

September 2009

**Best Viewed in Acrobat 7.0 or above

**Use Internet Explorer or Firefox

Thought for the Month

"The truth of the matter is that there's nothing you can't accomplish if: 1) You clearly decide what it is that you're absolutely committed to achieving, 2) You're willing to take massive action, 3) You notice what's working or not, and 4) You continue to change your approach until you achieve what you want, using whatever life gives you along the way."

Anthony Robbins

Volunteer Recognition Event

Join this amazing group —volunteer today!

volunteer@pmi-portland.org



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Chapter Meeting

September 15, 2009

Keynote Presentation:

BHAG – PMI-Portland Chapter Yesterday, Today and Tomorrow, by Rachel Paulson, chapter president

Educational Presentation:

The Value of Project Management in Today's Business Culture, by Gloria Sukraw

Register online: by Mon. 09/14/2009 (10 am)

Sponsored by:



[Click here for meeting logistics](#)

The President's Corner

Changes....



Welcome back from the summer break! This is the time of year where everything seems to kick into high gear. Kids go back to school (some of you celebrate this moment!), sports get into full swing, the daily commute becomes predictably slow, projects are put under a magnifying glass to assess actual spend versus budget as well as needed rollover dollars for next year, planning, resources and budgets are assessed for the next year and the immediate future becomes uncertain as change is pondered.

While I was researching information I needed recently, I ran across a quote that did not have an author assigned to it that read, "If you don't create change, change will create you." Think about how significant that is...

We go through each year marking it by seasonal transitions, fiscal transitions, sports transitions (I had to put that one in there for some of you) and many others. How often to do we just accept the transition as part of what happens versus taking a moment to *stop* and consciously make a decision to change our familiar patterns? Sometimes we reflect back to the past, wonder how it went by so quickly and we don't know how we got here versus being able to assess if we met what we set out to do for the year, season, quarter, month, week, whatever measure of time is appropriate.

This year the PMI Portland Chapter board is doing just that – stopping to reflect. As a result we are changing some of the familiar patterns so that we can infuse more excitement into what we offer, elevate the quality of what you have already come to expect (*value*), and provide more opportunities for our members to network inside and outside of chapter (*connection*). My goal for the board is to make intentional and meaningful changes for our members that will allow you to continue to say that the Portland chapter of PMI is worth being a part of. We want to create the opportunities that keep you connected.

This year we will be making some changes and will share those with you at the September dinner meeting as well as throughout the year in the newsletter, on our website, at dinner meetings and other events. As always, I am open to hearing your feedback – it is how we continually improve our programs and meet the expectations of our members.

I am curious how many people read the President's letter. So, if you've read this and will be attending the September dinner meeting, please come and let me know during the networking hour that you read it and I will have something for you.

I look forward to serving you this year as the chapter President and inspiring increased membership and participation in chapter and community events.

Rachel Paulson, PMP

President

president@pmi-portland.org

Our Meeting Sponsor

PMI-Portland extends a heartfelt "Thank You" to **InfoGroup Northwest** for its recognition of the importance of professional development for project managers and sponsorship of this month's chapter meeting.

At **InfoGroup Northwest**, we talk about being "Your Missing Link." What does this mean to you? It means that we offer a unique value to our technical consultants. A different relationship.

Too many times, your relationship with a staffing firm will have two touch points: the beginning and end of an engagement. Not at InfoGroup. We realize that our talented consultants are one half of our equation for success. And because we value you, we will do everything we can to enhance your success.

We work hard to offer our consultants the most rewarding career opportunities. With a client base ranging from start-ups to the Fortune 500, and from Oregon to Washington State and beyond, we have a variety of interesting and challenging projects to offer our consultants.

www.infogroupnw.com



Events Calendar

Mon	Tue	Wed	Thu	Fri	Sat / Sun
8/31	9/1 Board Meeting	2 Welcome Back!	3	4 SOUTH Roundtable <i>Last day to register for PMP class AND for Mentoring Program</i>	5 6
7	8	9 PMP Class begins	10	11 NW Roundtable	12 13
14 <i>Online registration closes for Chapter Meeting.</i>	15 PDX Chapter Meeting NE Roundtable	16 SALEM Lunch Mtg.	17 WEST Roundtable	18 Corvallis Meeting	19 SALEM Branch Meeting 20
21	22	23 DOWNTOWN Roundtable	24	25 NORTH Roundtable CORVALLIS Lunch Mtg.	26 Mentoring Program Orientation 27
28	29	30	10/1	2 SOUTH Roundtable	3 4
5	6	7	8	9 NW Roundtable	10 11

For details, click here for the [PMI PDX Web Calendar](#)

INFOGROUP NORTHWEST

"The missing link in your IT Solution"

At InfoGroup Northwest, we talk about being "Your Missing Link." What does this mean to you? It means that we offer a unique value to our technical consultants. A different relationship.

Too many times, your relationship with a staffing firm will have two touch points: the beginning and end of an engagement. Not at InfoGroup. We realize that our talented consultants are one half of our equation for success. And because we value you, we will do everything we can to enhance your success.

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www.infogroupnw.com

Keynote Presentation**Chapter Meeting*****BHAG – PMI-Portland
Chapter Yesterday, Today
and Tomorrow***

Have you ever wondered how a non-profit organization with 1400+ members gets anything done using the power of volunteers? Do you know the true value this chapter can provide to its members and, more specifically, to you? Are you aware that the leadership of this year's board has a BHAG?

What is a BHAG, you ask? Come to the dinner meeting and find out.

This session will focus on **value and connection**. These are the foundation for the goals, that the PMI-Portland chapter has set for this year. We are committed to:

- reviewing what has been offered in the past,
- making sure sustainability is in place for the things we will continue to offer,
- setting goals with tactical plans to provide even more for our members from all industries and levels of experience, and
- reaching out to non-members.

We will explore how the board uses project management expertise to run our organization, recognizing risks that can

threaten the value it provides, and delivering the needed services to our members.

Be prepared to be engaged in this presentation because the real value in the chapter is you!

