

**Headline Article**

**Chapter Leadership**

**Chapter Meeting**

- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

**Professional Development**

- Roeder Online Courses
- PDU Reporting-It's Easy
- PMP/CAPM Spring Prep Course
- Scope Management Wkshop

**Chapter News & Events**

- Event Calendar
- Roundtable Meetings
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- Spring Mentoring Program

**Opportunities**

- Become a Volunteer
- PM Job Postings

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- Welcome New Volunteers
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- Join PMI Portland

**Articles**

- Portland PMI-ACP Course Review
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- PM Humor

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# PMI Portland Connection

February 2013

## Effectively Handling Project Issues, Risks, and Actions

The effective handling of all project issues, risks, and actions by a project manager and/or project management office (PMO) is one of the more important daily responsibilities. Good performance in this regard is a critical PMO success factor. It is imperative for a PMO to do a thorough job throughout the entire life cycle of a project by helping all of the members of the project team identify, track, and properly dispense with all these pertinent matters. Because of this, I want to propose some “best practices” regarding what I believe is the proper handling of all project issues, risks, and actions. It may seem quite clear and obvious what needs to be done, but I have seen project teams do a very good, to quite poor, job of handling their issues, risks, and actions. It is for this reason I share this important and rather relevant information.

To begin with, clear definitions are in order. A project issue is defined in *A Guide to the Project Management Body of Knowledge* (PMBOK® Guide)—Fourth Edition (Project Management Institute, 2008) as “a point or matter in question or in dispute, or a point or matter that is not settled and is under discussion or over which there are opposing views or disagreements.” Thus, an issue can impact a project’s schedule, scope, budget, or its resource allocations and for which project management has the ultimate responsibility. Typically, anyone associated with the project can raise an issue at any time during the project life cycle. Once an issue is raised, it falls on the PMO to process it through to a complete and satisfactory final resolution. Some projects create a template or form to capture the details of each issue, whereas others simply rely on a log to collect this information. The log is usually a spreadsheet that contains columns regarding all of the specifics associated with an issue. These pieces of basic data should include:

- Assigned issue number—by the PMO
- Person(s) who initiated the issue
- Date issue opened
- Brief summary along with a more detailed description of the issue
- Severity of the issue
- Person(s) assigned to resolving the issue
- Date issue resolution needed by
- Specific closure criteria
- Date issue closed
- Escalation level
- Record of actions taken to date
- Current status
- Project sub-team or functional/technical area affected

From my many years of experience as an IT/SAP project manager, I have been able to further determine an effective approach for dispensing with all open issues. An issues review meeting should be conducted weekly. Who is to be included in this session can vary but, at a minimum, all members of the PMO are required. The approach I have used for many years has been to clearly define all of the specific levels of severity with the project sponsor, in detail up front, and prior to the start of the project. Following is an example:

- “A or High” issues. These are matters which, if left unresolved, will quickly stop a project dead in its tracks. They impact the entire project and must be resolved by the executive level of management of the organization. Given the nature of this particular severity, a very rapid turnaround time is mandated (e.g., up to 24 hours).

[continued...](#)

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- “B or Medium” issues. These are issues that impact some portion of the project and require the direct involvement of a specific set of middle managers within the organization. Such issues will not stop the project from moving ahead, but they will delay a certain piece(s) of work. A longer turnaround time is acceptable (e.g., up to 72 hours).
- “C or Low” issues. These are matters, which are even more specific within some portion of the project and typically require key project team member involvement. An even longer turnaround time (e.g., up to 8 business days) is quite normal.

Regardless of the severity, all open issues must be closed by the overall project's closure date, if not much sooner. However, the severity level should drive the weekly issues review meeting in terms of setting priorities for discussion, attendees, and any subsequent required actions. All issues are not created equal, so the proper attention in terms of PMO time and effort must be directed at the issues that are most severe, down to the least severe. Each issue is to be updated with a current status, and a history of all actions taken is to be regularly maintained. The issues log is the focal point for recording all such activity and information. It further serves as a project archive for determining lessons learned and as an audit trail during, as well as after, project closure.

A project risk is defined as an uncertain event or condition, which if it should occur, could potentially have a negative effect on the project's objectives (scope, schedule, budget, or its resource allocations) and goals. Risks need to be identified, analyzed, and then clear plans must be put in place to prevent or mitigate each and every one of them. All project risks need to be fully addressed and constantly monitored and controlled throughout the project life cycle. It is best to conduct a special session to identify project risks prior to the start of the project. Despite this worthy effort, it is likely that additional risks will be determined later on as the project progresses. Once again, whether a form is used to collect the initial circumstances of each risk or people enter the details directly into the risk log, the data are of vital importance. The typical columns found in a risk log should include:

- Assigned risk number—by the PMO
- Person(s) who initiated the risk
- Date risk opened
- Brief summary, along with a more detailed description of the risk

- Severity of the risk
- Probability of the risk's occurrence
- Risk's impact and calculated weight
- Risk's triggering event(s)
- Person(s) assigned to monitor and control the risk
- Date risk closed
- Severity level of the risk
- Record of actions taken to date
- Current status
- Project sub-team or functional/technical area affected

Once again, my experience indicates that a weekly risk review session with all members of the PMO, along with any other required parties, is the best way to stay on top of all project risks. Just as with the issues review meeting, high severity and probability risks should get thorough attention first and foremost, followed by medium, and then low risks.

