



PORTLAND CHAPTER

April 2012

Headline Article

Next Chapter Meeting

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

Professional Development

- Earn Buy-In and Win Support
- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

Articles

- Does Your Key Business Process Need to Get Lean?

PMI

- Newsletter Director's Letter
- About PMI Portland

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# Does Applying the Principles of the PMBOK Work? Ask Willamette Dental–The Answer is YES!

One objective of this newsletter is to present the readers with practical, real life projects. In past newsletters, we have been asking for “interesting projects” to profile. Our request was finally answered by Jennifer Pranger. The following is her “real life” project where the principles of project management were used, demonstrating that the principles contained in the PMBOK do work in real life. Many thanks to Jennifer for sharing her experience with PMI Portland Chapter newsletter readers.

Imagine you are you are due for your annual dental exam this week, or that you forgot to schedule that extraction your dentist planned for you. You are a member of Willamette Dental and call the appointment center. You explain to the customer service representative your predicament. They try to find an appointment for you this week, but in the end your appointment is 40 days from today. You wish you could be seen more quickly, and that getting an appointment was easier.

This was the typical situation for the patients of Willamette Dental. Before 2010, this problem caused a decline in membership. Jennifer Pranger, a project manager at Willamette Dental who recently studied for and received her PMP was assigned to address the decline in membership and patient satisfaction due to the long wait time. With the principles of the PMBOK freshly in her mind, she decided to put into practice what she learned.

The following outline is a description of the project and what was identified throughout the project. It is organized using the 5 phases of project management. --Laura Sakaguchi

## Introduction



**Company:** Willamette Dental Group is one of the largest dental insurance and dental providers in the Pacific Northwest. It started with a single office location in the Portland area

in 1970, and quickly became a pioneer in the emerging field of managed dental care. By focusing on the long-term health needs of patients, the practice has continued to grow over the last four decades, establishing more than 50 office locations in communities throughout Oregon, Idaho, and Washington.

**Project Name:** Advanced Access

**Project Manager:** Jennifer Pranger

**Project Team:** Kristen Simmons, VP of Strategy & Professional Development, Toby Absher, Director of Operations, Gro Forsberg, Director of Appointment Center and Clinical Scheduling, Helen Massar, Dental Hygienist Development Specialist, Dr. Lyle McClellan, Regional Managing Dentist

**Problem:** Access to patient care has a direct correlation with patient satisfaction. In 2010 when the project began, access (i.e., the time between calling for an appointment and being seen) averaged 40 days. In order to re-ground the organization in patient-centricity, improving access to care and completing treatment in less visits was absolutely critical.

[continued...](#)



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- Educational Presentation
- Chapter Meeting Logistics

**Professional Development**

- Earn Buy-In and Win Support
- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

**Chapter News & Events**

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

**Articles**

- Does Your Key Business Process Need to Get Lean?

**PMI**

- Newsletter Director's Letter
- About PMI Portland

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PORTLAND CHAPTER

April 2012

**Headline Article**

**Next Chapter Meeting**

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

**Professional Development**

- Earn Buy-In and Win Support
- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

**Chapter News & Events**

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

**Articles**

- Does Your Key Business Process Need to Get Lean?

**PMI**

- Newsletter Director's Letter
- About PMI Portland

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**Solution:** Advanced Access eliminated backlog and reduced the number of appointments for a given patient by completing as many treatment planned services as possible during a single visit.

**Approach:** The traditional scheduling model of pre-booking each type of appointment 30, 45 and 60 days out and completing certain procedures on certain days was no longer a viable way to stay competitive in the marketplace or meet patients' needs. The motto of Advanced Access is "do today's work today." As a result, patients are more satisfied and the organization is more efficient. "Advanced Access seeks not to control the daily patient demand, but rather to predict and respond to it." We developed a solution, ran a pilot and quickly implemented the model across the rest of the company knowing the pilot's success was scalable.

**Project Management:** Advanced Access was the first project at Willamette Dental to systematically use PMBOK principles.

**Outcome:** To date, the organization has been able to sustain 10 day access for nearly 9 months and helped to increase membership in all three states.

**Initiation/Assessment**

**Framed the problem and general approach to be taken to resolve it:** In June 2010, the results of the pilot were presented at a symposium where the senior leadership team were present and consensus was gained that the problem of access should be addressed and action must be taken soon. Once the pilot was completed we thought we may have a couple of months to re-group and thoroughly plan out how to scale the model. Rather, only 2 weeks passed before we were given the go ahead by the senior leadership team to implement this across all 54 sites in 9 months.

**Divided the project into phases:** Once the directive was given to implement the model company-wide, the project was then divided into phases. We knew we needed to structure the phases according to the natural change management cycle that most organizations experience when implementing an initiative this large. The first phase would focus on developing a strong

foundation of "Champions" and early adopters. Subsequent phases focused using the Champions to mentor later adopters.

Developed the initial requirements: Initial requirements were outlined in the project charter and included estimates of time, scope and budget.

**Developed the project charter:** The project charter was essentially presented at the June symposium. Formalizing the presentation of a project charter is beneficial for many reasons but mostly to ensure there is two-way communication about the business case in real-time.

**Established measurable objectives:** Three levels of metrics were developed. This allowed the team to clearly communicate what was most important in changing, then if possible, what is next important and then what would be nice-to-haves. This last category was "stretch" goals.

**Collected processes and procedures:** Only minimal processes and procedures were collected because we didn't want historical paradigms to influence the project. We initially began developing structured processes for the project team but quickly discovered only a few were necessary.

**Stakeholders were identified:** Advanced Access touched everyone in the organization, but we identified different groups to be a stakeholder in different parts of the planning and execution. For example, the earliest adopters (called Champions) were responsible for developing work plans and developing various models for which to accomplish the project objective. They became the "roots" with which to help implement this transformational change. Then, senior management team was responsible for verifying scope and risk management. Different groups serve different roles and by being very clear up front, the project was more focused.

**Planning/Design**

**Created the project scope:** By establishing our metrics early, we were able to develop a clearly defined scope. Throughout the Executing and Monitoring phases, we frequently referenced the

continued...



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April 2012

**Headline Article**

**Next Chapter Meeting**

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

**Professional Development**

- Earn Buy-In and Win Support
- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

**Chapter News & Events**

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

**Articles**

- Does Your Key Business Process Need to Get Lean?

**PMI**

- Newsletter Director's Letter
- About PMI Portland

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scope and objectives to keep us and other stakeholders on track.