About the Speaker:

Rachel Paulson is the Vice President of Project Management Services and Training for Columbia Technical Consulting, Inc. She has over 14 years combined Project, Engineering, Resource Management and Consulting experience in the IT, software, financial, retail, fitness, health plan, steel and truck manufacturing industries, including EPMO, PMO and TMO consultation, development and implementation. Her diverse industry experiences have created a well rounded foundation for solving complex program and project issues.

Rachel's current areas of interest include project rescue (turning projects that have failed or are failing into successes) in various organizations, strategic planning for portfolio and business initiatives and project management consulting with a specific focus on assessing EPMO / PMO maturity and providing guided steps for achieving the next level of organizational maturity.

Rachel is active in her community as a seminar or event speaker, volunteer soccer coach, teacher's assistant and violinist in the Clark College orchestra. She has served in many capacities with the PMI Portland Chapter including the titled roles, Director of Certification, President-Elect and now Chapter President.

Innovation Frameworks and Program Management Academy Announce Fall '09 Workshop Series

Learn from the Real World Experience of our instructor/authors:

Russ Martinelli, Jim Waddell, Eli Lamb, Debra Lavell & Tim Rahschulte PhD.

Join them as they share proven methods, tips and techniques.

- | | |
|---|---|
| • Leading Global Teams | • Developing NextGen SW Strategies |
| • Mastering Program Management | • Getting Great Requirements |
| • Managing Organizational Change | • Writing Great Requirements |
| | • Running Retrospectives |

Read our websites for more information or register at:

www.programmanagement-academy.com or www.innovationframeworks.com



**Innovation
Frameworks®**

May, June, July* Membership News

Congrats New PMPs



Alland, Matthew PMP
Amer, Amal PMP
Arnason, Philip PMP
Beard, Chloe PMP

Bondaruk, Robert PMP
Connolly, Kimberli PMP
Crawford, Ian PMP
DeCosta, Suzanne PMP
Didner, Michael PMP
Dietrich, Linda PMP
Ernst, Laura PMP
Foley, Susan PMP
Fort, Karen PMP
Gargan, Jean PMP
Hales, Michelle PMP
Hall-Dominguez, Mekah PMP
Haskins, Kelly PMP
Hinds, Melanie PMP
Hoefler, Carl PMP

Hummel, Janet PMP
Jackson, Jane PMP
Jones, Jerrie PMP
Krostoski, Kelley PMP
Krummenacker, Paul PMP
Lacey, Jason PMP
Lam, Pamela PMP
Leer, Wendi PMP
Lin, Hsin-Yi PMP
Macklin, Andrew PMP
Mohan, Dileep PMP
ODonnell, Barry PMP
Philipp, Andreas PMP
Philips, Sheldon PMP
Preston, Jonathan PMP

Raymer, Clyde PMP
Rodricks, Mervyn PMP
Schaeffer, Michael PMP
Scott, Barry PMP
Trobaugh, Gary PMP
Wagner, Diana PMP
Walker, Ann PMP
Walter, Ekaterina PMP
Whittaker, Michele PMP
Wilcox, Christine PMP
Wong, Peggy PMP

Welcome New Members

Achpireddygar, Ugandhar Reddy
Alland, Matthew
Avgerin, Anne
Baldwin, David
Barnard, Scott
Beekman, Tracy
Behm, Dennis
Bernal, Mark
Betteridge, Stephanie
Bondaruk, Robert
Bush, M.
Chasse, Marian
Chaudhary, Kunal
Coronel, Daniel
Dahlen, Dean
Donnelly, Julie
Drew, Sherie
Dutton, Michael
Elolaime, Khalid
Epstein, Deborah
Farr, Jon
Faruqui, Salahuddin
Fenwick, Dave
Fisher, Karla
French, Erika
Garcia, Khalfani
Gillespie, Jamie
Gough, Katherine

Hall-Dominguez, Mekah
Hayes, Rick
Herr, Eric
Hird, Shari
Hoefler, Carl
Holt, Jack
Horenstein, Michael
Irwin, Lisa
Jackson, Jane
Jantho, Deborah
Jordan, Katherine
Kastigar, Gregory
Keeler, Leah
Kelley, Erin
Kindley, Darrell
King, DeAnn
Krummenacker, Paul
Kurka, Miroslav
Larson, William
Launer, Brian
Lawrence, Shari
Lindsley, Anne
Martin, Aden
McKey, Marcy
McNealy, Molly
Mitsuda, Stacey
Mohan, Dileep
Mueller, Jill
Murphy, Maureen

Nelson, Eric
Ogles-Lee, Melinda
Olson, Stacy
Ortiz, Kristine
Paramanand, Vinay
Parson, Nicolette
Pellaton, Marie
Pierce, Jonmark
Raghupathi, Prasanna
Raymer, Clyde
Rein, Susan
Richards, Ezra
Riffle, David
Robinett, Mark
Rodricks, Mervyn
Rogers, Laura
Roldness, Nathan
Rudolph, David
Ryznar, Robert
Saban, Shancy
Schock, Grant
Schuld, Matt
Sheehan, Douglas
Shkolnik, Mike
Simmons, Shelley
Smith, Gregory
Sobetzki, April
Spencer, Kathryn
Steinberg, Ed

Sunderlin, Daniel
Suryadevara, Venkata
Traver, Molly
Travis, Brett
Trobaugh, Gary
Udycz, Stephen
Walter, Ekaterina
Wassgren, Lisa
Westerman, Ruth
Whittaker, Michele
Wootten, Suzanne
Wornall, Hunt
Wright, Michelle
Zarifketabi, Hamid



* Membership information is provided to the chapter monthly by PMI Headquarters. There may be a 1 to 2 month delay due to newsletter publishing constraints. Contact PMI Headquarters at (610) 356-4600 or www.pmi.org to change or manage your membership

Educational Presentation

Chapter Meeting

The Value of Project Management in Today's Business Culture

Garmin (www.garmin.com) sells sophisticated products for aircraft navigation, communication, and safety. Project management plays a central role in how Garmin develops these new products for aviation. Join us to hear Gloria Sukraw, general manager of Garmin's aviation business segment, speak about how project management improves Garmin's development capabilities.

