

Headline Article

Chapter Leadership

Chapter Meeting

- Meeting Sponsor
- 30th Anniversary Celebration Information
- Chapter Meeting Logistics
- Photos

Professional Development

- Roeder Online Courses
- Is Your Project Using Quality to Gain a Competitive Edge workshop
- MS Project Level 2 workshop

Chapter News & Events

- Event Calendar
- Calling All Leaders!
- Roundtable Meetings
- Faithful+Gould Stage Gate Process

Opportunities

- Become a Volunteer
- Call for Conference Speakers
- PM Job Postings
- Gearing Up for the 2013 Annual Conference

Membership News

- Welcome New Volunteers
- Thank You, Volunteers!
- New Members and Certifications
- Join PMI Portland

Articles

- The State of Agile

www.pmi-portland.org



PMI Portland Connection

March 2013

Reduce Risk When Implementing a Large-Scale EHR

I'd like to say that our successful implementation of an enterprise electronic health record (EHR) was the result of a thoroughly designed project plan but it wasn't. Every detail throughout the project lifecycle was not documented or planned for and teams' project plans were not completely integrated at project initiation. In essence it was not textbook PMBOK. Yet this was an opportunity for me to really test my faith in the PMBOK principles and to see if this iterative approach to planning and implementation would work for a project like this.

At the time of project initiation I realized we had fertile ground for an agile approach to the project and it would be the first time this approach was used for an IT project within the company. The project was developed iteratively which allowed us to act fast and be nimble throughout the process of configuration and testing and even the preparation leading up to training. This agile type development process was a perfect fit for a risk averse organization such as healthcare insurance companies and medical providers.

One of the reasons it worked was that the project was scoped very well and change was controlled. While the requirements were not elaborate or detailed, we had enough to do two thorough gap/fit analyses. The first gap/fit occurred before the product was purchased. After meeting initial acceptance criteria, the product was purchased but the purchase was contingent upon meeting a second level and more thorough gap/fit analysis. We then used difficult business workflows and scenarios to truly compare how the system could meet our needs. This quickly identified gaps for either custom configuration or changes to our business rules and workflows. The second gap/fit analysis was a critical milestone in the project and we established a very well defined Go/No-Go decision date to move forward with the product after the holding period.

The work breakdown structure was built at a high-level shortly after project initiation. Resource issues would not be exposed until later when we began drilling down into all the tasks within a work package. Those buying a commercial-off-the-shelf (COTS) EHR should accurately plan time durations for configuration tasks and ensure that a good prioritization system is in place for configuration. As a project manager, if you have access to the factors for determining Earned Value, Planned Value and Actual Cost then I highly recommend utilizing and reporting on the Schedule Performance Index and Cost Performance Index.

Testing was done in parallel with configuration as per the agile methodology. We could not wait for configuration to be complete or even to have a full knowledge of how the system worked. We began writing test cases three months into the 18 month project after a quick test plan was developed. We wrote these test cases by taking a "we're building the frame and we'll fill in the details later" approach. We eventually did fill in the details and testing did expose gaps that were not identified in the gap/fit analysis. But because we had done testing in stages it gave us time to resolve the issues in between loads.

As with other parts of the project, we took an agile approach to the time leading up to training. We developed the content as we built the system and released training modules to get employees started right away even at the risk of it not fully being understood by the learner.

[continued...](#)

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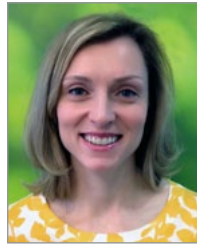
www.pmi-portland.org

Reduce Risk When Implementing a Large-Scale EHR

We knew providing staff release time to conduct mock-days without seeing patients, having lots of time to practice in between patients and gave our employees the confidence they needed to fully adopt the system. But this realization of knowing how much time we would need for training was done iteratively as well. As mentioned earlier, we released modules one at a time and based on 360 degree evaluations from trainers, peers and managers on how well staff were doing, we got the information we needed to know how much more time to add or not.

Moving from a waterfall approach can be uncomfortable for insurance and healthcare organizations, but at Willamette Dental Group there was a mindset that we knew we would have a structured process to deal with the unknowns throughout the project. We relied on PMBOK principles to help us structure our processes and decisions. In the end, the agile approach to this project was the only approach that could have allowed us to meet time, scope and budget. But more importantly, the quality of the project exceeded the expectations of not only the project team but of the staff/end-users and our patients.

About the Author



Jennifer Pranger is currently a project manager with Willamette Dental Group where she is responsible for driving projects that support the company's strategic initiatives. Prior to joining Willamette Dental Group, she managed projects and programs of various size and complexity for Intel, IBM and Nike. Her passion is to take a systematic approach to delivering value and quality for each organization she works for. She is PMP certified and earned a Master's degree in Policy and Administration from PSU. She enjoys collaborating with other project managers and taking advantage of the quality programs offered through PMI.

Share the Wealth—Project Stories Wanted

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_dir@pmi-portland.org if interested..