A project action is defined as a project to-do item. It is not a task listed in the project plan, nor is it a personal project to-do item. It is recorded primarily so that it is neither forgotten, nor neglected. Just as with issues and risks, the details pertaining to actions can first be noted in a form or just placed directly into the action log. This log should contain the following data columns, which include:

- Assigned action number—by the PMO
- Brief summary, along with a more detailed description
- Person(s) who initiated the action
- Date action opened
- Person(s) assigned to resolving the action
- Date action resolution needed by
- Record of actions taken to date
- Date action closed

The reality of projects is such that these items tend to be rather dynamic. They can easily move from one category to another and back again. For example, an issue can later become a risk, or a risk can later turn into an issue. Also, actions can later become either an issue or a risk, and the opposite (an issue or a risk can turn into an action) is true as well. Whenever the category changes, this fact must be properly noted in all relevant logs and cross-referenced for audit trail and status reporting purposes.

The common process for effectively handling project issues, risks, and actions is first to collect and record all of the relevant data.

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Then, the PMO regularly reviews any subsequent activity and determines that each item gets assigned to a person(s) who can actually work to resolve it. Finally, each item gets closed out. This all appears to be rather clear and obvious, but in reality it is not so simple. This is due to a variety of real world factors, including organizational politics, the personalities of the people involved, the extent of executive management involvement in the project, the organizational culture, how formal and informal communications occur within the organization, and so forth. These aspects complicate the process, often resulting in much slower than expected progress, organizational and project member conflicts, stalemates, or a failure to act.

A strong and assertive PMO, along with the project sponsor, must diligently work to overcome these circumstances or the project will be headed for real failure. None of this is easy, nor is it quick to accomplish. Understanding the organization in terms of how things operate and how work gets done, helps to pave the way for a more effective, consistent, and timely outcome.

The project issues, risks, and actions review sessions should be frequent enough to allow time for people to make some noticeable progress between meetings. Typically, a weekly review is appropriate, especially once the project preparation phase is over and done with. Whether or not there should be one joint session to cover all open high-severity issues, risks, and actions is another important matter to be determined. The pros of doing so are:

- A one and done session, even if it takes a long time
- Items can move from category to category, so this seems to make more sense
- One weekly meeting instead of many, on top of all other project work meetings
- One source of information for weekly project status reporting

The cons of doing so are:

- Creates a much longer session
- Requires greater project team member participation, although people can come and go throughout but this can be rather disruptive and hard to manage
- Might be hard to know where to begin—whether to start first with issues, risks, or actions, and then what comes next
- Multiple sources and timing for weekly project status reporting

With all this to take into consideration, the PMO must clearly evaluate the best approach for the project and organization

they are involved with. It can vary as the project evolves and as circumstances warrant, but this must be a careful and purposeful decision. Typically, issues, risks, and actions tend to increase in number once the project gets underway in earnest. Then, as it moves toward closure, the volume in the activity of these matters tends to wind down considerably.

## Conclusion

In summary, project issues, risks, and actions have many things in common, as well as some that are quite different. One approach to handling them all might work just fine in one project situation, but not in another. It falls on the project manager/PMO and project sponsor to find the right approach to apply in order to effectively handle all project issues, risks, and actions during the entire project life cycle. Once this is determined, the PMO must properly communicate the process to be used to collect, record, review, and finalize all of these matters.

Procedures incorporated into the Project Management Plan document are typically used to inform all appropriate project parties as to what is required of them, when it is required, and how it is to be addressed. This information needs to be very clear and complete so that all appropriate parties fully understand what is required of them. Finally, knowing which of these items to periodically communicate to executive management, the project steering committee, the project sponsor, and all the project team members is another necessary component to be taken into consideration by the PMO as well. All appropriate periodic project status reports, along with any other presentation materials, should reflect this determination and also need to be so noted in the Project Management Plan document.

## About the Author

**Richard C. Bernheim, MBA, PMP**, is passionate about project management. He has over 30 years of business experience, first as a financial and cost accounting manager, then as a management consultant, and more recently, as an SAP consulting project manager. Mr. Bernheim has been part of over 25 SAP project engagements across a wide spectrum of industrial and service organizations in the United States. He is the author of two recent books on the people side of project management.

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# Chapter Leadership

## President's Letter



Are you thinking about taking one of the certification exams? Waiting for the new PMBOK® guide? Well, there are a few takeaways from the January 2013 "PMI Today" in the areas of new exam dates for the new material and new standards now available from PMI. The new credential exams are on July 1, 2013 for CAPM and on July 31, 2013 for PMP

and the PgMP. If you are thinking about taking the old exam then I recommend you complete your application now and get your exam date scheduled soon.

There are two new standards available today. The PMBOK® Guide—Fifth Edition is like previous editions. It represents mostly recognized good practice in our profession for most projects, most of the time. The Standard for Program Management—Third Edition continues to recognize good practices for managing multiple projects and programs successfully. As a PMI member, you can access read-only PDF files of these standards on PMI.org. You can obtain printed and e-book versions of these standards at the discounted member price on <http://marketplace.PMI.org/Pages/Default.aspx>.