**Developed a team:** The project team that was assembled was small and lean. We have found that by having fewer people on the primary project team, the faster the team can work to make transformational change.

**Determined the critical path:** The critical path was essential. Although we did not spend a lot of time building the critical path with the WBS, a high-level path with milestones was essential in communicating with various stakeholders.

**Planned communication:** Opportunities to communicate with large audiences became a focal point in our project planning. Knowing that we had only a few chances to reach employees, we used the dates for those scheduled events as a way to drive the timing of our decision making.

**Got formal approval:** Final approval did not happen all at once. There were 3 events which marked "final approval". The first event took place in June when senior leadership team agreed that the results of the pilot were successful and that Advanced Access was a valid and reliable model for which to completely transform access. The second event took place in August, when the project team conducted a Work Session with the earliest adopters (Champions) and gained their buy-in for the concept, while listening for logistical challenges from those in the clinics. The third event took place in September, when a formal approval for the budget took place.

**Executing/Development**

**Requested Changes:** Changes were requested throughout the execution, but only changes affecting a significant part of the scope, budget or timeline required approval.

**Ensured common understanding:** Ensuring there was a common understanding was carefully planned out; however, even careful planning cannot prepare you for all of the opportunities to clarify understanding. The Work Plans that each clinic needed to complete was a mini-strategic plan and a way for the project team to calibrate on what the clinics' understanding was of what we needed to accomplish. High-level

metrics were also communicated on a regular basis initially, then clinic-level metrics were produced and published semi-monthly.

**Continuously improved:** There was two-way communication. Not only did the project team and senior leadership establish expectations and look for every opportunity to communicate the larger vision, but the clinics had two opportunities throughout the project to provide feedback on how the process was going and identified the areas the project team could improve upon.

**Held team-building activities:** The earliest adopters were recognized continually for their initiative and creative problem-solving. The project team traveled to three states to formally recognize the Champions and present them with awards.

**Performed Quality Audits:** Auditing was done through reviews of Work Plans, formal Contingency Plans (outlining plans b, c, d and e!) and constantly reporting on metrics.

**Monitoring/Controlling**

**Measured Performance against Baseline:** Because metrics were established early on and we had solid baselines, measuring performance throughout the project was clear to communicate. The way in which we approached our business changed, which presented plenty of issues on how we would now measure access. A great deal of work was done to ensure that as our business changed, we continued to have reliable and valid measurements to evaluate the outcome.

**Influenced the Factors that Cause Change:** This was a huge part in the success of Advanced Access. Early on, the project team recognized the way to drive behavior within the organization and worked closely with the senior leadership team to modify existing structures relating to compensation and strategic goals to encourage everyone to meet or exceed the project objective.

**Reported on Project Performance:** This was done periodically with the senior leadership team and all clinical managers in the company. Half-way through the project we conducted a earned value analysis to forecast costs for the remainder of the project and to sustain the access for years to come.

[continued...](#)



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April 2012

**Headline Article**

**Next Chapter Meeting**

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

**Professional Development**

- Earn Buy-In and Win Support
- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

**Chapter News & Events**

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

**Articles**

- Does Your Key Business Process Need to Get Lean?

**PMI**

- Newsletter Director's Letter
- About PMI Portland

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**Designed a Sustainability Plan:** Another reason Advanced Access was so successful was that early on we determined that developing a Sustainability Plan was critical. The Sustainability Plan required all hands on deck. Each clinic was responsible for developing their own Sustainability Plan and best practices were shared across the company. This also helped to ensure that organizational incentives aligned with the Sustainability Plan.

**Closing/Evaluation**

**Confirmed work was done to requirements:** A final report was produced for the senior leadership team in which it was requested that final confirmation and formal acceptance be communicated to the project team for the results produced.

**Updated lessons learned:** A Best Practices guide and Sustainability guide was produced during and at the close of the project to help clinics better understand the ingredients they added to produce such a successful project and to validate the work that they'd done. Throughout the project, lesson learned were presented to senior leadership team on a regular basis.

**Released resources:** It was clearly communicated to the entire organization that the project team would dissolve on July 31, 2010. This was done intentionally to help formalize the transition and ownership of this initiative and project to the clinics.

**About the Willamette Dental Project Management Team**

**Kristen Simmons. VP of Strategy and Professional Development**



Kristen is currently Vice President of Strategy and Professional Development for Willamette Dental Group. She oversees corporate strategy, the training, education, research and quality management for dentists, specialists and dental hygienists in 54 offices throughout three states. She is a past president of the Oregon Dental Hygienists' Association and currently serves as Chair of the ADHA Council

on State Regulation and Practice. Kristen earned her dental

hygiene license in 1984 and her bachelor's in dental hygiene from Eastern Washington University in 2001. She recently received her Master's degree in Healthcare Administration from Pacific University in 2010. Kristen is a member of the American College of Healthcare Executives, American Public Health Association, American Dental Education Association, and the American Dental Hygienists' Association. Kristen is also the recipient of the 2006 Mentor of the Year Award presented by RDH magazine and Phillips Sonicare.

**Toby Absher, Director of Operations**



Toby currently oversees the daily operations for two regions (14 clinics) within Willamette Dental Group. He is responsible for all Specialty Provider implementation for the Electronic Health Record for Willamette Dental Group.

Toby's philosophy has always been "caring with accountability". He believes in providing every patient and employee with dignity, respect and courtesy. He also believes the key to successful implementation of large projects is employee engagement, simplification, and effective communication. Prior to joining Willamette Dental Group in 2005, Toby was Director for several psychiatric and correctional adolescent facilities in Texas. He was also the Regional Director of Academic Services for Business Computer Training Institute in the Pacific Northwest. Toby received a Bachelor of Science in Criminal Justice from Texas State University in 1994.

**Gro Forsberg, Director of Appointment Center and Clinical Scheduling**



Gro is currently guiding staff to creating and maintaining patient loyalty by teaching best practices for delivering an intimate customer experience, and putting the customer at the center of every interaction (Patient centricity). She is also helping to develop business rules, test and implement the company's Electronic Medical Record System. She successfully

[continued...](#)



PORTLAND CHAPTER

April 2012

**Headline Article**

**Next Chapter Meeting**

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

**Professional Development**

- Earn Buy-In and Win Support
- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

**Chapter News & Events**

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

**Articles**

- Does Your Key Business Process Need to Get Lean?

