



PORTLAND CHAPTER

September 2012

Headline Article

Next Chapter Meeting

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

Professional Development

- PMI - ACP Course
- Critical Thinking & Emotional Development
- Fall is Mentoring Season
- Roeder Online Courses

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- New Downtown Roundtable

PM News Briefs

Membership

- Join PMI Portland Chapter
- Become a Volunteer!
- PM Job Postings
- Welcome New Volunteers
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- The Emergency Project

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- President's Letter
- About PMI Portland

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



# Annual Conference Report

On Thursday, August 16, 2012 PMI Portland hosted the 11th Annual Managing Projects, Programs and Portfolios conference at the Lloyd Center Doubletree. The theme of this year's conference was "Renew | Refresh | Reinvest".

The **sponsors** for this year's event were:

- CA Technologies, the Event Sponsor.
- Oracle, the Lunch Sponsor,
- Impac Services, the Breakfast Sponsor
- GSI Marketing Group, the In-Kind Sponsor

The Keynote Address was given by Steve Rollins, CEO and Chief Project Strategist for ALLPMO Network Inc. His speech was entitled "Growing the Business: The Value Proposition for Project Managers".

This year featured a full 3-track conference:

**Track 1** focused on Strategy and Leadership, and included topics: " Not My Project, Not My Problem: A Fresh Perspective" by Shelley Gaddie; "Using Successful Project Governance Controls for Delivery Certainty" by Steve Rollins; "Leadership Just Got Personal—The 10-Point Leadership Triangle" by Steven Fulmer; and Your Portfolio is Ready, Stakeholders are Overloaded, Now What?" by Beth Montag-Schmaltz.

**Track 2** was Tactical Skills and Tools, featuring "The Right Way to Make the Right Choice" by Steve Brook and Tom McKivor; "3 Ideas & 7 Principles for Fierce Conversations" by Marie Tjernlund; "The Road to PMP or CAPM Certification by Trish

Kelley; and "Go Ahead Make My Day—Criticize Me!" by Phil Mandel.

**Track 3**, On the Horizon: What's New, contained presentations by John Stenbeck, "Roll Out Full-Scale Agile Practice: Moving Beyond Scrum into Scalable Agile Practices"; Dottie Love's "Succeeding in the AGILE Workplace: So What is the Agile PMI-ACP?"; Jeff Oltmann's "Case Study: Implementing Project Management in a Low Maturity Organization"; and Sierra Modro's "Take a LEAP! Four Essential Steps for Leading Through Change".

Barbara Barde, CPC closed out the day with "Putting it all Together: Setting Goals and Building a Plan".

The last event of the day was a raffle but I think everyone would agree that the nearly 250 attendees were the big winners of the day.

This event was made possible by the work of a large group of volunteers. We'd like to thank the following people for giving up part of their summer to make this event a success.

**Core Team & Project Managers**

- |                      |                 |
|----------------------|-----------------|
| • Diane Brady        | • Jani Hansen   |
| • Gay Lynn Calonge   | • Divya Jain    |
| • Cheryl Cruz        | • Dave Molinari |
| • Mike Drahota       | • Aaron Scifres |
| • Kristen Funk-Tracy | • Stephen Wilks |
| • Terri Hagmann      |                 |

continued...



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# September 18 Chapter Meeting

## Chapter Meeting Sponsor

### Portland State University, Professional Development Center

Portland State's Professional Development Center is a leading provider of university-level courses, certificates, and programs designed to increase leadership skills, deliver process management tools, and foster creative thinking. Professional development and training are as important as ever for the career changer, career builder, manager, and executive alike. Staying in the game means staying ahead of the curve. Portland State's Professional Development Center builds the professional capacity of individuals, businesses, and community. Anyone can sign up for new courses that are offered year around at convenient locations, or have onsite training delivered straight to your office door.

<http://www.pdx.edu/professional-development/>

## Keynote Presentation

**From Vision to Values to Virtues to Victories; the Intangibles of Leading and Managing in a Project Environment,**  
with Marv Serhan, Captain, U.S. Navy (Retired)

[Read more...](#)

## Educational Presentation

**Change Management: The Good, The Bad, The Ugly,**  
with J. Hootman, PMP

[Read more...](#)

## Project Management Training at Portland State University



### Project Management: Classes for Career Development or Certificate Preparation

- Beginning and Advanced Courses and Certificates
- PMP Exam Prep

Project Management Certificate and Advanced Certificate courses begin mid-September. Enroll now!

Learn more at [www.pdx.edu/professional-development/project-management](http://www.pdx.edu/professional-development/project-management) or call 503-725-5865.



@PSU\_PDC  
[www.pdx.edu/professional-development/project-management](http://www.pdx.edu/professional-development/project-management)



Professional Development Center  
PORTLAND STATE UNIVERSITY



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Supporting Volunteers

- |                   |                     |
|-------------------|---------------------|
| • Brett Anderson  | • Aron Larson       |
| • Ken Aust        | • Anjanette Lundeen |
| • Balbinder Banga | • James Molay       |
| • Shirley Briggs  | • Scott Otsby       |
| • Sue Clark       | • Lori Reed         |
| • Jack Codron     | • Chris Vincent     |
| • Bill Jensen     | • Saby Waraich      |
| • Alan John       | • Eric Watt         |
| • Lin Johnson     |                     |

Planning for next year's conference begins soon. If you'd like to be involved, watch the [Volunteer Opportunities](#) web page, or contact Trish Kelley, VP of Professional Development, [vp\\_prof\\_devel@pmi-portland.org](mailto:vp_prof_devel@pmi-portland.org).

Images courtesy of Rick Smith and Steven Perrott



Saby Waraich, VP of Membership

continued...