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President's Letter



30th Celebration—In 1983, was the year our Portland Chapter was incorporated. There were 12 founders and 29 charter members. At the first monthly meeting there were 12 people attending and they met at a place called Salty's at the end of the Sellwood Bridge. Today there are almost 1700 members and well over 100 members meet monthly at the DoubleTree Hotel for our Chapter meetings. The early business meeting had about 10 attendees which is about the same today. When chartered, the Chapter was heavily construction oriented, and today the Chapter is more Information Systems/Technology oriented. I have met many of the past presidents in the eight years I have been a member and I've heard some great stories about the focus of the Chapter then and how the focus changed over the years. I have enjoyed attending many Breakfast Roundtables in the Portland Metro Area with Cliff Gray. Cliff was our second Chapter president and is Professor Emeritus from Oregon State University. Cliff had much to do with the evolution of the Chapter. We hope to see Cliff, many of the founders, charter members, past Presidents and many current members at our meeting to celebrate the first thirty great years of the Portland PMI Chapter on March 19, 2013, 4:30 p.m. to 8:00 p.m. at the Doubletree Hotel at the Lloyd Center. Linda Reed, VP of Outreach, has done a fantastic job preparing for this joint celebration and recognition event. Please thank her and her volunteer team when you see them. I urge everyone to take time to attend the March 19 meeting. Don't forget to bring non-perishable food items as a donation to the Oregon Food Bank. We do have raffle tickets for each item you bring and there are some great prizes.

Volunteer Recognition—Imagine all the volunteers that assisted those Chapter presidents and Board members over the past thirty years in making the PMI Portland Chapter what it is today. We invite you to be part of thanking all who are working with myself and the Board today. The Portland Chapter has an annual Volunteer Recognition event to thank our volunteers for the fantastic work they do for the Chapter. As part of our

keynote event on March 19, 2013, we want to recognize and thank our volunteers in front of the Chapter members during the 30th Celebration. Please make plans to attend.

The cost this month for the educational and keynote is \$10.00 for members. It will be \$0.00 for our current Chapter volunteers. Thank you to Saby Waraich, our VP of Membership, and his team for coordinating this with our volunteers and other Chapter portfolios for the meeting.

I would also like to acknowledge the following individuals that are welcome additions to our volunteer team that supports the PMI Portland Chapter.

- Lokesh Aggarwal, PMP, Director of Sponsor Programs, Marketing Portfolio, who will be recruiting Chapter Dinner Sponsors for the Chapter
- Kathryn Yagodinski, Art Director, Marketing Portfolio, will be in charge of our advertising and promotional materials

*Alan John, President
PMI Portland Chapter*

2012-13 Board of Directors

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

President Alan John, PMP

President Elect Diane Brady, CSM, PMP, PMI-ACP

Past President Steve Thornton

Secretary Willem Stoeller, PMP

VP of Finance Jeff Henderson, PMP

VP at Large Robert Bondaruk, PMP

VP of Marketing Robert Bondaruk, PMP

VP of Membership Saby Waraich, PMP

VP of Operations Brad Taylor, PMP

VP of Outreach Linda Read, PMP

VP of Professional Development Trish Kelley, PMP, CSM

VP of Programs Christi Loya, MBA, MPM, PMP

For more information, go to the [Chapter Leadership](#) web page.

30th Anniversary Celebration—March 19, 2013

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Sponsored by...

Cadence Management Corporation

For 30 years, Cadence Management Corporation has been a proud sponsor of PMI while helping thousands of organizations and their project managers to reach success through Organizational Project Management. Today, companies around the world count on award-winning Cadence training, in-depth consulting, and innovative supporting tools, to provide structure and discipline to projects, and to help them deliver more with less. From locomotives to PCs, financial services to medical equipment, spacecraft to coffee, Cadence is in the products and services that touch the world every day.

Cadence Management Corporation. Connecting people worldwide and transforming businesses through project management.

www.cadencemc.com



Thanks to PMI Portland for leading transformation through project management for 30 years.

For three decades, the PMI Portland Chapter has promoted PMI's standards and best practices. As a PMI partner, Cadence has been privileged to show how to implement those standards with an award-winning methodology that has helped thousands of organizations and project managers to reach success through project management. Today, companies around the world count on the structure and discipline of the Cadence Methodology to deliver results on their most challenging projects.

To PMI Portland, thanks for sharing the vision and passion in this field as a valued partner of Cadence.

Congratulations!



cadencemc.com



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30th Anniversary Celebration—March 19, 2013

Pearls of Wisdom...Past, Present and Future

The March meeting will not be the typical meeting. Rather than our standard dinner, our celebration begins with a wonderful hors d'oeuvres buffet during the networking portion of the evening. There will be an opportunity to “give back” to our community by making a canned food donation to the Oregon Food Bank, followed by a presentation from our Leaders with a Q&A session and concluding with a toast to honor this 30th anniversary.

Presenters for our meeting include PMI Portland President's from the past, present and future, all sharing their “Pearls of Wisdom” about the Chapter, their vision, leadership and experiences. PDUs are applicable.

With special recognition to our many wonderful volunteers; our volunteers have made success happen for the last 30 years and position the Chapter for the future.



The evening will include a Food Drive Raffle to benefit the Oregon Food Bank. Bring a can of food to the event and be entered in the raffle. Prizes will be drawn during the event (must be present to win). Want to increase your chances of receiving a prize? Just bring more food...one raffle ticket for each item donated.

Please note the [Special Program](#) information on the Meeting Logistics page.

Keynote Presentation

Hear from three Chapter Presidents who will address the past, present and future of PMI Portland, the successes and challenges, the highs and lows, the fun and frolic. Following a short presentation, they will form a panel discussion with Q&A from the audience. Be ready with your questions. It will be a fun time!

About the Speakers



Connie Plowman is one of 24 past presidents for PMI Portland Chapter. She is an active volunteer leader for PMI, currently serving on PMI's Professional Awards Program Member Advisory Group. Her past volunteer positions include various Board roles for PMI Portland, Region 1 Component Mentor, and PMI's Leadership Institute Advisory Group. She is a 2007 graduate of PMI Leadership Institute Masters Class and earned her PMP certification in 2002. When not volunteering for PMI, Connie most recently was the Interim Executive Director at Portland Community College. Prior to joining PCC, she was the COO with Cadence Management Corporation, an international project management training and consulting firm. In 2009, Cadence was honored as PMI's Continuing Professional Education Provider of the Year. After 22 years, Connie retired from Cadence, which lasted 6 weeks before joining PCC.



