



PORTLAND CHAPTER

March 2012

**Headline Article**

**Next Chapter Meeting**

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

**Professional Development**

- Intro to Six Sigma and Lean
- Earn Buy-In and Win Support
- Book Reviewers Wanted
- Roeder Online Courses
- Save the Date!

**Chapter News & Events**

- Event Calendar
- Roundtable Meetings
- EPMA Awards
- Refund Policy
- Bylaw Update Notice
- Calling All Leaders!
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- How to Avoid Expectation Collisions
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- Newsletter Director's Letter
- About PMI Portland

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



# PMI Portland Connection

March 2012

## Community College Project Management Program is Growing with the Profession

Clackamas Community College is a small public two-year institution in Oregon, USA. It began a project management associate degree program in 2004 and, according to lead instructor Kathy Christensen, MBA, PMP, has seen that program growing “wildly” in the last two years as project management jobs in the area have been advertised more and more.

“Project management is one of the few growing areas in our economy,” said Ms. Christensen. “Businesses are recognizing that we need people to bring order out of the chaos caused by downsizing.”

Clackamas’ project management program had its roots in a construction management program. As project management grew in industries outside of construction, courses were initiated to fill that need. Another impetus to begin the program was a need for trained project managers by local utility industry companies with ties to the institution. Additionally, nearby Portland State University, a four-year college, had an architecture program that sought to send students to Clackamas for project management courses. In 2003, the decision was made to start a credit-based project management degree and what is now three different certification programs.

Ms. Christensen said the core curriculum is “based on PMI standards. This is good for students, giving them rigor as they build their background.” Ultimately, they can take PMI’s Certified Associate in Project Management (CAPM)<sup>®</sup> and Project Management Professional (PMP)<sup>®</sup> exams.

A capstone class ties the entire curriculum together. Students manage a project from beginning to end. At the end of the class, students take a written exam, write a lessons-learned report and present to first-year classes.

Courses were designed to be engaging with the hope that students in the certificate programs might come back to earn their associate degrees. “Depending on the student’s experience, many employers will often accept our certificates, especially if the candidate has plans to earn a PMP<sup>®</sup> credential in the future,” she said.



Students at Clackamas Community College, Project Management program

[continued...](#)



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# March 20 Chapter Meeting

## Chapter Meeting Sponsor

Grow the business of you in Project Management

DeVry University's Keller Graduate School of Management is one of a select group of institutions accredited by the PMI Global Accreditation Center. Our high-quality degree programs, taught by accomplished real-world faculty, are on course with today's business challenges and your career ambitions. To give you the flexibility to plan your class schedule around your busy life, our programs use a mix of on campus and online learning. That means you can take advantage of all campus resources and study when it's best for you.

For more information, visit [Keller.edu/Portland](http://Keller.edu/Portland) or call Rob Schutte at 503-203-6432.

## Keynote Presentation

**Trends You Need to be Aware of as a PM Professional, with Damian Smith**

[Read more...](#)

## Educational Presentation

**The World is Moving to Agile Methods—Why? with Brian Tew**

[Read more...](#)

# Your Professional Edge in Project Management

DeVry University's Keller Graduate School of Management has the right PMmix to add more power to your career. Our targeted project management degree programs are about balance, flexibility, and individual achievement.



No matter what your goals are, there's a PMmix option for you—

- MPM – Master's Degree in Project Management
- MBA – Master's Degree in Business Administration with a concentration in Project Management
- GCPM – Graduate Certificate in Project Management

Plus, we offer professional training solutions that can be tailored to meet specific career interests and goals. Classes are offered evenings and weekends with the flexibility of attending onsite, online, or through a combination of both.



**Learn more...**

Call us at 503.296.7468

Visit our website today at [Keller.edu/Portland](http://Keller.edu/Portland)



Portland Campus | 9755 SW Barnes Rd., Ste. 150 | Portland, OR 97225

*Program availability varies by location. ©2009 DeVry University. All rights reserved.*



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**A Diverse Student Body**

Students in Clackamas's project management program are diverse, with ages ranging from their late 20s to early 60s, a typical community college demographic, noted Ms. Christensen. "They have significant work experience and want to grow in their jobs or take their skills into another industry, or both. Also, we are seeing lots of experienced project managers with no education or credentials. They are missing the academic background that employers can insist on now."

At any given time, there are 50-60 students enrolled in the core project management course, she said.

Some students in the project management program worked on construction projects and were injured and sought to leverage their construction background and skills into a new promising career. The school also has a good-sized veteran population. Clackamas is working on getting the classes online so that veterans from outside of the area can take the classes.



**Meeting Challenges**

Ms. Christensen indicated that as is often the case with publicly funded institutions, the lack of a marketing or advertising budget as well as stretched personnel means the program has to grow mostly by word-of-mouth referrals. She is doing some outreach to the community to get the word out.

Students coming in with little or no university or college background were another challenge for Clackamas' project



management program. To help address that issue, Clackamas has a very accessible advisor and coach. Another technique that helped overcome this challenge was encouraging students to group together as they began the program, and stay in the same groups or teams throughout the program, since much of the project management academic work is done in teams.

To help the school stay current with employers' needs, Clackamas has an advisory committee that reports on what companies seek in their starting

project managers as well as what trends they are seeing. Instructors are recruited from the working world. Core-class teachers have to have an MBA as well as be PMP-certified

Clackamas has relationships with Portland General Electric (PGE) and Clackamas County. "PGE regularly sends us employees who want to segue into project management, while the county employs interns from our program," Ms. Christensen said. "Recently, the county has agreed to try and place our students as interns based on a match between student skills and possible county needs. The county also hosts an on-site Project Management Fundamentals courses for selected project managers 2-3 times per year."

Ms. Christensen hopes to begin similar relationships with other businesses in the area.

**Tuition and Transferability**

The school has low tuition, but some students might need further assistance. All students can apply for financial aid, including scholarships and loans (students with bachelor's degrees can't receive Pell Grants). Additionally, in Oregon, unemployed students can, with Worksource Oregon's approval, continue to collect unemployment compensation if they go to school full-time.

continued...



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The program has an additional challenge right now: Getting four-year colleges to accept the credits that students earn from their studies at Clackamas as satisfying university core curriculum requirements, rather than considering these courses as business electives. "Some students say Clackamas classes are more robust than 300-level courses at the universities," said Ms. Christensen.

**Help for Other Schools Starting Project Management Programs**

Ms. Christensen said she would be happy to trade curriculum ideas for online classes with other community colleges involved in project management training. Clackamas would consider a cross-registration arrangement under which students of other community colleges that are currently building their programs could take courses online at Clackamas and get credit from their own school.

"Community colleges fill an important niche," said Ms. Christensen. "We offer good quality education at a bargain price. Community college education for project management students is a very important educational offering."

**Kathy Christensen**



As lead instructor for the Clackamas Community College Project Management Program, **Kathy Christensen** has a wealth of project management experience in environments such as high tech, environmental engineering consulting, and facilities management.

Kathy holds an MBA and a PMP and has taught at CCC for over seven years. She brings a passion for her subject matter and a focus on meeting individual student needs to her teaching. Her specialties are classes in Project Management Fundamentals, Project Teamwork, Leadership and Motivation, and Business Communication Technologies.