**PMI**

- Newsletter Director's Letter
- About PMI Portland

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rolled out the new system in the Appointment Center by showing, not telling patients how advanced access works. She successfully reduced the complexity of our scheduling system to just two types of schedules and three appointment types. Gro is passionate about challenging conventional wisdom as it relates to customer service and access to services for our patients. During her two decades of leadership experience as the leader of the Appointment Center and Clinical Scheduling for Willamette Dental Group, Gro has lived the obstacles, frustrations and issues that faced staff and patients when access averaged over 40 days. She was also responsible for guiding fifty locations toward successful implementation of the new advanced access provider schedules. Her leadership is characterized by encouraging efficiency and continuity by protecting providers' schedules from their colleagues' overflow and helping develop plans for how to handle times of extreme demand or provider absences. Prior to joining Willamette Dental group, she managed a nation-wide call center and managed and facilitated two large associations of financial planners and accountants. Gro earned her business degree in her native country of Norway.

**Helen Massar, RDH, BSDH, Dental Hygienist Development Specialist**

Helen is currently training all employee groups on the new Electronic Health Record for Willamette Dental Group. She also supports the 200 current Willamette Dental Group hygienists on clinical, business and strategic initiatives. While at Willamette Dental she was the Lead Hygienist for 28 years at various Willamette Dental Group locations. She is the Dental Hygienist Development Specialist at Willamette Dental Group since January 2008. Helen is committed to improving the dental health outcomes for patients through the use of evidence-based dentistry and proactive dental care. She is passionate about the importance of developing partnerships and accountability with patients to take ownership of their oral health. Helen earned her B.S. in Dental Hygiene degree from the University of Oregon School of Dentistry in Portland Oregon in 1979.

**Dr. Lyle McClellan, Regional Managing Dentist**



Dr. McClellan has worked at Willamette Dental since 2009. He has worked in both the private and multi-office dental practices. He is a Clinical Instructor at Clark College and Idaho State University. Dr. McClellan received his education at Creighton University and the University of Utah.

**Tim Tedder, MPH, Senior Director of Operations**



Tim has held several positions at Willamette Dental including: Practice Manager, Director of Operations and is currently the Senior Director of Operations. Ted holds a Bachelor of Science in both Health Promotion and Education as well as in Health Care Administration. He also has a MPH in Health Care Policy and Administration.

**About the Author and Project Manager**

**Jennifer Pranger, MA, PMP, Project Manager**



Jennifer is currently a Project Manager at Willamette Dental Group and working with their Electronic Health Record Department. Prior to her employment at Willamette Dental she coordinated projects of various sizes for Nike, IBM and Intel. She was the Professional Development Manager for the Intel® Teach to the Future program and the Education Specialist for all of IBM's K-12 educational initiatives for the state of Oregon. Jennifer is passionate about quality outcomes in business and healthcare through the use of Project Management principles. Having worked for some of the world's largest organizations, she has learned that quality and sustainability is what takes an organization from good to great. Currently, she drives projects supporting Willamette Dental Group's strategic initiatives. She

[continued...](#)



PORTLAND CHAPTER

April 2012

**Headline Article**

**Next Chapter Meeting**

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

**Professional Development**

- Earn Buy-In and Win Support
- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

**Chapter News & Events**

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

**Articles**

- Does Your Key Business Process Need to Get Lean?

**PMI**

- Newsletter Director's Letter
- About PMI Portland

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has successfully completed the company's most significant project to-date reducing patient wait times by 75%, resulting in sizeable organic growth with existing accounts. For 2011-2012, she will be helping to manage the development and implementation of the company's first Electronic Medical Record system to support its evidence-based treatment philosophy and leverage the opportunity of receiving Meaningful Use federal funding. She actively leads cross-functional teams through projects from concept to evaluation. She is responsible for ensuring quality outcomes that enable the organization to stay

competitive in the marketplace. She works closely with executive management to ensure expectations are clear and lines of communication and support continue to be strong throughout the lifecycle of each project. Jennifer became PMP certified in 2011. She earned her Master's degree from Portland State University in 2001 and a graduate certificate in Training & Development in 2001 and a Bachelor's from California State University in International Relations, with an emphasis in the International Political Economy (IPE).

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PORTLAND CHAPTER

April 2012

Headline Article

Next Chapter Meeting

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

Professional Development

- Earn Buy-In and Win Support
- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

Articles

- Does Your Key Business Process Need to Get Lean?

PMI

- Newsletter Director's Letter
- About PMI Portland

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

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## Keynote Presentation

### Panel Discussion about Portfolio Management

A Portfolio Management Panel Discussion with Portfolio Managers from Portland area firms. The panel will lead off with an introduction into portfolio management by Jeff Oltmann. Each panelist will present their firm and its approach to portfolio management. Finally, there will be a panel discussion including Q&A from the audience.

### About the Panel

#### Facilitator:



**Jeff Oltmann** has over 25 years of experience developing new products and managing successful programs. His specialties include strategy deployment, project excellence, and program and portfolio management. He is principal consultant at Synergy Professional Services ([www.spspro.com](http://www.spspro.com)), founder of the Portfolio Management Roundtable, and on graduate management faculty at Oregon Health and Science University. He previously ran the PMO and a project portfolio for IBM's xSeries.

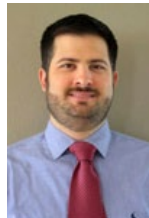
#### Panelists (l-r):

**Andrew Smith**—Cambia Health Solutions (Regence)

**Christina Bonda-Riva**—Iberdrola Renewables

**Robert Bondaruk**—Port of Portland

**April Sobetzki**—Columbia Sportswear






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April 2012

**Headline Article**

**Next Chapter Meeting**

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

**Professional Development**

- Earn Buy-In and Win Support
- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

**Chapter News & Events**

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

**Articles**

- Does Your Key Business Process Need to Get Lean?

**PMI**

- Newsletter Director's Letter
- About PMI Portland

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

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## Educational Presentation

### Creating a GREAT Project Management Service Experience

Despite the importance of service in our economy, there is very little true research on how people respond to service engagements. The research that has been done has shown that humans have odd recollections of events that affect their memories of service. Humans also tend to have a specific set of factors they use to gauge the quality of the service they receive.

Service is the essence of project management. Project managers serve many people in delivering projects, including sponsors, clients, senior managers, and others. A project manager's actions and success are gauged by how well they achieve the goals that they are expected to achieve, and how well they serve the various constituents who have expectations for the project manager.