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PSU PDC Exhibitor



Raffle



Steve Rollins, keynote speaker



Marie Tjernlund, speaker



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# September 18 Chapter Meeting

## Keynote Presentation

### From Vision to Values to Virtues to Victories; the Intangibles of Leading and Managing in a Project Environment

The tradition of building great American leaders, scientists, scholars, authors, educators, project leaders, inventors, and those serving in the Profession of Arms is the rock-solid foundation upon which this nation was built and inevitably will survive. Ethical leadership is increasingly important in today's highly competitive and complex global business environment. All corporate professionals, no matter their position or area of specialization, play a key role in establishing and influencing organizational culture, as well as modeling and encouraging the use of ethical decision making in all aspects of business strategy, team building, and project management. The Project Management Institute's Code of Ethics and Professional Conduct articulates the ideals to which project managers aspire as well as the behaviors that are mandatory in their professional and volunteer roles.

With over 40 years of leadership and management experience in both the military and private sector, Marv Serhan, a retired Navy Flight Officer and University of San Diego Adjunct Professor, has developed an intrinsic understanding of how one's morally upstanding character combined with effective leadership skills can create better citizens and therefore a stronger society. His extensive leadership experience in the educational, military, and corporate world uniquely qualifies him to educate business professionals to more effectively influence and lead their respective organizations to victory. Marv's message is for all who manage, lead, or aspire to be in a position that influences the personal and professional development of others.

### About the Presenter



**Marv Serhan, Captain, U.S. Navy (Retired)** has over 40 years of leadership and management experience in both the military and private sector. As a combat-experienced Naval Flight Officer, he spent his aviation career flying in fighter aircraft and logged over 4,000 flight hours and 1,020 carrier-arrested landings on nine aircraft carriers.

Since leaving active duty in 1997, Marv has worked in the energy/utility, communications, telematics, and security industries for such companies as Salt River Project/New West Energy, Motorola, Inc., Satellite Security Systems Corp., IBM, and Hewlett Packard.

As an Adjunct Professor at the University of San Diego, Marv teaches a Project Leadership for Global Business course within the Master of Science in Global Leadership program. As a professional speaker, he speaks on a myriad of topics related to ethics and leadership including those linked to his essay, "The DNA of Ethical Leadership and the Good Society," which was selected as the cover story for the John Ben Sheppard Journal of Practical Leadership sponsored by the University of Texas.

Marv holds a M.S. in Global Leadership from the University of San Diego, and post-graduate degrees in disciplines associated with National Security & Strategic Studies (Naval War College) and General Management (Salve Regina University).

Marv is a member of the Military Officers Association of America (MOAA), Association of Naval Aviation (ANA), National Defense Transportation Association (NDTA), the Armed Forces Communications and Electronics Association (AFCEA), National Defense Industrial Association (NDIA), the Association of Energy Engineers (AEE) and he is a Distinguished Toastmaster (DTM) with Toastmasters International.

Marv resides in Camas, Washington, with his family.



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# September 18 Chapter Meeting

## Educational Presentation

### Change Management: The Good, The Bad, and The Ugly

Change is inherent in our profession. In fact, the definition of a project is defined with words such as “unique”, “temporary”, “new” and “definitive”; many of the projects we lead are themselves initiated due to forces of change such as the need to create a new process or product. Change is generally viewed in two distinct ways. Change is good or change is bad, but we all know that change can also be ugly. Mention change management to any project manager and most will respond with processes and/or terms such as scope creep, change orders/requests, configuration management systems, missed stakeholder expectations etc...

This is to be expected since the PMBOK provides a plethora of information on the change management process. For example, it covers items such as inputs/outputs, control boards, stakeholder expectations, scope creep, impact on original scope and its integration into the overall monitoring and controlling process group. Consequently, it does a good job of discussing change management with a couple of notable exceptions: the human aspect and how to manage change within the larger organization.

Whether we realize it or not as project managers and more to the point—project leaders—we deal with change every day on every project. As such, we must add “Change Agent” to the long list of titles and responsibilities we already possess. Yes, when the majority of project managers think of change management they think of the above items. However, as project leaders we are also change agents. We must learn how to manage change from a personnel perspective and how to champion the change that our projects bring to the organization.

### About the Presenter



**Joseph “J” Hootman** is a certified Project Management Professional (PMP) with over 17 years of project management experience in both the military and commercial business. He has managed a vast array of projects and programs including unmanned aerial vehicle field tests, network infrastructure installation, summit planning, software/database development and custom web/software applications. He retired from the Navy in

2005. He last served as the Director of Information Technology for the Joint Unmanned Aerial Vehicle Test and Evaluation Command in Fallon, NV.

Other career highlights include serving as Chief Engineer, USS Moosbrugger, and as Naval Liaison to the Office of Military Base Re-alignment and Re-use for the Governor of California. Mr. Hootman is a highly decorated veteran who was awarded the Joint Service Commendation medal, a Joint Service Achievement medal and 5 Navy Achievement medals as well as numerous campaign medals and personal awards.

He earned a BS in Marine Science from the University of South Carolina and holds a Masters in Information Technology Management from the Naval Postgraduate School. He has also earned a Masters in Project Management and an MBA in Finance as well as a Graduate Certificate in Financial Analysis. Before relocating to Portland in 2009, he was the Vice President of Project Management for an interactive agency specializing in custom web sites, customized web applications and interactive marketing. Presently, J is the Program Manager for Nike’s Digital Geo-Expansion group and a senior adjunct faculty member for Keller Graduate School of Business in the fields of Project Management and Computer Information Systems.