Alan John has worked and lived in the Portland area for over 30 years. He started with Intel Corporation in the early 1980's working in many different areas including engineering, operations, reliability and quality assurance, and program and project management. He currently works in the public sector as a technical project manager supporting a project for the Center for Prevention and Health Promotion within the Oregon Health Authority (OHA). Although still trying to decide what he wants to be when he grows up, Alan has been both a technical manager and project manager for both business sectors providing the leadership, vision and talent to ensure success at all levels of an organization and project. Alan served the Portland PMI Chapter as Secretary from 2007 through 2009 and as president elect the past year, 2011 and 2012. He is a Navy Submarine Veteran serving from 1971–1977. Other volunteer positions include serving as an officer on the boards of the Civil Tongues Toastmaster Club and the Tigard, Oregon, Harley Owners Group.

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30th Anniversary Celebration—March 19, 2013



Diane Brady has 17 years of project management and consulting experience working in the Information Technology industry. She is an agile evangelist specializing in project and program planning, business process analysis, system integration, and change and deployment readiness. She is passionate about using technology to create and improve

systems, building dynamic teams, and working with people to achieve amazing results! Diane has provided leadership in the development of implementation and software development life cycle process and been instrumental in defining best practices for the companies she has served. Prior to becoming a business consultant in 1995, Diane held positions such as CFO, Business Manager and related management positions. Diane has also served as the PMI Portland VP of Professional Development from 2010 to 2012 and as the program manager for the annual conference in 2009-2010.

Educational Presentation

Dual track presentation focused on our Chapter today from the perspective of the Chapter President who manages the executive Board and from our Membership portfolio which focuses on membership and our volunteers.

Executive team—discussion around what are the requirements to be a Board member, what are the advantages, expectations and rewards. What are we focusing on today to meet the needs of our Chapter members; besides the PMI.org team in Pennsylvania how does the PMI Portland Chapter executive team discuss issues with other chapters; interesting facts about Chapter roles from the 2011 Chapter Study and how well does that fit the Portland Chapter.

Membership / Volunteers—focus on the Chapter membership growth; our mentoring program; current activities with welcoming new members and volunteers; how we use our web site to communicate with our members and volunteers; how we recruit, manage and reward volunteerism; what is on the horizon.

About the Speakers

Chapter President Alan John, PMP (See above)

VP of Membership Saby Waraich, PMP is a familiar face at Chapter Meetings and other PMI Portland Chapter activities, recruiting volunteers for PMI Portland Chapter as Director of Volunteers. He has been with the PMI Portland Chapter for the last 4 years. He has more than 13 years of experience and works as a Technology Project Manager with City of Portland. Saby has Bachelor's degree in Computer Science & Engineering and Master's in Engineering & Technology Management. He is a Professor at University of Phoenix & PCC and also PMP/CAPM Prep class instructor for PMI Portland Chapter.



Quote of the Month

“Strategy comes in two parts, a goal and a path. Don’t take off running towards the path until you know where you’re going. “

from The Unbreakable Rules of Marketing...and Life,
by Cathey Armillas



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30th Anniversary Celebration—March 19, 2013

Special Program

- 4:00 Registration table opens
- 4:30 Educational presentations
- 5:30 Networking & hors d'oeuvres buffet
- 5:35 New member welcome meeting
- 6:20 Welcome & announcements
- 6:30 Volunteer recognition program
- 7:00 Panel of Presidents keynote presentation
- 7:30 President's Q&A session
- 7:45 Toast and raffle/door prizes

Special Meeting Pricing

- PMI Portland Chapter Members***
Entire evening including Educational Presentation \$10
- PMI Portland Chapter Student Members***
Entire evening including Educational Presentation \$5
- Non-Members**
Entire evening including Educational Presentation \$20

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.

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. acad_outreach@pmi-portland.org

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

Special Menu

A free hors d'oeuvres buffet will be served during the networking portion of the meeting, and there will be no dinner service.

Special Food Drive & Raffle



The evening will include a Food Drive Raffle to benefit the Oregon Food Bank. Bring a can of food to the event and be entered in the raffle. Prizes will be drawn during the event (must be present to win). Want to increase your chances of receiving a prize? Just bring more food...one raffle ticket for each item donated.

2012-13 Chapter Meetings

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

March 19, 2013
30th Anniversary Celebration

April 16, 2013
May 21, 2013

Last Chapter Meeting—February 19, 2013

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*Alan John, PMP,
Chapter President*



Kathi Pickett, PMP



*Bob Bondaruk PMP,
VP at Large*



Eric Olbricht, PMP



*Gay Lynn Calonge, PMP, Dir. of
Annual Conference, and friend*



*Linda Read, PMP, VP of
Outreach*



*Maryann Sherman,
PMP*



*Lin Johnson, PE, CQM,
PMP, Dir. of Quality*



*Ron Karsten, PMP,
Asst. VP of Professional
Development*



Raine Lunke

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Professional Development

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

Live, Instructor-Led Online Courses

International Project Management (8 PDU's)
Begins March 20, 2013 and April 19, 2013

Managing Virtual Teams (8 PDU's)
Begins March 26, 2013

Dynamic Leadership Skills for Better Project Results (8 PDU's)
Begins March 28, 2013

Online, Live PMP Prep course
April 10, 2013

Communicate with Competence & Confidence (8 PDU's)
Begins April 11, 2013

Earn Buy-In and Win Support (8 PDU's)
April 16, 2013

PM Negotiation (15 PDU's)
Begins April 25, 2013

Advanced Project Stakeholder Management (8 PDU's)
Begins April 26, 2013

Is Your Project Using Quality to Gain a Competitive Edge?