Gloria will discuss how project management helps grow the business in a strategic and deliberate manner by:

- increasing the predictability of Garmin AT's new product revenue stream
- enhancing communication among stakeholders
- reducing unpleasant surprises
- reducing time to market and improving the cost of quality

About the Speaker:

Gloria Sukraw

Garmin AT, Inc., Salem, OR

- General Manager 2008 – Present
- Controller and Administration Manager 1999-2008

Mentor Graphics, Wilsonville, OR

- PacRim Liaison and North American Revenue Manager 1997 – 1999

Camp Fire Boys and Girls, Portland, OR

- Director of Finance 1996 – 1997
- KPMG

- Auditor 1992 – 1995
- Consultant 1995 – 1996

Prior to working as an auditor for KPMG, my work history was outside of finance and business administration in nursing and truck driving, both of which have allowed an increased depth in understanding business as well as people. My greatest interest is in strategic business policy and it's impact on organizational as well as individual behavior. Overall, however, I am just a potato farmer's daughter and like to keep things simple!



Chapter Meeting Logistics

- 4:00 Registration Table Opens
- 4:30 [Educational Presentation](#)
- 5:30 Networking
- 6:30 Dinner and Announcements
- 7:00 [Keynote Presentation](#)

[Map](#)

Doubletree Hotel—Lloyd Center

1000 NE Multnomah

Portland, OR 97232

(503) 281-6111

**Free Parking -
request a pass at
the Reg table**

- **PMI Members** - Keynote Presentation \$25, Educational presentation \$10, Both for \$35
- **Non-Members** - Keynote Presentation: \$30, Educational presentation \$10, Both for \$40
- **Student Members** - Keynote Presentation \$10
- **Keynote Presentation only** (without meal) - \$12

Pre-register for best price! Price is \$10 more at the door.

No refunds within 24 hours of the meeting

Contact the [Director of Registration](#) for registration questions.

New Member Meeting

Held during the Chapter Networking hour.

We meet directly after the Educational Presentation (5:35-same room) so attend it, stick around and meet some new folks!

Upcoming Chapter Meetings

OCTOBER 20

NOVEMBER 10—CHANGE!

Why Pre-register?

Although you can register at the door for the Chapter dinner meeting, **pre-registration is preferred**. This helps us to assure there are enough tables, chairs and food for everyone. [Register online now....](#)

1. You will be entered into a drawing for a free meeting.
2. There is a \$10 fee for walk-in registration.
3. Online registration closes at 10 am Monday, 9/14.

Questions, contact registration@pmi-portland.org



A professional photographer will be on-site to document Chapter Meeting events and activities. Photos are the sole property of PMI Portland. By registering for or attending these events, attendees understand that all photos may be used for promotional purposes.

*Earn 1 PDU for attending!***Portland Area Roundtables****NW Breakfast Roundtable****Con-Way**

2055 NW Savier, Portland

Ask at desk for room

2nd Friday 7:15-8:45 am**NORTH Breakfast Roundtable****Clark Public Utilities**

1200 Fort Vancouver Way, Vancouver

Community Room

4th Friday 7:15-8:45 am**NE Breakfast Roundtable****The Portland State Office Building**

800 NE Oregon Street, Portland

Room 1C-30

3rd Tuesday 7:30-8:30 am**DOWNTOWN PDX Roundtable****Unitus Plaza**

1300 SW Sixth Ave., Portland

Community Room, 4th floor

4th Wednesday 7:30 am**Roundtable Sign Up Process!**It only takes 3 minutes—
see website for details.**WEST Breakfast Roundtable****Nike World Headquarters, Beaverton**

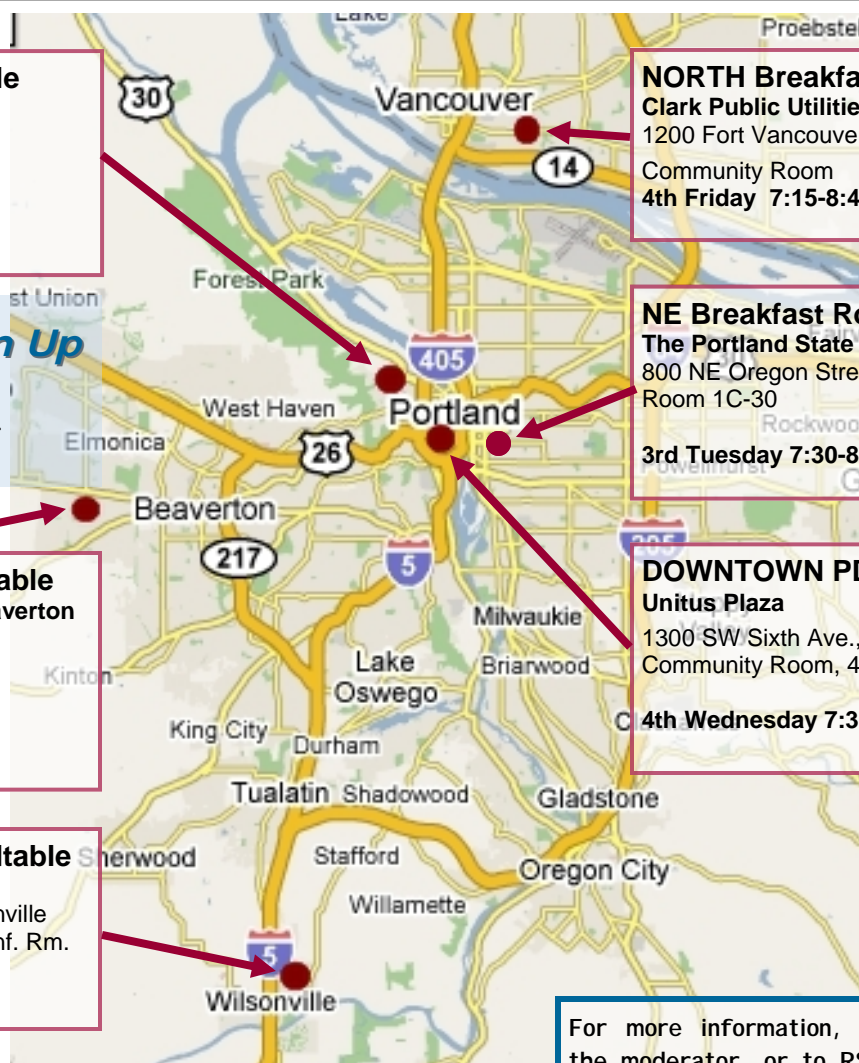
Nolan Ryan Bldg,

Air Huarache, 1st Floor

3rd Thursday 7:30-9:00 am**SOUTH Breakfast Roundtable****Mentor Graphics Campus**

8005 SW Boeckman Rd., Wilsonville

Commons Bldg., Big Muddy Conf. Rm.