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# September 18 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](#)

*\* You must be a PMI Portland Chapter member prior to registering for an event to be eligible for the member rate. A PMI Portland Chapter member is a member in good standing in the Chapter's member database. If you are a brand new Chapter member, [click here](#).*

*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

Parmesan Crusted Ling Cod with Red Pepper Coulis, Hood River Potato Cake and Fresh Vegetables

or

Stuffed Portabella Mushroom (Vegan) with Roasted Vegetables, Quinoa & Chickpeas, Zucchini Ribbons, Beet Puree

Top Shelf Cheesecake with Fresh Muddled Berries

## 2012-13 Chapter Meetings

Don't miss a thing! Mark your calendars now.

**October 16 (Annual Business Meeting)**  
**November 20**



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# Professional Development

## PMI Agile Certified Practitioner (ACP) Course

**Saturdays, Sept. 29, Oct 6 & 13, 2012**

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

I am very pleased to announce that we have arranged to offer **PMI-ACP Exam Preparation courses** to our Chapter.

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

The 3-day seminar provides 21 hours of instruction and **21 PDUs** but homework is required! It will be delivered on Saturdays, September 29–October 13. That means you can get great career-enhancing training and **21 PDUs in just 3-days!** But you have to hurry because the registration ends on September 27, or when sold out.

The PMI Portland Chapter Board feels a key responsibility to bring high-quality training at a great price to our Chapter. We hope you agree and will join us for this terrific course! You can get more info and register on our [web site](#).

### Course Details

**Saturdays, Sept. 29, Oct. 6 & 13, 2012**  
8:00 a.m. to 5:00 p.m.

### Location

DeVry University  
9755 SW Barnes Rd.  
Portland, OR

### Cost

**PMI Portland Chapter Members \***

By 9/13/2012 5 pm: \$1245

9/13 5 pm–9/27/2012 5 pm: \$1495

**PMI Portland Chapter Student Members \***

By 9/13/2012 5 pm: \$845

9/13 5 pm–9/27/2012 5 pm: \$955

**Non-Members**

By 9/13/2012 5 pm: \$1495

9/13 5 pm–9/27/2012 5 pm: \$1695

**Dottie Love**

**Director of ACP Certification, PMI Portland Chapter**

[acp\\_certification@pmi-portland.org](mailto:acp_certification@pmi-portland.org)

### Register Now!

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# Professional Development

## Critical Thinking & Emotional Intelligence

### A Match Made in Heaven

**Wednesday, October 17, 2012**

This workshop will explore the close relationship between critical thinking and emotional intelligence.

### Key Learning Objectives

- Learn about basic critical thinking techniques
- Receive information and tools to apply several of these techniques in your own environment
- Practice working with the value of the information gleaned via emotional intelligence across the critical thinking techniques
- Practice the use of critical thinking techniques in pre-set scenarios with colleagues in team discussions

### About the Presenter

**Kimi Hirotsu Ziemski** A popular speaker at the national leaders conference for Project Management Institute year over year, Kimi has brought a high level of energy and intelligence to the difficult and eternal topics of how we can each bring our own leadership performance level up. Her standing in the industry resulted in being invited to join the team updating the Guide to the Project Management Body of Knowledge for the Fourth Edition. Kimi's workshops and speeches are known for their energy, interaction, and ability to drive changes.

### Workshop Details

**Wednesday, October 17, 2012**  
**8:30 a.m. to 5:00 p.m.**

### Location

World Trade Center  
121 SW Salmon Street  
Portland, OR 97204

### PDUs

**8 PDUs available by completing this workshop.**

### Cost

**PMI Portland Chapter Members \***

By 9/23 at 5 p.m.: \$275  
9/23–10/15 at 5 p.m.: \$295

**PMI Portland Chapter Student Members \***

By 9/23 at 5 p.m.: \$175  
9/23–10/15 at 5 p.m.: \$195

**Non-Members**

By 9/23 at 5 p.m.: \$375  
9/23–10/15 at 5 p.m.: \$395

### Register Now!

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## PMI Global Conference— North America



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

**Earn 19 PDUs!** [Click here for information.](#)



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# Professional Development

## Fall Is Mentoring Season

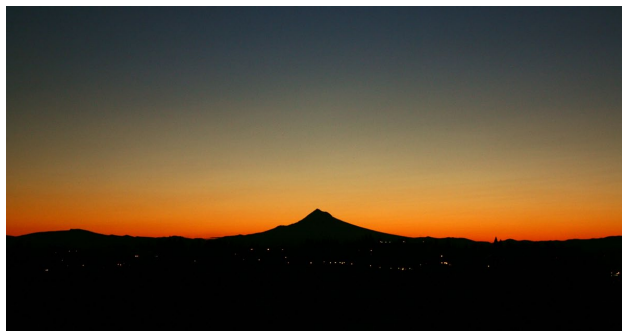
Can you have lots of fun while growing your professional skills at the same time? With mentoring you can. Participants in last year's PMI professional mentoring program built new friendships, learned a lot, and enjoyed the satisfaction of helping each other in a hands-on, personal way.

The PMI Portland Chapter Mentoring Team invites you to join this all-volunteer effort starting again this Fall. We need both Mentors and Mentees. Experienced project professionals find that being a Mentor is a wonderfully enjoyable way to 'give back' by helping another person. Mentors report being refreshed and re-excited about Project Management through the mentoring process.

Mentees find the process great for exploring new skills, gaining insight into new industries and finding a 'safe' mentor outside of their daily work world. They also find the one-on-one meetings and personal focus help to dive deep with specific skills they need to grow.

You don't have to know everything to be a Mentor. Anyone with experience and education in the school of 'tough projects' can be a mentor to another PM.

Visit the Mentoring table at the September 18 PMI Portland Chapter meeting to find out more, or sign up for mentoring at <http://www.pmi-portland.org/mentoring-program>. If you would like to discuss the program you can also call Chris Tobias, Director of Mentoring, at 503-869-4452.