March 2013 is the 30th anniversary of the Portland PMI Chapter. Mark the date on your calendar and plan on attending this great celebration on March 19, 2013. Linda Read, Vice President of Outreach and Christi Loya, Vice President of Programs are working on a fantastic celebration with panel discussions and other activities they will share over the next 30 days. I do know there will be raffles and other gifts for those that attend. Rumor has it the cost for the celebration is way below the standard monthly meeting cost, but I recommend you watch for email blasts or on the website for more updates. Again, please make plans to attend, bring other PMI members with you and help us celebrate the first 30 years of the PMI Portland Chapter. Sponsors, we would welcome your participation in the event. Please contact either [Linda](#), [Christi](#) or [myself](#).

Are you interested in becoming a PMI Portland Chapter Board member? Are you interested in becoming a Director in one of the Chapter portfolios? Diane Brady, [President Elect](#), heads up our annual Board of Directors election committee for 2013 and is a fantastic contact for questions about the Board or Portfolios. All of the Board members would be happy to talk with you also. Elections for 2013–2014 are only a few months away.

*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
- [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.

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# Chapter Meeting—February 19, 2013

## Keynote Presentation

### The Secrets of PM Success in Five Easy Minutes

What is the one key skill that transforms average Project Managers into exceptional ones? Join speaker Chris Tobias, PMP as he brings over 20 years hard-won experience in the art and science of Project Management. His presentation will give you practical tools, inspiration and motivation you can use right away to excel.

#### About the Presenter



From small high tech startup companies to global corporations, **Chris Tobias, PMP** has led projects in information systems, medical products, software development, customer service and business operations for more than 20 years. His previous experience as both a college instructor and Six Sigma leader adds technical excellence and creative flair to each project and presentation. Currently serving with General Electric Healthcare in medical software program management, Tobias is also the author of a book "101 Secrets to Passing Any Test" and in his "spare time" volunteers as PMI Portland's Director of Mentoring.



## 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 and change your email address here.

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



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# Chapter Meeting–February 19, 2013

## Educational Presentation

### Make Meetings Meaningful (and teams WANT to participate!)

Learn tips, tricks and best practices for engaging teams in meetings. People are inundated with meeting requests and seem to spend more time on attending meetings than actually working on project work. By facilitating efficient and dynamic meetings learn to make the most of your time and your team's time all the while driving to project success.

From the beginning of the meeting to the end, we will explore effective strategies to capitalize on developing active participation, promoting team member responsibility and increasing result-oriented outcomes.

- Learn best practices for meeting preparation and facilitation
- Discover how to engage the team not only to attend, but to become active participants
- Identify team allies for meetings
- Maximize meeting time for additional benefits such as team building and risk management

## About the Presenter



**A. Lynn Jesus** has 15+ years of experience in worker/team management and business solutions. She is an experienced trainer delivering thousands of hours in soft skills, project management methodology, certification prep, and information worker technology, such as SharePoint. She is also a well-versed consultant leading teams in business solution development and implementation.

Lynn's focus is on mentoring the end user. Covering the gamut from efficiently utilizing tools that will assist them in their day to day work to cultivating their individual talents to contribute to the whole, Lynn believes that organizations flourish when their people flourish. She empowers teams by developing competencies in soft skills and team collaboration. She is strongly invested in support of their personal growth as well as professional growth. With a passion for knowledge transfer, Lynn seeks to blend the business application with methodology and technology guiding organizations in building solutions that are scalable and will drive their business forward.

Lynn is a writer and has contributed content for blogs. She is also an accomplished public speaker and has presented for Project Management Institute (PMI) Chapter meetings, business roundtables, and professional associations, as well as SharePoint Saturday events.

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

## Quote of the Month

**“Someone's impression + their experience = your brand“**

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



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# Chapter Meeting–February 19, 2013

## 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. [acad\\_outreach@pmi-portland.org](mailto: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**

## Menu

Lemon Chicken Scallopini Served with Roasted Tomatoes, Artichoke Hearts, Thyme Scented Wild Rice and Grilled Zucchini

Or

Farm Fresh Vegetable Wellington– Basil Marinated Tofu, Grilled Zucchini, Yellow Squash, Sweet Carrots, Red Onion, Eggplant and Shiitake Mushrooms Wrapped in Tender Brick Dough and served with Blended Wild Rice and Roasted Tomato Coulis

Peppermint Patty Cake

**2012-13 Chapter Meetings**

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

**March 19, 2013:**  
**30th Anniversary Celebration**

**April 16, 2013**



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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 PDUs

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

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

### Live, Instructor-Led Online Courses

**Implement Strategy & Change Behavior** (8 PDUs)  
Begins February 5, 2013

**International Project Management** (8 PDUs)  
Begins February 14, 2013 or March 20, 2013

**Communicate with Competence & Confidence** (8 PDUs)  
Begins February 19, 2013

**PM Negotiation** (8 PDUs)  
Begins February 19, 2013

**Agile Project Management** (15 PDUs)  
Begins February 20, 2013

**Advanced Project Stakeholder Management** (8 PDUs)  
Begins February 28, 2013

**Servant Leadership-Agile PM** (8 PDUs)  
Begins March 12, 2013

**Managing Virtual Teams** (8 PDUs)  
Begins March 26, 2013

**Dynamic Leadership Skills for Better Project Results** (8 PDUs)  
Begins March 28, 2013

## PDU Reporting–It's Easy

Questions regarding how to report Professional Development Units (PDUs) often come up immediately after our Chapter meetings. When it comes time to **report your PDUs**, remember:

- PMI Portland Chapter will not submit or track PDUs for you. The only place to report PDU information is the PMI GOC web site.
- Enter them online regularly.
- You can see the events you have registered for at PMI Portland Chapter in your Profile.
- Keep all paperwork for classes, PDUs, etc.
- Be prepared to be audited!
- Do not wait until the 11th hour to submit your PDUs.

The most frequently asked question is “**How do I find the events that I have registered for?**” Information on the events that you have registered for at PMI Portland Chapter can be found in your Profile:

1. Log in to the PMI Portland Chapter web site.
2. Choose My Profile (top right).
3. Choose My Profile tab > View Registrations.
4. Click on the Receipt button for details about your registration.
5. You can print the receipt at this point, if needed.

The **PMI Portland Chapter REP** = C031.

Complete information on PDU reporting can be found at <http://www.pmi-portland.org/pdu-reporting>.

For all other questions regarding PDU reporting, e-mail [pmp\\_certification@pmi-portland.org](mailto:pmp_certification@pmi-portland.org).

*Brett Anderson, PMP  
Director of PMP Certification*





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# Professional Development

## PMP/CAPM Spring 2013 Prep Course

**Saturdays, February 16–March 23, 2013**

Hosted by DeVry University, Keller Graduate School of Management



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

Our certified PMPs will bring the Project Management Book of Knowledge (PMBOK) methodology and real-world experiences into focus. They will walk you through what you need to know, step-by-step—including tips for completing the exam application. Core study material will be covered over six consecutive Saturdays. Taking the test immediately after the course is strongly recommended.

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

### Course Details

**Saturdays, February 16–March 23, 2013**

9:00 a.m. to 4:00 p.m.

#### Location

DeVry University, Keller Graduate School of Management  
9755 SW Barnes Road, St. Helens Room  
Portland, OR

#### Cost

**PMI Portland Chapter Members:**

- By 1/18 5 p.m.–\$795
- 1/18 5 p.m. through 2/8 5 p.m.–\$895
- 2/8 5 p.m. through 2/14 5 p.m.–\$945

**Non-Members:**

- By 2/8 5 p.m.–\$1095
- 2/8 5 p.m. through 2/14 5 p.m.–\$1145

For details and registration, visit the PMI Portland Chapter [web site](http://www.pmi-portland.org), or email [pmp\\_certification@pmi-portland.org](mailto:pmp_certification@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](#).*



PORTLAND CHAPTER

February 2013

**Headline Article**

**Chapter Leadership**

**Chapter Meeting**

- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

**Professional Development**

- Roeder Online Courses
- PDU Reporting-It's Easy
- PMP/CAPM Spring Prep Course
- **Scope Management Wkshop**

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- Event Calendar
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- 30th Anniversary Celebration
- Spring Mentoring Program

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- PM Job Postings

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- A New Wind Blowing
- PM Humor

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

# Professional Development

## Scope Management

### Getting the Right Definition to Maintain Control

Wednesday, February 27, 2013

The Cadence Scope Management course helps the project team maintain focus on project quality and deliver customer expectations.

Scope management is used to ensure that a project delivers all of the work required by completion. It defines the boundaries of the projects, including what is to be done and what is not going to be done on a specific project.

Participants are actively involved in this workshop through a series of lectures and hands-on exercises, working on their real projects. It will equip them with the skills to effectively manage scope on their projects.

### Key Learning Objectives

- Use techniques and approaches to successfully manage scope
- State the components of scope
- Identify how to consistently check to make sure that all confirmed work is being completed
- State exclusions on a project and use them as the project "boundary"
- Understand the process to verify scope with the project sponsor and stakeholders
- Identify when the project is going beyond the scope and what is needed to take corrective action
- Manage "scope creep" by discovering clear requirements up front
- Understand methods on obtaining formal acceptance of project scope during project planning

### About the Presenter

Jay Christensen, PMP is a Senior Seminar Leader and Consultant for Cadence Management Corporation with extensive project management, training, and consulting experience. Jay developed this workshop and delivers it worldwide.