1st Friday 7:15-8:45 amFor more information, maps, to contact the moderator, or to RSVP for meetings, see the PMI Portland [roundtable webpage](#).**Roundtables Resume in September**The Roundtable Events will resume in September, including the morning Downtown Roundtable on September 23rd.<http://www.pmi-portland.org/mc/page.do?sitePageId=70654>

Each venue covers topics selected at the beginning of the meeting, and often includes presentations on specific topics.

Estimating and Improving Status Meetings were two recent presentations.

The meetings provide one PDU.

I always find something to use on my current projects.

See you there,

Bruce Rosenblatt, Director of Roundtables

(503) 347-7903

Write an Article & Earn PDUs!

Write an article or book review for the newsletter.

[Details](#)Contact newsletter@pmi-portland.org**Looking for dinner meeting presentations?**Go to our website and select *Member Resources* > *Meeting Handouts* from the menu bar.

Volunteer News

Pam Melton — Volunteer of the Month Welcome New Volunteers



Please join me in congratulating our Volunteer of the Month, **Pam Melton**. In her role as Director of Career Networking, Pam was the driving force behind our first networking event in May. The event took considerable planning, creativity, and dedication. Using her superb powers of persuasion, Pam assembled a small army of volunteers to orchestrate a memorable evening for all attendees.

Based on the positive response to the May networking event, Pam has been busy this summer developing a joint venture with the Eugene and Salem branches of PMI's Willamette Valley Chapter and the Portland based Program Management Forum (PMF). The next 'Take the Work out of Networking' event is currently scheduled for October with additional events slated for next year.

In her spare time, Pam also manages the Career Networking table at our monthly dinner meetings with the help of Terry Shane, who recently joined the Marketing team, and Jerry Young, Director of Jobs. This has been a valuable resource for our members to learn about job-hunting skills and to network with local recruiters.

Pam moved to Portland earlier this year from Chicago and had the good sense to check-in with the local chapter of PMI where she was quickly recruited by the Marketing team. Her positive attitude and infectious laughter serve her well as a Senior Interactive Project Manager with Pop Art, Inc. She works exclusively on the Xerox account managing web-based projects for the Interactive Marketing department.

Pam has 12 years of Project Management experience and has worked with clients such as Disney, McDonald's, Kraft and PepsiCo. When she is not planning the next PMI Career Networking event, Pam enjoys hiking on the Oregon coast, playing the piano, and spending time with her fiancé, Chris.

It's a pleasure to have her on our team, and we look forward to see her continued accomplishments this year.

Jeff Brummel, PMP, VP Marketing

September Menu

Asiago Crusted Chicken Breast with Roasted Tomato Chutney and Parmesan Chive Pilaf, Mediterranean Vegetable Purse with Couscous and Roasted Tomato Sauce, Chef's Choice Vegan and Lemon Mousse Cake

Kate Jordan has joined the Marketing team as a Brand Manager tasked to develop the PMI Portland Chapter's brand identity and to provide consistent messaging across all communications in print and on our website. She has experience in both the marketing and creative development processes, which have been tapped this summer as part of the newsletter redesign project. Kate has already demonstrated keen artistic and interactive web design skills that will greatly enhance the quality and readability of our newsletter.



She is a recent graduate from the University of Oregon where she received her major in Journalism with a focus in Advertising and Communications. One of the most exciting moments of her education at U of O was working with Scott Bedbury, CEO of Brandstream Inc., and marketing executive behind Nike's "Just Do It" campaign, on her final thesis project.

Kate just relocated to Portland this summer to start her professional career. Project Management and marketing run in her family as her father Steve is an active member with the PMI Northern Utah chapter, and is currently serving as the VP of Marketing. In her free time, Kate enjoys finding holes in the wall restaurants, mapping new bike paths and painting.

Kate can be reached at brand@pmi-portland.org if you have questions or comments about our marketing communications. Welcome Aboard, Kate!

Jeff Brummel, PMP, VP Marketing

On behalf of our Operations team, I am very delighted to introduce to you our new Web Content Director, **April Sobetzki**. April Sobetzki is an experienced project manager who specializes in Six Sigma, Lean and Continuous Process improvement methodologies. For the past 9.5 years, she has lead project at Agilent Technologies, which include building, launch and maintaining over 20 division websites, encouraging open communications and transparency between management and the 500+ employees.

April is a certified Six Sigma Green Belt and is studying for the PMP certification. In her past time she enjoys reading and running after her 5 year old daughter and husband." April will be a wonderful asset to our Operations team as we aim at streamlining our processes, procedures, and enhancing our website.

I thank you, April, for your willingness to share your valuable time, experience, and knowledge with us. We appreciate it very much. Welcome Aboard, April.

Jimmy Godard, PMP, VP of Operations

Chapter News

Making the Most of Employment Gaps

I have been in the job market for the last 8 months, and when I'm lucky enough to make it to the interview process, I inevitably hear the question, "what have you been working on this year?" If my only response were, "looking for a job," I might dread such a question. I certainly wouldn't want to highlight the current gap in my employment and announce to potential employers that looking for a job is my only priority and focus. Doing so might send-up red flags that I lack the initiative and drive to fully utilize my time. Worse yet, it could send a signal that I'm unable to identify areas of self-improvement. Thankfully, I, like many other job hunters, have discovered a few ways to keep my experience current as I replace potential weaknesses with strengths. Although I certainly spend a bulk of my time diligently searching for employment and broadening my network, I recognized after a short time that I needed other activities to boost my spirits and bolster my value in the eyes of employers.