## Roeder Online Courses

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

### OnDemand Online Courses

**360 Awareness:** Understand Human & Environmental Factors  
4 hours, 4 PDU's

**Whole Body Decisions:** Synthesize Brain, Heart & Gut  
4 hours, 4 PDU's

**Project Management Fundamentals:** Laying A Strong Foundation  
8 Hours, 8 PDU's

### Monthly Webinar Series

### Live, Instructor-Led Online Courses

**International Project Management** (8 PDU's)  
September 11 & 18, 2012

**Project Management Negotiation** (15 PDU's)  
September 14, 21 & 28, 2012

**Project Management Fundamentals** (8 PDU's)  
September 18 & 25, 2012

**Advanced Project Stakeholder Management** (8 PDU's)  
October 3 & 10, 2012

**PM Fundamentals--Execution** (8 PDU's)  
October 12 & 19, 2012

**Managing Virtual Teams** (8 PDU's)  
October 17 & 24, 2012

**Communicate with Competence & Confidence** (8 PDU's)  
October 30 & November 6, 2012

**Earn Buy-In & Win Support** (8 PDU's)  
October 31 & November 7, 2012



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10	11 PMP/CAPM Course begins	12 PMI WV Eugene Event OODN Event <b>Earlybird deadline ACP Course</b>	13 Roundtable Dntwn @ City of Portland TAO Event	14 Roundtable NW @ Con-Way		15 16
17	18 <b>Chapter Meeting</b>	19 PMI WV Salem Event	20 Roundtable West @ Nike	21 PMI WV Corvallis Event		22 23 <b>Earlybird deadline-Critical Thinking Workshop</b>
24	25 Roundtable NE @ Public Health	26	27 TAO Event <b>Registration ends ACP Course</b>	28 Roundtable North @ Clark		29 30 ACP Certification course
October 1	2	3	4	5 PMI WV Salem Event		6 7 ACP Certification course
8	9	10 Roundtable NE @ Port of Portland	11 Roundtable Dntwn @ City of Portland TAO Event	12 Roundtable NW @ Con-Way		13 14 ACP Certification course
15 <b>Registration ends-Critical Thinking Workshop</b>	16 <b>Chapter Meeting</b>	17 Critical Thinking Workshop	18 Roundtable West @ Nike	19		20 21
22	23 Roundtable NE @ Public Health	24	25	26 Roundtable North @ Clark		27 29
29	30	31	November 1	2		3 4 For details, see the calendar on the <a href="#">Chapter web site.</a>



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September 2012

Headline Article

Next Chapter Meeting

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

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- Critical Thinking & Emotional Development
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# Chapter News & Events

## Roundtable North Clark

1200 Fort Vancouver Way,  
Vancouver, WA  
Community Room

4th Friday 7:15 a.m.

## Roundtable NW Con-Way

2055 NW Savier  
Portland, OR  
Ask for room at desk

2nd Friday 7:15 a.m.

## Roundtable West Nike

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

3rd Thursday 7:30 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

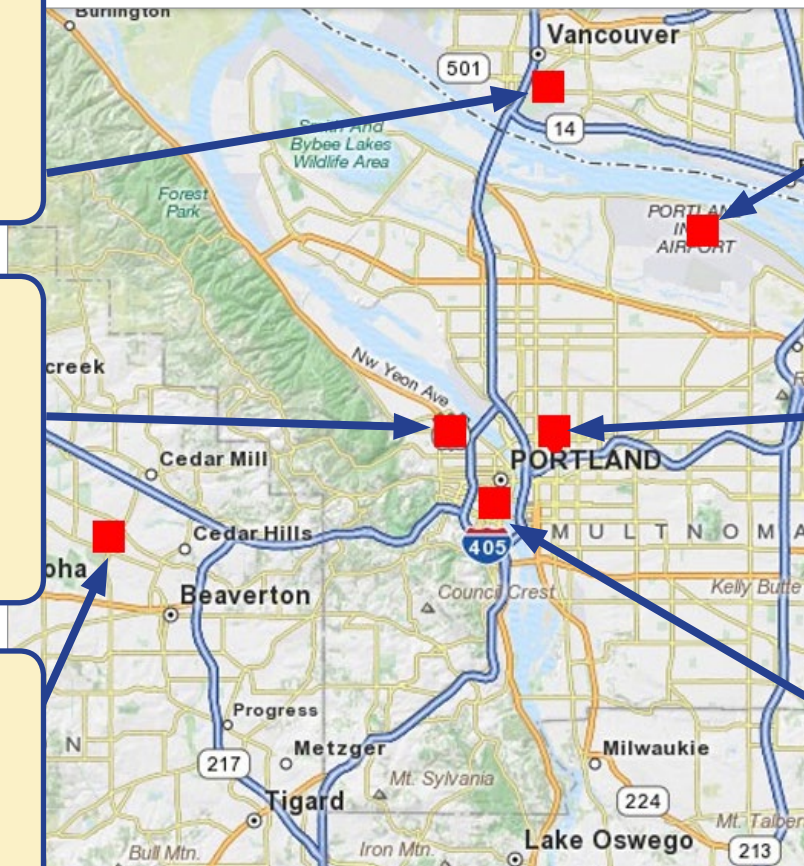
Portland State Office Bldg.  
800 NE Oregon Street,  
Portland, OR  
Room 1C-30

4th Tuesday 7:30 a.m.

## Roundtable Downtown—City of Portland

The Portland Building  
1120 SW 5th Ave.  
Portland, OR  
2nd floor, Room B

2nd Thursday 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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## PM News Briefs

### PMI Willamette Valley Chapter

#### Salem Branch

**Lunch Meeting—Wednesday, September 19, 2012**

11:45 a.m. - 1:00 p.m.