*Article from pmi.org*

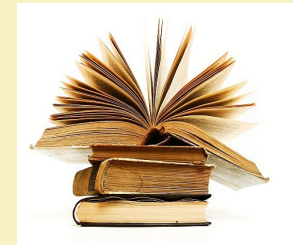
**Do you love to read?**

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](mailto:newsletter_dir@pmi-portland.org).





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## Keynote Presentation

### Trends You Need to be Aware of as a PM Professional

Project Management is a team sport. You can't be successful, unless your team, your sponsors and your clients are all aligned and playing well together. That's why it's imperative that you, as a PM professional, stay aware of the significant business and IT trends that might impact that team dynamic and/or necessitate a change in the way you approach project management.

In this presentation, Damian Smith, GM with Slalom Consulting in Portland, will highlight and discuss the potential impacts of a number of current and emerging IT and business trends, including:

- Workforce generational changes
- The impending baby boomer bomb
- The consumerization of IT
- The disintermediation of IT
- Why IT Directors are now officially the unhappiest workers in America

### About the Presenter



**Damian Smith** is a business leader and visionary who inspires his teams and clients to set, and achieve, aggressive goals and breakthrough solutions. Damian joined Slalom Consulting as the General Manager for the Portland office in January 2010. Since then, the Portland office has been recognized as one of the top 3 companies to work for in

Oregon, more than tripled in size and now includes most of the large organizations in Portland among its clients.

In addition to leading one of Portland's best consulting companies, Damian is also a regular guest speaker at seminars, conferences and universities (including three previous keynote

presentations at PMI Portland Chapter), and a frequent contributor to local and national media.

Before joining Slalom, Damian spent 15 years leading consulting practices with Hitachi Consulting and Tactica in the US, and Stream International in the UK. Prior to moving into consulting, he launched several new software products and companies in the European market as Vice President of Marketing with the software vendor incubator European Software Publishing.

Damian is also the proud dad of his obviously gifted 4 year old daughter Avery, and a not as attentive as he should be husband to his beautiful, smart and very understanding wife Megan. In his spare time he's a huge Timbers fan (RCTID), poker player, movie buff and foodie. And, although you would never guess it from his ample physique, he also enjoys running and cycling, and has even competed in Hood To Coast twice, most recently with Team Chuck Norris...because when Chuck Norris runs Hood To Coast, he runs east, not west.

## PMI Global Conference—North America

**October 20-23, 2012  
Vancouver, BC, Canada**



[Click here for information.](#) Details are coming soon.



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## Educational Presentation

### The World is Moving to Agile Methods—Why?

You might have seen the recent Gartner report predicting that 80% of all software development projects will be moving towards Agile methods in the next few years. Many companies have embraced Agile and Iterative development while others are still evaluating if these methods are the right fit for their needs. Some organizations have even struggled with their Agile adoption. The purpose of this webinar is to give you an overview of what Agile, Scrum, Lean and Kanban are about and how they have been used to transform teams and organizations towards high performance. We will look at the key business value drivers for this movement and learn about the common success criteria when embarking on this journey. If you have been contemplating an Agile adoption or in find yourself in the midst of an Agile implementation, this webinar will provide practical advice for a successful transformation!

#### Key Takeaways from this Session:

- A good understanding of Agile methods vs. the traditional waterfall approach.
- Knowledge of the top value drivers for why organizations are moving to Agile adoption.
- Insight into the top success factors and common pitfalls when adopting Agile.
- A few tips and tricks for getting started or improving your current Agile implementation.

### About the Presenter



**Bryan Tew** is a highly dynamic Agile coach, trainer and leader who is passionate about helping organizations transform their processes and people to deliver immediate value and exceed customer through building high-performing teams and implementing proven Agile and Lean methods.

Bryan's unique blend of technical, business, project management, and leadership skills allow him to reach audiences of all levels and identify appropriate practices to employ in different areas of the organization to maximize efficiency and productivity. Using a practical, real-world approach, Bryan excels in transforming teams by helping them implement continuous planning and testing, understand how to effectively communicate requirements, improve team collaboration and trust, build visibility and transparency within the organization, and establish a more streamlined, yet disciplined development approach.





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# March 20 Chapter Meeting

## 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

## Registration

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.

**No refunds** within 24 hours of the meeting. Contact [registration@pmi-portland.org](mailto:registration@pmi-portland.org).

[Register Now](#)

\* 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.

## Location

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

**Free Parking**

## Menu

Smoked chicken rigatoni, dried Oregon cranberries, toasted hazelnuts, spinach & champagne cream sauce

Vegan couscous risotto with roasted tomatoes, sweet red peppers & Kalamata olives

Berries & cream on sponge cake





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# Professional Development

## An Introduction to Six Sigma and Lean

**Facts, Fiction and a Few Tools to Improve Your Products and Processes**

**Tuesday, March 27, 2012**

Ever wonder what the truth is about Six Sigma and Lean? Do they work? What are the benefits?

Learn the answers to these questions and take home some new tools you can apply immediately. This is an introduction to the two synergistic strategies for continual improvement of products and processes focused squarely on the hand that feeds us—the customer.

Who should attend? Ambitious people looking for effective approaches and methods for continual improvement of products and processes.

Key learning objectives

- What are Six Sigma and Lean, why they work and how they synergize
- The Six Sigma and Lean goals, strategy and culture
- The statistical underpinning of Six Sigma and why it is so powerful
- The Six Sigma protocol for process and product improvement
- Practical tools to define and assess improvement opportunities and realize them
- Essential success elements

**Presenter**

**Steve Zagarola** is Director of Quality for Cascade Microtech, Inc and founder of The ZDM Group—an organization dedicated to the advancement of statistically based approaches for competitive advantage. He is also the chief instructor at Portland State University Extended Studies for the certificate Green and

Black Belt Six Sigma course. Steve graduated with a BS in Mechanical Engineering from Georgia Tech.

He is a Six Sigma Master Black Belt with more than 20 years experience in the application of statistical and modern structured approaches to the optimization of manufacturing and transactional processes, quality systems and R&D for industries ranging from food and beverage, plastics molding, wind energy and advanced semi-conductors.

He has traveled and worked to improve manufacturing operations for global organizations on six continents. He teaches Six Sigma and Quality methods in English, Spanish and German.

**Workshop Details**

**Tuesday—March 27, 2012**

8:30 a.m. to 5:00 p.m.

**PDUs: 8**

**Location**

World Trade Center  
121 SW Salmon Street  
Portland, OR 97204

**Cost**

PMI Portland Chapter Members: \$275

Non-Members: \$475

*(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](mailto:certification@pmi-portland.org).





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# Professional Development

## Earn Buy-In and Win Support

**Thursday, April 26, 2012**

Presented by Roeder Consulting. For more information, [click here](#).

Have you ever had a sponsor or client be excited for their own project, then suddenly reverse direction on you? Have you ever inherited “problem” team members or acquired well-intentioned resources that never seem to have the time to devote to the project?