May 14, 2013

Quality is the difference between delivering mediocre project results and truly delighting customers. High quality makes customers want to return. It leads to higher profits and to projects that you can be proud to work on. How can you use best practices to reliably ensure high quality on every project, rather than just hoping for the best?

This one-day class offers both seasoned and novice project managers insight and tools for building a quality management perspective into projects, including satisfying stakeholders, managing based on facts, and empowering performance.

Key Learning Objectives

- Learning from the Gurus: Deming, Juran, Ishikawa, Taguchi
- Four Core Concepts of Project Quality
- Understanding Quality Systems (PDCA, Total Quality Management, ISO 9000, 6 Sigma, Lean)
- How Quality Management Complements Project Management
- Quality Management Tools and Techniques
- PMI's Processes for Project Quality



Jeff Oltmann, PMP has 30 years of experience developing new products and managing successful programs, including running a PMO and a project portfolio for IBM. He consults to a wide variety of businesses, bringing his insight and expertise on strategy deployment, project excellence, and program and portfolio management. He teaches project management at the graduate level

and is principal consultant at Synergy Professional Services (www.spspro.com).

For hands-on articles, tips, and tools, visit <http://www.spspro.com/resources.htm>

Please watch your email and the [Chapter web site](#) for details.

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Professional Development

MS Project Level 2

Resource & Program Management with Microsoft Project 2010

April 23, 2013

This interactive course is designed to provide students with the hands-on experience necessary to master the features and functionality of Microsoft Project 2010. Held at the Advisicon training headquarters this course guides students through the management and customization process using proven training techniques. Students of this course will enjoy a free catered lunch.

Key Learning Objectives

- MS Project Best Practices Review
- Create, manage and update effective project schedules
- Create and manage resources, resource pools and assignments
- Understand how to best utilize a resource pool with multiple schedules
- Create and work with project, group, task and resource calendars
- Format different project views to meet desired layout needs
- Use reporting functions more effectively
- Overview of Demand & Capacity Planning
- Understanding and Utilizing Effort Driven Scheduling
- Review Schedule Progressing Techniques and Approaches
- Managing and Forecasting Costs with MS Project
- Building and Controlling Filters, Tables, Details and Groups

Students must bring a laptop to the workshop with Microsoft Project loaded. Advisicon Inc. has laptops available to rent for \$100 if required. Please contact Danielle.Johnson@Advisicon.com for details.

About the Presenter



Tim Runcie, MCTS, MCP, MVP, PMP, President Advisicon Inc.

This course will be taught by Advisicon President Tim Runcie. One of only a few dozen industry recognized experts worldwide who focuses on project and portfolio management technology as a Microsoft Most Valuable Professional (MVP). Tim is a leading authority on Microsoft Project and is a Project Management Institute (PMI)

Registered Education Provider (REP).

Location

Advisicon Inc.

5411 NE 107th Ave. Suite 200, Vancouver, WA

PDU's

8 PDU's

Please watch your email and the [Chapter web site](#) for registration information.





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March 11	12	13 PMI WV Eugene Event OODN Event	14 Roundtable Dntwn @ City of Portland	15 PMI WV Corvallis Event	16	17
18	19 Chapter Meeting & 30th Anniversary Celebration	20 PMI WV Salem Event	21 Roundtable West @ Nike	22 Roundtable North @ Clark Earlybird deadline–MS Project Level 2 Workshop	23	24
25	26 Roundtable NE @ Public Health	27 <i>Board Elections are coming! Consider running for a position. Nomination Deadline is April 20!</i>	28	29	30	31
April 1	2	3 Roundtable NE @ Port of Portland	4	5	6	7
8	9	10	11 Roundtable Dntwn @ City of Portland	12 Roundtable NW @ Con-Way	13	14
15	16 Chapter Meeting	17 PMI WV Salem Event	18 Roundtable West @ Nike	19 Registration ends MS Project Level 2 Workshop PMI WV Corvallis Event	20 Board Elections Nomination Deadline	21

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

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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 2013-2014 Board year will be held in May.

Nomination deadline is April 20!

Serving on the Board is an excellent opportunity to give back to the profession, to gain new leadership skills, and to expand your network. Seven positions are open for nominations for the 2013-2014 Board year—those in **bold** below:

2013–2014 Board

President—Diane Brady, CSM, PMP, PMI-ACP

President Elect—Open for Nominations

Immediate Past President—Alan John

Secretary—Willem Stoeller, PMP

VP at Large—Open for Nominations

VP of Finance—Open for Nominations

VP of Marketing—Open for Nominations

VP of Membership—Saby Waraich, PMP

VP of Operations—Open for Nominations

VP of Outreach—Open for Nominations

VP of Professional Development—Patricia Kelley, PMP, CSM

VP of Programs—Open for Nominations

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](#). You can find the **position descriptions** on the [elections page](#).

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

leadership opportunity with our Chapter should fill out and return the form to the President Elect at presidentelect@pmi-portland.org by April 20, 2013.

If you are interested in nominating a Chapter member or have questions about the election process send an email to 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:

- Participating 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.
- Attending **once-a-month Board meetings** on the second Thursday of every month from 6:00-8:00 p.m..
- Regularly **attending 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 2013 Region 1 Leadership Institute Meeting in Salt Lake City, Utah in May 2013. The Chapter pays travel, hotel, and meals. This is a great opportunity to network, learn new leadership skills and meet your area Region 1 counterparts from across the Northwest in preparation for 2013-2014 Board year.
- If possible, attend the **PMI Leadership Conference** in New Orleans, Louisiana October 2013. The Chapter pays conference registration, travel, hotel, and meals. This is a great opportunity to network, learn new leadership skills, and learn about PMI.
- Plan to **spend 5 to 15 hours a month** for specific position duties, depending on the position.