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

**Speaker** Jen Jones. Project Management Process for Web Applications

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

**Professional Development Day—Friday, October 5, 2012**

8 a.m. - 4 p.m.

#### Eugene Branch

**Dinner Meeting—Wednesday, September 12, 2012**

6:00–8:00 p.m.

**Location** Valley River Inn (NEW)  
1000 Valley River Way  
Eugene, OR 97401

**Speaker** Ryan Cummings, Cheetah Learning, Prioritizing the Value of a PMO

**Cost** \$20 (online) or \$25 at the door.

#### Corvallis Branch

**Lunch Meeting—Friday, September 21, 2012**

11:45 a.m.- 1:30 p.m.

**Location** 700 SW Washington Ave.,  
Corvallis, OR

**Speaker** Ben Cahn, MBA, PMP, Transitioning a Medical organization to Electronic Record Keeping

**Cost** \$10 members/students, \$15 non-members.

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### OODN Events



### Monthly Program

**Wed., September 12, 2012**—6:00 - 8:30 p.m.

**Location:** Con-Way (Fremont / St. John's rooms)  
2055 NW Savier St.  
Portland, OR 97209

**Speaker:** Sydney Joyner

**Topic:** Generations in the Workforce: One Size Does Not Fit All

**Cost:** 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

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

## 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 will interview you and capture the fascinating details that describe your methods, approach, outcomes and lessons learned.

Contact [newsletter@pmi-portland.org](mailto:newsletter@pmi-portland.org) if interested..

## TAO Events



### QA Forum

**Thurs., September 13, 2012**—11:00 a.m. - 1:30 p.m.

**Location:** Kells, 112 SW 2nd Ave.,  
Portland, OR 97204

**Speaker:** Panel, including Lee Copeland

**Topic:** The Future of QA

### Ignite TAO! v.3

**Thurs., September 27, 2012**—5:30 - 9:00 p.m.

**Location:** Alberta Rose

**Topic:** Ignite is a high-energy evening of 5-minute talks by local people who have an burning idea and the guts to get onstage and share their personal and professional passions.

### Partner Event

**Thurs., October 11, 2012**—8:30 a.m. - 5:30 p.m.

**Location:** World Trade Center, 121 SW Salmon St.,  
Portland, OR

**Topic:** Agile Testing Open Northwest

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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 \$139/year. PMI Portland Chapter membership costs \$25/year

**Renew:** PMI Membership renewal costs \$129/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

Visit the [PMI Portland Chapter web site](#). Read the [Chapter brochure](#). New Member? See your [web page](#).







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# Membership

## Become a Volunteer

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

- **Director of Technology**–Operations team
- **Director of Sponsor Programs**–Marketing team
- **Art Director**–Marketing team
- **Newsletter Director**–Marketing team
- **Quality Team Members (4)**–Membership team
- **Instructors, Certification Prep course**–Professional Development team
- **Administrator, Mentoring Program**–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!

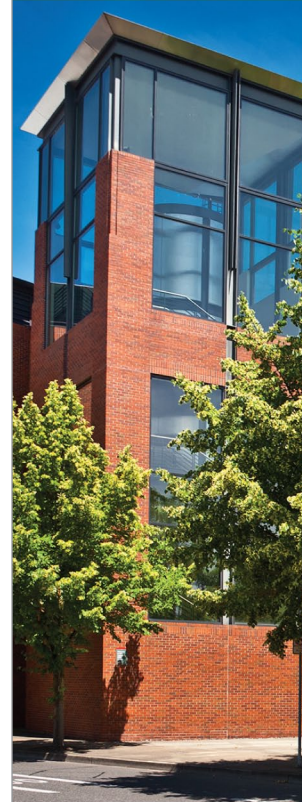
## PM Job Postings

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

- **Project Manager, ATS Automation, Corvallis area**
- **Assistant Webmaster, PMI Portland Chapter**
- **Project Manager, 12 month contract, Beaverton area**
- **Project Manager, 12 month contract, Beaverton area**

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

# Expand Your Project Management Tool Kit



Did you know that PMI Career Framework (PathPro®) identifies 107 different skills we should have in our tool kit as project managers, program managers, and portfolio managers?

The Professional Development and Training team at the CLIMB Center is ready to help expand your tool kit with customized training solutions—just right for you!

The CLIMB team is proud to be your project management partner.

[www.pcc.edu/climb/training](http://www.pcc.edu/climb/training)  
[professional.training@pcc.edu](mailto:professional.training@pcc.edu)  
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# Membership

## Welcome New Volunteers!



### Divya Jain, PMP–Director of Volunteers

Divya has worked as Volunteer Manager for PMI Portland 2012 annual conference. She has over six years of experience of initiating and managing various educational enrichment programs for students in Evergreen School District. One of her projects started with 8 teachers in one school in 2007. Now the program is running smoothly in 8 elementary and middle schools under her management.

Divya has a Bachelor's degree in Science from India and is a certified PMP. She loves painting, cooking and traveling.

Contact Divya at [volunteer@pmi-portland.org](mailto:volunteer@pmi-portland.org).



### Kathy Erwin, PMP CSM CSQE–Project Manager for New Member Surveys

A skilled project management professional, Kathy's passion for the field shows in everything she does. Graduating with a B.S. degree in Business Information Systems from Linfield College, Kathy was well prepared to build a successful career in information technology. She earned certifications as a PMP, CSQE, and CSM, and honed her leadership skills as a programmer analyst, project manager, and quality assurance analyst in industries including healthcare, utilities, government, retail and finance. Presently, Kathy is a Quality Assurance Engineer at Providence Health and Services, a role and organization that she relishes very much. Kathy and her husband Jerry live in Vancouver, WA where they enjoy gardening and spending time with their three year-old grandson Logan.