### Workshop Details

Wednesday, February 27, 2013

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

#### Location

Portland Red Lion Hotel  
1021 NE Grand Avenue  
Portland, OR

#### PDU's

8 PDU's

#### Cost

##### PMI Portland Chapter Members

1/20 - 2/3 (5 p.m.) \$315

2/3 - 2/25 (5 p.m.) \$335

##### PMI Portland Chapter Student Members

1/20 - 2/3 (5 p.m.) \$215

2/3 - 2/25 (5 p.m.) \$235

##### Non-Members

1/20 - 2/3 (5 p.m.) \$415

2/3 - 2/25 (5 p.m.) \$435

**Register Now!**

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# Chapter News & Events

MON	TUE	WED	THU	FRI	SAT	SUN
11	12	13 PMI WV Eugene Event OODN Event	14 Roundtable Dntwn @ City of Portland Registration ends PMP/CAPM Course	15 PMI WV Corvallis Event	16 PMP/CAPM course begins	17
18	19 Chapter Meeting	20 PMI WV Salem Event	21 Roundtable West @ Nike	22 Roundtable North @ Clark	23	24
25 Registration ends Scope Management workshop	26 Roundtable NE @ Public Health	27 Scope Management Workshop	28	March 1	2	3
4	5	6 Roundtable NE @ Port of Portland	7	8 Roundtable NW @ Con-Way	9	10
11	12	13 PMI WV Eugene 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	23	24
25	26 Roundtable NE @ Public Health	27	28	29	30	31

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

# Chapter News & Events

## Monthly Roundtable Meetings

### Headline Article

### Chapter Leadership

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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

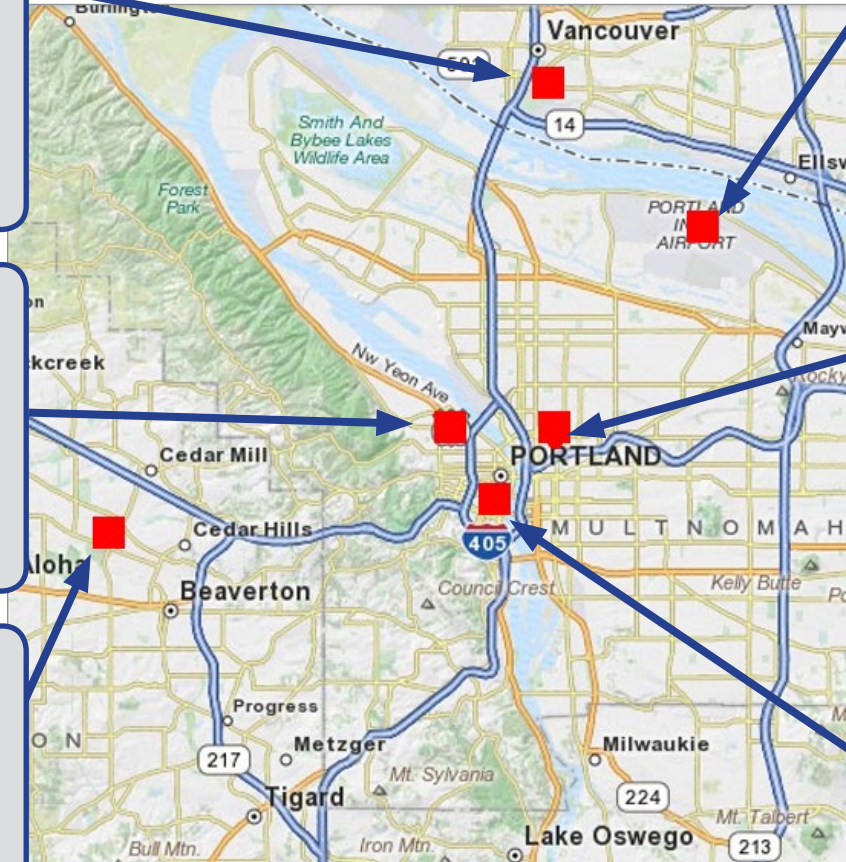
Portland State Office Bldg.  
800 NE Oregon Street,  
Portland, OR  
Room 1C-30

**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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# Chapter News & Events

## 30th Anniversary Celebration!

Featuring PMI Portland Presidents, presenting...

### Pearls of Wisdom...Past, Present and Future

**Tuesday, March 19, 2013** at the PMI Portland Chapter Meeting

March commemorates the 30th anniversary of the PMI Portland Chapter. Please join us at the March Chapter Meeting to celebrate this milestone...everyone is welcome!

This celebration will not be your typical meeting:

- Our celebration begins with a wonderful hors d'oeuvres buffet during the networking portion of the evening (instead of a dinner),
- An opportunity to "give back" to our community by participation in a canned food drive (and raffle) benefiting the Oregon Food Bank,
- A presentation from our leaders with a Q&A session,
- Concluding with a toast to honor our 30th anniversary.

As a gift to everyone, the March Chapter Meeting will be offered at a reduced price.

- Non-members—Keynote & Educational Price: \$20
- Members—Keynote & Educational Price: \$10
- Student—Keynote & Educational Price: \$5

Watch the Chapter web site and your email for more information.

## Spring Mentoring Grows New Skills and More!

Would you like to refresh and recharge your professional 'batteries' for 2013? Participants in PMI Portland's volunteer Mentoring program tell us that helping another person grow is the best way to re-energize their own careers and skills. Teachers often learn just as much (or more) than students. And they enjoy it too! It's a great way to build new friendships and hone new skills in a safe environment.

If you have 5 or more years of project management experience, we would like to invite you to become a mentor this spring. Anyone can do it. We're kicking off the new year with a new batch of pairing starting in February. You would meet monthly with a mentee over coffee or lunch, helping them learn new skills and troubleshoot their projects. You can sign up for as a mentor at <http://www.pmi-portland.org/mentoring-program> or call Chris Tobias at 503-869-4452 to discuss.