[continued...](#)

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Leaders, continued...

- For all positions except President Elect, commit to **serve one year**, July 1, 2013–June 30, 2014. 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, 2013–June 30, 2014 as President Elect; July 1, 2014–June 30, 2015 as President, and July 1, 2015–June 30, 2016 as Immediate Past President.

Open Position Descriptions

The general descriptions for the open positions are as follows:

- The **President Elect** shall prepare for and plan to serve as President for the following year and acts for the President in his or her absence. The President Elect chairs the Nominating Committee.
- The **Vice President of Finance** shall oversee the management of funds for duly authorized purposes of the Portland Chapter and act as the chief financial officer.
- The **Vice President at Large** shall serve as the members' ombudsman advocating concerns, temporarily assist other Board members as their workloads require, temporarily fill in for other Board members, except the President, when they are not able to perform their duties and assist or direct special projects as required.
- The **Vice President of Marketing** shall provide marketing support for all Chapter activities, provide branding control over Portland Chapter communications, and manage the sponsorship program.

- The **Vice President of Operations** shall support the Portland Chapter's needs and ongoing operations through technology, asset procurement and maintenance.
- The **Vice President of Outreach** shall manage the academic, business, and community outreach programs that support the Portland Chapter's vision, mission, and goals.
- The **Vice President of Programs** shall organize, coordinate and promote the Portland Chapter's monthly Chapter meetings and roundtable events.

Visit the [Elections web page](#) for complete position descriptions.

Balloting will occur May 1-21. The election will close shortly after the May 21 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 Diane Brady, presidentelect@pmi-portland.org. For more information, go to the [Elections web page](#) on the Chapter web site.



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Monthly Roundtable Meetings

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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

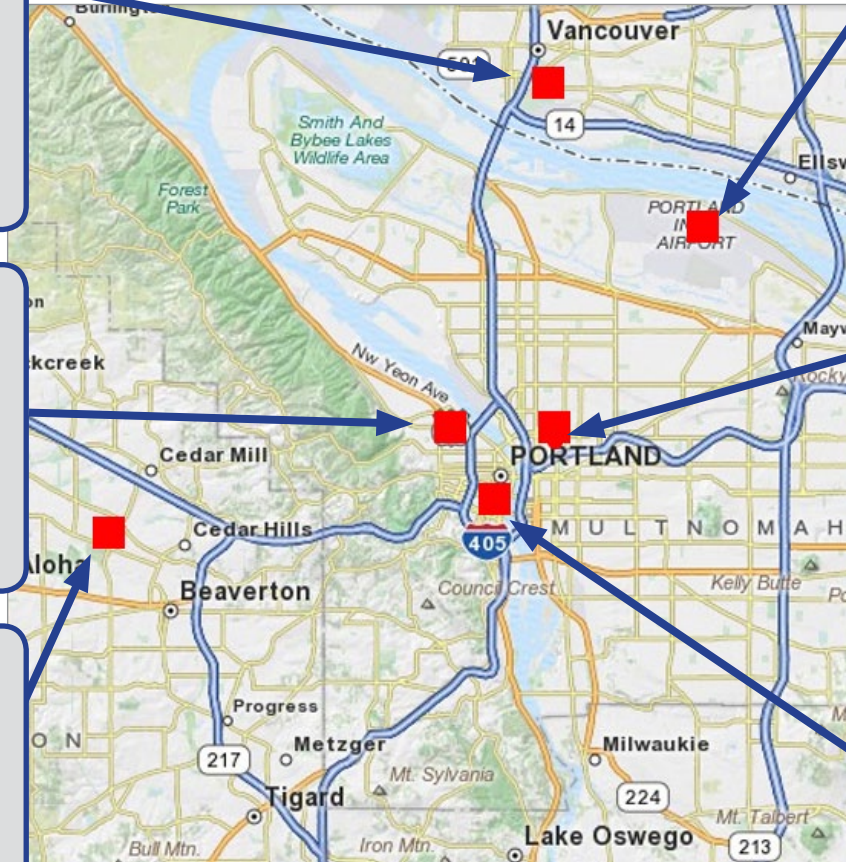
Portland State Office Bldg.
800 NE Oregon Street,
Portland, OR
Room 1C-30

4th Tuesday 7:30 a.m.

Roundtable Downtown—City of Portland

The Portland Building
1120 SW 5th Ave.
Portland, OR
2nd floor, Rm. 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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Faithful+Gould Stage Gate Process Presented at the Port of Portland Roundtable

Sean Cole, Senior VP, and Mark Petchey, Technical Director, with Faithful+Gould presented and led a discussion on understanding commercial and project risk prior to bidding and positioning yourself for success and an increased chance of selection. Sean shared their approach to managing commercial risk through a stage gate process that helps to identify areas of risk and increase chances of project award.

F+G utilize a stage gate process to assess the risk and fit of new opportunities for their business. Sean walked roundtable attendees through the first gate in their process where an opportunity is ranked against a strict set of around 25 criteria including: location, favorableness of the contract terms, existing or new business relationship, past performance on similar work, in-house skills, and the amount of the contract.

