Members and Student Members must provide PMI number in order to receive member pricing, if registering at the door the day of the meeting.

* 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](#)

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.

Register Online and Save

At 10 a.m. the Monday before the Chapter meeting, the regular online registration price increases by \$10. At 4:00 p.m. the day of the meeting, regular registration price increases by \$20. See [page 19](#) for details.

[Register Now](#)

Location

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

Free Parking

January Menu

Chicken Saltimbocca: Chicken Breast Filled with Mozzarella, Peppers & Tomato Sauce, Mushroom Chive Risotto, Fresh Vegetables

Or

Twice Baked Yukon Gold Potatoes, With Ricotta Cheese, Chives, Aged Cheddar, Mustard Picatta Sauce, Braised Greens and Parmesan Crisp

Red Velvet Cake



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Professional Development

PMI–Agile Certified Practitioner (ACP) Exam Prep

Thursday and Friday, Jan. 26–27, 2012
Two-days, 21 hours, homework required!

Agile Project Management is the hottest topic in our field today because so many employers are looking for new hires with agile certification and experience. PMI's newest certification—the Agile Certified Practitioner (ACP)—is “setting the bar” for agile project management professionals. Unlike the better known Scrum Master certification which focuses on only 1 agile framework, only requires a 2-day class with a no-fail assessment, and has no work experience, the ACP covers 3 frameworks and has standards that employers respect for education, experience and a real examination!

I am very pleased to announce that we have arranged to offer PMI-ACP Exam Preparation with a 100% Money-back, First-time Pass Guarantee from the GR8PM trainers to our Chapter.

You do not have to be a PMP or a Scrum Master to get great value out of this class. This class is designed to help you clear the two hurdles standing in front of you—completing the application and passing the exam. This course also helps you go to the next level with solid, real world practices because after you have passed the exam your boss, co-workers, and customers will have raised expectations about you as an agile expert!

The 2-day seminar provides 21 hours of instruction and 21 PDUs but homework is required! It will be delivered on Thursday and Friday, January 26th and 27th. That means you can get great career-enhancing training and **21 PDUs** in just 2-days! But you have to hurry because the registration price expires on January 16, or when sold out.

The PMI Portland Chapter Board of Directors feels a key responsibility to bring high-quality training at a great price to our Chapter. We hope you agree and will join us for this terrific seminar!

I hope you'll join us for this seminar. And I really hope you'll let us know how the Chapter can serve you better... and then come grow with us!

Diane Brady, VP of Professional Development

Workshop Details

21 PDUs

Cost

PMI Portland Chapter members: \$1495 (Members—Watch your email for discount code!)

Non-members: \$1645

Location

Red Lion Hotel Portland-Convention Center
1021 NE Grand Ave.
Portland, OR

Presented by GR8 PM



You can get more information on our [web site](http://www.gr8pm.com), or go to <http://www.gr8pm.com/events--class-registration> to register now!.



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Professional Development

PMP/CAPM Spring 2012 Exam Prep Course

Saturdays, February 18–March 31, 2012



Hosted by DeVry University, Keller Graduate School of Management



Prepare for PMP or CAPM certification through the Portland Chapter of Project Management Institute.

Experienced project managers ready to become certified Project Management Professionals (PMPs), and those looking to establish credibility in the application of project management processes as a Certified Associate in Project Management (CAPM), will benefit from this course which will help you prepare for—and pass—the Project Management Institute (PMI) examination.

Certified PMPs will bring the Project Management Book of Knowledge (PMBOK) methodology and real-world experiences into focus. They will walk you through what you need to know, step-by-step. Core study material will be covered over six Saturdays, with a complete review on March 31st, the last day of the course. Taking the test immediately after the course is recommended.

Attendance in the course will satisfy the education requirement for both the PMP or the CAPM application. Students will receive a copy of the PMI PMBOK (4th edition), third-party sample questions, and course study guide.

Seating is limited so register today.

Workshop Details

Saturdays, February 18–March 31, 2012
9:00 a.m. to 5:00 p.m.

Location

DeVry University
9755 Barnes Road, St Helens Room
Portland, OR

Cost

PMI Portland Chapter Members:

- 12/30 through 1/15 5 p.m.—\$795
- 1/15 after 5 p.m. through 2/6 5 p.m.—\$895
- 2/6 after 5 p.m. through 2/13 5 p.m.—\$945

Non-Members:

- 12/30 through 2/6 5 p.m.—\$1095
- 2/6 after 5 p.m. through 2/13 5 p.m.—\$1145

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

Register today!

For details and registration, visit the PMI Portland Chapter [web site](http://www.pmi-portland.org), or email certification@pmi-portland.org.

Roeder Courses—Online, Live

Be sure to check the PMI Portland Chapter [web calendar](#) for all the new online PM related training at a discount to members.

Courses include such topics as:

- Project Management Negotiation (new)
- Managing Virtual Teams
- Dynamic Leadership Skills
- International Project Management (new)

And more...