A dedicated member of the PMI Portland Chapter, Kathy decided to step up her involvement and became a volunteer in spring of 2012. She joined our Quality Assurance team, focusing on new member satisfaction surveys administered at Chapter dinner meetings. Kathy's upbeat attitude and great organizational skills make her an asset to our Chapter. Welcome and thank you for volunteering Kathy!



### Brett Anderson–Director of PMP Certification

Brett Anderson brings over 20 years of experience in technical leadership to the Director of PMP Certification role. Brett holds an engineering degree from Oregon State University. His experience in electro-mechanical systems engineering has allowed Brett to successfully hold leadership positions in all aspects of engineering, operations, quality and staff management. Brett has spent considerable time working with International supply chains and even relocated to Asia for a period of his career to manage multiple product development projects. Brett's project management and leadership skills have helped him to bridge his career across several diverse industries that include high tech, heavy manufacturing, communications and commercial construction. Brett is currently the Quality Manager for Connor Manufacturing Services in Portland, Oregon. Brett credits the discipline of Project Management for his success and is honored to be joining the team at the PMI Portland Chapter as the Director of PMP Certification.

Contact Brett at [pmp\\_certification@pmi-portland.org](mailto:pmp_certification@pmi-portland.org).



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# Membership

## Welcome New Members!

Abramowitz, Evan  
 Aggarwal, Lokesh  
 Altenhofen, Jay  
 Amrein, Jennifer  
 Anderson, Tiffany  
 Armstrong, Michael  
 Aulson, Zachary  
 Avena, Jose  
 Bailey, Aaron  
 Barbero, Susan  
 Beebe, Donald  
 Bellamy, Todd  
 Bird, Thomas  
 Boyer, Arianne  
 Brown, Sherri  
 Bryson, Stephen  
 Budnik, Lisa  
 Byrd, Chelsea  
 Campbell, Janelle  
 Campo, Rick/Richard  
 Carter, Kim  
 Carter, Josh  
 Chattopadhyay, Suranjana  
 Chowning, Sherritt  
 Clark, Kitleigh  
 Clemson, John  
 Cook, John  
 Crabtree, John  
 Creger, William  
 Crismon, Tricia  
 Cross, Alisa  
 Davis, Melinda  
 Duff, Christopher  
 Duffy, James  
 Dummer, Timothy Adam

Edgerton, James  
 Edson, Bruce  
 English, Nancy  
 Engstrom, Kathleen  
 Ensor, Brett  
 Esguerra, Isabel  
 Fleskes, Ben  
 Fretz, Cheryl  
 Gaylor, Brad  
 Gifford, Donna  
 Gilmour, Mogenns  
 Guenther, Donald  
 Haldors, James  
 Hamm, Lisa  
 Harrington, Mark  
 Heidrich, Alexa  
 Hirr, Laila  
 Hootman, Joseph  
 Hughes, Cassandra  
 James, Meghan  
 Janssen, Lora  
 Johnson, Robert  
 Johnson, Erik  
 Keeton, Garrett  
 Keller, Tom  
 Kirk, John  
 Kizziar, Krishna  
 Koelle, Sandra  
 Kramer, Kim  
 Krum, Michael  
 Laverty, John  
 Leheny, Sharon  
 Lindsley, Timothy  
 Lingajappa Satish  
 Kumar, Megha  
 Lockhart, Lane

Long, Dylan  
 Love, Dorothy  
 MacIntyre, Jacob  
 MacIntyre, David  
 Mancuso, Noel  
 Mandt, Brian  
 Marker, Rebecca  
 Markovic, Lucia  
 May, Dustin  
 Mazzeo, Olga  
 Mlnarik, Jewel  
 Moog, Randy  
 Morgan, Teresa  
 Moriarty, Josh  
 Mostowska, Iwona  
 Murrain, Tina  
 Narasimhan, Muraliram  
 Niquet, Stephan  
 OConnor, Thomas  
 Ostoj, Jennifer  
 Palmer, David  
 Pandey, Santosh  
 Phan, Hung  
 Pincetich, Josh  
 Pio, Heidi  
 Rampalli, Phaneendra  
 Rogero, Diana  
 Root, Ken  
 Rosenberg, Heidi  
 Rougee, Caroline  
 Ruppelt, Christian  
 Sakhalkar, Vikrant  
 Sanchez, Ruben  
 Segal, Peter  
 Shankle, Diana  
 Shipley Hulstrom, Lisa

Siegle, Leslie  
 Sinha, Rajat  
 Skupen, Cris  
 Slavin, Rick  
 Stevens, Ruth  
 Steves, Douglas  
 Sweeney, Audra  
 Synak, Robert  
 Tawdekar, Jaswant  
 Taylor, Lisa Ann  
 Tester, Stacey  
 Thatcher, Jared  
 Thomson, Don  
 Wagner, Marilyn  
 Wagoner, James  
 Webber, A. Dow  
 Weise, Shannon  
 West, Vincent  
 Wetterling, Steve  
 Whitehorn, Laura  
 Wilson, Shante  
 Woodworth, Connie  
 Wotipka, Julia  
 Yager, Kate  
 Zaharchook, Bernadette

*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.*

## Congrats New Credentials!

Brown, Sherri, PMP  
 Carter, Kim, PMP  
 Clifford, Jeremy, PMP  
 Duff, Christopher, PMP  
 Eddy, Tina, PMP  
 Fernandez, Nikolais, PMP  
 Fisher, Brian, PMP  
 Flansburg, Jeffrey, PMP  
 Gourley, Tim, PMP  
 Hathaway, Kimberly, PMP  
 Hertel, Carrie, PMP  
 Jain, Divya, PMP  
 Keller, Tom, PMP  
 Kenny, John, PMP  
 Li, Ying-Wen, PMP  
 Litle Parmeter, Lauren, PMP  
 Marsh, John, PMP  
 McCauley, Starla, PMP  
 Narasimhan, Muraliram, PMP  
 Ostoj, Jennifer, PMP  
 Palve, Aparna, PMP  
 Reiner, Connie, PMP  
 Robinson, Jenny, PMP  
 Ruppelt, Christian, PMP  
 Sakhalkar, Vikrant, PMP  
 Schieber, Jeff, PMP  
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 Stuedli, Lynne, PMP  
 Wilson, Katherine, PMP  
 Winn, Justin, PMP  
 Woodell, Aaron, PMP