If 2013 is your year to grow some new skills, we would welcome you as a mentee in the program too. The mentoring process lets you set some personal goals and then gives you a friend to help reach those goals. Use the same mentoring application at <http://www.pmi-portland.org/mentoring-program> to apply as a mentee. Why wait? Spring is time to grow.





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# Opportunities

## Become a Volunteer

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

- **Director of Sponsor Programs**–Marketing team
- **Art Director**–Marketing team
- **Director of Academic Outreach**–Outreach team
- **Director of Business Outreach**–Outreach team
- **Instructor, Certification Prep Course**–Professional Development Team
- **Administrator, Mentoring Program**–Professional Development team
- **Quality Team Members (4)**–Membership 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!

## 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 per month.

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

## Have you thanked a volunteer today?

PMI Portland Chapter is run almost entirely by a large group of dedicated, hard-working, professional project managers. They volunteer their time to support the mission of the Chapter and to network with others like themselves.

If you are interested in joining this elite group, take a look at the [Volunteer FAQ](#) and [Volunteer Opportunities](#) web pages on the Chapter web site. Or contact [volunteer@pmi-portland.org](mailto:volunteer@pmi-portland.org).

You'll 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.

- Lead Facility Assessor
- Sr. Project Manager, IT Infrastructure
- Facilities Specialist/Project Manager
- Sr. PM, Washington State Health Benefits

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



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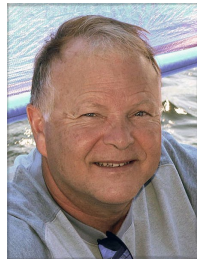
- Portland PMI-ACP Course Review
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# Membership News

## Welcome New Volunteers!

### Dave Fenwick, PMP Course Instructor



Dave Fenwick returns to the PMP Instructor team for the Spring 2013 PMP Exam Prep class and will be teaching the Kick Off session. Dave has been a member of PMI Portland since 2009, and is currently working as CTO at a new technology startup and as founder and CEO of vLetter, inc. in Hood River. Dave has a Master's degree in Engineering Management and an MBA

from PSU, a Bachelor's degree in Journalism and another Master's degree in Computer Science from Cal Poly. Dave also recently graduated with a Renewable Energy Technology certificate from CGCC. Dave sold a prior company to Apple Computer, holds multiple software patents, and has managed projects for Hewlett-Packard, Apple and Sunset magazine, as well as other startups. He has served on many non-profit boards in the Columbia Gorge over the last 20 years, has been serving on the board of education of Columbia Gorge Community College for over ten years, and is an active member of IEEE, Omega Rho, Beta Gamma Sigma, Phi Theta Kappa, Net Impact, and PMI. Dave's family enjoys the huge outdoor playground of the Columbia River Gorge where they mountain bike, kiteboard, sail, and play music in numerous bands. The PMI Portland Chapter is happy to have Dave back in the role of PMP Instructor. Welcome back Dave!

### Kristian Ressler, PMP Course Instructor



Kristian Ressler joins the PMI Portland Chapter's PMP Instructor team and will be teaching the Integration knowledge area for the Spring 2013 PMP Exam Prep class. Kris holds a Bachelor of Science degree in Electrical Engineering from Pennsylvania State University. He has spent his entire career in new product development helping him gain over 20 years of experience in the execution and management of new product

development projects. Kris's experience in project management spans engineering, legal, manufacturing, procurement, marketing, training, publications, service, and quality control has helped him gain ever-increasing roles of responsibility in engineering management. His experience includes managing global teams spread out across 4 continents. Kris has traveled and worked in 15 different countries over the course of his career providing him a wealth of experience managing project teams with diverse cultural backgrounds. Kris is currently the Engineering Manager for Control System Development and Global Project Manager at NACCO Materials Handling Group, Inc. in Fairview, OR. Kris earned his PMP certification in May of 2012 and is honored to be a part of the team that helped prepare him for PMP certification.

### Jordan McClintic, PMP Classroom Project Manager



Jordan McClintic is a fun loving 23 year old, who brings an impressive vision of being a very productive and successful citizen in our society. Jordan holds a Journalism degree (with a concentration in advertising and a minor in communication studies) from the University of Oregon.

After interning with Gerber Legendary blades in marketing communications and tradeshow support, she graduated in the summer of 2011 and went onto land a job working for the brand which so loudly speaks to her intense love of sports and physical fitness—NIKE.

In her current role at Nike, Jordan works as an apparel merchandiser, product planner and customer service luminary which led her to be selected to work at the 2011 track and field Olympic Trails in Eugene, Oregon.

Jordan is extremely thrilled and honored to be a part of the PMP certification class. She is a very enthusiastic and professional person, who enjoys being part of, as well as leading, a successful and productive team. She hopes to inspire, educate, motivate, innovate and appreciate, and believes that there are absolutely no limits—except for the ones we place on ourselves.