One of the most rewarding and accessible opportunities I've discovered this year is volunteering. I began by volunteering with the PMI Portland Chapter in a small, but important role. I was able to immediately step-in and contribute to the organization and regain a sense of accomplishment. It didn't cost me anything but time (a definite bonus when you have to tighten the belt in this down economy). In return, I now have a current volunteer title with our well-recognized, professional organization to display on my resume and Linked-In profile. Additionally, I'm able to stay connected with the professional project management community, and I have increased access to the network of peers comprising PMI Portland's volunteer teams.

One of the most rewarding and accessible opportunities I've discovered this year is volunteering.

A second strategy for keeping knowledge and experience current is taking classes and/or attending educational seminars. This can shore up any knowledge gaps plaguing your resume and keeping you from your dream job. Whether your goals involve an advanced degree, a professional certification (such as the PMP), or just completing a couple of classes that spark your interest, there are a myriad of choices available at varying levels of cost and time commitment. I was even happily surprised to find that the Employment Department was willing to pay for a couple of continuing education classes at a community college. The classes were directly related to the industry I am trying to move into, and offered yet another opportunity to network.

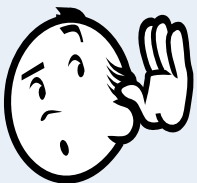
A third strategy I have seen others practice is self-employment. Several of my peers have decided to create their own company (usually as a consultant in their particular field of expertise) as the sole employee and president. Creating a consulting company gives you a title, a current employer, and may even offer career opportunities and contacts if marketed properly. The two main expenses involved are related to obtaining a business license and establishing a company website that can also act as your on-line resume and profile. These costs are relatively low and are often tax deductible along with other potential tax benefits available to such business entities.

Whether you decide to volunteer for organizations such as PMI Portland, attend classes and seminars, or become a consultant, just remember that a career gap can become an opportunity for added experience and knowledge that will be good for both your spirit and your resume. If you are interested in volunteering with PMI, we encourage you to go to the PMI Portland Chapter website for additional information on current volunteer opportunities.

Jeremy Black PMP

Program Manager, Volunteer Recognition

Have You Heard?



Training Scholarships Available about Project Management Skills for Teachers

Teachers and School Administrators, are you interested in learning more about how project management skills can be applied to your school's projects? Two nationally renowned project management educational providers offer scholarships for both online and classroom style courses on developing project management skills.

The classroom style courses are offered right here in lovely Portland, Oregon!

Check out the link below for the applications.

<http://www.pmi.org/Pmief/scholarship/scholarships-teachers.asp>

Professional Development News

Are You Ready to Become Certified?

If you are an experienced project manager ready to become a certified Project Management Professional PMP, or you are looking to establish your credibility in the application of project management processes as a Certified Associate in Project Management (CAPM), then this course is a great step to help prepare you for the Project Management Institute (PMI) examination.

Certified PMPs will bring the Project Management Book of Knowledge (PMBOK) methodology and real-world experiences to the classroom. The PMP project management credential is recognized worldwide as an ISO quality instrument.

Classes will be held Wednesday evenings from 6:00 - 9:00 pm, followed by an all-day review on Saturday Nov. 21st. Good attendance in the course satisfies the education requirements for both the CAPM and PMP application. Students will receive a copy of the PMI PMBOK (4th edition), third-party sample questions and course study guide. Seating is limited.

Dates: September 9, 2009 through November 21, 2009

Cost: PMI Members \$895, Non-members \$995.

Location: Oregon Dept of Transportation

3700 SE 92nd Ave, Classroom 107

Portland, OR 97266

Credits: up to 35 hours contact hours of education, provided the Saturday review is attended in full.

Unexpected Absences: if a student misses a class due to illness or work mandates, there will not be a makeup class available from this course. The student may rely on past project management training courses for the rest of the required 35 hours with the application.

If such history is not available, the Chapter offers several options: afternoon education hour prior to each chapter dinner, full or half day workshops, or online classes via Vantage Point Solutions. Each is at an additional price. See the PMI Portland Chapter website for more information.

Registration ends September 4th

Questions? Contact vp_prof_devel@pmi-portland.org

Become a Mentor or a Mentee Today!

Wouldn't it be nice to find someone who has seen it all before and is willing to share their experience with you and show you the ropes?

Or maybe it would be nice to find someone young and eager to apply their book learning to the real world.

Either way, we're talking about the mentor / mentee relationship.

For more information about the PMI Portland Chapter mentoring program send an email to mentoring@pmi-portland.org or go to <http://www.pmi-portland.org/mc/page.do?sitePageId=92437>.

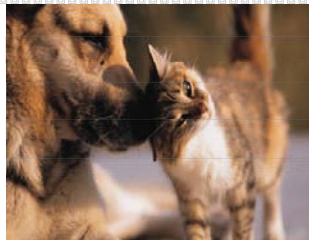
September 4th is the last day to submit your application. We are especially interested in applications from qualified mentors. Two hours a month of your time will mean the world to a mentee.

Co-Directors of Mentoring:

Kay Pexa Cell: (503) 369-4920

Pam Banning Cell: (503) 534-3090

Are you
my
Mentor
?



See our New Fall Workshops!

By the Program Management Academy

Power up your career by attending any of these top workshops from experts in the fields. You'll get plenty of real-life practical tips and techniques

**Mastering Program Management
Leading Global Teams
Managing NextGen Software Projects
Organizational Change Management
Getting Great Requirements
Writing Great Requirements
Running Retrospectives**

Learn More at

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

Or

www.InnovationFrameworks.com

Articles

The Guidance Team

Before a project becomes a project, significant work has already been performed. The project has already met a series of qualifying measures by the customer to justify its value over other initiatives that were proposed. These are business decisions to continue with the initiative. This is the real inception of the project. The projects that survive this vetting process are based on the resolve, passion and determination of people in a business unit.

This process occurs long before the inception or envisioning process many methodologies refer to as the “first phase” of a project. This inception is what creates the seed for the project and the input to the project team that will make it a reality. It is here that the first miscommunication happens and sets the project on a course for trouble.