If there is little research on service generally, there is little to no research on the service aspects of project management.

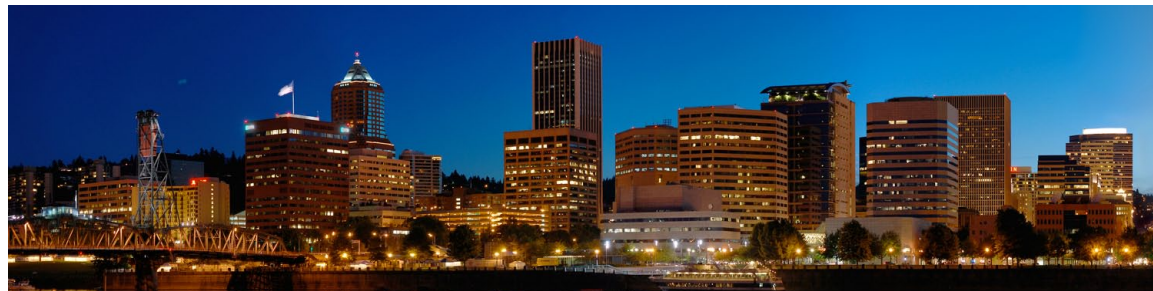
This talk fills the gap in our understanding of the best practices of project managers in providing service. It examines research into customer service. It then translates findings from that research into specific actions that should be performed by project managers. Performing these actions will help a project manager have satisfied service encounters as gauged by clients and sponsors.

### About the Presenter



Brad Hermanson, PE, PMP, is Western Region Environmental Practice Leader for GEI Consulting, a 500-person firm specializing in geotechnical, environmental, ecology, and water resources services. Brad is a registered engineer with degrees in Chemical and Environmental Engineering, has an MBA from the Oregon Executive MBA Program, and is also PMP®.

A practicing project manager for over 25 years, Brad has special interests in the application of decision analysis and risk management on projects, a topic of research for him in his MBA program. He has been a frequent workshop and conference speaker on a wide range of project management topics, particularly on the management of risk and uncertainty. Brad taught the Project Risk Management section of the Portland Chapter PMP® certification course for over eight years.





PORTLAND CHAPTER

April 2012

**Headline Article**

**Next Chapter Meeting**

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

**Professional Development**

- Earn Buy-In and Win Support
- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

**Chapter News & Events**

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

**Articles**

- Does Your Key Business Process Need to Get Lean?

**PMI**

- Newsletter Director's Letter
- About PMI Portland

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# April 17 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

Baked Cod served over a Hood River Potato Cake with Lobster Cream Sauce and Seasonal Vegetables

Or

Roasted Gingered Soy Fillet with Steamed Vegetables and Jasmine Rice

Banana Cake



*Quality Function Deployment*



PORTLAND CHAPTER

April 2012

### Headline Article

#### Next Chapter Meeting

- Chapter Meeting Sponsor
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- Educational Presentation
- Chapter Meeting Logistics

#### Professional Development

- **Earn Buy-In and Win Support**
- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

#### Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- Bylaw Update Notice
- Calling All Leaders-Annual Board Elections

#### PM News Briefs

#### Membership

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

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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.

**PDU's: 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<sup>®</sup> program.



PORTLAND CHAPTER

April 2012

Headline Article

Next Chapter Meeting

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

Professional Development

- Earn Buy-In and Win Support
- **Book Reviewers Wanted**
- Roeder Online Courses
- 11th Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

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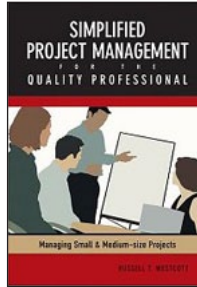
- Newsletter Director's Letter
- About PMI Portland

www.pmi-portland.org

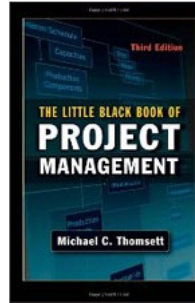
# Professional Development

## 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).



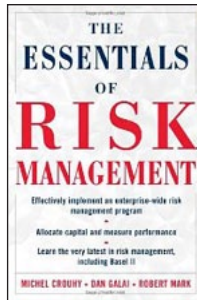
**Simplified Project Management For The Quality Professional:**  
Managing Small And Medium-size Projects  
Russ Westcott



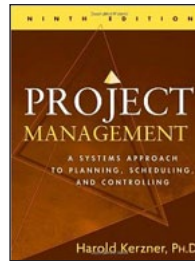
**The Little Black Book of Project Management**  
Michael C. Thomsett



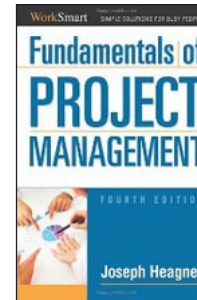
**The One-Page Project Manager:**  
Communicate and Manage Any Project With a Single Sheet of Paper  
Clark A. Campbell



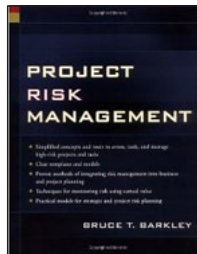
**Essentials of Risk Management**  
Michel Crouhy, Dan Galai, & Robert Mark



**Project Management: A Systems Approach to Planning, Scheduling, and Controlling**  
Harold Kerzner



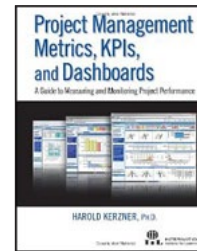
**Fundamentals of Project Management (Worksmart)**  
Joseph Heagney



**Project Risk Management**  
Bruce Barkley



**Everything Project Management Book:**  
Tackle any project with confidence and get it done on time  
Rick A. Morris



**Project Management Metrics, KPIs, and Dashboards:** A Guide to Measuring and Monitoring Project Performance  
Harold Kerzner

*Earn PDUs by writing a book review!*



PORTLAND CHAPTER

April 2012

**Headline Article**

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

**Professional Development**

- Earn Buy-In and Win Support
- Book Reviewers Wanted
- **Roeder Online Courses**
- **11th Annual Conference**

**Chapter News & Events**

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

**Articles**

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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

**Communicate With Competence & Confidence**  
Tuesday, May 8 & Tuesday, May 15, 2012  
8 PDUs

**Project Risk Management**  
Wednesday, May 16 & Wednesday, May 23, 2012  
8 PDUs

**Earn Buy-In and Win Support**  
Saturday, May 19 & Saturday, May 25, 2012  
8 PDUs

**Project Management Fundamentals**  
Friday, May 25 & Friday, June 1, 2012  
8 PDUs

### Free Webinar, 1 PDU

**The Tyranny of the Urgent–Critical Thinking as Your Key Leadership Skill**  
Tuesday, April 10, 2012 8:00 a.m. PDT  
Register now at [www.roederconsulting.com/webinar.php](http://www.roederconsulting.com/webinar.php).