It's no wonder in today's hectic environment that it can be challenging to navigate through your projects. With teammates, clients, and sponsors spread thin on multiple projects and pulled in many directions, you need them to focus, give their enthusiastic support, and demonstrate commitment for successful project outcomes. You need to generate and sustain buy-in, which requires a “special” set of skills.

Designed specifically for busy professionals who need immediate high impact, this course will provide practical and applicable skills to help you establish and hold lasting buy-in and dedication for your projects from all levels.

Don't lose team members along the way to other initiatives. Learn key skills to keep all stakeholders engaged and focused on your projects from initiation to closeout.

### Presenter

**Dale Christenson** is a Certified Management Consultant and Project Management Professional specializing in project management consulting and training. He combines an extensive academic background with real-world expertise in the areas of program and portfolio management, organizational development, change management and critical project success factors. He's held project management leadership positions in the public and private sectors.

Dale has a Doctorate in Project Management from Royal Melbourne Institute of Technology University in Australia and holds undergraduate and graduate degrees, diplomas and certificates in Criminology, Counseling Psychology and Project Management. Dale has 10 peer reviewed journal articles to his credit and is a frequent speaker at conferences. He is the winner of the Project Management's Institute (PMI) Project of the Year and the winner of the Canadian Institute of Public Administration Leadership Award. He also serves as the Past President on his local PMI Chapter in Victoria British Columbia.

### Workshop Details

**Thursday, April 26, 2012**

8:00 a.m. to 5:00 p.m.

**PDUs: 8**

#### Location

World Trade Center  
121 SW Salmon Street  
Portland, OR 97204

#### Cost

PMI Portland Chapter Members \*  
By 3/29/2012: \$359.10  
After 3/29/2012: \$449.10

Non-Members

By 3/29/2012: \$399  
After 3/29/2012: \$499

*\* Members—watch your email for a **discount code** to be used during registration. A current PMI Portland Chapter membership is required at the time of registration to take advantage of member pricing.*

### Register today!

PMI Portland Chapter is proud to partner with Roeder Consulting to present courses from their popular and well-received A Sixth Sense for Project Management® program.



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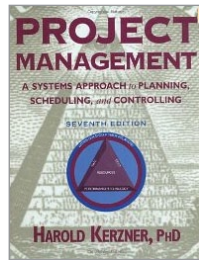
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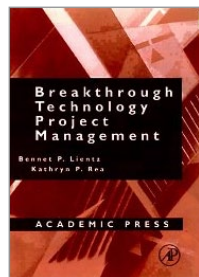
# Professional Development

## Book Reviewers Wanted

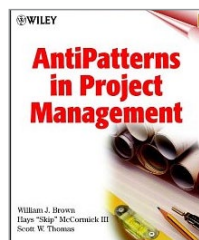
Would you like to write a book review and don't know which book to review? Here is a list of some suggested Project Management books. We welcome your input on any of these books, or select another! Send your review to [newsletter\\_dir@pmi-portland.org](mailto:newsletter_dir@pmi-portland.org).



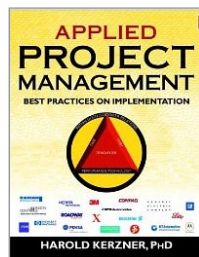
**Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 7th Edition** by Harold Kerzner



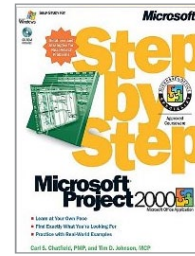
**Breakthrough Technology Project Management (E-Business Solutions)** by Bennet P. Lientz



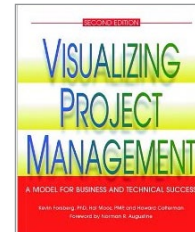
**AntiPatterns in Project Management** by William J. Brown



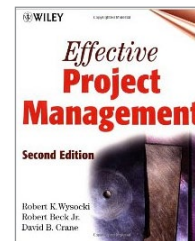
**Applied Project Management: Best Practices on Implementation** by Harold Kerzner



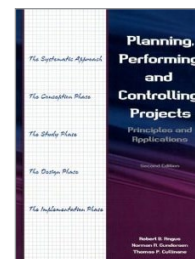
**Microsoft® Project 2000 Step by Step (EU-Step by Step)** by Timothy Johnson



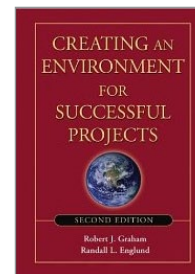
**Visualizing Project Management: A Model for Business and Technical Success (with CD-ROM)** by Kevin Forsberg



**Effective Project Management, 2nd Edition** by Robert K. Wysocki



**Planning, Performing, and Controlling Projects: Principles and Applications (2nd Edition)** by Robert B. Angus



**The Project Manager's Desk Reference** by James P. Lewis

**Earn PDUs by writing a book review!**



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# Professional Development

## Roeder Online Courses

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

### OnDemand Online Courses

**360 Awareness:** Understand Human & Environmental Factors  
4 hours, 4 PDUs

**Whole Body Decisions:** Synthesize Brain, Heart & Gut  
4 hours, 4 PDUs

**Project Management Fundamentals:** Laying A Strong Foundation  
8 Hours, 8 PDUs

### Live, Instructor-Led Online Courses

**Project Management Fundamentals**  
March 16 & 23, 2012  
8 PDUs

**International Project Management**  
March 20 & 27, 2012  
8 PDUs

**Managing Virtual Teams**  
April 3 & 10, 2012  
8 PDUs

**Dynamic Leadership Skills For Better Project Results**  
April 4 & 11, 2012  
8 PDUs

### Free Webinar, 1 PDU

**A Sixth Sense for Project Management®—One Year Later**  
Tuesday, March 13, 2012 8:00 a.m.  
Register now at [www.roederconsulting.com/webinar.php](http://www.roederconsulting.com/webinar.php).

## Save the Date!

### The Annual 2012 Managing Projects, Programs & Portfolios Conference Thursday, August 16, 2012

The PMI Portland Chapter will hold its annual professional development conference on August 16th this year. The tentative theme of this year's event is, "Renew, Refresh, Reinvest" in recognition of the rapid changes in technology and our need as project managers to continuously renew and update our skills.

The conference will provide three educational tracks focusing on Strategy, Tactics and Tools with workshops provided for new and experienced PMs as well as those in positions of leadership or strategic planning.

This conference is the largest professional training event sponsored by PMI Portland Chapter with over 250 people attending. Attendees can earn 8 PDUs for a full day's participation and there will be something good for everyone, so don't miss it!

The annual conference is organized and managed completely by volunteers—lots of volunteers working at all different levels and in many different capacities. Volunteer hours earn PDUs AND if you volunteer at least 8 hours of your time you may (will?) be eligible for free registration for the conference. We welcome your help! If you would be interested in volunteering to help make this event a success, please contact Kristen Funk-Tracy, the conference director, at [annual\\_conf@pmi-portland.org](mailto:annual_conf@pmi-portland.org) or call 503.502.8145.

There are many benefits to volunteering for the conference:

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

Watch your email, this newsletter, and the Chapter web site for new information as it becomes available.



