

# PMI Mid-Mo Chapter News

Volume 9, Issue 2

Mar – Apr 2008

## Mid-Missouri Chapter PMI Communications Team

Vice-President of Communications: Laxmish Thirumaleshwar [pmivpcomm@pmimidmo.org](mailto:pmivpcomm@pmimidmo.org)  
Newsletter Content Editor: Darin Hendry      Production Editor: Nancy Kuse [news@pmimidmo.org](mailto:news@pmimidmo.org)  
Web Site: Swaraj Gadicherla and Nathan Eatherton [pmiwebmaster@pmimidmo.org](mailto:pmiwebmaster@pmimidmo.org)

## PROjections

By Alexis Nixon PMP  
Vice President Membership

### Welcome New Members!

PMI Mid-Missouri Chapter welcomes new members who joined in December and January:

Matthew Coons  
Kerri VanMeveren

**Thanks** to all the members that have recently renewed. As of the end of January, the Chapter has 120 members and 72 are PMP's members.

We hope to see you all at the March meeting.

## PM Network Magazine Recognizes Missouri State Government as Outstanding Organization in Project Management

By Sarah Fister Gale

**Making project management** a priority can be a daunting task. Now think about trying to institutionalize protocols and practices across layers of government bureaucracy. In 2005, Bill Bott bravely took on the task when he signed on as the deputy of operations for the Missouri state government's IT services division CIO office.

Mr. Bott was brought on board to incorporate the Missouri project management (MPM) methodology—in the works since 1999—into Governor Matt Blunt's IT consolidation initiative.

"We needed a state strategy for large-scale projects, and a way to recognize when projects got off track and how to fix them," Mr. Bott says. "Project management was the way to do that."

So Mr. Bott pushed forward a plan to align the project management strategy with A Guide to the Project Management Body of Knowledge—Third Edition (PMBOK® Guide) and roll it out in the IT division for large-scale project success.

Today, all new IT projects must follow the project management methodology—or they will not be funded. "Over the last three years, project management has become a priority in the budget, in instruction and in the review of all new IT projects," Mr. Bott says.

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Since 2002, through the MPM program office, nearly 300 employees have earned the state government's Missouri project manager credential, expanding the number of credential holders on staff from 93 to 288. When promoted in their functional areas, the credential holders have become project management champions — promoting the methodology through their own offices and projects.

>> “The 1,200-member IT services division can attribute more than \$5 million in savings to the [Missouri project management] program in the last year alone.”

-Frank Cox,  
project management officer

As a result of these efforts, the government has seen increased project productivity and millions of dollars in savings, says Frank Cox, project management officer in the office of administration IT services division that serves the Department of corrections. “The 1,200-member IT services division attributed more than \$5 million in savings to the MPM program in the last year alone,” he says.

The next step is to push project management into other government departments. Already, Mr. Bott has invited key business leaders from other government offices to complete a free three-week intensive project management workshop, and offered a two-day workshop and online videos to anyone interested in learning more about project management.

“Project management has grown up in IT, but that’s only a small part of the MPM program’s success,” Mr. Bott says. “We need to get the entire state government involved to see its full impact.”

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## Do You Know What’s Really Driving Employees Out of Your Company?

By Leigh Branham



Surveys of managers reveal that 89% believe employees leave for “pull” reasons such as “more pay” or “better opportunity.” Yet, in another survey where employees were asked

“what first caused you to think about leaving in the first place”, 88% cited “push” factors related to poor management practices or toxic cultures.

This gaping disconnect between manager belief and employee reality keeps organizations from addressing the problems of employee disengagement and turnover with on-target solutions.

In 2005 I partnered with the Saratoga Institute, a division of PriceWaterhouseCoopers, to write a new book—The 7 Hidden Reasons Employees Leave: How to Recognize the Subtle Signs and Act Before It’s Too Late, about the root causes of employee disengagement, based on 19,700 employees surveyed in 17 different industries. The book provides readers with a deeper understanding of why conventional employee surveys and exit interviewing fail to uncover seven root causes of employee disengagement and turnover.