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Events Calendar

MON	TUE	WED	THU	FRI	SAT	SUN
January 9	10	SAO Event 11 OODN Event	Roundtable West @ SolarWorld 12	Roundtable NW @ Con-Way 13	14	Super earlybird deadline-PMP/CAPM Exam Prep 15
16 Registration deadline-PMI-ACP Exam Prep	Chapter Meeting 17	PMI WV Salem Meeting 18	Roundtable West @ Nike 19 PMI WV Eugene Meeting	PMI WV Corvallis Meeting 20	21	22
23	Roundtable NE @ Public Health 24	25	26	PMI-ACP Exam Prep Course 27	Roundtable North @ Clark 28	29
30	31	February 1 Roundtable NE @ Port of Portland	2	Roundtable South @ Mentor Graphics 3	4	5
6 Earlybird deadline-PMP/CAPM Exam Prep	7	8	Roundtable West @ SolarWorld 9	Roundtable NW @ Con-Way 10	11	12
13 Registration deadline-PMP/CAPM Exam Prep	14	15	Roundtable West @ Nike 16	17	18	PMP/CAPM Exam Prep Course 19
20	Chapter Meeting 21	22	23	Roundtable North @ Clark 24	25	PMP/CAPM Exam Prep Course 26

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



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Roundtable Meetings

Roundtable NW Con-Way

2055 NW Savier
Portland, OR
Ask for room at desk

2nd Friday 7:15 a.m.

Roundtable West SolarWorld

25300 NW Evergreen Rd.
Hillsboro, OR

2nd Thursday 5:30 p.m.

Roundtable West Nike

Nike World Headquarters,
Beaverton, OR
Nolan Ryan Bldg.,
Air Huarache, 1st Floor

3rd Thursday 7:30 a.m.

Roundtable South Mentor Graphics

8005 SW Boeckman Rd.,
Wilsonville, OR
Commons Bldg., Big Muddy
Conf. Rm.

1st Friday 7:15 a.m.

Roundtable North Clark

1200 Fort Vancouver Way,
Vancouver, WA
Community Room

4th Friday 7:15 am

Roundtable NE Port of Portland

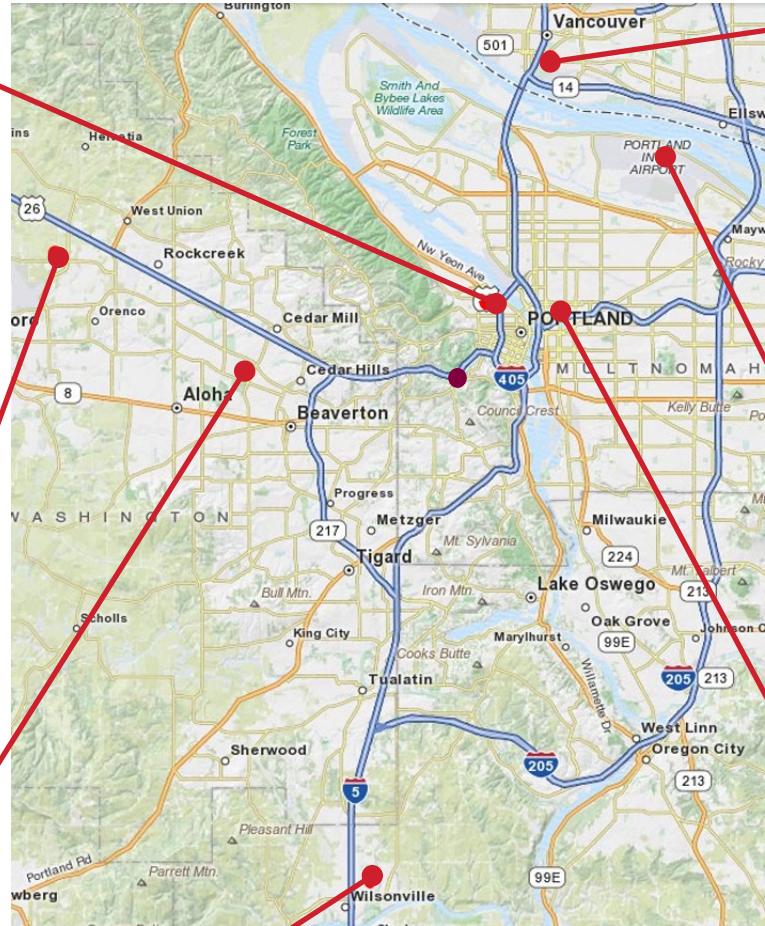
7200 NE Airport Way
Portland, OR
Anchor Rm., 1st floor

1st Wednesday 4:30 pm

Roundtable NE Public Health

Portland State Office Bldg.
800 NE Oregon Street,
Portland, OR
Room 1C-30

4th Tuesday 7:30 am



Join Us!

For more information, to see maps, to join a roundtable, to contact the moderator, or to RSVP for meetings, see the PMI Portland Chapter [Roundtable web page](#).



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Roundtables—Help to Conquer Dragons?

Fairy Tales are more than true: not because they tell us that dragons exist, but because they tell us dragons can be beaten. —G. K. Chesterton.

I recently attended a class, where the course material focused on the PMBOK. What brought the material back from the theory to actual practice, was the conversation around the classroom. My background had never required Earned Value calculations. Either the projects were not long enough, or large enough, to warrant that exercise in planning and reporting. Then someone described their experience and opened the window into a new communication tool, which I anticipate using soon.

The Chapter Roundtables resume this month, and they continue to vary between presentations and self-selected topics. The presentations draw the most people, like the Agile classes at Nike, the Black Swan presentation at SolarWorld last fall, or the Airport Runway Project in January at the Port of Portland.