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# Membership News

## Welcome New Members!

- |                      |                      |
|----------------------|----------------------|
| Barbero, Christopher | Mittal, Jayesh       |
| Bidstrup, Melissa    | Morgan, Katie        |
| Brook, Steve         | Newman, Lee          |
| Brown, Malorie       | Ney, David           |
| Chatham, Rebecca     | Nguyen, Phuong       |
| Colner, Sandra       | Nounkwa, Patrick     |
| Dabrowski, Elaine    | Nziramasanga, Chenai |
| Davis, Eric          | Papka, Melissa       |
| Day, Brent           | Plavak, Amy          |
| Erickson, Kenneth    | Robertson, George    |
| Everitt, James       | Roduner, Lisa        |
| Ferrin, Richard      | Russell, Gerald      |
| Fifer, Paige         | Sanders, Shane       |
| Frost, Stephen       | Sandvig, Nate        |
| Garri, Thamer        | Schwartz, Marc       |
| Gupta, Menaka        | Seegers, Andre       |
| Hammer, Stefan       | Shaik, Khadarvalli   |
| Hean, Robert         | Spickelmier, Jeanie  |
| Higgins, Ann Marie   | Spillman, Louis      |
| Lasher, F. Leslie    | Straus, Serena       |
| Lee, Fred            | Tanner, Mark         |
| Lee, Debra           | Tibbatts, Tamera     |
| Leslie, Michael      | Tomlin, Andrea       |
| Limon, Joe           | Tufa, Joseph         |
| Lingard, Robert      | Vaterlaus, Darleen   |
| Lockyear, Carol      | Welle, Pat           |
| Martin, Bert         | West, Shelli         |
| McCaughan, Karen     | Williams, Terri      |
| McClintic, Jordan    | Witherbee, Jesa      |
| McMurray, Klayton    | Woodrow, Pamela      |
| Melvin, Tim          |                      |

## Congrats New Certifications!

- |                        |                            |
|------------------------|----------------------------|
| Barbero, Susan, PMP    | Kronstad, Brian, PMI-ACP   |
| Brock, Robert, PMI-ACP | MacIntyre, David, PMP      |
| Gaylor, Brad, PMP      | Ramachandran, Sid, PMI-ACP |

## 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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## Portland PMI-ACP Course Review

The Agile Certified Practitioner (ACP) is the newest certification from the Project Management Institute (PMI) and “sets the bar” for agile project management professionals. PMI Portland began offering ACP exam prep classes in October of 2012. Ten people have taken part and two have already earned their certification.

The ACP covers 3 frameworks for education, experience and the examination. The 3-day course helps practitioners reach the next level with discussion of practical application and assists practitioners to pass the exam and also to complete the application process; providing 21 hours of instruction and 21 PDUs that can be used towards the application requirements. You do not have to be a PMP or a Scrum Master to benefit from the course.

We spoke with Sid Ramachandran, a participant in the ACP course, to ask him about his experience, having just passed the exam. He works currently with software engineers on smaller, multi-phase iterative projects with short life spans. This type of work particularly lends itself to the Agile approach, which he has adopted and applied to his work at first informally, managing multiple software projects. The highlights of the course for Mr. Ramachandran were that the exam is still fairly new, and therefore less structured resources are available as study guides. The study materials are certainly less structured at this stage than the official PMBOK guide used to prepare for the PMP exam. This was the biggest benefit to taking the course at this stage, because the course offered support by ensuring that participants had the right study materials, and worked directly from those resources to prepare students for the exam. As a result of this structured learning environment, Mr. Ramachandran was able to take the course over a 3-week period, and recommends taking the exam within two months of the start of classes, as he did; 3 weeks of class combined with at least 3 weeks of self-study. This arrangement makes the opportunity both time and cost-effective. In comparing the PMP with the ACP certifications and describing the difference in focus between the two, he leaves us with the following words of wisdom: “The PMP allows you to understand how to

drive a vehicle, whereas the ACP enables you to understand the specifics; how to drive a Formula One racecar with gears.”

There will be two ACP prep courses offered in 2013; one in the Fall and one in the Spring. High enrollment numbers are anticipated. For more information on dates and pricing, or to get involved, email the Director of ACP Certification [acp\\_certification@pmi-portland.org](mailto:acp_certification@pmi-portland.org). You will be able to signup when the course is available through the PMI Portland Chapter web site, similar to signup for the Chapter meetings and the PMP Prep course and workshops.

## ACP Instructor Biographies

Note—course instructors for future ACP courses are to be determined. Instructors shown below are from the September-October 2012 course.

**Patricia Kelley, PMP, CSM**

VP of Professional Development, PMI Portland Chapter

Trish is a PMP and certified ScrumMaster with over 10 years of project management experience. She has worked in the health insurance, web technology, startup and banking software information technology industries. In her past 2 positions Trish has been instrumental in developing, tailoring and providing leadership for PMO initiatives and standards. Trish is the VP of Professional Development, and teaches the time module for the Chapter's PMP Prep Course which she has done for the past 5 years.

[continued...](#)



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# Articles

## Diane Brady, CSM, PMP, PMP-ACP

President Elect, PMI Portland Chapter



Diane Brady is currently a Project Manager at Nike in the Digital Technology Planning and Operations team. She is passionate about using technology to create and improve systems, building dynamic teams, and working with people to achieve amazing results!

Diane 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 current on the board of the PMI Portland Chapter in the capacity of President-elect. Prior to becoming a business consultant in 1995, Diane held positions such as CFO, Business Manager and related management positions.