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MON	TUE	WED	THU	FRI	SAT	SUN
March 12	13	OODN Event 14	Roundtable West @ Nike PMI WV Corvallis Meeting 15	PMI WV Eugene Meeting 16		17
19	Chapter Meeting SAO Event <i>First day of Spring!!</i> 20	PMI WV Salem Meeting SAO Event 21	SAO Event 22	Roundtable North @ Clark 23	Registration close– Six Sigma 24	18
26	Roundtable NE @ Public Health Intro to Six Sigma 27	SAO Event 28	Earlybird deadline Earn Buy-In 29	30		Nominations open for Board elections April 1 31
2	3	Roundtable NE @ Port of Portland 4	5	6		7
9	10	PMI WV Salem Meeting 11	Roundtable West @ SolarWorld PMI WV- PMI-ACP Exam Prep Course 12	Roundtable NW @ Con-Way 13		14
16	Chapter Meeting Bylaw Review period closed 17	18	Roundtable West @ Nike 19	Nominations closed for Board elections 20		21
Registration deadline– Earn Buy-In 23	Roundtable NE @ Public Health 24	25	Earn Buy-In Workshop 26	Roundtable North @ Clark 27		22
30	May 1	Roundtable NE @ Port of Portland 2	3	Roundtable South @ Mentor Graphics 4		23
Application Deadline– EPMA Awards 30						24
						25
						26
						27
						28
						29
						30
						31
						1
						2
						3
						4
						5
						6

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



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# Chapter News & Events

## 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 4:00 p.m.  
**Note New Time!**

## 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 a.m.

## Roundtable NE Port of Portland

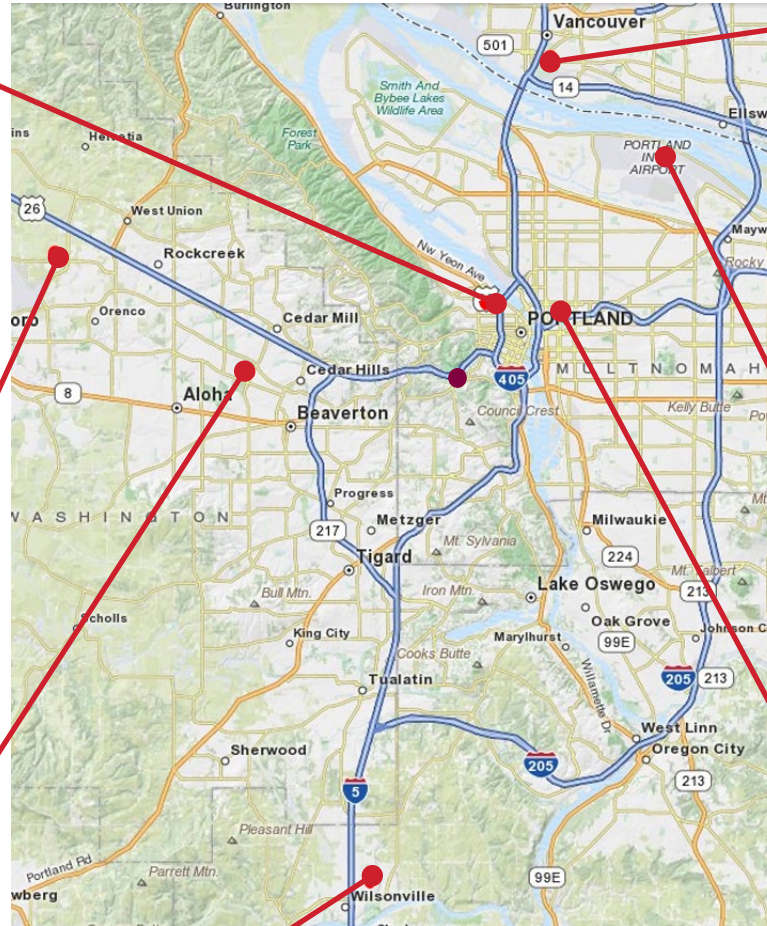
7200 NE Airport Way  
Portland, OR  
Anchor Rm., 1st floor

1st Wednesday 4:30 p.m.

## Roundtable NE Public Health

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

4th Tuesday 7:30 a.m.



## 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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# Chapter News & Events

## Excellence in Project Management Awards (EPMA)

The PMI Portland Chapter is sponsoring three (3) 2011 Excellence in Project Management Awards (EPMA). This year awards will be given in the following categories:

- **Project of the Year Award.** This award honors the accomplishments of an organization and project team to create quality results and drive customer satisfaction through the superior management and execution of projects.
- **Project Manager of the Year Award.** This award honors the accomplishments of a Project Manager, who has been certified through PMI, and who has demonstrated Project Management excellence through the effective management of resources, schedule and scope. The Project Manager will have exhibited leadership qualities using project methodology to ensure successful project outcomes.
- **Project Management Student Award.** This award honors high school seniors in Portland metro private and public schools to demonstrate how project management skills can be applied to all types of projects, and to raise awareness about future careers in project management.

The application process began with an announcement during the February PMI Portland Chapter Meeting. Completed applications for all three categories must be submitted and received by **April 30**. Results will be announced during an award ceremony during the **June 19** PMI Portland Chapter Meeting.

For more information about EPMA—primary goal of the awards, eligibility, criteria, application process and form, visit: <http://www.pmi-portland.org>

For more information or assistance with the application process, contact the EPMA team at [awards@pmi-portland.org](mailto:awards@pmi-portland.org).

## Refund Policy

**Chapter Meeting and Miscellaneous Events:**

A full refund will be made if request for cancellation/refund is received 24 hours in advance of the meeting/event (the time registration opens is the official start of the meeting/event)

**Professional Development Events (Workshops, Certification Classes, Conferences):**

- 90% of the registration amount will be refunded if the request for cancellation/refund is received more than 30 days prior to the event.
- 75% of the registration amount will be refunded if the request for cancellation/refund is received between 29 and 8 days prior to the event.
- If request for refunds are received less than 7 days prior to the start of the event, the refund will not be processed since monetary outlays have been incurred for meals and materials.

**Process:**

All requests for refunds must be made in writing to the respective event coordinator:

- [Director of Registration](#) for Dinner Meeting Refunds
- [Director of Workshops](#) for Workshop Refunds,
- [Director of Certification](#) for PMP Prep Course, Certification Classes;
- [Annual Conference Director](#) for Annual Conference

Registrations cannot be transferred from event to event due to different rate structures; a refund will be processed and applied to the original credit card.



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# Chapter News & Events

## Notice of Bylaw Update

We updated the PMI Portland Bylaws this year to reflect proposed changes in current operations. The PMI Portland Board of Directors and PMI Global have approved the changes. What remains now is for the Chapter membership to review and approve the changes. The review period for member comment is **March 1 through April 17**. A vote to approve the new bylaws will be taken at the **April 17** Chapter meeting.