But the self-selected topics draw the most active and lively discussions. Current topics often include a volunteer who

outlines project challenges, which they have been unable to resolve. The practice of describing just the right amount of detail, without glossing over the environmental challenges, brings up topics that are broader than just one project, or within one organization. You may learn things that you shouldn't try. It's this discussion that brings out the experience of our community, and the dragons that we all encounter.

PMPs—you can also earn 1 PDU for each roundtable you attend. Join in, as a participant or observer, and see if this isn't one of the most interesting resources available.

Bruce Rosenblatt
Director of Roundtables



Helping clients realize their vision through seamless digital solutions

Connect with CDI

CDI IT Solutions first expanded into Oregon in 1999 from the east coast, where the company has been entrenched since 1950. Over the past 12 years the local team has grown to more than 125 employees providing a myriad of solutions to clients.

CDI IT Solutions specializes in the management of engineering, application, help desk, and digital solutions. As a group of trained professionals CDI seamlessly integrates with its partners to deliver streamlined solutions, taking projects from inception to end of life.

General queries
DigitalSolutions@cdicorp.com

Recruiting
DigitalSolutionsJobs@cdicorp.com

Online
cdi-its.com OR cdicorp.com

Information Technology • Project Management • Managed Services • Web and Marketing Analysis • Content Management



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Chapter Meeting Late Fee Changes

The PMI Portland Chapter Board of Directors has determined there is a need to restructure our Chapter meeting fees to reward those who register early for the meetings. We recently sent a notice of fee changes to our Chapter meeting late fee. Early registration greatly facilitates event planning and reduces registration lines the night of the meeting. The Portland PMI Chapter subsidizes the cost of the Chapter meetings to keep the cost as low as possible for our Chapter meeting attendees. Your Chapter leadership is committed to providing quality events at reasonable costs but we need your help to succeed. As a volunteer organization, we have limited resources and time to accomplish our goals and tasks each month. Your early registration will greatly help the volunteers plan and execute a quality monthly event for your education and enjoyment.

Effective January 1, 2012 the Chapter Meeting fee structure will be as follows:

- **Regular Registration:** Before 10 a.m. Monday (day before meeting) - *regular registration price*
- **Late Registration:** Between 10 a.m. Monday and 4 p.m. Tuesday (day of meeting) - *add \$10 to regular registration price*
- **Walk-in Registration:** After 4 p.m. Tuesday (day of meeting) - *add \$20 to regular registration price*

The change in the Chapter Meeting Fee structure was a Board of Directors decision. If you have questions or concerns about the new fee structure, please contact the Chapter VP Programs, President, or President Elect. Thank you for your support and we look forward to seeing you at 2012 events.

Gearing Up for the 2012 Managing Projects, Programs & Portfolios Conference!

In order to provide a high quality and enjoyable educational conference for professionals, PMI Portland Chapter volunteers are starting to plan this year's annual Managing Projects, Programs & Portfolios (MP3) conference. Although the event takes place in late August, planning now ensures we will have quality speakers and presenters providing information on current industry topics and state of the art technologies and processes. We also hope to secure more sponsors and exhibitors this year.

However, the PMI Portland Chapter needs you to make this event a success. Volunteer teams will form to plan each part of the event and the more people we have on our teams, the more the work can be spread out. Anyone who is interested in helping or has experience and knowledge to contribute can help in one of the following areas:

- Marketing
- Soliciting Sponsors
- Identifying & recruiting good speakers to present workshops in one of the identified educational tracks
- Volunteer Recruitment! (This is an especially important role for a successful conference.)
- Registration
- Venue planning and logistics

There are many benefits to volunteering for the conference including:

- Networking with other Project Management Professionals,
- Gaining new experience and skills, and
- Eligibility for free attendance at the conference.

If you want to help, please email Kristen Funk-Tracy at annual_conf@pmi-portland.org or call 503.502.8145. Or you can contact Diane Brady at vp_prof_devel@pmi-portland.org.



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PMI Willamette Valley Chapter

Salem Branch Monthly Meeting

Wednesday, January 18, 2012 Presentation starts at 12:00 p.m. (please arrive by 11:40 am)

Location Roth's Conference Center, West Salem
1130 Wallace Rd. NW
Salem, Oregon 97304

Speaker Ben Kahn, MBA, PMP

Topic Stakeholder Communication Management

Cost \$15 (with lunch) or \$12 (speaker only) for PMI Members and \$17 (with lunch) or \$14 (speaker only) for Non-Members

See web site for more details [Salem](#)

Eugene Branch Monthly Meeting

Thursday, January 19, 2012
6:00-8:00 p.m.

Location Red Lion–Eugene
205 Coburg Road
Eugene, OR 97401

Speaker Kim Liegel

Topic Team Collaboration–Bridging the Divide Between Individuals

Cost \$20 (both PMI and Non-PMI members) Includes a buffet-style dinner prepared by Red Lion Hotel. If you require vegetarian, vegan, or other dietary requirements, please specify in the registration form or contact the VP Programs (VPPrograms@EugenePMI.org) 48 hours in advance of the meeting.

See web site for more details [Eugene](#)

Corvallis Branch Monthly Meeting

Friday, January 20, 2012

Presentation starts at 12:00 p.m. (please arrive by 11:50 a.m.)