## 11th Annual Managing Projects, Programs & Portfolios Conference

**RENEW | REFRESH | REINVEST**  
**Thursday, August 16, 2012**

The PMI Portland Chapter will hold its annual professional development conference on August 16th this year. The 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 offer three tracks focusing on **Strategy, Tactics and Tools**, with workshops provided for new and experienced PMs as well as for those in positions of leadership or strategic planning.

We welcome **Steve Rollins**, of ALLPMO Network, Inc., as our Keynote Speaker. His topic will be "Growing the Business The Value Proposition of Project Managers."

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 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 will be eligible for free conference registration. If you are interested in volunteering to help make this event a success, please contact Kristen Funk-Tracy, 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 our [web site](#) for new information as it becomes available.



PORTLAND CHAPTER

## April 2012

### Headline Article

### Next Chapter Meeting

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

### Professional Development

- Earn Buy-In and Win Support
- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

### Chapter News & Events

- **Event Calendar**
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

### Articles

- Does Your Key Business Process Need to Get Lean?

### PMI

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# Chapter News & Events

MON	TUE	WED	THU	FRI	SAT	SUN
9 <i>Accepting applications for EPMA Awards</i> <i>Accepting nominations for Board elections</i>	10	11 OODN Event  PMI WV--PMI--ACP	12 Roundtable West @ SolarWorld  Exam Prep Course	13 Roundtable NW @ Con-Way	14	15
16	17 <b>Chapter Meeting</b> Bylaw Review period closed SAO Event	18 PMI WV Salem Meeting	19 Roundtable West @ Nike PMI WV Eugene Meeting SAO Event	20 <b>Nominations closed for Board elections</b>  PMI WV Corvallis Meeting	21	22
23 Registration deadline--Earn Buy-In	24 Roundtable NE @ Public Health	25	26 Earn Buy-In Workshop	27 Roundtable North @ Clark SAO Event	28	29
30 Application Deadline--EPMA Awards	May 1 <b>Voting open for Board elections</b>	2 Roundtable NE @ Port of Portland	3 SAO Event	4 Roundtable South @ Mentor Graphics	5	6
7	8 SAO Event	9 OODN Event	10 Roundtable West @ SolarWorld	11 Roundtable NW @ Con-Way	12	13
14	15 <b>Chapter Meeting</b> <b>Voting closed for Board elections</b>	16 PMI WV Salem Meeting	17 Roundtable West @ Nike PMI WV Eugene Meeting	18 PMI WV Corvallis Meeting	19	20
21	22 Roundtable NE @ Public Health	23	24	25 Roundtable North @ Clark	26	27

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



PORTLAND CHAPTER

April 2012

**Headline Article**

**Next Chapter Meeting**

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

**Professional Development**

- Earn Buy-In and Win Support
- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

**Chapter News & Events**

- Event Calendar
- **Roundtable Meetings**
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

**Articles**

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**PMI**

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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

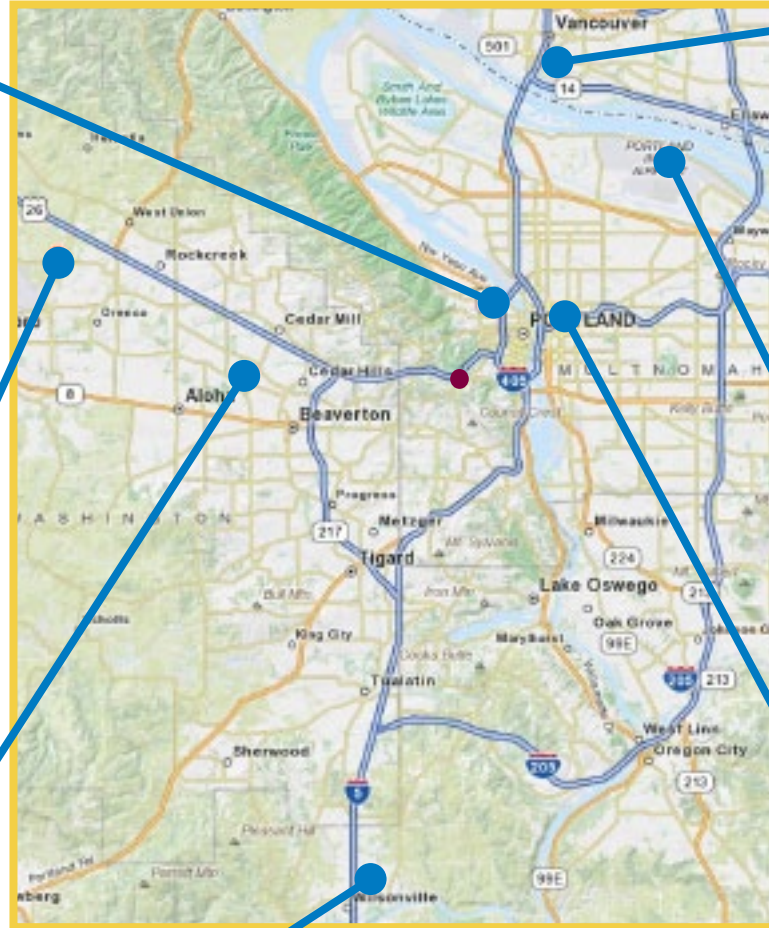
7200 NE Airport Way  
Portland, OR  
Anchor Rm., 1st floor

**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](#).

**See page 16 for information about special roundtable events!**



PORTLAND CHAPTER

April 2012

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

**Professional Development**

- Earn Buy-In and Win Support
- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

**Chapter News & Events**

- Event Calendar
- Roundtable Meetings
- **Special Roundtable Events**
- EPMA Awards
- 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
- Photos

**Articles**

- Does Your Key Business Process Need to Get Lean?