**Summary of PMI Portland Chapter Bylaw changes:**

1. Section V:2: Modified to read, "...limited to two consecutive years in the same position, with a limit of eight consecutive years on the Board in general.
2. Section V:2: Added "...shall be one year with an option to extend a second year in the same position without re-election..."
3. Section V:20: Modified to read, "If any officer position becomes vacant, with the exception of President or President Elect, the President will appoint and the Board approve by majority vote a successor to fill the office for the unexpired term. In the event the President is unable or unwilling to complete the current term of office, the President Elect shall assume the duties and office of the presiding officer for the remainder of the term. In the event the President Elect is unable or unwilling to complete the current term of office, a special election of the membership shall be held to fill the President Elect current term proceeding to President for the next term of office."
4. Section V:13: Added "...organize and coordinate the Chapter volunteer program ..."
5. Section V:18: Added "without prior coordination with the President."
6. Section XIV:4: Changed "charitable" to "non-profit"
7. Thru out document: "Component" and "Chapter" changed to "Portland Chapter." Typos and capitalization fixed where required.

[Link to proposed bylaws](#)

Please email [pastpresident@pmi-portland.org](mailto:pastpresident@pmi-portland.org) for questions or comments.

## Calling All Leaders!

The annual election of officers for the Board of Directors of PMI Portland Chapter for the 2012-2013 Board year will be held in May this year. We will be accepting nominations for all open positions **April 1–April 20, 2012**. Nominees must be members in good standing of PMI Portland Chapter.

Send email to [presidentelect@pmi-portland.org](mailto:presidentelect@pmi-portland.org) if you are interested in serving or would like to nominate someone to serve.

Watch the web site and April Newsletter for more details.

## Keep your E-mail Address Current!

Don't miss a thing from PMI Portland Chapter.

**Members**—we use your profile information from [pmi.org](http://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>My Profile tab>Edit 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>My Features tab>E-Lists to check the email address that is being used.



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# Chapter News & Events

## Annual Board Member Elections Begin Soon!

As the incoming President for 2012-2013 one of my duties is to head the nominations committee for 2012-2013. Each year we elect a new President-Elect and some of the Vice President positions on our Board.

All Board Members are allowed to serve for 2 consecutive years in one Vice President position. Currently the board has one position that must find a replacement—our Vice President of Professional Development. Professional Development is responsible for our workshop programs, certification programs and our annual conference. You don't have to do all the work on your own. Each Board Vice President has directors and other volunteers who report to them and assist in planning and making the activities successful.

Board member positions are rewarding volunteer opportunities, and will provide you with a business view of how a PMI Chapter operates to provide services and events to our Chapter members. I urge anyone who has the desire to serve in a Board level role to contact me at [presidenelect@pmi-portland.org](mailto:presidenelect@pmi-portland.org).


I look forward to discussing how the Board operates, the time commitment each Board position requires, what our vision is to meet the needs of our members and the next steps you would take to determine if you want to run for open positions in our 2012-2013 elections.

*Alan John, President Elect  
PMI Portland Chapter*

## 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](mailto:newsletter_dir@pmi-portland.org).


*Sign up for Early Bird Discounts*

### **Two Great Workshops – Get Your PDUs**

For information see: [www.ProgramManagement-Academy.com](http://www.ProgramManagement-Academy.com)

<p><i>Achieving Business Success with Program Management</i></p> <p><b>Instructors:</b> <i>Russ Martinelli &amp; Tim Rahschulte, PhD.</i></p> <p><i>May 22-23, 2012</i></p>	<p><i>Deliver Great User Experience: Connecting Strategies, Stories and Requirements</i></p> <p><b>Instructor:</b> <i>Debra Lavell</i></p> <p><i>April 24-25, 2012</i></p>
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*For more information contact*  
[rosi.marshall@programmanagement-academy.com](mailto:rosi.marshall@programmanagement-academy.com)  
*Or call Rosi at 503-750-3880*



**Program Management Academy**  
Portland, Oregon







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# PM News Briefs

## PMI Willamette Valley Chapter

### Salem Branch Monthly Meeting

**Wednesday, March 21, 2012** Presentation starts at 12:00 p.m. (please arrive by 11:40 a.m.)

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

**Speaker** Gary Blackmer

**Topic** Handling Hostile Stakeholders

**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](#)

### Corvallis Branch Monthly Meeting

**Friday, March 16, 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** Rachel Maurer

**Topic** Agile QA's Revolutionary Impact on Project Management

**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](#)

### Eugene Branch Monthly Meeting

**Thursday, March 15, 2012**  
6:00-8:00 p.m.

**Location** Red Lion--Eugene  
205 Coburg Road  
Eugene, OR 97401

**Speaker 1** Kim Liegel

**Topic 1** Team Collaboration--Bridging the Divide Between Individuals (part 2)

**Speaker 2** Jen Jones

**Topic 2** Requirements Definitions' Process Simulations: Creating a successful experience for all stakeholders

**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](mailto:VPPrograms@EugenePMI.org)) 48 hours in advance of the meeting.

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

### PMI-ACP Exam Prep Seminar

**Thursday & Friday, April 12-13, 2012**

Two days - 21 hours - 21 PDUs

**Location** Phoenix Inn Suites  
3410 Spicer Rd., SE  
Albany, OR 97322

**Cost** Earlybird registration ends 3/15/2012  
PMI members use code PMI135 for \$150 discount

**Register** <http://www.gr8pm.com/events--class-registration>

[continued...](#)



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## PM News Briefs

### OODN Meeting



#### 21st Century Change: Making the Most of the Mess

**When:** Wednesday, March 14, 2012  
6:00-8:30 p.m.

**Speaker:** Glenda Eoyang, Ph.D.

#### Lead Your Organization with Brain Science

**Speaker:** Scott Crabtree

**When:** Wednesday, April 11, 2012  
6:00-8:30 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](mailto:president@odnoregon.org).

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

[info@odnoregon.org](mailto:info@odnoregon.org)  
[www.odnoregon.org](http://www.odnoregon.org)

### SAO Events



#### PDX11 Roundtable Series Meeting

**When:** Tuesday, March 20, 2012  
5:30-7:30 p.m.

**Where:** TBA

#### Partner Education Event

LFL-Certified Scrum Product Owner

**When:** Wednesday & Thursday, March 21-22, 2012  
9:00-5:00 p.m.

**Where:** Lloyd Center Doubletree Executive Meeting Center  
1000 NE Multnomah Street  
Portland, OR 97232

#### Software Industry Summit

**When:** Thursday, March 22, 2012  
5:00-8:00 p.m.

**Where:** Portland State University  
1825 SW Broadway  
Portland, Oregon 97211

#### Open Source Automation Tools That Really Work

**When:** Wednesday, March 28, 2012  
11:00 a.m.-1:00 p.m.

**Where:** Kell's Irish Restaurant  
112 SW 2nd Ave.  
Portland, OR 97204

[www.sao.org](http://www.sao.org)



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## Membership

### 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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March 2012

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# Membership

## Become a Volunteer

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

- **Project Manager, Speaker Team, Annual Conference**—Professional Development team
- **Director of Technology**—Operations team
- **Quality Team Members (4)**—Membership team
- **Program Manager, Annual Survey**—Membership team
- **Instructors, Certification Prep course**—Professional Development team
- **Mentoring Program Administrator**—Professional Development 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](mailto:volunteer@pmi-portland.org). You will be glad you did!