Location Corvallis Depot
700 SW Washington Ave.
Corvallis OR 97333

Speaker Debra Lavell

Topic Delivering Great User Experience, Connecting Strategies and Stories

Cost \$10 for PMI Members and students. \$15 for non-PMI members. ****NEW RATE**** \$5 for unemployed Project Managers.

See web site for more details [Corvallis](#)

Keep your E-mail Address Current!

Members—we use your profile information from pmi.org. Please check your profile on the PMI Global site to be sure your email address is current— it will then be loaded into our database.

Non-members—you can log into the PMI Portland web site, go to My Profile, and change your email address here.

Roundtable and Job Posting members—remember that you may have set a different email address for these posts. Log in to the PMI Portland web site, go to My Profile, then My E-Lists to check the email address that is being used.

[continued...](#)



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OODN Meeting



Creating a Strengths-Based Leadership Culture

January 11, 2012

“Our company’s greatest asset is our people!” It’s a nice motto, but it’s meaningless without introspection and application. And the truth is, people aren’t your greatest asset, unless they’re in position to leverage their greatest strengths - those things they do well consistently and energetically. The single best predictor of a consistently high-performing team is the answer to this question: “At work, do you have the opportunity to do what you do best every day?” Research reveals that only 12% of people in the workplace play to their strengths “most of the time.” In general, society is fascinated by weaknesses (most employee reviews bear this out), and we take strengths for granted.

Speakers:

Patrice Altenhofen, President of the Cascade Employers Association

Bill Swift, Leadership Facilitator with the Cascade Employers Association

When: Wednesday, January 11, 2012 from 6–8:30 p.m.

Where: Con-Way (Fremont / St John’s rooms)
2055 NW Savier St
Portland, OR 97209

Pricing: Free to PMI members. Non-members, \$10.

Contact: RSVP to president@odnoregon.org.

Oregon OD Network
14780 SW Osprey Drive, Suite 365
Beaverton, OR 97007

info@odnoregon.org
www.odnoregon.org

SAO Special Event



An Evening With Jonathan Medved, Israeli Technology Entrepreneur and Investor

January 11, 2012

The Software Association of Oregon is pleased to announce that we’ve partnered with our friends at the Oregon-Israel Business Alliance to bring one of Israel’s leading technology entrepreneurs and investors, Jonathan Medved, to Portland on January 11th, 2012. Jonathan is interested in getting to know Oregon’s technology community and sharing his insights.

When: Wednesday, January 11, 2012 from 6–8 p.m.

Where: Webtrends
851 SW 6th Ave., Suite 1600
Portland, Oregon 97204

Pricing: SAO members \$25, Non-members \$35

[Register here](#)

Contact: Sonya Duffin (sonya.duffin@sao.org)

For more information www.sao.org/





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Join the PMI Portland Chapter

PMI Portland Chapter is a local Chapter of the international organization, PMI (Project Management Institute). The PMI Portland Chapter prides itself on being an active and growing project management community and is one of the largest chapters in the Pacific Northwest.

How to Join

To become a member of the Portland Chapter, you must first join PMI Global. You can join online or download an application.

Click [here](#) to join PMI Global. You will be given an opportunity to join a chapter. Select the Portland Chapter (C031) from the list.

If you're already a PMI member and want to join the PMI Portland Chapter, you can renew using the link above.

We are honored to welcome you as a new member! You will begin receiving the benefits of membership right away!

Membership Benefits

- Network with Project Management Professionals
- Professional Development
- Discounts on Chapter Events
- Monthly Roundtables
- PMI Portland Chapter Monthly Newsletter
- Current Job Listings
- Volunteer Opportunities

Membership Costs

Join: PMI Membership costs \$129/year. PMI Portland Chapter membership costs \$25/year

Renew: PMI Membership renewal costs \$119/year. PMI Portland Chapter membership renewal costs \$25/year

Discounts: Retired members pay just \$60 per year for PMI membership. Must be a PMI member in good standing for five consecutive years and have retired from active employment.

Students may join PMI for just \$30 per year, plus a \$10 application fee for new members. Membership is open to any student enrolled in a degree-granting program at an accredited, or global equivalent, college or university.

Test Drive a Membership

Would you like to come to a [PMI Portland Chapter event](#) to meet some of your fellow project management professionals and see what the Chapter is all about? You're welcome to attend, even as a non-member!

Get on our mailing list! PMI Portland members automatically receive e-mail announcements of all Chapter events and monthly newsletters—and you can too. If you would like to receive Chapter announcements and newsletters, fill out our [Non-Member Sign up form](#).

For More Information

Please visit the [PMI Portland Chapter web site](#). Read the [Chapter brochure](#).





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Become a Volunteer

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

- **Assistant Vice President**–Professional Development team
- **Assistant Director of Workshops**–Professional Development team
- **Document Management System Project Manager**–Operations team
- **Contact Management System Project Manager**–Operations team
- **Director of Technology**–Operations team
- **Quality Team Members (4)**–Membership team
- **Program Manager, Annual Survey**–Membership team
- **Instructor, Certification Prep course**–Professional Development team
- **Mentoring Program Administrator**–Outreach team

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



A D V I S I C O N®

We are a Professional Services and Solutions Integration company focused on Solution Development, Technology Integration and Project Management Methodologies.

Upcoming Public Classes (+lunch!)