*Sharon Watkins, PMP, MBA, CSM  
Newsletter Director*

## Quick Links

- [Join PMI and the Portland Chapter](#)
- [Chapter Bylaws](#)
- [Event Calendar](#)
- [Editorial Policy](#)
- [Chapter Brochure](#)
- [Newsletter Archive](#)

## A New Wind Blowing

As I write this, I am preparing for a busy week. There's work to be done, and much of it must be crowded into two business days because I'll be attending the Agile Open Northwest conference for three days (February 6 through 8). This self-organizing conference is held every other year here in Portland and in Seattle on the alternate years. It's one of the more valuable events I attend each year. The conference is limited to 150 people, and it's highly flexible format gratifies the nature of my curiosity which tends to like to "follow its nose" through an event, attending sessions and settling into conversations depending on what's interesting at the moment.

As your Chapter Engagement Representative for the national Agile Community of Practice, I provide notifications of locally available opportunities to learn more about agile, including webinars offered by PMI, Chapter-sponsored trainings and presentations, and trainings and presentations around town offered by other organizations such as The Technology Association of Oregon and AgilePDX. I will probably also include weekend trainings in the Seattle area as we are so nearby. You will see these opportunities posted on the Chapter LinkedIn group most often, because that's a good way to supply late breaking news about events, so please set up a LinkedIn profile if you don't have one already, and join the "Portland Chapter–Project Management Institute" group.

There are webinars each month provided by the national Agile Community of Practice (<http://agile.vc.pmi.org/Home.aspx>) which are free to members. If you go to this page and some links don't seem to work, verify that you are logged in to PMI.org. These webinars are recorded, and PDU's are granted for either attending the live webinar or viewing the recording. Additionally, if you are interested in taking the test for the PMI Agile Certified Practitioner credential, you will find that PMI offers online instructor-led training specifically targeted at Agile Project Management (<http://learning.pmi.org/course-detail.php?id=274>). This is a 14 PDU course.

Each month here in Portland, Agile PDX offers three free programs on Agile practices. You can find these at [www.agilepdx.org](http://www.agilepdx.org) and current information for each month is posted to [www.calagator.org](http://www.calagator.org)



PORTLAND CHAPTER

February 2013

### Headline Article

#### Chapter Leadership

#### Chapter Meeting

- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

#### Professional Development

- Roeder Online Courses
- PDU Reporting-It's Easy
- PMP/CAPM Spring Prep Course
- Scope Management Wkshop

#### Chapter News & Events

- Event Calendar
- Roundtable Meetings
- 30th Anniversary Celebration
- Spring Mentoring Program

#### Opportunities

- Become a Volunteer
- PM Job Postings

#### Membership News

- Welcome New Volunteers
- New Members and Certifications
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#### Articles

- Portland PMI-ACP Course Review
- A New Wind Blowing
- PM Humor

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

## Articles

(keyword “AgilePDX” in the search box in the upper right corner). In brief, these events are:

- **Downtown Pub Lunch**—12:00 noon - 1:30 pm on the 1st Friday of the month. This event functions much like a PMI roundtable though topics are typically chosen the month before by the attendees that month and then enhanced by those who show up for the current month’s discussion. It’s held at McMennamin’s Ringler’s pub on Burnside.
- **Westside Breakfast**—7:30 - 9:00 am, on the 2nd Tuesday of the month. Currently, this breakfast group, which meets at Nike, has been focusing on experience reports—presentations from people who have used agile methods at the project or enterprise level.
- **Agile Planning Happy Hour**—This new group will focus on planning topics and will soon be meeting on the 2nd Thursday of the month. Watch [agilepdx.org](http://agilepdx.org) for more information.
- **Downtown Evening**—6:30 - 8:30 pm on the 3rd Wednesday of the month. This is AgilePDX’s longest running event and is typically either a presentation or workshop format. Pizza and pop are provided at the event, which is sponsored by the Pacific Northwest Software Quality Conference.

In June, your PMI Chapter is hosting a panel of agilists, some of whom have decades of experience in agile. Our topic will be “Agile—Broadly,” and our objective is to discuss agile principles, and frameworks including, but beyond, Scrum. Watch this space and your Chapter web site for more details on this panel as we get closer to the date.

There is a lot of talk about the business need for agile, what agile is and what it isn’t—and about the tremendous need for agile practitioners. See the infographic from Yoh in this [blog](#). There’s also a tremendous amount of misinformation about agile. For the last two months I’ve been attending all the Chapter roundtables and engaging in and listening to conversations about agile. Often, I find that when people say they are opposed to agile practices they are pointing to what well respected and experienced agilists would call very poor practices. Data like that provided in the infographic cited above actually indicates that our customers see great value in agile practices. And, while agile may seem like a new wind blowing through the project management environment, really, it’s been around—and has been tested—for decades, and

many of the practices and frameworks are based on proven best practices and science that has been around for generations.

I invite you to activate and satisfy your curiosity about agile practices and agile project management. Agile implemented poorly is certainly no better than traditional project management practices implemented poorly. However, Agile implemented well can seem to work miracles. It’s important to be agile literate these days, and PMI is stepping up to help you make that happen for yourself.

### 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](http://www.linkedin.com/profile/view?id=7674981&trk=tab_pro).

## 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).

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