## PM Job Postings

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

- Project Manager, software development, Fiserv
- IT Portfolio Manager, health care solutions, Cambia
- Technical Project Manager, AZAD
- Firmware Program Manager, Cypress

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

RACI Chart

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# Membership

## Welcome New Members!

Alder, Simone	Marshall, Adonica
Anderson, Sharon Anderson	Merow, Michael
Baldwin, Roger	Miller, Robert
Barton, Trudi	Murphy, Devin
Carter, Ruth	Neill, Lydia
Chichester, Nancy	Nguyen, Hoang
Dewars, Todd	Nummelin, Colleen
Duggan, Tim	Oates, Kim
Galland, Melissa	Ontiveros, Jennifer
Gertzen, Erik	Palve, Aparna
Hackett, Mandy M.	Pandya, Vihang
Halbert, Erik	Phipps, Evan
Harding, Richard	Price, Jennifer
Harmon, William	Rook, Judd
Heino-Royer, Lori	Rusunen, Rob
Hermanson, Bradley	Sanno, Yahya
Hixson, Ryan	Shabbir, Amar
Humphrey, Kelly	Shepard, Pamela
Johnston, Elizabeth	Talbert, Shelley
Lamberto, James	Taylor, Valree
Lewis, George	Torres, Thomas
Lipscomb, Josh	Tovar, Ian
Manthey-Waldo, Lori	Truong, Kate
Maringa, Caroline	Tucker, Stephen

## Congratulations New Credential Holders!

Laird, Carolyn, PMP  
 Smith, Janice, PMP

*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](http://www.pmi.org) to change or manage your membership profile information.*

## Volunteering

### We need your talent and we appreciate your efforts!

We need you! Volunteers are essential to the success of PMI and to the Portland Chapter. Your participation enables us to serve, grow and advance the project management profession here in the Portland Metro area.

Volunteering is an outstanding way to expand your professional network, make valuable contributions to the profession, collaborate with your peers, and increase your skills and qualifications as a leader that can benefit you in your professional and personal life.

As a PMI member, you can volunteer to work on, and to lead activities that advance the profession and the Project Management Institute. If you are credentialed your volunteer activities can earn professional development units (PDUs) to help you meet your requirements for continuing certification.

For all those who are currently volunteers with the Portland Chapter, thank you for your efforts and service to the Chapter and our members through your ongoing activities. To thank you personally your portfolio managers will be scheduling time with you. Steve Thornton, PMI Portland Chapter President, or I will join in this recognition time as well. I would like to thank you personally for be part of the Portland PMI team!

As the incoming president for 2012-2013 I look forward to our continued efforts supporting the members of the Portland Chapter. Your ideas and feedback are needed and needed to allow us to maintain the high level of service to the Chapter.

For all those interested in becoming volunteers please contact our [Director of Volunteers, myself](#), any Board Member, or visit the volunteer section of our [web site](#). We look forward to answering your questions about volunteering, sharing information about any open positions Portfolio Managers are currently trying to fill or just discussing our personal experiences in volunteering.

*Alan John, President Elect, PMI Portland Chapter*



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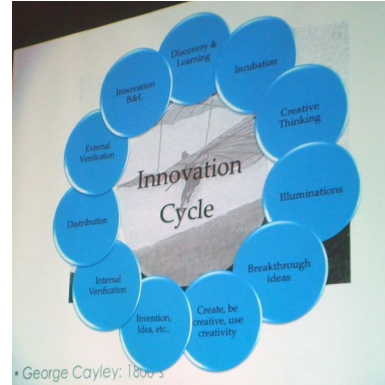
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*Visiting during the Chapter Meeting*



*Innovation Cycle,  
Educational presentation*



*Keynote presentation activity*



*Shane Sasnow,  
Educational presenter*

*Many thanks to Laura Sakaguchi for the photos  
from the February 2012 Chapter Meeting*



*Cheetah Learning booth*



*ProKarma booth, our sponsor*



*Michelle LaBrosse,  
Keynote presenter*



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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.

- The workshop includes a 2 day Certified ScrumMaster course and a 3<sup>rd</sup> day dedicated to PMI ACP exam prep.
- Agile topics in the ACP exam will be covered in detail including the Scrum framework, XP, Lean, Kanban, Crystal, DSDM, the Agile Product Manager and more.

For more details, visit [www.collab.net/ACPbootcamp](http://www.collab.net/ACPbootcamp) or contact [scrumtraining@collab.net](mailto:scrumtraining@collab.net)



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## How to Avoid Expectation Collisions

### Painful Lightning Bolts

Powerful stakeholders often throw painful lightning bolts at projects, seemingly out of the blue. However, these lightning bolts are rarely as spontaneous or unpredictable as they seem. More often they are the culmination of a series of mistakes managing the expectations of these crucial stakeholders.

Experienced project leaders deliberately manage expectations. First, they use their emotional intelligence skills to forge key relationships, establish trust-worthiness, and build reputations as a truth tellers. Second, they establish formal project communication systems that keep the right people informed about important project information.

### Make Informal Time

**1. Build informal relationships before you need them.** A colleague speaks dismissively of “the old boys’ club”—an insular, exclusive group of people who control access to information. They informally steer power and perks to each other, regardless of damage to the organization and other employees.

Although old boys’ clubs are harmful, they teach an important message about the power of informal relationships on projects. Formal communication channels such as scheduled status reports and project reviews are not sufficient. People who lead projects must have a strong network of informal relationships with key stakeholders, allowing them to have difficult but crucial conversations at key times during a project.

Informal relationships with stakeholders are built primarily through talking. In contrast, many project leaders rely heavily on email, written reports, and other less interactive methods of communication. Therefore, when working with key stakeholders, persistently seek out informal face-to-face and phone

conversations. These conversations build relationships much better than more formal and written methods.

*Relationship building with stakeholders is one of the most important aspects of program management. Realize that relationship building never ends.*

*James T. Brown*

Don’t dismiss this as politicking or cozying up to the old boys’ club. Deliberately set aside time in your busy schedule to talk informally with people. James T. Brown, an experienced NASA program manager, observes “Unfortunately, relationship building is something that novice or technically focused program managers often overlook. They are so focused on the tangible deliverables of the project that they discount the importance of relationship building.” (Brown, *The Handbook of Program Management*, p. 65-66)

### Why Should They Trust You?

**2. Be trustworthy—all the time.** If stakeholders suspect your trustworthiness, whether in things small or large, they won’t listen to you when you have something crucial or difficult to say. Being trustworthy is not simply being conscientious. For example, you may know that your automobile mechanic is very conscientious, but you still wouldn’t trust him to perform open heart surgery.

*The moment there is suspicion about a person's motives, everything he does becomes tainted.*

*Mahatma Gandhi*

SMR Covey breaks trustworthiness into four components. The first two are character traits.

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1. Good intent: A trustworthy person has good intent, whether or not he or she is able to act on it.

2. Integrity: A trustworthy person speaks honestly, with actions that match the talk.

The second two are situational. They change from project to project.

3. Capability: The person (or the project team backing the person) has the knowledge, skills, and resources required to produce the results that the customer or stakeholder desires.