- January 25 & 26 Practical Project Management (14 PDUs)
- January 27 SharePoint 2010 for Effective Project Management (7 PDUs)
- February 15 & 16 Managing Projects with Microsoft Project 2010 (7 PDUs)
- February 22 & 23 Managing Projects with Microsoft Project 2007 (7 PDUs)

PMI Members

Eligible for \$100 discount! Register at Advisicon.com or email us with your membership number.

Advisicon.com | 360-314-6702 | Info@Advisicon.com



PM Job Postings

These are the four most recent job openings sent to PMI Portland Chapter members who have joined our Job Posting Service.

- Senior Director, Project Management Office
- Technical Business Analyst
- Software Release Project Manager
- Project Manager II

For complete information about the Job Posting Service, including instructions about how Chapter members can participate, visit the [Job Posting Signup](#) web page.

We Want to Profile Interesting Local Projects

Have you recently closed on a project in the Portland area that other PMI Portland Chapter members might be interested in hearing about? We are looking for stories about local projects. You don't even need to do the writing. We will interview you and capture the fascinating details that describe your methods, approach, outcomes and lessons learned. Final copy will be published in the PMI Portland Chapter newsletter.

Please let us know you are interested by sending a short note to newsletter_dir@pmi-portland.org.



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Get to Know Your PMI Portland Volunteers

With a membership of over 1500 people, one of the goals of this newsletter is to get our members to know one another better.

Professional Development



Kristen Funk-Tracy, Director of Annual Conference

Please welcome Kristen Funk-Tracy to the Professional Development portfolio as the new as the Director of Annual Conference. Kristen was instrumental in getting the conference off the ground last year when we lost a key individual on the team.

Kristen has greatly enjoyed managing projects and working with people throughout her career. She has been fortunate to have the opportunity to manage many different projects in her jobs and volunteer work and is current studying for her PMP.

Kristen's background is in social services; Oregon state politics; and program development, fundraising and public/media relations for non-profit human service organizations. Kristen received her Master's in Social Work in 2008 with a focus on organizational leadership and administration.

Many of you have already been lucky to work with her. I am delighted that she will continue in the Professional Development Portfolio in this new role.

Contact Kristen at annual_conf@pmi-portland.org.



Ron Karsten, Director of Certification

One of Ron's strengths is his ability to grasp details and quickly organize projects. His passion for this work is immediately evident to those with whom he comes into contact. Ron gained his Project Management experience in

successive leadership roles. He served his country for 24 years first as a member of the US Marine Corps from the Viet Nam

era through the Persian Gulf incursion and subsequently as a member of the Oregon Army National Guard. He was a regional manager for Schneider National Transportation, then directed the sales effort for automotive diagnostic training in the Western U.S. for Snap-on Tools and was an owner of two successful training companies. Following that, he was the Director of Field Operations for Electric Lightwave Vancouver, WA, and Vice President of Operations for Integra Telecom in Portland. He was most recently the Director of the Portland Campus of DeVry University and Keller Graduate School of Management in Portland. He describes his most interesting experiences as the challenges he faced working in austere environments with diverse elements competing for scarce resources.

Ron taught Project Management courses for many of Portland's larger business and has presented classroom training for PCC, University of Phoenix and Marylhurst University. He has been recognized as Practitioner Faculty of the Year the for the Oregon Campus of the University of Phoenix and earned University Presidential Honors as a member of the Adjunct Faculty at Marylhurst University where he is currently teaching and is a member of the Adjunct Faculty Committee.

Contact Ron at certification@pmi-portland.org.



Chris Tobias, Director of Mentoring

Chris Tobias serves as a Lead Services Integrator with GE Healthcare's Information Technologies group. He leads projects and programs to prepare specialized healthcare software for market as well as projects to improve services delivered to healthcare customers along product safety and reliability efforts. He recently gained PMP certification

with help from his mentor and has long experience with training/mentoring programs. On weekends Chris teaches academic success seminars to high school and college students,. goes for a long bike ride and enjoys time with his family.

Contact Chris at mentoring@pmi-portland.org.



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Membership News

Welcome New Members!

Alexander, Tina	McGowan, Trish
Banga, Balbinder	Mohammad, Tauseef
Bell, Allen	Moss, Jeffrey
Berry, Theresa	Nystrom, Jill
Brock, Robert	O Shea, Gregory
Brown, Fred	Parikh, Alpesh
Buchser, Rochelle	Patch-Putt, Stephen
Callaway, George	Perez, Jared
Carter, Lawrence	Pies, Ross
Daly, David	Ponomarenko, Pavel
Dayton, Cristi	Prett, Michael
Elliott, Sabrina	Psiropoulos, Michael
Greger, Ronda	Rademacher, Craig
Harriff, Seth	Rappleyea, Kim
Hart, Colin	Raymer, Clyde
Hickey, William	Rowe, Pilar
Hunt, Debra	Senthilathiban, Vidhya
Jensen, Tammy	Sharma, Alok
Johnson, Gary	Shipe, Tamara
Kemppainen, Mikael	Shoemaker, Brandee
Kohl, Ernest	Stewart, Kevin
Laird, Carolyn	Walker, Allen
Liegel, Kimberly	Williams, Amanda
Marshall, Timothy	Zenger, Linda
McCauley, Starla	

Membership information is provided to the Chapter monthly by PMI GOC. There may be a delay in seeing your name on this page due to newsletter publishing constraints. Go to PMI GOC at www.pmi.org to change or manage your membership profile information.