### The 7 Reasons Employees Disengage & Leave:

The seven “real reasons” employees begin to disengage and may eventually leave, as confirmed by an analysis of Saratoga surveys, are:

1. New hires are disillusioned because the organization failed to provide a realistic preview of the job

*Do you know what's really driving employees out of your company continued...*

2. Employees are hired into or assigned a job that doesn't match their talents
3. Not getting enough performance coaching and feedback
4. Feeling under-valued, ignored, and unrecognized
5. Seeing little or no opportunity for career growth and advancement
6. Feeling extreme negative stress from overwork, workplace conflicts, and work/life imbalance.
7. Loss of trust and confidence in senior leaders

Because pay is essentially about feeling valued, it is presented as a sub-set of Reason #4. Only 16 percent of employees left because of higher pay.

Most organizations have room for improvement in all seven areas, but differ in the degree they suffer from them. To create bonds with employees, employers need to know which of the seven are the greatest sources of disengagement and turnover among individual employees, and especially those who create the most value for the company. This means surveying current employees as well as post-exit interviewing those who have voluntarily left, so that action plans for addressing the root causes are based on solid information.

Although 97 percent of employers conduct exit interviews, only about 30 percent of them report the findings to management. Why? It is almost certainly because most employers know that their employees are not telling the whole truth in exit interviews about why they decided to leave. When exit interviews are done by company representatives, many employees elect to just give superficial answers.

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*Do you know what's really driving employees out of your company continued...*

They almost always talk about increased pay and advancement opportunity. Many fear they might not get a good reference if they tell the truth. "Why burn a bridge?" they understandably ask themselves.

### **About the Author**

*Leigh Branham is Founder and Principal of Keeping the People, Inc., Overland Park, Ks., which helps organizations conduct third-party post-exit interviews and surveys, conducts engagement surveys with current employees, helps link employer-of-choice strategies with business strategies, and conducts the management coaching and training needed to implement those strategies. For more information, contact Leigh Branham directly at (913) 620-4645, or by e-mail at [LB@keepingthepeople.com](mailto:LB@keepingthepeople.com). Also visit the Web site: [www.keepingthepeople.com](http://www.keepingthepeople.com).*

## **Forgotten Five**

**By John Sullivan**

*Most veteran project managers plan for the obvious and handle the obscure by building in slack time for expected delays. But that time is often cut out during schedule reviews, especially if a task has what appears to be a long duration or a name like "slack" or "cushion".*

Taking an extra step to plan for the obscure can prevent the small delays that are catalysts for schedule slips and can help build in slack time that will survive a review. No matter what scheduling tool or planning technique you are using, missing the details on these five things could cause some problems.

### **Vacations**

*The obvious:* Get vacation time from team members at the start of a project and book it as "non-working" time in your schedule. This is especially important if your project timeline covers summer vacation season and key members will be out for an

*The obscure:* Set up tasks for identifying and briefing the people who will cover for vacations. This kind of work usually happens informally, but it's better to have it explicitly identified at the outset instead of having it creep into your schedule.

### **Holidays**

*The obvious:* Thanksgiving, Christmas and New Year's.

*The obscure:* Spring break, when parents typically travel with kids and when younger project team members head south to relive their college days.

The one-day holidays that occur throughout the year: Memorial Day, Independence Day and Labor Day and even Martin Luther King Day and President's Day. When these land near the start or end of a week they lend themselves to spontaneous extended weekends. Find out if anyone is considering "a few days off" during these holidays and build it into your schedule.

### **Rework**

*The obvious:* Not everything created is correct on the first attempt--or the second or third.

*The obscure:* The reality of rework. Better to be honest up front than to assume perfection and have to ask for a schedule extension. But use a bit of political correctness and label the task as "revision" or "incorporate post-review changes" to avoid insulting team members who think planning for revisions insults their abilities.

### **Decision Delays**

*The obvious:* Having an executive sponsor or project champion and the promise of active and engaged leadership.