4. Track Record: The person or project team has previously applied similar capabilities to successfully produce results similar to the desired results. (Covey, Business at the Speed of Trust, pp. 20, 25, 43)

Project leaders must continuously invest in building up all four components for themselves and their teams.

## Impossible to Misunderstand

**3. Become known as a truth teller.** Don't settle for conveying just the facts when you set expectations and communicate difficult project news. Communicate so clearly that you can't be misunderstood. Building a reputation as a tough-minded but fair truth teller is the only way to build your credibility and maintain your integrity.

*The best way to communicate difficulties to customers and managers is simply to present them with the facts ... Putting off bad news is rarely good for you or your project. The impact of the bad news is likely to grow and damage your credibility.*

*Eric Verzuh, Fast Forward*

## Endpoint

To survive tough projects, project leaders must excel at managing expectations. They must deliberately forge informal relationships, establish trustworthiness, and be a truth teller.

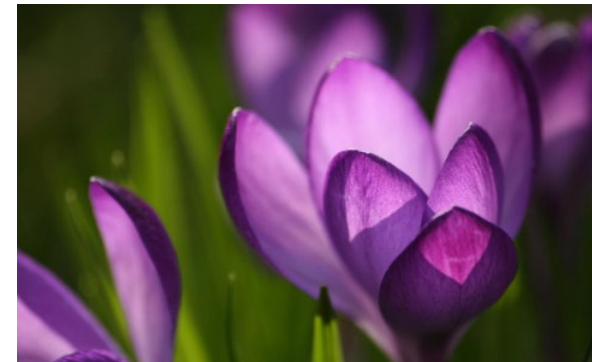
This is necessary, but not sufficient. In the next article, I'll describe how to complement this with formal project communication techniques that keep stakeholders informed about important project information.

## 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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## No Teammates–No Tangibles–No Timeline

On Friday, I walked into my office at my usual time, 7:00 a.m., and spent the next 30 minutes planning my day. I had two reports to write and a meeting to attend, where I would hand off my projects to a coworker. Although it was my last day, I still had a sense of purpose, a feeling of being useful. Over the weekend, I followed my usual rituals of shopping, yard work, and house maintenance. I had not yet internalized the knowledge that I was unemployed. On Monday at 7:00 a.m., I walked into my home “office,” and tried to plan my day in the absence of any externally imposed requirements.

Teammates, tangibles, and timelines: on that Friday, I had all of these. The next Monday, I had none.

For my entire career, I had taken these for granted, and I suddenly felt untethered without them. I’ve always been at the professional-level, not at the level where upper managers decide which projects to bid, how much profit and overhead to add to direct costs, and how much workload to take on. There were policies to follow, and I always had a job description attached to me, even if it was unwritten and implied.

Not that I passively sat back and waited for work to be handed to me: I was actively involved in researching and analyzing information, and making recommendations to upper managers. But I always had co-workers, subordinates, and bosses. I always had to prepare documents or give presentations at someone’s request. And I always had to meet deadlines imposed by contracts and customers.

This is not the first time I’ve been unemployed, but like millions of people worldwide, it is my first time being unemployed in a deep, global recession. Previously, companies were doing well overall, my skills were in demand, and I usually found a job within a few weeks, almost entirely through informal networking with people in my industry, highway and bridge construction.

I knew this time would be different. Jean Baur, author of a

great (and current) job-search book ([Eliminated! Now What?](#)) recommends that a job seeker should “hope for short, prepare for long.”

Eventually, I realized that a job search is a project: “a temporary endeavor undertaken to create a unique product.” However, a job search is very different from a project in this sense: the project manager and the product are one. In addition, most of the variables (which companies are hiring, competition in the labor market, and demand in the industry one serves) are completely beyond the project manager’s control.

However, a job seeker does have complete control over how they approach the job search, and in choosing methodologies that minimize the time. To control my approach, I needed a project management plan. And, to create a plan, I needed to start with a flow chart.

As a construction project manager and cost estimator, I learned to think in terms of sequences of events. For example, building a bridge consists of the following (greatly oversimplified) steps:

1. Build a compacted earthen abutment.
2. Dig a foundation trench.
3. Form and pour a footing and concrete abutment.
4. Backfill the abutment.
5. Drive piles
6. Form and pour the slab.

These are discrete, easy to quantify, and consist of essentially continuous finish-to-start relationships.

In contrast, the tasks involved in finding a job are difficult to quantify. While some tasks must be finished before the next can be started (such as creating a resume before applying to an employer), job searching is not linear. Finally, feedback constantly results in changes to earlier tasks.

To give myself structure as a way to manage these difficulties, I created the accompanying flow chart, which is essentially a hybrid between a work breakdown structure and a critical path

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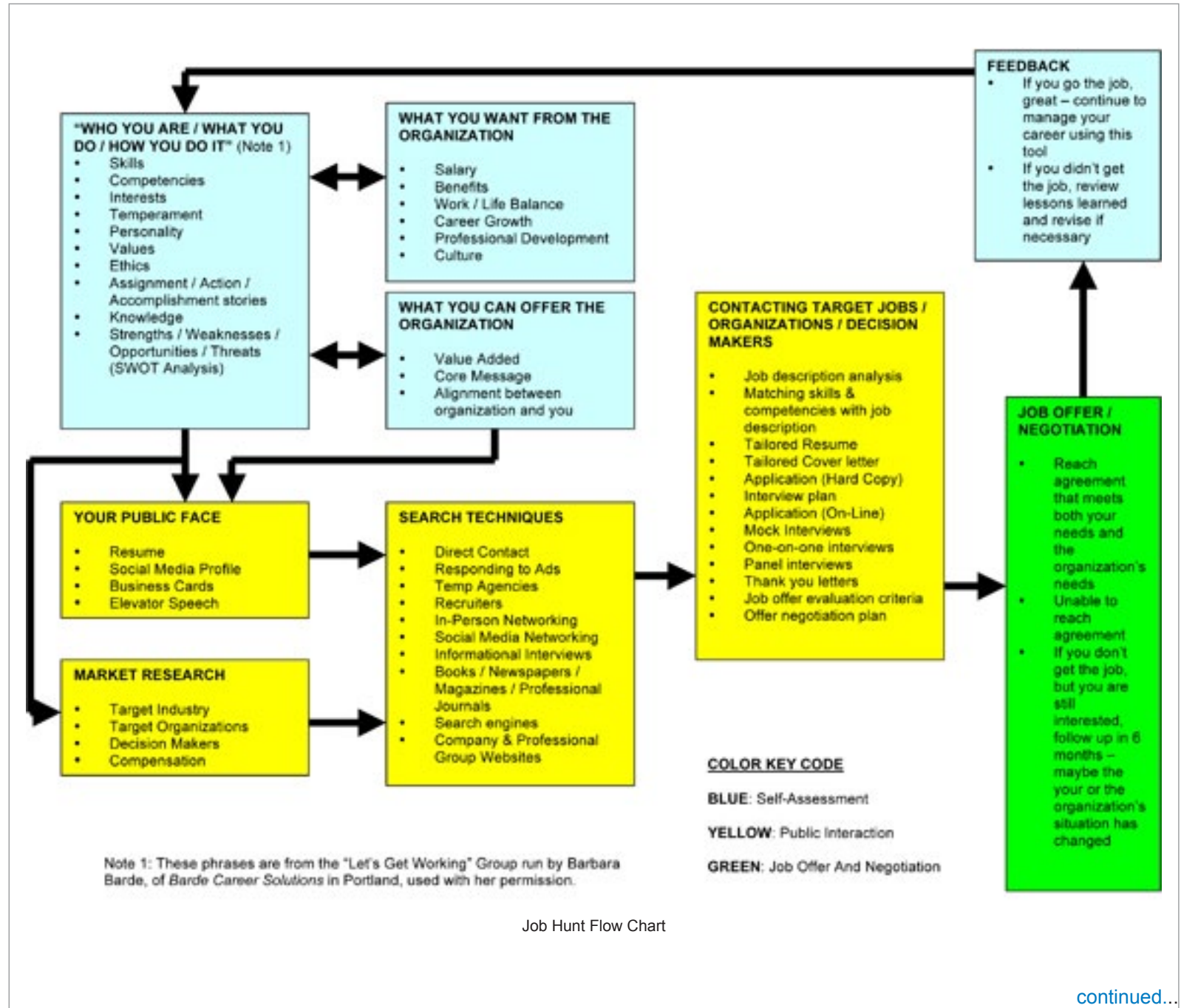
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Job Hunt Flow Chart