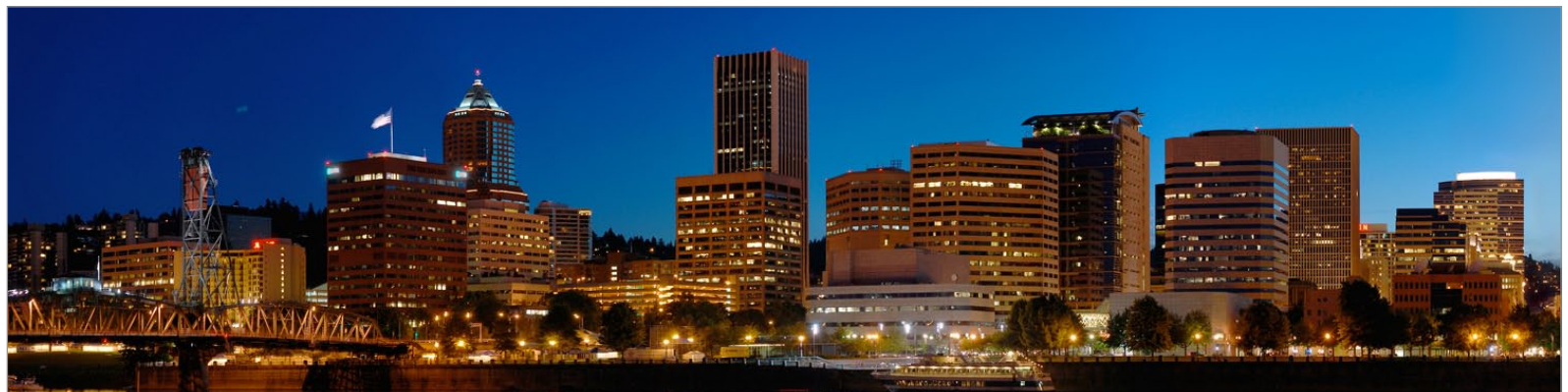
The biggest benefit of the stage gate process is that it challenges the proposer of a new business opportunity to defend the opportunity against a rigorous review by a team of experts across the firm. This helps defend against the risk of the exuberance people develop about new opportunities while looking past issues. How many times have you been on a project where you've heard or said, "If everything goes right we'll deliver on-time and

on-budget"? The review codifies what happens to the F+G bottom line when things don't go right.

Faithful+Gould is a global Project Management Consultancy focused mainly on the Architecture, Engineering, and Construction market.

The Port of Portland Roundtable occurs the first Wednesday of the month from 4:30 to 6:00 at the Port Headquarters.

For more information about Chapter Roundtable meetings, [visit the Chapter web site.](#)



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Become a Volunteer

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

- **Instructor, Certification Prep Course**—Professional Development Team
- **Administrator, Mentoring Program**—Professional Development team
- **Quality Team Members (2)**—Membership team

For more information, go to the [Volunteer FAQs](#) and the [Volunteer Opportunities](#) pages on the Chapter web site, or contact our Director of Volunteers at 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, Semiconductor Manufacturer
- Sr. Security Project manager in Seattle
- Project Manager in IT Software Development
- Technical Supervisor

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

Call for Conference Speakers!

Managing Projects, Programs, and Portfolios—12th Annual Conference “The Power of Professionalism”

Portland, OR | August 23, 2013

Deadline for Submission: April 5, 2013

Submit Abstract and Bio and identify type of session from the choices below. The PMI Portland annual conference is designed to provide ongoing and emerging educational topics to project managers, students and executives.

Conference Tracks:

- Leading the Way
- Making the Leap
- Driving for Success
- Proving the Value

Conference Presentations:

- Four 90-Minute presentations
- Eight 60-Minute Presentations

If you are interested in presenting, submit your Abstract and Bio, with preferred choice for conference track and 60 or 90 minute presentation indicated to:

annual_conf_speakers@pmi-portland.org

Speaker Guidelines:

The purpose of the Managing Projects, Programs, and Portfolios annual conference is to provide educational value.

Topic and message must deliver education value and be focused on providing skills and/or participant action items which will give or improve project/program management competencies.

For more information, contact:

annual_conf_speakers@pmi-portland.org

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Gearing Up for the 2013 Managing Projects, Programs & Portfolios Conference!

Each year the PMI Portland Chapter provides a premier educational event for project, program and portfolio professionals. It is volunteers like you that ensure the high quality value and success of this event year after year. Volunteer teams are forming now to participate in the following key areas:

- Marketing
- Sponsorship & Exhibitor recruitment and coordination
- Speaker recruitment and coordination.
- Volunteer Recruitment! (This is an especially important role for a successful conference.)
- Registration
- Venue planning and logistics
- Day of the Event management and coordination

There are many benefits to volunteering for the conference including:

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

You'll find volunteer job descriptions posted on the PMI Portland [Chapter web site](#) soon. Come join the team for this premier educational event!

For more information, contact annual_conf@pmi-portland.org.

Calling All Writers!

The PMI Portland Newsletter is looking for volunteers to pen articles about local project management events, Chapter programs, interviews, book reviews, or other items relevant to our field of project management. No professional writing experience is necessary, just a willingness to commit an hour or two.

Benefits:

- Network with project management colleagues.
- Give back to the community.
- Grow your skills.
- See your name in print.
- Earn PDUs!

If you're interested, contact newsletter_dir@pmi-portland.org.



FAITHFUL+GOULD
CONSTRUCTIVE EXPERTISE

A PROJECT IS ONLY AS GOOD AS THE PROJECT MANAGER ... AND OUR PROJECTS ARE INCREDIBLE.

With our team of dedicated project managers, we protect and maximize our clients' interests in the planning and delivery of projects. Our PM's are industry experts and while we are proud of their core skills, it's the passion for looking after their clients that really sets them apart. We call it 'Constructive Expertise'.