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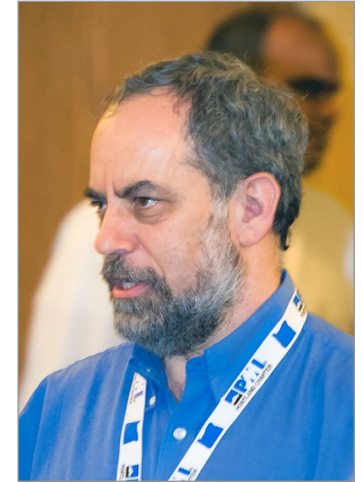
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# Membership



Connie Plowman, speaker



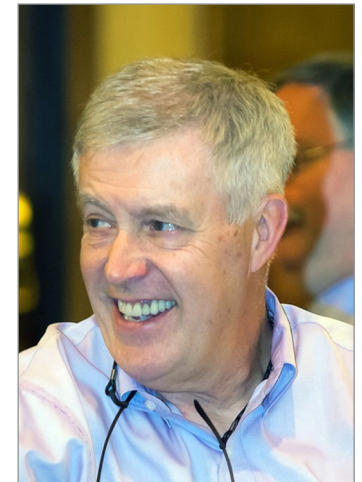
Matt Buchman, PMP



Alan John, President



Gidu Sriram, PMP and colleague



Willem Stoeller, Chapter Secretary

*Many thanks to Erik Odegard and Laura Sakaguchi for the photos from the June 2012 Chapter Meeting*



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# Articles

## The Emergency Project

[sound of Plectron signals coming over the intercom][loud klaxon sound] "Station 18, 21, 51, 116, Hazmat 10, Deluge 127 and Battalion 7; explosion and fire at Circle X refinery 19600 nineteen thousand six hundred Carson Blvd. Carson, time out 10:46". Paramedics Gage and Desoto get into Rescue 51 and proceed out of the station .... "LA, Battalion 7 at scene with a fully involved cracking tower, workers trapped on adjacent structures and several gasoline storage tanks threatened. Request a second alarm, Battalion 7 is assuming command as Circle X Command."

So about now you are probably wondering what the start of the old TV show "Emergency" has to do with project management. What this story line is portraying, if it were in real life, is the start of a project. Incident Management, which is the overall term used to describe the management of emergency situations, is a very specialized version of project management. The "incident" is the project whether it is putting out a fire, rescuing occupants of a crashed aircraft, capturing a sniper, locating a missing hiker or cleaning up a hazardous material spill.

Remember that the definition of a project is "a temporary group activity designed to produce a unique product, service or result." Putting out a fire, rescuing a hiker, capturing a sniper, cleaning up a hazardous material spill, etc. all fit this definition. This is true even if the emergency is as small as burning dinner on the stove to the Deepwater Horizon Oil Spill of 2010.

There are standards and an entire body of knowledge that is the analogy to the PMBOK™. Called the Incident Command System, or ICS, it provides a full range of guidance, job aids and best practice that is universally followed within the emergency management community in the United States. In fact, the use of ICS is required if a jurisdiction desires to be reimbursed by FEMA for extraordinary disaster expenses. Also, as an accepted best practice, failure to use (or properly use) ICS during the management of an emergency, may expose the offending

agency (or company) to liability for injuries and other damages resulting from, or not mitigated by, their emergency response.

ICS resulted from the obvious need for a new approach to the problem of managing rapidly moving wildfires in the early 1970s. At that time, emergency managers faced a number of problems.

- Too many people reporting to one supervisor.
- Different emergency response organizational structures.
- Lack of reliable incident information.
- Inadequate and incompatible communications.
- Lack of a structure for coordinated planning between agencies.
- Unclear lines of authority.
- Terminology differences between agencies.
- Unclear or unspecified incident objectives.

Designing a standardized emergency management system to remedy the challenges listed above took several years and extensive field testing. The Incident Command System was developed by an interagency task force working in a cooperative local, state, and federal interagency effort called FIRESCOPE (Firefighting Resources of California Organized for Potential Emergencies). Compare this list of challenges to those you may face as a project manager on a large complex project; look familiar?

In ICS, the Incident Commander (in our example Battalion 7) is the project manager. He/she has a project team (called the Incident Management Team (IMT)) that is organized functionally and hierarchically. A major tenant of ICS is span of control, something we often lose sight of in project management. Span of control is to be limited to five to seven direct reports. ICS also supports tailoring and scalability. So the Incident Commander (PM) tailors the project team organization to fit the incident (project) and arranges the team in a functional and hierarchical organization.

[continued...](#)



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The standardized organization includes a command staff (public affairs, safety and liaison) and a general staff (operations, planning, logistics and finance/administration). Within each of the general staff sections there are additional IMT (project team) members and the actual workers in the incident (fire fighters, paramedics, equipment operators, police officers, technical specialists, etc.). In the analogy with the kind of projects we typically think about for project management, these would be the various project teams and subteams as well as the programmers, engineers, construction workers, etc. depending on the type of project.

course); if an IC wants three aerial water dropping tankers, he wants to be sure that he does not get three truck tankers.