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# Chapter News & Events

## Roundtable Special Events

### Roundtable NW–Con-Way Friday, April 13, 2012 7:30 a.m.

#### Visualizing Project Leadership: A Project Manager's Key to Success, with Todd C. Williams, PMP

Can you visualize your projects—their risks, goals, issues, assumptions, mitigations, what helps, and what hinders? If you could, would you be able to move, manage, and relate to them? Could you use that to get your team and stakeholders to help? By using the Project Prototyping technique, you create group exercises that materialize these attributes and move them around the room, even off your project.

This presentation uses you—the audience—to create a Project Prototyping of how you currently view projects, teaches a few basic leadership skills, and then enlists the audience again to show how those skills can be put into action. The result is an open conversation that exposes concepts that are innovative, sometimes radical, to change the interrelationship of people, process, and the inanimate objects that constitute our project.

**Key Learning Objectives:**

- Project prototyping—a method to visual your project in its environment.
- How to advance your project management skills to project leadership skills.
- How to convey project issues to a larger group to solve.

**Presentation Outline:**

- A review of difficulties on a project.
- Create a Project Prototype representing our current projects (group role play)
- Discuss three traits of leaders and why they are important (include a video)
- Define a Project Prototype using these leadership traits to define a new project model (group role play)

Please join us for coffee, juice, pastries, and a lively presentation and workshop at the next PMI Breakfast Roundtable NW. You do not need to be a PMI member to attend and, for those of you with PMPs, this counts as 1 PDU.

*(Todd C. Williams is the author of “Rescue the Problem Project: A Complete Guide to Identifying, Preventing, and Recovering from Project Failure”, (AMACOM Books 2011))*

PMI Portland Roundtable NW schedules monthly informal roundtable discussions the 2nd Friday of every month. Networking begins at 7:15 a.m. and the meeting officially starts at 7:30 a.m. & ends at 8:45 a.m. More networking & socializing is encouraged after the meeting.

Con-way  
2055 NW Savier St., AdTech 2, Ballroom  
Portland, OR 97209

### Roundtable West–SolarWorld Thursday, April 12, 2012 4:00 p.m.

The April PMI Roundtable at SolarWorld will feature an invited guest, Ryan Cummings, speaking on the role of a Project Management Office (PMO) in a business. As Project EffECT is picking up steam, this is a very timely and relevant topic for SolarWorld.

SolarWorld USA  
25300 NW Evergreen Road, SA5–111 (Helios)  
Hillsboro, OR 97214

### Roundtable NE–Port of Portland Wednesday, May 2, 2012 4:30 p.m.

Brad Hermanson will speak about Earned Value. For more information about Brad, see the [Educational Presentation](#) page.

Port of Portland  
7200 N.E. Airport Way, Anchor room, first floor  
Portland, OR 97218





PORTLAND CHAPTER

April 2012

### Headline Article

#### Next Chapter Meeting

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

#### Professional Development

- Earn Buy-In and Win Support
- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

#### Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- **EPMA Awards**
- **Bylaw Update Notice**
- Calling All Leaders-Annual Board Elections

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- Join PMI Portland Chapter
- Become a Volunteer!
- PM Job Postings
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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).

### 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.



PORTLAND CHAPTER

April 2012

**Headline Article**

**Next Chapter Meeting**

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

**Professional Development**

- Earn Buy-In and Win Support
- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

**Chapter News & Events**

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

**Articles**

- Does Your Key Business Process Need to Get Lean?

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- Newsletter Director's Letter
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# Chapter News & Events

## Calling All Leaders!

There is no better way to highlight your leadership skills than to serve on the Board of Directors for PMI Portland! The annual election of officers for the PMI Portland Chapter Board of Directors for the 2012-2013 Board year will be held in May.

### Nomination deadline is April 20th!

Serving on the Board is an excellent opportunity to give back to the profession, to gain new leadership skills, and to expand your network. The bylaws have pending changes which will be voted on at the April 17th meeting. The change recommended by the Board is to allow Board officers to serve on one portfolio for two years instead of one. In anticipation of a vote of approval, four positions are open for nominations for the 2012-2013 Board year: President Elect, Secretary, VP Membership and VP Professional Development.

### 2012–2013 Board

President–Alan John, PMP

**President Elect–Open for Nominations**

Immediate Past President–Steve Thornton

**Secretary–Open for Nominations**

VP at Large–Robert Bondaruk, PMP

VP of Finance–Jeff Henderson, PMP

VP of Marketing–Dave Molinari, PMP

**VP of Membership–Open for Nominations**

VP of Operations–Brad Taylor, PMP

VP of Outreach–Linda Read, PMP

**VP of Professional Development–Open for Nominations**

VP of Programs–Christi Loya

For more detailed information on the positions, contact the incumbents or the President Elect. You can find the contact information for each position on the [Chapter web site](#).

Nominees must be members in good standing of the PMI Portland Chapter. The [nomination form](#) can be found on

the [Chapter web site elections page](#). Those interested in participating in this great opportunity with our Chapter should fill out and return the form to the President Elect at [presidentelect@pmi-portland.org](mailto:presidentelect@pmi-portland.org) by April 20.

If you are interested in nominating a Chapter member or have questions about the election process send an email to [presidentelect@pmi-portland.org](mailto:presidentelect@pmi-portland.org). I look forward to you discussing this exciting opportunity with you.

### The Commitment

Like all volunteer opportunities, you get back what you put in. Serving on the Board is an opportunity to learn and grow—but it does take a commitment from you. Some of the commitments you will be expected to make include:

- Participate in two Saturday planning sessions planned for the June and July timeframe. The first will be a transition workshop to help prepare the new Board members for their duties; the second a strategic planning session for the year.
- Attend once-a-month Board meetings on the second Thursday of every month from 6:00-8:00 p.m..
- Regularly attend Chapter Meetings and participating in other Chapter activities as appropriate. This is at your expense. The Chapter does not pay fees for Board members to attend the Chapter Meetings.
- If possible, attend the PMI Region One Leadership Conference. This year's conference will be held in Spokane, WA, June 9-10. The Chapter pays travel, hotel, and meals. This is a great opportunity to network, learn new leadership skills and meet your Area One counterparts from across the Northwest in preparation for 2012-2013 Board year.
- If possible, attend the PMI Leadership Conference, held in Vancouver, Canada, October 20-23. The Chapter pays conference registration, travel, hotel, and meals. This is a great opportunity to network, learn new leadership skills, and learn about PMI.