1.1 Customer Inception

Projects start going bad from customer inception. From this point forward, expectations are set, dreams envisioned and compromises negotiated. Business unit managers come to planning meetings with their wish list of initiatives, and through a winnowing process, a few select projects move forward. This process completely rejects some ideas, while others are simply postponed. The controlling factors for these decisions are budgets, resources, estimated impact for the business (value) and strategic and tactical goals. With this process brings valuable information on the customer direction. Information that is valuable to the ensuing projects—the rationale on why some projects make it into the pipeline versus why others do not. The characteristics of the postponed projects help the supporting organization understand the direction of the customer. The solution’s design, cost and technology can be better addressed using this information. It provides a dimension to the “what” and “when” by adding the “what after that.”

1.2 Guidance Team

The problem is that these are initiatives and not projects. Managers do not think to include the same people that would be included in project meetings. Hence, there is no representation from the implementation community. To make this work better, assemble a Guidance Team that will participate in the business planning meetings and will follow the projects through their lifecycle providing the oversight and monitoring to ensure they stay close to the intended baseline.

People are enamored with technology—it is the Holy Grail. They take the limited information provided by sales material and ignore the hidden complexities in the implementation. During inception, the customer starts thinking of how they can implement their idea. They reuse buzzwords and concepts that they believe they understand and make assumptions on how their idea will work. Among other things, the Guidance Team eliminates the need for business people to think about implementation details. This pure speculation often biases their decisions. The Guidance Team redirects the conversation back

toward the requirements and away from how to build it. They take the action item of providing the qualitative assessment of whether it will be easy, difficult or complex to implement. It removes the opportunity for the customer to conjure up the ideal solution that is infeasible or too expensive.

Understanding the reasoning behind these business decisions also assists the team in being able to see incongruence in the running project. This is especially helpful as the team thinks about the robustness of the solution or potential workarounds when simple solutions are not evident.

A Guidance Team consists of two or three people, and has both architecture and project management skills. This team will stay with projects from Customer Inception through deployment. They will not work on the projects, but instead will guide the teams, set direction and perform audits. When the project reaches the point when someone says, “I thought we were going to...,” the Guidance Team will have the background and knowledge to address the question and set direction.

All too often, senior management holds this information and, although perfectly understood, is inaccessible to the project team. These people are too busy to wander into the team meetings to see if the project is sticking to the intent. The Guidance Team can do this. They have access to the teams that build the solutions and they must allocate part of their time to providing a steering and audit function.

The Guidance Team concept is often used by professional services companies to maintain continuity between the bid and delivery processes. It is missing, however, in internal development shops. By being witness to the desires of the customer and being present for project meetings and reviews, they are a great asset to any development organization.

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Todd C. Williams is the President of eCameron, Inc. and specializes in recovering Red Projects. He has worked with numerous companies in Asia, Europe and North America auditing and recovering their projects. You may reach him in the following ways:

Blog: ecaminc.com/index.php/blog

Email: todd.williams@ecaminc.com

Twitter: [@BackFromRed](https://twitter.com/BackFromRed)

2009 Managing Projects & Programs Conference

"Great topics, great speakers, everything on schedule, I had a great time" - conference attendee

I think we can all say that the August 5th, 2009 conference was a great success. Over 200 people joined together in 4 learning tracks for a unique learning experience. The day started with a presentation on the challenges of bringing a new transportation concept through design and construction delivered by our keynote speaker, Art Pearce, Sr. Project Manager for the City of Portland. Throughout the day, industry experts conducted breakout session in 4 tracks – People Skills, Advanced PM Topics, PMI Focus, and Sustainability. During the breaks, there was time to tour the exhibitor area to interact with our sponsors and speakers in hearing about products and services which support our PM careers and team environments. Plus there were networking opportunities to meet with professional colleagues, see old friends, and get acquainted with new friends.

We have already started to work on next year's conference. Are you interested in getting involved? Here's a excellent opportunity to support a terrific event -- and there is a great project plan for getting started! And you can get experience in managing a project from some of the best in the industry. This year the event was made possible by a core team of 12 members and a project manager -- who actually used project management tools and techniques to manage this project.

- Pam Banning
- Jill Corona
- Ella Crumble
- Vern Gillespie
- John Gugel
- Alan John
- Elisa Mene
- Shannon Mahoney
- Ginny McKee
- Connie Plowman
- Katie Plowman
- Grant Smith
- Ernie Weber

Special thanks to our core team of terrific volunteers:

...and the extended team of volunteers who were instrumental in this project's success. It was a truly a team effort!

With this event, the PMI-Portland chapter celebrated a milestone. While this conference has been held for the past 8 years, this is the first time for the PMI-Portland Chapter to be the host. We are pleased to carry on the tradition established by the Professional Development Center of Portland State University and greatly appreciate their continued support of the program.

Special thanks to our corporate sponsors: **Advisicon, Cadence Management Corporation, DB Professionals, and ProKarma.** We greatly value your participation in this event -- and your long-term support of PMI-Portland. And to **Lazerquick**, our official conference printer, for providing the brochures signs, and CDs with speaker presentations and handouts.

We'll be looking forward to seeing you at the 2010 Managing Projects and Programs Conference.

By Connie Plowman and Matthew Horvat



Events

2009 EPMA Award Winners Announced!

A landmark year for awards – first year three awards were given:

- **Student Project of the Year**
- **Project Manager of the Year**
- **Project of the Year**

The **PMI-Portland Excellence in Project Management Awards (EPMA) Program** acknowledges, honors, and widely publicizes a project team, an individual project manager and a senior high school student for their superior management of a recently completed project. The primary goals of the awards are to:

- Recognize and celebrate project excellence in the Portland community
- Increase awareness of project management principles and disciplines
- Encourage PMI-Portland member involvement
- Increase Portland metro business community awareness of PMI and the PMI mission

This year EPMA held its award ceremony in June, with spotlights, drama and music, to honor the following outstanding team and individuals:

The 2009, \$1,200 Scholarship for **Student Project of the Year 1st Place**, was awarded to **Mariah Jones** for her High School Senior Project where she organized a dance for special needs students from several district area schools.

The 2009, \$1,000 Scholarship for **Student Project of the Year 2nd Place**, was awarded to **Gloria Kim** for High School Senior Project where she organized a fundraising event for the Cystic Fibrosis Foundation.