Congratulations New Credential Holders!

Fitouri, Ammar, PMP	Montano, Andrew, PMP
Hayes, Rick, PMP	Nyehart, Charles, PMP
Korsness, Mark, PMP	Perez, Jared, PMP

Book Reviewer Needed!

The PMI Portland Chapter Newsletter would like to add a "Book Review" section. We invite you send a review of a Project Management related book, along with the following information:

- Book title and Author
- ISBN # (optional)
- Your short bio and photo

Remember - you can earn PDUs for newsletter submissions!

Send your review to newsletter_dir@pmi-portland.org.

A New Years Wish

"Twenty years from now you will be more disappointed by the things that you didn't do than by the ones you did do. So throw off the bowlines. Sail away from the safe harbor. Catch the trade winds in your sails. Explore. Dream. Discover."

—Mark Twain



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Photos from December Chapter Meeting



Matt Buchman



John Patton, speaker and Anne Chalmers



Matt Wilbur, CDI IT Solutions



Tom Cox, speaker



Jerry Young, Jobs Manager; Saby Waraich, Director of Volunteering; Prakash Acuthan, Gizzelle Williams



James Lawrence

Many thanks to Erik Odegard and Laura Sakaguchi for the photos.



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Best Practices for Meetings–5 Structural Elements

Most meetings suck. Yours can suck way less. Here are 5 structural elements that will make your meetings fast, fascinating, and effective.

- 1. Purpose
2. Desired Outcome
3. Agenda–with Start Times not Durations
4. Assigned Roles
5. Written Minutes, using Language of Accountability

Here's how to implement each one.

Purpose

The Purpose is the easiest to do, and the most overlooked. As a meeting participant, start your (previously awful) meeting with the question, "What's the purpose of this meeting?" As the organizer, ask and answer it before the meeting starts by stating the purpose at the top of the agenda, and in the meeting invitation. Some sample purposes:

- "Decide on a vendor for the new CRM system"
• "Find some possible solutions to the delays in our project, and pick one to work on"

Desired Outcome

Closely related to the Purpose, the Outcome is often some form of Decision, Agreement, Brainstorming, Problem Solving, or Status Sharing. Of these, the most boring is status sharing. You're better off sharing status via email between meetings, and then touching on only the status exceptions during the meeting, while briefly celebrating the positive aspects.

Some sample outcomes:

- "Either disqualify this vendor or agree to advance to the next stage of the purchase"
• "For the widget quality problem, agree on a course of action, an owner, and a due date"
• "Either agree on how our two departments will divide the work, or declare ourselves deadlocked and escalate to our boss"

For people used to interminable meetings that accomplish nothing, the introduction of a Purpose and an Outcome can feel shocking and exhilarating.

Agenda–with Start Times not Durations

Create an Agenda–in advance or on the fly–that includes four elements for each agenda item:

- 1. The start time (and by implication, the time allowed) for that item
2. The topic or question
3. The owner or presenter
4. Desired outcome

Here's a sample:

Table with 4 columns: Start Time, Agenda item or Question, Owner, Desired outcome. Rows include 9:00 Greetings, 9:05 Decide on Vendor for CRM, 9:50 Parking Lot Items, and 10:00 Adjourn.

(For a Meeting Facilitator Cheat Sheet including a sample agenda, click here.)

Assign Roles

Your meeting will run better when there are clearly defined roles.

- Timekeeper–ensures we are staying on time
• Taskmaster - ensures we are discussing the issue we are supposed to be discussing
• Notetaker–captures major points including minutes
• Facilitator–runs the meeting–you might rotate who runs each meeting, so everyone gets a shot

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Minutes using the Language of Accountability

The minutes must be taken during the meeting, as decisions are reached and action items are derived. They must be written very crisply, with concrete nouns, active verbs, and clear results. A bad action item is vague—the person who must do it won't understand it, and neither will the rest of the team. Facilitators make meetings run smoothly. The note taker makes the meeting matter. Without written minutes to memorialize the decisions reached, people will walk out having slightly different understandings of what was decided. Within a week those will diverge to be completely different understandings. Only a written version of the decision can prevent that. Action items are if anything even more important to write down. Team members will come to mistrust each other if Joe does what he remembers promising to do, but Jane remembers the promise differently—Joe feels he did it perfectly, while in Jane's eyes, Joe is a screw-up. Examples of bad action items:

- "Talk to Vendor X"
- "Resolve Jim's issue"
- "Research customer preferences about colors"

Better action items are:

- "Get from Vendor X the pricing and availability of the selected widget and report back at next meeting"
- "Work with Jim to resolve his 7/23 issue re. lock washer quality—have it fixed to Jim's satisfaction by 9/13"
- "Discover top 3 customer preferences for colors for the next generation widget, with input from both marketing and research depts, by 10/10"

The action items in the minutes should be written in "Standard Goal Language" i.e. a clear description of **What** is to be accomplished, **Who** owns it, and by **When** it will be done. Best practice is to distribute the minutes within one business day of the end of the meeting. (For a template for meeting minutes, click [here](#). Hat tip to [Gabe Fasolino](#).)

Note on Problem Solving

First, agree on what the problem is. Do not attempt to solve any problem until there is an agreed, written problem statement. This one step is the most often omitted and can save your organization countless hundreds of hours. Albert Einstein is quoted as saying, "If I had one hour to save the world, I would spend 55 minutes defining the problem."