[continued...](#)



PORTLAND CHAPTER

April 2012

Headline Article

Next Chapter Meeting

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

Professional Development

- Earn Buy-In and Win Support
- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

Articles

- Does Your Key Business Process Need to Get Lean?

PMI

- Newsletter Director's Letter
- About PMI Portland

www.pmi-portland.org

# Chapter News & Events

- Plan to spend 5 to 15 hours a month for specific position duties, depending on the position.
- For all positions except President Elect, commit to serve one year, July 1, 2012–June 30, 2012. You have an option to extend for a second year in your elected position.
- The President Elect commits to serve a three-year term: July 1, 2012–June 30, 2013 as President Elect; July 1, 2013–June 30, 2014 as President, and July 1, 2014–June 30, 2015 as Immediate Past President.

## Open Position Descriptions

The general descriptions for the open positions are as follows:

- The **President Elect** prepares for and plans to serve as President for the following year. The President Elect acts for the President in his or her absence and chairs the Nominating Committee.
- The **Secretary** keeps the records of all business meetings of the Portland Chapter and meetings of the Board and the Executive Committee. The Secretary oversees and reviews the preparation and retention of all nonfinancial Chapter records.
- The **Vice President of Professional Development** provides project, program, and portfolio management education, training and mentoring. Training includes certification prep courses, workshops and annual conference.
- The **Vice President of Membership** organizes and coordinates the Chapter volunteer program and promotes chapter membership in the Portland metro.

Balloting will occur May 1-15. The election will close shortly after the May 15 Chapter meeting. Not only is the experience a fantastic one, but you earn PDUs. If you are interested in serving in one of these great leadership opportunities, don't wait—fill out the [nomination form](#) and send it to Alan John, PMP, [presidentelect@pmi-portland.org](mailto:presidentelect@pmi-portland.org). For more information, go to the [Elections web page](#) on the Chapter web site.

## 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).





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- Calling All Leaders-Annual Board Elections

**PM News Briefs**

**Membership**

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- Become a Volunteer!
- PM Job Postings
- Member News
- Photos

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# PM News Briefs

## PMI Willamette Valley Chapter

### Salem Branch Monthly Meeting

**Wednesday, April 18, 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** Jeff Oltmann, PMP

**Topic** Case Study: Implementing Project Management in Low Maturity Organization

**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, April 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** Nichole Bathke & John Wood

**Topic** Hospital Project Planning

**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, April 19, 2012**

6:00-8:00 p.m.

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



**Speaker** Kim Liegel

**Topic** Team Collaboration (part 2)

**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>



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- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

#### Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- Bylaw Update Notice
- Calling All Leaders-Annual Board Elections

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

#### Articles

- Does Your Key Business Process Need to Get Lean?

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## PM News Briefs

### OODN Meeting



#### Enhance Your Organization with Happier Brains

**Speaker:** Scott Crabtree

**When:** Wednesday, April 11, 2012  
6:00-8:30 p.m.

#### Business at the Speed of Now

**When:** Wednesday, May 9, 2012  
6:00-8:30 p.m.

**Speaker:** John Bernard

**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, April 17, 2012  
5:30-7:30 p.m.

**Where:** Perkins Coie  
1120 NW Couch St (10th Floor)  
Portland, OR 97209

### Portland Startup Weekend

**When:** Friday, April 27, 2012

**Where:** Portland State Business Accelerator  
2828 Corbett Avenue, Suite 100  
Portland, OR

### Education Road Show: The Path to a Career in High Tech (PSU)

**When:** Tuesday, May 8, 2012  
6:00-8:00 p.m.

**Where:** Portland State University, Engineering Building  
1930 SW Fourth Avenue  
Portland, Oregon 97201

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



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- Roeder Online Courses
- 11th Annual Conference

#### Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- Bylaw Update Notice
- Calling All Leaders-Annual Board Elections

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#### Membership

- [Join PMI Portland Chapter](#)
- Become a Volunteer!
- PM Job Postings
- Member News
- Photos

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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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- Roeder Online Courses
- 11th Annual Conference

**Chapter News & Events**

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

**Articles**

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**PMI**

- Newsletter Director's Letter
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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
- **Volunteer Manager, Annual Conference**—Professional Development team
- **Marketing Liaison, 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, local university
- Project Manager, healthcare software company
- Project Manager, electrical transmission company
- Project Manager, local telephony project

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

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playbook for  
distributed  
agile delivery.**

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- Roeder Online Courses
- 11th Annual Conference

**Chapter News & Events**

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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**
- Photos

**Articles**

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# Membership

## Welcome New Members!

- |                       |                        |
|-----------------------|------------------------|
| Agee, Dan             | Li, Ying-Wen           |
| Astrue, Joseph        | Lyons, Jean            |
| Beilstein, Mark       | Marleau, Michael       |
| Bennett, Trisha       | Maroto, Margarita      |
| Branum, Sarah         | Marshall, Morley       |
| Burke, Charla         | Millard, Melissa       |
| Cade, Jennifer        | Murphy, Gerald         |
| Callaghan, Martin     | Nerikaat, John Vincent |
| Camacho, Carie        | Nguyen, Nhi            |
| Chen, Ruth            | Nicholson, Todd        |
| Ciacchi, Jennifer     | O'Malley, Michelle     |
| Cottrell, Joseph      | Parker, Melanie        |
| Cruz, CA              | Pease, John            |
| Deardorff, Chris      | Perian, Kirill         |
| deBoer, Kathleen      | Puntenney, John        |
| DeMars, JoNell        | Ramachandran, Sid      |
| Deschuytter, Benjamin | Ransom, Matthew        |
| Dunn, Gary            | Ray, Terrie            |
| Dunshie, Jay          | Reiner, Connie         |
| Dutoit, Elizabeth     | Riley, Michael         |
| Fernandez, Nikolais   | Roberts, Josh          |
| Fife, Sandra          | Robinson, Jenny        |
| Flansburg, Jeffrey    | Scofield, Katherine    |
| Fullmer, Anne         | Semrau, James          |
| Gerding, Erik         | Timper, Barbara        |
| Haight, Mary Todd     | Warfield, Michael      |
| Hartson, Heidi        | Weintraub, Franklin    |
| Haserot, Heidi        | Wilks, Stephen         |
| Heredia, Richard      | Worthy, Gwendolyn      |
| Hicks, Nancy          | Wright, Charlie        |
| Irvine, Angela        | Wulf, Laurie           |
| Jarrett, Jeff         | Zaiger, Adam           |
| Johanson, Andrew      | Zolotko, David         |
| Jwayad, Lori          |                        |
| Kendall, Joan         |                        |
| Kresge, Darin         |                        |