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schedule. It's helped me in the following ways, and I hope that other job seekers will find it similarly useful.

**First**, I've used it to communicate with others (teammates). The people I encounter in my job search—recruiters, other job seekers, people who attend seminars—might not be team members in the conventional sense, but staying in contact with people keeps me focused.

**Second**, many of the bulleted items in each box are deliverables (tangibles). Examples are resumes, analyses of job descriptions, and negotiation plans.

**Third**, as I go to work each day to my job, which is looking for a job, I can set goals for completing certain deliverables on a specific date (timelines). While I have no direct control over how many interviews or job offers I get, I do have total control over, for example, how many companies I will research in a month, or how many new LinkedIn contacts I will make.

**Lastly**, it has given me a sense of having made progress: it started as a rough sketch on a note pad, and has evolved into what I present here. So I can look back to the start of my job search, and, although I've not yet found a job, I have concrete evidence that I've spent the majority of my time accomplishing tasks that, considered overall, probably shorten my job search, as compared to passively responding to jobs postings.

This is my project structure, and I use it constantly to decide priorities, manage time, and measure progress. It is not my only tool, but it is a graphic mission statement. Using it, I now have the tangibles, timelines, and teammates that I lost that Friday.

## About the Author



**Mike McMillen** worked for the State of Oregon as a specifications writer and project manager for 10 years. One of his projects with ODOT was the \$55,000,000 widening of I-5 in Salem between Hwy 22 and Keubler Blvd.

Before that, he worked in California and Oregon as an estimator and project manager for construction companies building freeways, state highways, bridges, utilizes, and commercial and

residential site developments.

He has a MA in Organizational Management from the University of Phoenix, and a BS in Construction Management from California State University, Sacramento. He lives with his wife and two border collies in Stayton.



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# PMI

## President's Letter



### A Change in Seasons

Spring is a time of renewal, not only in nature, but in our Chapter as well. I thought this would be a good time to outline some of the things coming up in the next few months.

**Updated Bylaws.** There have been some changes made to our Bylaws to clarify procedures and correct some wording

issues. Notifications have gone out, and we will be voting on it at the April Chapter Meeting.

**Board Elections.** The Election process will be starting soon. Alan John, our President Elect is leading the Election effort, and will be transition into the Presidency in June.

**Business Update Meeting.** As required by our Bylaws, we will be holding a Business Update meeting this spring. I am looking forward to presenting the accomplishments of our Chapter Volunteers over the previous year!

**Excellence in Project Management Awards.** The EPMA program is underway--look for announcements in upcoming newsletters. There are awards for Project of the Year, Project Manager of the Year, and Student Project of the Year. Feel free to contact Linda Read at [vp\\_outreach@pmi-portland.org](mailto:vp_outreach@pmi-portland.org) for more details.

I would like to welcome our new members, and thank our returning members. As always, I would also like to thank our Volunteers, supporting a 1,500 member organization takes a great deal of dedication and patience. **Thank you Volunteers!**

*Steve Thornton,  
President, PMI Portland Chapter*

## Newsletter Director's Letter



### Only 4 more Chances to win Prizes! (and other thoughts)

Remember there is the "Secret Word" contest where you can win a \$20 gift card to Barnes & Noble. Since no one found the secret word in the February Newsletter, there will be two winners for the March Newsletter. The first two people to e-mail me at [newsletter\\_dir@pmi-portland.org](mailto:newsletter_dir@pmi-portland.org) with the correct information will **win!**

Here are the rules, just to refresh your memory.

1. Must be a current PMI Portland Chapter member.
2. E-mail must include the "Secret Word" and what page of the newsletter it is on.
3. E-mail must include your name, PMI Member number, mailing address, phone number and e-mail address.
4. You cannot win more than once each year.

Another reminder, I am still looking for my replacement. Please contact me if you are interested. There are only 3 more newsletters left for me to complete.

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

## Thought for the month

"People who say it cannot be done should not interrupt those who are doing it."

—Anonymous



PORTLAND CHAPTER

## March 2012

### Headline Article

#### Next Chapter Meeting

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

#### Professional Development

- Intro to Six Sigma and Lean
- Earn Buy-In and Win Support
- Book Reviewers Wanted
- Roeder Online Courses
- Save the Date!

#### Chapter News & Events

- Event Calendar
- Roundtable Meetings
- EPMA Awards
- Refund Policy
- Bylaw Update Notice
- Calling All Leaders!
- Annual Board Elections

#### PM News Briefs

#### Membership

- Join PMI Portland Chapter
- Become a Volunteer!
- PM Job Postings
- Member News
- Volunteering
- Photos

#### Articles

- How to Avoid Expectation Collisions
- No Teammates-No Tangibles-No Timeline

#### PMI

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

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

# PMI

## Board of Directors

The PMI Portland Chapter Board of Directors wants to hear from you!

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

**President Elect** Alan John, PMP  
[presidenelect@pmi-portland.org](mailto:presidenelect@pmi-portland.org)

**Secretary** Shancy Saban  
[secretary@pmi-portland.org](mailto:secretary@pmi-portland.org)

**VP Finance** Jeff Henderson, PMP  
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**VP at Large** Robert Bondaruk, PMP  
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**VP Marketing** Dave Molinari, PMP  
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**VP Membership** Karel Rasovsky, PMP  
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**VP Operations** Brad Taylor, PMP  
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**VP Outreach** Linda Read, 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 Sponsor Programs 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, 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

[Join PMI and the Portland Chapter](#)

[Event Calendar](#)

[Chapter Brochure](#)

[Chapter Bylaws](#)

[PMI Portland Editorial Policy](#)

[Newsletter Archive](#)

## 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.