About the Author



Tom Cox is a successful consultant, author and speaker who coaches CEOs and Project Managers on how to get better results through more effective leadership. A graduate of the University of Chicago, Tom earned his four-year degree in psychology in just three years, with honors. For IBM, Tom once ran a program of 24 simultaneous projects—with zero staff—that finished early and under budget. Tom's internet radio program "Tom on Leadership" is a Top Five hit on Google. Tom has helped clients achieve results such as:

- For a security camera firm, tripling revenue in 3 months
- For a sales manager, increasing results-per-hour 250% in 2 months
- For a mental-health call center, growing profit from 1/2% to 8% in 6 months

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Solid Technology Experience In Demand Despite Economy

The phrase “jobless recovery” is rampant in the news. Yet jobs are the lifeblood of a healthy economy; few of us are untouched by the human aspect of today’s near historic unemployment levels. What’s going on globally and nationally? What does that mean locally and for Project Managers? What separates the “hired” from the “hunters?”

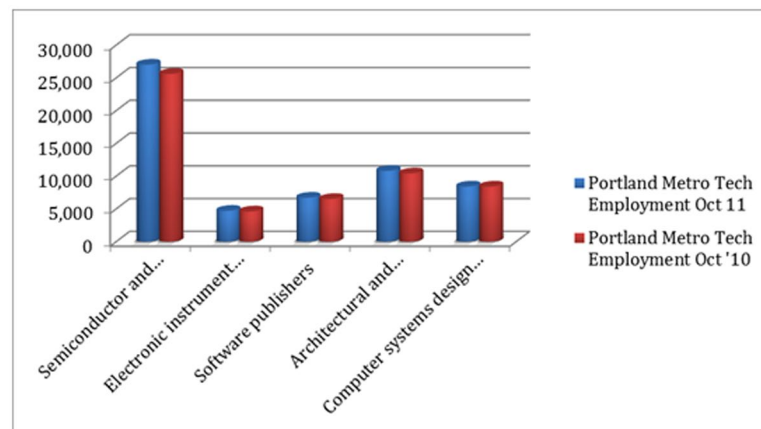
Employment Overview

Would you believe that nationally, this November, 3.4 million job openings were posted according to the Bureau of Labor Statistics? That’s a 38 percent improvement since June 2009. Yet, November’s jobless rate was still 9 percent –14 million unemployed!

Oregon Employment Department Regional Economist, Amy Vander Vliet, reported Oregon’s October unemployment at 9.5 percent, and Portland Metro area’s was 9.0. Since April, Portland’s jobless rate’s hovered between 9.0 and 9.2 percent.

The Portland Metro area typically booms when the economy booms, and busts when it busts. Multnomah County, however, ranked second to last in private sector job creation on the West Coast - 198th out of 199 cities and counties in the five western states from 1997 to 2009. The State Office of Economic Analysis (OEA) predicts that Oregon will grow by 1.3 percent in 2012. Vander Vliet is optimistic, and believes, if so, Portland will likely grow a bit faster, in part due to our greater reliance on Asia than Europe for export. Yet, she’s hesitant to be too bullish, “Crystal balls have become a bit foggier lately, given the uncertainty about Europe.”

Despite the sluggish economic recovery, tech is a particularly bright spot. That, along with a number of factors is driving up the demand for Project Managers.



Employment throughout the technology sector is trending up in the Portland Metro area.

Six Key Project Management Employment Trends

Nationally and locally, these are the six trends I believe define the difference between which Portland Metro area Project Managers land jobs, versus those who are still looking.

1. Larger Temp and Contractor Work Force
2. Certification and Experience
3. Experience Requirements in the Portland Market
4. Importance of Soft Skills
5. It’s Who You Know
6. Hiring Managers Overwhelmed with Under Qualified Candidates

Trend #1: Larger Temp and Contractor Work Force

Over half (54 percent) of all positions filled since June 2009 were either contracts or temps, brought in by temp staffing companies and temporary agencies. Ben Baden’s Nov. 17, 2011 US News article dubs temp/contract work the “new normal.” It’s expected to grow to 5 percent of the overall workforce, with temps and contractors comprising 10-20 percent of larger employer’s

[continued...](#)



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workforce. Those temp jobs, directly or indirectly, sometimes provide a much-needed foot in the door.

Trend #2: Certification and Experience

With over 400,000 holders, the Project Management Professional (PMP) certificate will continue to be the most popular project management credential in the world. However, PMP certifications will no longer be enough; they are the icing on the cake, but not the cake itself. Getting hired is less about what you know (certifications), and more about your ability to demonstrate what you know how to do, based on your ability to specifically articulate your past success.

Trend #3: Experience Requirements in the Portland Market

Job hunters are finding prospective Project Management employers in the Portland area are more insistent than in the Bay Area when it comes to requiring previous experience with the exact same tools they are using. Lee Hecht Harrison VP Business Development and Portland Human Resource Management Association Board of Directors President Natalie Miller underscores this is an employer's market. "If a company has a list of ten requirements, they want them all, not just eight." For example, software development groups working in Java want a PM who's managed Java software development projects previously, not other languages. While employers prefer to bring on employees with industry experience, specific process experience, (such as Agile and SCRUM), and tool experience (such as SAP, Crystal Reports) or programming language (such as JAVA or .NET) are more important, and often considered industry independent and transferable. Savvier candidates are actively finding ways to get that experience, even if it's unpaid.