*The obscure:* "Top management buy-in" remains near the top of every project manager's wish list. But the reality is many project sponsors don't have the level of engagement or urgency required to lead a project.

entire week or more.

Continued on Page 4  
Forgotten Five continued...

Instead of scheduling major decisions as a milestone, set them up as a task and give them a few days to occur. Tell your leadership there is time for deliberation, review and revision of any decision, but once that time expires the result is a schedule delay. This allows you to more directly trace management indecision to its consequences: schedule delays and cost overruns.

### **Knowledge Transfer**

*The obvious:* When consultants and vendors depart they take their experience and insight with them and you have to capture their knowledge and store it for future use.

*The obscure:* Staffing changes, reorganizations and human nature.

Transferring ownership of a new process or system is considered a certainty at the beginning of a project. But many times the person or department you thought would handle things after the project ends winds up being unable or unwilling to do it.

They may be unable to do it because they don't exist due to a resignation or transfer, or because they don't exist in the same form due to reorganization. Human nature can also intervene as the time approaches for someone to take over a task and they begin to realize they can't handle or don't want the work. Scheduling some time for identifying the owner, even when it's a "done deal", can allow enough slack to recover. And if it turns out to be a "done deal" anyway, you can just finish early and ask for forgiveness.

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# PMI NEWS

## **PMBOK® Guide—Fourth Edition available for comment**

Every four years PMI reviews and begins the process of updating its standards. This constant scrutiny helps guarantee the titles remain relevant and continue to reflect good practices by the profession.

This year we are undertaking this process with *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fourth Edition*.

PMI would personally like to invite all PMPs and practicing project managers to take a few minutes to review this document and join us in promoting worldwide excellence in project management.

This document is only as good and as relevant as our contributors. Make sure *PMBOK® Guide* remains the profession's premiere resource. Comment Now.

**With 2 million copies in circulation the PMBOK® Guide is the profession's most often cited resource.**

## **Deadline Approaches for 2008 Professional Award Entries**



development product.

Now is the time for chapter members to submit nominees for the 2008 PMI Professional Awards. As noted in the categories below, these awards recognize individual and organizational excellence, and also excellence in literature and in a professional

**The deadline to submit nominees for all but two of the awards is Monday, 28 April.**

Submission of nominees for the Distinguished Project Award and the PMI Eric Jenett Project Management Excellence Award is ongoing throughout the year. Please submit nominees to your chapter president.

**Presentation of most of the awards will be on 18 October in Denver, Colorado, USA,** just before [PMI® Global Congress 2008—North America](#) begins.

These are the awards available, by category.

### **Nominate a project**

Distinguished Project Award

### **Nominate a person**

- PMI Fellow Award
- PMI Linn Stuckenbruck Person of the Year Award
- PMI Eric Jenett Project Management Excellence Award
- PMI Distinguished Contribution Award
- PMI Research Achievement Award
- PMI Community Advancement Through Project Management Award — Individual Category

### **Nominate a book or article**

PMI David I. Cleland Project Management Literature Award

### **Nominate a component**

PMI Community Advancement Through Project Management Award — Component Category

### **Nominate an organization**

- PMI Professional Development Provider of the Year Award
- PMI Community Advancement Through Project Management Award — Organization Category

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## Nominate a professional development product

PMI Professional Development Product of the Year Award

The Distinguished Project Award and the PMI Eric Jenett Project Management Excellence Award may or may not be presented at the North America congress.

Check the awards pages of [PMI.org](http://www.pmi.org) for details on criteria and submission of nominations.