## Congratulations New Credential Holders!

- |                        |                    |
|------------------------|--------------------|
| Bhatla, Ashok, PMP     | Mork, Lisa, PMP    |
| Chichester, Nancy, PMP | Siegler, Mark, PMP |
| Marshall, Adonica, 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.*







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- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

**Chapter News & Events**

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

**Articles**

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# Membership



Christi Loya,  
VP of Programs



Steve Thornton,  
President



Damian Smith, speaker



Ken Aust



John Pease

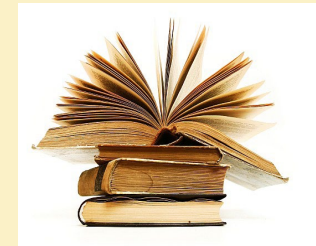
## Do you love to read?

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).



*Many thanks to Erik Odegard for the photos from the March 2012 Chapter Meeting*



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- Educational Presentation
- Chapter Meeting Logistics

**Professional Development**

- Earn Buy-In and Win Support
- Book Reviewers Wanted
- Roeder Online Courses
- 11th Annual Conference

**Chapter News & Events**

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

**Articles**

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# Articles

## Does Your Key Business Process Need to Get Lean?

Take the following “sniff” test to determine if you need to lean up your core business process:

**Question 1:** Do you know what your core business process is and what is the constraint that is preventing growth? Is it skills, equipment capacity, policies or regulations?

**Question 2:** Does the business process that differentiates you from your closest competitor prevent you from effectively growing because you don't understand how to remove its existing constraints? Can your competitor deliver in 1 week while you require 2?

**Question 3:** Do you understand the underlying core conflicts that are preventing you from improving your revenues while reducing your operating expenses?

**Question 4:** Do you know how to resolve the root causes created by the global (company wide) versus the local conflicts (department) that exist in every constraint?

**Question 5:** Do you know “what to change” and “what to change to” so that constraints can be resolved and other underlying constraints revealed?

**Question 6:** Did you invest in enterprise wide information technology projects only to find that the solution you thought would create strategic business advantage is operating no better than the your closest competitor's and adding significantly to your over head costs?

Consider ordering a “TOC neck up checkup” that will help you identify and understand the core business conflicts that once removed can make your company more successful!

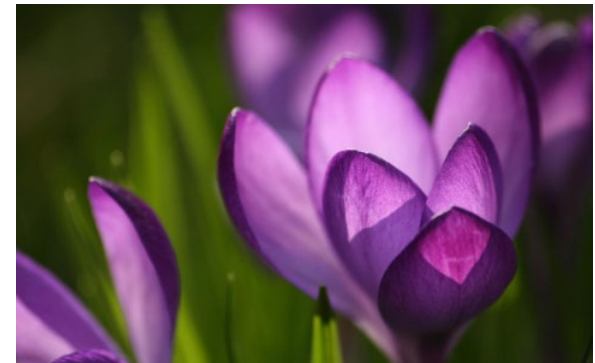
*The Goal* is a management-oriented novel by [Dr. Eliyahu M. Goldratt](#), a business consultant whose [Theory of Constraints](#) has become a model for systems management. It was originally published in 1984, and has since

been revised and republished every 10 years so far; once in 1994 and again in 2004. This book is usually used in college courses and in the business world for case studies in operations management, with a focus geared towards the Theory of Constraints, bottlenecks and how to alleviate them, and applications of these concepts in real life.[1] This book is widely used in leading colleges to teach students about the importance of strategic capacity planning and constraint management.

**About the Author**



Paul Chiridon is a senior information technology consultant who can help teach you to apply the “Theory of Constraints” process as explained in “The Goal” to help identify the business changes needed to strengthen the weak link in your core business processes and make a strategic difference.





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- 11th Annual Conference

**Chapter News & Events**

- Event Calendar
- Roundtable Meetings
- Special Roundtable Events
- EPMA Awards
- 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
- Photos

**Articles**

- Does Your Key Business Process Need to Get Lean?

**PMI**

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

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PMI

## 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.

## Newsletter Director's Letter



### They say “Spring” has “Sprung”

With the coming of Spring, it may be time to “freshen up” your project management skills. You could attend a seminar such as the upcoming “Earn Buy-in and Win Support” workshop. Or, you could attend the next Chapter meeting on April 17 where you can learn about “Portfolio Management” from a panel of experienced project managers. If you don't have the extra money to spare for a workshop or the next meeting, borrow a book from the library using the book listing in this newsletter. Maybe you could arrange to meet with one of the members of the PMI Portland Chapter for coffee to discuss project management methods and practices, or attend a Roundtable meeting. Whatever you choose, create a way to help you grow in your project management skills.

Just a reminder, there is a “**secret word**” hidden somewhere in this newsletter. There will be two winners! Read my letter from last month (March) for details.

Also, I am still looking for my replacement. If you are interested, please contact me. There are only two more newsletters that I will be overseeing.

I am always open to any feedback, suggestions or submissions to the newsletter. You can contact me at [newsletter\\_dir@pmi-portland.org](mailto:newsletter_dir@pmi-portland.org).

Remember, this is **your** newsletter.

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



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- 11th Annual Conference

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- Roundtable Meetings
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- EPMA Awards
- 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
- Photos

**Articles**

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- [About PMI Portland](#)

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# PMI Portland Chapter

## 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  
[vp\\_finance@pmi-portland.org](mailto:vp_finance@pmi-portland.org)

**VP at Large** Robert Bondaruk, PMP  
[vp\\_at\\_large@pmi-portland.org](mailto:vp_at_large@pmi-portland.org)

**VP Marketing** Dave Molinari, PMP  
[vp\\_marketing@pmi-portland.org](mailto:vp_marketing@pmi-portland.org)

**VP Membership** Karel Rasovsky, PMP  
[vp\\_membership@pmi-portland.org](mailto:vp_membership@pmi-portland.org)

**VP Operations** Brad Taylor, PMP  
[vp\\_operations@pmi-portland.org](mailto:vp_operations@pmi-portland.org)

**VP Outreach** Linda Read, PMP  
[vp\\_outreach@pmi-portland.org](mailto:vp_outreach@pmi-portland.org)

**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.