The 2009, \$100 Amazon Gift Card award for **Student Project of the Year Honorable Mentions** were awarded the following three individuals: 1) **James Gaynor**, 2) **Laura Stewart**, and

3) **Nathan Van Winkle.**

The 2009, \$1,000 Cash Award for **Project Manager of the Year** was awarded to **Karen Sutter, BSEE, PMP** for her consistently demonstrated leadership and focus on project management best practices.

The 2009 **Project of the Year** was awarded to the **Oregon Department of Human Resources, Public Health Division** for their careful management of the **EPHT George 1.0 Project**. There will be an additional awards ceremony for the project team in Salem, September 30th.

Thank you to all of the applicants who invested their time to complete the application and submission process. You truly are the reason the awards program is valuable!

A special thank you to the EPMA team who worked hard to completely revise the EPMA program including simplifying the application process, adding the PM of the Year and Student Project of the year awards.

EPMA Team	
Vision / Sponsor: Rachel Paulson	Director: Steve Thornton
Project Co-Chair: Toby Funk	Student Project Co-Chair: Rita Jenks
Project Manager Chair: Suzanne Malek	Student Project Co-Chair: David Hartmann
Judging Chair: Tim Sharp	Event Chair: Kathy Pemberton
EPMA Team Members: Srividya Sankaran, Justin Gersey, Pam Meyer, Terrie Ray,	
EPMA Judges: Balbinder Banga, Pat Garrett, Ken Hartley, Tim Runcie	



Fall Event
2009



Program
Management
Forum

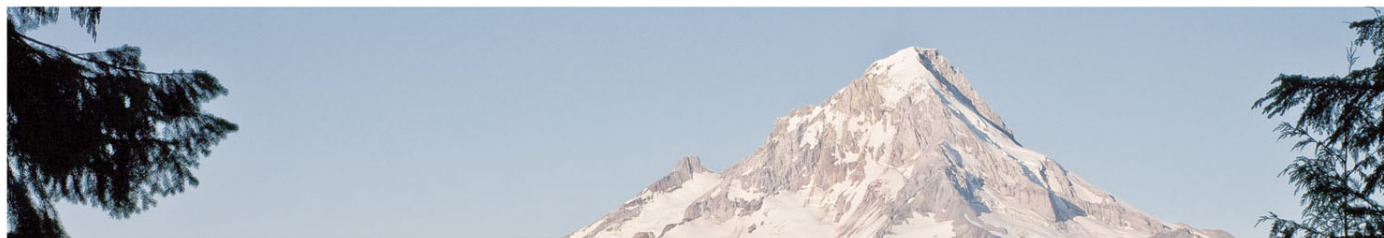
Where Strategy Meets Execution



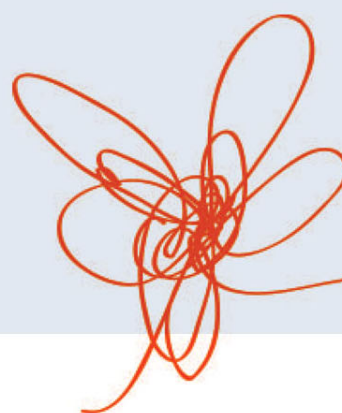
Project Management Institute
Portland Chapter



Project Management Institute
Willamette Valley
Chapter



Save the **date** for our fall networking event !



Taking the **Work** out of Networking

Oct 22nd 2009

Thursday

5:30-9:00p.m

Hayden's Lakefront Grill

**8187 SW Tualatin-Sherwood Rd.
Tualatin, OR 97062**



Meet PMI and Program Management Forum members and professionals



Learn and practice networking skills



Talk with a select group of staffing and industry experts

Questions ?

Email: Pam Melton, Director of Career Networking
networking@pmi-portland.org

Watch for more details and registration information...coming soon!

Presented by:

The Portland, Eugene, Corvallis, Salem and Willamette Valley chapters of PMI and the Program Management Forum.

Mastering Projects

Four Steps to Conquer Lousy Project Meetings

Death by Meeting

“Want to avoid work? Call a meeting!” I’ve seen that cynical comment on office posters. While I sympathize with it, I don’t agree. Far from sapping productivity, a well-run meeting is often the most effective way to get work done.

The catch is leading a well-run meeting. Meetings are critical for communication on projects, so I’m mystified by how many of them are poorly run, often by project managers, the very people who should excel at effective meetings.

No Excuse

Running a good meeting is not difficult if you invest in a bit of preparation and some simple facilitation skills. Meetings are a large part of our work life. Really, there is no excuse for running bad meetings. Here’s what to do in each stage of an effective meeting.

Prepare

Verify value. Is the meeting worth having at all? The best medicine for meeting burnout is to start a new trend - hold meetings that are valuable, not boring wastes of time.

Invite the right people. Control attendance at meetings. Don’t let people crash your meeting just because they want to see what’s going on.

Publish an agenda. For each topic include a time allocation, the name of the person who will lead that topic, and the goal of the topic. Include pre-work when appropriate. I use three topic goals: inform, decide, and discuss.

Lead

Begin on time. You may need some cultural flexibility here. Various national and organizational cultures have different ideas on what promptness means!

Start with a review. Review the agenda, ground rules, and roles. Get feedback from the meeting participants that the agenda is relevant and complete, and that they clearly understand the ground rules that will govern behavior at the meeting.

Apply structure. Use the agenda to stay on track, and use time pressure, such as stand ups, to prod convergence when necessary. However, don’t be a control freak. Allow sufficient time for productive discussions, and don’t slavishly stick to the time frames on the agenda if the meeting is going off in an unplanned but productive direction.

Go for the close. Bring topics to closure by driving for one of these outcomes:

- a decision
- action items with owners and due dates
- an offline discussion or working session

Actively facilitate involvement. Draw out the quiet participants. Control domineering participants, or you will be blamed for lack of control.

Close

Review decisions. I always reserve the last five minutes on a meeting agenda to review decisions and action items. This simple action ensures that participants leave with a clear idea of what to do next and avoids rehashing the same old ground at a future meeting.

Evaluate. Periodically evaluate the effectiveness of standing meetings. We all hate meetings that continue from sheer inertia long after they have outlived their usefulness.

Show respect. End on time! This shows respect for the participants. If running long is unavoidable, ask permission from the participants to continue.