If your project needs a little passion, visit fgould.com.

FGOULD.COM 1.866.828.5467

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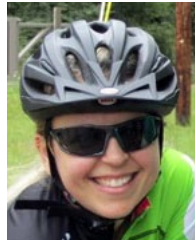
Kevin Stewart—PMP/CAPM instructor



Kevin Stewart brings 10 years of product and process improvement experience to the role of Quality Instructor for PMP Certification. Kevin holds a Bachelor's of Engineering from Ecole Polytechnique de Montreal. His experience in multiple segments of the power industry has permitted him to hold leadership positions in product development, operations and services. He has spent a significant part of his career working on capital projects throughout Canada and United States; from this experience he has learned the importance of properly applying the principles of project management. Kevin is currently a project manager at Vestas in Portland, Oregon.

Kevin is very pleased to be joining the team at the PMI Portland Chapter as a Quality Instructor for PMP Certification.

Kathryn Yagodinski—Art Director



Over the past 15 years Kathryn has assisted with projects including the creation of master plans and sustainable communities, and large and small construction projects for consulting and construction firms in Oregon and California. She also has several years of marketing, graphic design, and web updating experience. She currently works for a local governmental agency

and is excited to begin volunteering for the Portland Chapter of PMI as the Art Director.

Kathryn has a BA in International Relations from the University of Wisconsin-Madison and has lived in Oregon for over 12 years. She hopes to get a project certification in the near future.

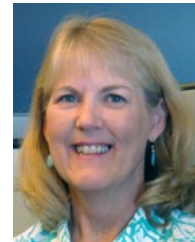
Kathy Erwin, PMP CSM CSQE—Assistant Director of Quality



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 & Services, a role and organization that she enjoys very much. Kathy and her husband Jerry live in Vancouver, WA where they enjoy gardening and spending time with their four-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 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.

Jeanie Spickelmier—Roundtable Leader



Jeanie Spickelmier is an IT Manager with 13 years of experience at Con-Way. She has worked as a business analyst and project manager, earning her PMP in 2005. She currently leads a team of professionals who manage a portfolio of projects for Menlo Worldwide Logistics and their customers.

She is looking forward to representing Con-Way as your host for the PMI roundtable for Northwest Portland.

[continued...](#)



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Volunteers, continued...

Aparna Palve, PMP–Quality Team Member



Aparna Palve joins the PMI Portland Chapter’s quality team. She has already started focusing on her expertise analyzing last month’s Dinner meeting surveys and wished to help in other areas of quality management at Portland Chapter. Aparna holds a Bachelor of Engineering in Electronics and Telecommunication from Mumbai University and also a certified PMP.

She started her career in India, as a software engineer working for a CMM Level 5 company and advanced to lead position in her projects. Working as an IT consultant in US, Aparna has traveled nationwide working with clients in different industry sectors namely, manufacturing, Biotech, Specialty Chemicals, Pharmaceuticals etc. Her major expertise is ERP and mobility implementations. Her area of work involves, Business Process Analysis, project coordination and project management. She is also a volunteer for Make-A-Wish organization, Portland and is deeply interested in Hindustani Classical music. In her spare time she writes about some of her unique experiences on a blog, in Marathi, with over 185 followers and over 100K hits.

Advertise with PMI Portland

Purchase advertising in the PMI Portland Chapter newsletter. We reach over 4000 Project Professionals, 1700+ of whom are local Chapter members, every month.

Our advertising rates are very competitive. Visit this [web page](#) for complete information, or contact newsletter_dir@pmi-portland.org.

Thank You, Volunteers

Volunteers are critical to the success of our PMI Portland Chapter. Without their time and energy it would not be possible to accomplish all of the goals of our organization. I want to quote someone told me once:

“Those who can, do. Those who can do more, volunteer. “

This is so true. PMI Portland Chapter has more than 1600 members and growing at more than 5% every year. Volunteers are key to keep our Chapter running successfully and provide excellent services to our members.

In the last year we were able to provide:

- Eight workshops
- Two Prep Courses (PMP–twice a year and ACP)
- Professional Development Day (Annual Conference with three tracks)
- 10 Dinner Meeting Presentations
- 10 Educational Presentations
- Seven monthly roundtables
- Mentoring
- Excellence in Project Management Awards
- And many other...

These were all made possible because of our Volunteers!

You can’t thank your volunteers enough but we want to thank them during our 30th Anniversary Celebration on March 19, during our Chapter meeting.

I invite you to attend this special event and recognize our volunteers. I would also encourage our members to say thank you to your volunteers. This special thank you reminds them of how special they really are!

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Welcome New Members!

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Armatys, Joe	DeForge, Charlene	Neal, Andrew
Baca, Timothy	DeLong, Matthew	Nelson, Dan
Ballenger, Michael	Deschand, Reid	Noel, Ian
Barnes, Annette	Doyle, Michelle	Norton, Kristy
Baru, Saudamini	Fleming, Gregg	Oja, Sandra
Berdie, Ian	Flynn, Thomas	Reuter, Steven
Birkeland, Erik	Gupta, Ashish	Rueda, Kevin
Blihovde, Brian	Hancock, Stephan	Salaz, Kristina
Bloomer, Michael	Hergert-Romero, Heather	Sargent, Gail
Bowen, James	Hill, C. Scott	Sinha, Sunil
Brower, Court	Holm, Ginny	Skinner, Chris
Burdge, Bradley	Hooper, Linda	Smith, Michael
Buss, Ryan	Jullian, Olivier	Spiller, Zachary
Carrington, Craig	King, Anna	Storo, Aaron
Charnquist, Eric	Kumar, Geeta	Sturman, Michael
Chehab, John	Landis, Geoffrey	Turiel, Alwin
Concienne, Ryan	Lee, Christal	Valdez, Vickie
Conner, Gregg	Leslie, Sara	VanDetta, Dylan
Cotter, Keyren	Lucas, Jessica	Windom, Carlwin
Cousins, Ana	marong, sariang	Wolfe, Karen
Cullington, Mark	Matthews, Gordon	Zimmerman, Jennifer
Day, Garrett	Mault, Kendall	

Congrats New Certifications!