## Upcoming Chapter Events

03/20/2008: WorkShop

Topic: [Creating an Ethical Culture through Effective Communication](#)

PDU: 6.25

03/20/2008: Seminar/Chapter Meeting

Topic: [Effective Communication Skills for Coping with Difficult People](#)

PDU: 1.0

04/28/2008 - 05/01/2008: WorkShop

Topic: [PMP Certification Boot Camp](#)

PDU: 35

05/22/2008: WorkShop

Seminar/Chapter Meeting Topic: Leadership

05/22/2008: Seminar/Chapter Meeting

Topic: Leadership

09/18/2008: WorkShop

Topic: Integration Change Management

09/18/2008: Seminar/Chapter Meeting

Topic: Integration Change Management

11/20/2008: WorkShop

Topic: Project Life Cycle

11/20/2008: Seminar/Chapter Meeting

Topic: Project Life Cycle

For information and registration information on Chapter meetings and events, visit the Chapter's web site: <http://www.pmidmo.org/>

## Upcoming Events (Away)

### [Metro St. Louis PMI](#)

03/19/2008: Organizational Management

04/16/2008: 3 PM Skills Topics

04/05/2008: Special Event 7:30AM-12Noon  
Agile PM Methods

### [Missouri - KC Mid America](#)

03/10/2008: The Project Manager of the Future

## Advertising and Sponsorship:

Interested in promoting your organization's project management related services?

Consider sponsoring PMI Mid-Missouri Chapter meetings and seminars, or placing web button advertising on the Chapter's Web site, <http://www.pmidmo.org>

To learn about sponsorship opportunities, visit our sponsorship page at PMI Mid-Missouri Chapter [Sponsorship](#), or contact a member of our Communications team at [ads@pmimidmo.org](mailto:ads@pmimidmo.org).



## Chapter Mailing Address

PMI Mid Missouri Chapter  
P O Box 105137  
Jefferson City MO 65110-5137

## Chapter Board Members

**Carol Elliott, PMP, President**

Shelter Insurance Companies  
Term: Jan. 1, 2008-Dec. 31, 2009  
Phone: (573) 214-4276  
Fax: (573) 446-7319  
e-mail: [pmipres@pmimidmo.org](mailto:pmipres@pmimidmo.org)

**Bharath Srinivasan, PMP, First VP**

University of Missouri (DoIT)  
Term: Oct 3, 2007-Dec. 31, 2009  
e-mail: [pmivp1@pmimidmo.org](mailto:pmivp1@pmimidmo.org)

**Alexis Nixon, PMP, Vice-President of Membership**

Shelter Insurance Companies  
Term: Jan.1, 2007-Dec. 31, 2008  
Phone: (573) 214-4843  
Fax: (573) 446-7319  
e-mail: [pmivpmembers@pmimidmo.org](mailto:pmivpmembers@pmimidmo.org)

**Rodney Britt, PMP, Vice-President of Financial Affairs**

State of Missouri, Secretary of State  
Term: Oct. 1, 2006-Dec. 31, 2008  
e-mail: [pmivpfinance@pmimidmo.org](mailto:pmivpfinance@pmimidmo.org)

**Kathleen Schonhardt, PMP, Vice-President of Programs**

Rose International  
Term: Jan.1, 2008 - Dec. 31, 2009  
e-mail: [pmivpprograms@pmimidmo.org](mailto:pmivpprograms@pmimidmo.org)

**Ragan Sappington, PMP, Vice-President of Professional Development**

University of Missouri Health Care - Integrated Technology Services  
Term: Aug. 7, 2006 -Dec. 31, 2008  
Phone: (573) 884-8470  
Fax: (573) 884-8192  
e-mail: [pmivppd@pmimidmo.org](mailto:pmivppd@pmimidmo.org)

**Art Despins , PMP, Vice-President of Administration**

ABC Labs  
Term: Jan.1, 2008-Dec. 31, 2009  
e-mail: [pmivpadmin@pmimidmo.org](mailto:pmivpadmin@pmimidmo.org)

**Laxmish Thirumaleshwar, PMP, Vice-President of Communications**

CSPI  
Term: Jan.1, 2007-Dec. 31, 2008  
e-mail: [pmivpcomm@pmimidmo.org](mailto:pmivpcomm@pmimidmo.org)

**Frank Cox, PMP, Past President and Advisor,**

State of Missouri, Department of Corrections  
Term: Jan.1, 2008-Dec. 31, 2008  
Phone: (573) 522-4648  
Fax: (573) 522-2274  
e-mail: [pmipastpres@pmimidmo.org](mailto:pmipastpres@pmimidmo.org)