Follow Up

Be quick. Quickly send a summary of the meeting, preferably within four working hours of the end of the meeting. Just publish the decisions, action items, and possibly an updated issues list as soon as possible. More than that is usually a waste of time.



Pursue open action items. Set a good example by promptly following through on your own action items. Then follow up with the owners of other action items. This sets an expectation of follow through.

Endpoint

In many organizations, problems with meetings are not so much a skill issue as they are a leadership issue. Show leadership by making your meetings a model of effectiveness. Others will soon follow you in ending boring, wasteful meetings.

If you’d like a copy of the meeting agenda template I use, contact me. You can also read past articles at http://www.spspro.com/SPS_cases_papers.htm

About the Author

Jeff Oltmann is principal consultant at Synergy Professional Services, LLC in Portland, Oregon (www.spspro.com). He is also on the graduate faculty of the Division of Management at Oregon Health and Science University. Jeff welcomes your questions and ideas. You can contact him at jeff@spsp.com or read previous articles at www.spspro.com/resources.htm.

News from PMI GOC

PMI Global Congress

The North America Congress will be held in Orlando on **October 10-13, 2009**.

This is going to be an exciting event for practitioners, volunteers, exhibitors, presenters, and anyone involved in projects. In today's challenging economic times, project professionals can use congress to gain new insight and network for career opportunities.

For more information, go to

<http://congresses.pmi.org/NorthAmerica2009/>

Job Hunting?



Chapter Members—sign up for the PMI Portland Jobs Program—members receive emails direct from employers looking to hire!

[Click here for details](#)

PMI.org/NA2009

PMI® Global Congress

North America 2009

10-13 October 2009 | Orlando, Florida, USA
Gaylord Palms Resort & Conference Center

4 Days

20+ PDUs

150+ Educational Sessions

Thousands of people passionate about projects

How can you make yourself an indispensable asset to an employer? Update your skills.

PMI Global Congress–North America, PMI's largest event of the year, draws thousands of professionals involved in projects.

Join us for this event to:

- Learn new approaches for successful projects
- Stand out to employers with your new knowledge
- Network with peers and industry leaders
- Determine the next step in your career

Keynote speaker
T. Boone Pickens
Founder and chairman, BP Capital Management and author of *The First Billion Is the Hardest*

In his keynote address, T. Boone Pickens will deliver a comprehensive solution on how to decrease reliance on imported oil - beginning with America. He will offer open and candid responses to audience questions about the country's dependence on imported oil, while providing details on how to dramatically enhance energy security.

Also taking place in Orlando:

PMI SeminarsWorld®
14-17 October 2009

Participate in one of over 20 seminars offered immediately after the congress, and immerse yourself in a single project management-related topic. Earn between 14 and 28 PDUs.

Save nearly US\$250 if you register by 23 September 2009.
Visit PMI.org/NA2009 to learn more and to register online.

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Changes to PDU Submission Methods

Please be advised that the PMI Records Office has moved. Forward all future PDU submissions and certificate verification requests to PMI using the following methods:

Mailing address:

Project Management Institute
Attention: CCR Department
14 Campus Boulevard
Newtown Square, PA 19073

Fax number:

(484) 631-1332

Attention: CCR Department

Please discontinue sending PDU submissions and certificate verification requests via fax and email to the PMI Records office Oklahoma Office. PDU submissions sent to this destination via fax and mail will not be accepted.

June 2009 Chapter Meeting

Faces of PMI Portland



PMI Volunteers



Dianne Johnson-President,
Rachel Paulson-President Elect



Rita Jenks



*Many thanks to
Erik Odegard
for the photos*



Steve Wollenburg-June Volunteer of
the Month, Pam Banning



Connie Plowman—
Distinguished Fellow



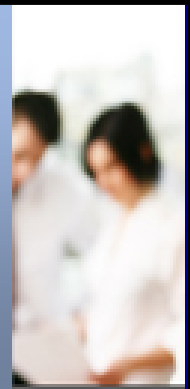
Kevin Nichols,
Dianne Johnson



Comedy Group



E-Learning Resource Center



The Portland chapter of PMI partnered with Vantage Point Consulting and Corporate Education solutions (CES) to bring you hundreds of affordable, online courses that will enable you to earn Professional Development Units (PDUs) toward your annual PMP training requirements — anytime, anywhere. Course content is developed by SkillSoft corporation, a leading provider of skill-based training.

Go to www.pmi-portland.org and select the Education link to browse thousands of affordable titles in subject areas such as Project Management, Leadership, HR, Business, and many more. All titles are \$74.00

Vantage Point Consulting (www.vantagepoint-inc.com) is a Portland-based higher education, project managements and learning solutions consultancy.

Earn Portland State University's Project Management Certificate

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Oregon's leading program of project management courses designed for working professionals. The program provides:

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Learn more at www.pdc.pdx.edu/projman



About PMI Portland

Charter	The Project Management Institute chartered the Portland Chapter in January 1983. The Portland Chapter of PMI is a not-for-profit professional organization dedicated to the project management profession.
Mission	To promote the profession of Project Management by creating a culture and community that facilitates professional growth through education and volunteerism.
Monthly Chapter Meetings	Third Tuesday of every month except July and August. Check chapter website to confirm meeting dates.
Board Meetings	First Tuesday of each month.
Voice Mail	(503) 243-6657
Mailing Address	P.O. Box 5966, Portland OR 97228-5966
<u>Address & E-mail Changes</u>	Notify PMI Headquarters at (610) 356- 4600, menu option 8, or www.pmi.org "PMI Members Area"
Chapter Web Site	www.pmi-portland.org
Newsletter	Published monthly except July and August.
Newsletter Editor	newsletter@pmi-portland.org
Past Issues	Archived newsletters can be seen here .
For More Contact Information	See the " Contact Us " page and the " FAQ " page on the PMI Portland website



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vp_marketing@pmi-portland.org

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vp_outreach@pmi-portland.org

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vp_programs@pmi-portland.org

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John Gugel
vp_membership@pmi-portland.org

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pastpresident@pmi-portland.org

PMI REGION 1 MENTOR

Pat Garrett
(425) 372-5119
patgarrett@comsys.com

For more contact information, see the "[Contact Us](#)" page and the "[FAQ](#)" page on the PMI Portland website .