Cavanagh, Chris, PMP	Ponomarenko, Pavel, PMP
Lasher, F. Leslie, 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 to change or manage your membership profile information.

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

For more information see the [Chapter web site](#), or contact the [VP of Membership](#).

Good things happen when you join PMI Portland.





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The State of Agile

Every year, a couple of surveys related to agile adoption and tool usage come out. VersionOne just posted their survey this last week. This article summarizes that survey. You can download the whole survey here: <http://tinyurl.com/caftt7>

The survey covers four primary areas: agile adoption and use; knowledge and execution; benefits; and tools. The median size of responding organizations was 100. The positions most commonly held in the company by respondents was project manager, scrum master or team lead. A range of departments were represented including IT, product management, operations, Management/Business, and Marketing. Industries included IT Services, Financial, Insurance, Consulting, Education, and Government. The respondents ranged in experience with agile from less than one year (19%), to one to two years (26%), to three to four years (30%), to more than five years (25%).

Who Responded

The survey was completed by 4,048 software professionals. Half of the respondents worked at companies that have been practicing agile for two years or less: less than one year, 12%; one to two years, 38%; two to five years 36%; and five or more years, 14%. Within the companies represented by the respondents 31% were using agile methods on 0% to 25% of their projects; 19% were using agile for 26% to 50% of their projects; 13% were using it for 51-75% of their projects; and 37% were using it for 76% to 100% of their projects.

The respondents identified the role most knowledgeable about agile in their organization in the following order: Scrum Master, Dev Manager/Director/VP, Project Manager, Developer, Product Manager, QA, Executive, Business Analyst, and Product Owner.

Introduction and Success of Agile

Within those populations champions emerge according to the following statistics: 63% of the agile champions come from management; 17% come from Dev or IT Staff; 13% come from executives; and 7% are identified as consultants, trainer, or other.

The total percentage of projects identified by respondents as being agile increased by of 4% (80% in 2011 to 84% in 2012). Only 35% of respondents worked in a company that had distributed software teams.

By far the most common agile framework used was Scrum at 54% of all respondents using Scrum. The report decomposes standard agile practices, such as daily standups, iteration planning, retrospectives, listing them A through Z. I'll show the top ten here in order of frequency of use:

1. Daily standup
2. Iteration planning
3. Unit testing
4. Retrospectives
5. Release planning
6. Burndown/team-based estimation
7. Velocity
8. Coding standards
9. Continuous integration
10. Automated builds

All of these practices showed a greater rate of adoption in 2012 than in 2011 except the burndown/team-based estimation, which showed no significant change.

Now the Juicier Bits: Success and Failure

The top five of twelve reported leading causes of failed projects showed "None of our agile projects failed" at 18%; "Company philosophy at odds with core agile values" at 12%; "External pressure to follow traditional waterfall processes" at 11%; "A broader organizational or communications problem" at 11%; "Lack of experience with agile methods" at 9%.

[continued...](#)



PORTLAND CHAPTER

March 2013

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Articles

Specific organizational issues cited include “Failure to integrate people” at 34%; “Failure to teach team-based culture” at 28%; “Communication between Dev/Product Owner” at 21%; “Communication between Dev/QA” at 9%; and “ScrumMaster problem” at 8%. The top five of eleven barriers to further agile adoption include “Ability to change organizational culture” at 52%; “General resistance to change” at 41%; “Trying to fit agile elements into a non-agile framework” at 35%; and “Availability of personnel with the right skills” at 33%. Yet, 83% of respondents plan to implement agile on future projects and only 3% do not.

The top five of thirteen reasons for adoption agile are “Accelerate time to market,” “Manage changing priorities,” “Better align IT/ Business,” and “Increase productivity.” Seventy percent of respondents indicated that adopting agile did provide the benefit of “Faster time to complete.” Experience agilists reported that the top three benefits of adopting agile were “Ability to manage changing priorities,” “Increased productivity,” and “Improved project visibility.” Three quarters of respondents said their agile projects were successful and one quarter said 100% of their agile projects were successful.

Adoption Lessons Learned

The top three of nine lessons learned with regard to successfully adopting agile were to have executive sponsorship (23%), assure there is sufficient training (18%), and implement a common tool (13%). Given that this survey is administered by a tool vendor, there are also statistics on tools used and tool happiness metrics; suffice to say that VersionOne ranks at or toward the top in this survey.

Quick Links

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I have been asked to speak on “Pendulum Swing: When Will the Agile Wave Recede” on May 10th at the Northeast Roundtable held at Con-Way. Reading this survey was part of my preparation for that talk. If there are other reports you think I should be reviewing, I’d be happy to hear about them.

About the Author



Jean Richardson is an agile coach and project management professional with more than 20 years’ experience with clients in the Portland metro area. Her initial agile training, the Certified Scrum Master (CSM) credential, was provided by Ken Schwaber, one of the two developers of the Scrum framework. You can read her blog on leadership, agile, and project management at <http://azuregate.net/blog-archive/> and link with her at http://www.linkedin.com/profile/view?id=7674981&trk=tab_pro. You can correspond with her at jean@azuregate.net.

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