Trend #4: Importance of Soft Skills

One recently landed IT Senior Project Manager I talked with underscored the importance of soft skills in addition to technical skills, experience and certifications. "They said they said they

wanted a super technical person. Ultimately, my communication skills, personality and leadership skills won them over."

Trend #5: It's Who You Know

Most candidates don't know how to position themselves correctly for the job, because they can't find out what the hiring manager really wants. Most hiring managers I talk to stress the importance of "fit," but what that means varies widely between companies. Recruiters (like me) build those personal connections and can find out the inside scoop. That's why another recently hired Project Manager admitted "I maintained close relationships with several head-hunters, which kept me top of mind when they heard about opportunities."

Trend #6: Hiring Managers Overwhelmed with Under Qualified Candidates

Ironically, prospective employers and employees are plagued with a seemingly contradictory global hiring trend.... Despite high employment, employers complain they are not finding qualified applicants, even when they're deluged with resumes. Experienced front-end developers and those able to manage big data well are particularly difficult to find.

If You Need to Hire...

According to Recruiter.com, in the war for talent, recruiting Project Managers will become a key differentiation point. If you're finding yourself needing to hire a Program or Project Manager, consider tapping a talented tech recruiter (like me) to make that search as fast, painless and successful as possible.

What Does the Future Hold?

"Project management is all about building efficiencies in business. The demand is there. Technical certification and background, the ability to communicate and influence, manage meetings... especially at the manager or supervisor level, employers need that now more than ever!" Miller emphasizes.

[continued...](#)



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More computers, virtual teams, business intelligence and analysis, social media, cloud computing, security concerns.... All this means more opportunity for progressive Project Managers. Opportunities and competition will become increasingly international. Wherever you work, you will likely be working with virtual, multinational teams. No rest for the weary, but if there's one thing not to expect any time soon, it's boredom.

About the Author

Connie Dorigan is a Recruiting Expert, Speaker, Author, Trainer, Professional Results Coach and Performance Consultant with over 20 years of experience. She is the Founder and President of Dorigan & Associates, a boutique recruiting agency serving the emerging software technology industry in California, Oregon and Washington.



To learn more about working with Connie Dorigan and Dorigan & Associates visit

www.dorigan.com or email Connie at condor1@dorigan.com.



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President's Letter



Happy New Year !

I hope everyone had a great holiday, I am looking forward to 2012 and our many Chapter activities. Planning is already underway for the MP3 event, and we will have our first ACP workshop this month. Looking back on 2011, we had a great MP3 event, several workshops, and the new

web site went live.

As the year begins, the Board is working to improve the way we recruit, recognize, and retain volunteers. This is a critical item for us with the Chapter seeing membership approaching 1,600 people. With the theme of Quality and Sustainability this year, our success is primarily dependent upon the good work of our Volunteers. I would like to thank our Volunteers for their hard work in 2011.

On change in 2012 is the restructuring of the Chapter Meeting Registration fees. In order to manage the event registration and meal processes effectively, we need to do everything we can to encourage early registration. The fact we are a volunteer organization with limited resources coupled with PCI requirements for managing credit card transactions put a bottleneck in the registration process that is best solved with early registration. I know we all have busy schedules that make it difficult to plan in advance to attend the meetings, but even taking the few minutes before you leave the office to register will help tremendously with the sign in process at the event. Please feel free to reach out to me with any questions or comments regarding this change.

I would like to thank our returning members and welcome our new members to the Chapter, I hope you take full advantage of all the benefits your Global and Chapter membership provides. Your Board and Volunteers are always ready and willing to answer any questions you may have about membership benefits, activities, and volunteer opportunities.

Steve Thornton, President, PMI Portland Chapter

Newsletter Director's Letter



And the Secret Word is.....

Do you remember Groucho Marx in "You Bet Your Life" when the duck came down with the Secret Word? We are doing something similar. Coming soon, in the February issue of the newsletter, we will be having a monthly contest. We will hide

a project management word or phrase within the newsletter. If you are the first person to email me with the "Secret Word," you will win a gift card! The winner will be announced at the following monthly PMI Portland Chapter meeting.



The contest rules are:

- Must be a current PMI Portland Chapter member.
- Email must include the "Secret Word" and the page number on which it appears.
- Email must include your name, address, phone number, pmi membership number, and email address
- You cannot win more than once each year.

Again, I am always open to any feedback, suggestions or submissions to the newsletter. You can contact me by email at newsletter_dir@pmi-portland.org. Remember, this is **your** newsletter.

*Laura Sakaguchi, CAPM
Newsletter Director, PMI Portland Chapter*



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PORTLAND CHAPTER

January 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMI-Agile Certified Practitioner (ACP) Prep Course
- PMP/CAPM Prep Course
- Roeder Online Courses

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Help to Conquer Dragons?
- Chapter Meeting Late Fee
- Gear up for 2012 MP3

PM News Briefs

Membership

- Join PMI Portland Chapter
- Become a Volunteer!
- Your PMI Portland Volunteers
- Membership News
- Photos

Articles

- Best Practices for Meetings
- Solid Technology Experience in Demand Despite Economy

PMI

- President's Letter
- Newsletter Director's Letter
- [About PMI Portland](#)

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

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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.