Just as PM's use the project plan to manage their projects, in ICS, the project plan, known as the Incident Action Plan (IAP) is the analogy. However, here is where there is quite a difference with "mainstream" project management. A PM's project plan usually cover time spans of weeks to months or years while the IAP covers a single operational period (work shift). For a two shift per day incident, this means that the IMT is turning out an IAP twice a day! And you thought you had it hard just getting one version done! Emergency incidents operate within

a framework of significant changes of conditions, resources and situation necessitating the review and revision of the IAP every shift. In fact, there is provision to make "pen and ink" changes during the work shift if conditions warrant.

The ICS methodology contains a very detailed and documented process for the development, approval and implementation of the IAP. There are a series of meetings with specific attendees from the IMT and specific deliverables from the meetings that all come together into the IAP. This includes a number of job aids and forms to both organize and facilitate this process. The IAP that the current shift of IMT personnel are preparing will be executed by the next shift, and so forth.

And remember, that the IMT members are doing this planning all the while executing the IAP that was prepared the previous shift.

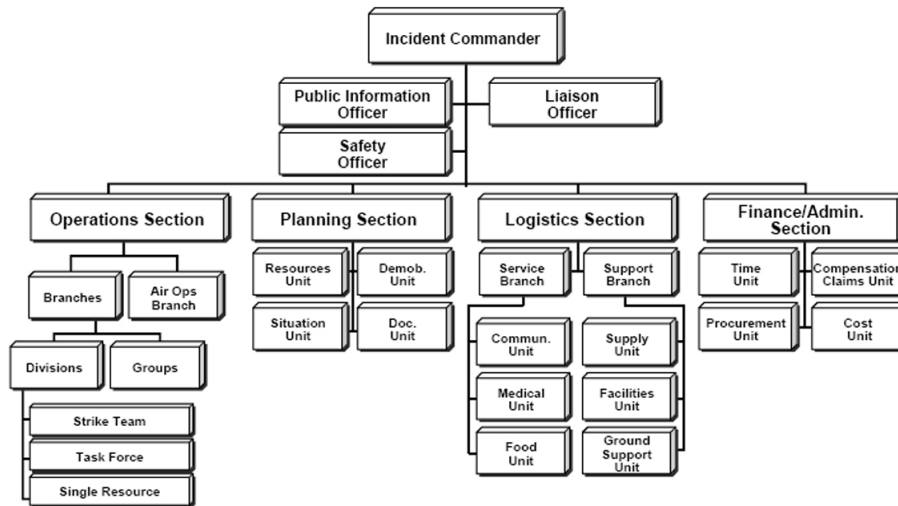


Figure 1– ICS Basic Organization Chart

Inter and intra project team and customer communications is a major concern for project managers and is often at the root cause of project issues and failures. ICS recognizes this as a critical issue and addresses it with the imposition of standardized terms, structured team meetings, common terminology and use of plain language. Just as a PM on a programming project would request three Java programmers and not just three programmers (assuming he needs Java programmers of

continued...



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Figure 2—"Planning P" depicting the IAP development and execution process

Use of the ICS methodology is not limited to emergencies. This methodology can and is used to manage public events from picnics to major sporting events including activities associated with the Winter Olympic games (in the US). Remember that the IC can tailor the organization of the IMT to manage the activity and supervise the resources performing the work effort. These can be car parking attendants, food service works and sanitation technicians just as well as fire fighters and police officers.

So the next time your volunteer group turns to you and says, "Jim, you are a project manager, why don't you be in charge of the annual festival?" you might want to look at ICS to help jumpstart your organization and management instead of having to start from scratch.

### About the Author

David Rudawitz, PMP, is a Portland Chapter member and Vice President of Antevorte Consulting, LLC.

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# PMI

## President's Letter



### Welcome Back!

It is the start of another year's activities for the Portland PMI Chapter. I am honored to have a very capable Board of Directors to work with this year. Over the summer we held our Board transition for a third of the Board members in early July, and a strategic planning meeting with the entire Board in August. Our goal

is to continue providing excellent professional educational opportunities, networking, mentoring and outreach to our local communities and professionals, as well as certification through the national PMI organization. We all look forward to serving the membership of the Portland Chapter in 2012–2013.

I hope many of you had an opportunity to attend this year's Annual Conference on Thursday, August 16, 2012. Not only was this a fantastic conference put on by our volunteer Chapter members, but this team delivered quality and value to the attendees. Thank you to the attendees and volunteers that made the 2012 Renew–Refresh–Reinvest Conference such a huge success!

Volunteers are the life blood of our Chapter. Thank you to everyone that serves as a volunteer. We can't serve the Chapter needs without your much appreciated efforts. We have many opportunities within the portfolios that provide all the services for our Chapter. If you are interested in reviewing current open positions or talking to someone about volunteering please contact our Director of Volunteers. Contact information can be found on the [www.pmi-portland.org](http://www.pmi-portland.org) web site.

Finally, at the October Chapter meeting I look forward to giving our annual business update and sharing more detail about your Chapter's operation, plans and activities the past year. Please plan to attend our meeting on October 15, 2012, at the Lloyd Center DoubleTree Hotel.

We look forward to a great year of serving the needs of the Portland PMI members and reaching out to the community we serve.

*Alan John, President  
PMI Portland Chapter*

## 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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# PMI Portland Chapter

## 2012-13 Board of Directors

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

**President** Alan John, PMP  
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**President Elect** Diane Brady, CSM  
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**Past President** Steve Thornton  
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## 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](#)
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## Mission

To promote the profession of Project Management by creating a culture and community that facilitates professional growth through education and volunteerism.

## Vision

To be the innovative leader in the region for advancing project management, making individuals and organizations more successful. We are a responsive and collaborative center of excellence promoting ethics, quality, knowledge, skills, integrity, and leadership.