

PMI Mid-Mo Chapter News

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Important Information for Project Management Professionals

To offset rising administrative costs, PMI will be reinstating the processing fee for Project Management Professional (PMP®) certification renewal effective 1 January 2004. The fee will be \$75.00 (US) for PMI members and \$150.00 (US) for non-members.

The fee, to be submitted with the Application for Certification Renewal, will be applicable during each Continuing Certification Requirements (CCR) cycle. This application is sent to PMPs after they have completed and submitted the required Professional Development Units (PDUs) for their renewal.

Please note: All Applications for Certification Renewal sent to PMPs on or after 1 January 2004 will require the inclusion of the processing fee. If a PMP is sent the application prior to 1 January 2004 and returns it after the implementation date of the processing fee, he/she will not be required to submit payment with their application.

Information regarding this fee will be included in an upcoming issue of *PMI Today*®, a future revision of the CCR handbook, and the certification section of PMI's web site (www.pmi.org). Questions regarding PMI's Certifications and Continuing Certification Requirements can be directed to the PMI Certification department at +1-610-356-4600 or pmihq@pmi.org.

In the News

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PMI Friday Facts and Leadership Links*

- **New Director-at-Large named to PMI Board of Directors.** Mark Austin, PMP, began his first term as Director-at-Large of the PMI Board of Directors on 9 March 2003. Austin is a rural development and project management specialist at the World Bank, an organization that works in more than 100 developing economies with the primary focus of helping the poorest people in the poorest countries. He has over 17 years experience in project management, including designing, planning and evaluating projects and project management information systems in the environmental, agricultural, micro-enterprise and community development sectors. (gary.boyler@pmi.org)
- **PMI Community mourns passing of SIG Leader Paul Nelson.** PMI is saddened to announce the passing of Paul Nelson, a very active volunteer during the 1990s and early 2000s and one of the founders of the Utility Specific Interest Group (SIG). Besides being heavily involved in his SIG, Nelson was on the Assembly of SIG Chairs and was the first and only SIG representative to the Joint Advisory Council (JAC), a short-term committee in PMI's governance transition. Nelson joined PMI in 1991, when he was the director of project management for Pacific Gas & Electric. He retired in 1993. Nelson lived in the Sonoma wine country of California, USA, and spent his retired time with his family. (brantlee.jacobs@pmi.org)
- **PMI changes its Web hosting provider.** In order to provide the finest support possible to our increasing global community of PMI members, customers and stakeholders, PMI changed its Web hosting provider beginning on the evening of Friday, 28 March 2003. This change necessitated the closing down of PMI's Web sites through Sunday, 30 March 2003. While we apologize for any inconvenience this may have caused, we are very excited about the many ways we will better serve you in our new hosting environment. (rich.cavallaro@pmi.org)
- **Congratulations** to the PMI Adelaide, South Australia Chapter on recently receiving its charter! (marykate.bushnell@pmi.org)

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PMI Offers Broadened Educational Format to Global Congress Attendees

Newtown Square, Pennsylvania USA – By debuting a new conference model in 2003, the Project Management Institute (PMI), the world's leading not-for-profit professional association for project management, now offers more variety and depth of content to its attendees than ever before. The inaugural PMI® Global Congress 2003–Europe, and related events, will be held at the Netherlands Congress Centre in Den Haag, The Netherlands, 22–26 May 2003.

PMI Global Congress 2003–Europe will offer eight targeted “areas of focus” around which the congress program content will be developed. Attendees can choose from a total of 80 presentations in a variety of formats including case studies, forums, guided-design sessions, lectures, panel discussions and simulations. A keynote speech, exhibits, professional awards and a variety of networking opportunities round out the global congress experience.

PMI's world-class project management educational seminars – SeminarsWorld® – will be held prior to the congress program 22–23 May. These seminars are optional and require additional registration fees. The congress program itself will be held 24–26 May.

The official commencement of PMI Global Congress 2003–Europe will take place on Saturday, 24 May, with the opening general session. Fons Trompenaars, managing director of Trompenaars Hampden-Turner Intercultural Management, formerly known as the Centre for International Business Studies (CIBS), will deliver the keynote address using his “Seven Dimensions of Culture Model,” a model he developed for analyzing cultural differences. He will show how managing complexity in a heterogeneous environment is both a major challenge for today's global managers and corporate leaders, as well as a critical component for achieving long-term success.

Attendees are historically drawn to PMI events because of the Institute's reputation for providing high-quality, high impact professional development experiences. PMI's Annual Seminars & Symposium, held 3–10 October 2002 in San Antonio, Texas, USA, experienced a 20 percent increase in attendance over previous years despite the decline seen at most other association and industry conferences last year. As this is PMI's first-ever conference to be held outside North America, it represents a history-making step for the Institute as well as for the project management profession worldwide. Further information about the PMI Global Congress 2003–Europe and the enhancements and benefits of the new conference model can be found on the PMI Web site at www.pmi.org.

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- **Chinese, Spanish and Brazilian Portuguese translations of the PMBOK® Guide are now available!** Five other official non-English-language translations to soon follow! To better support project practitioners around the world, and to maintain global project management standards, PMI® is releasing eight official translations of A Guide to the Project Management Body of Knowledge (PMBOK® Guide)-2000 Edition. Global practitioners can now study the PMBOK® Guide in the same language in which they plan to take the Project Management Professional (PMP®) Certification Exam! Already available in Chinese, Spanish and Brazilian Portuguese, translations of the PMBOK® Guide in German, Italian, Japanese were available in March, followed by French and Korean translations in April. The PMBOK® Guide Official Chinese, Spanish and Brazilian Portuguese translations can be purchased in paperback at www.pmi bookstore.org (danielle.moore@pmi.org)
- **PMI appoints new manager of business and government relations.** Wally Moore has been named to the position of Manager, Business and Government Relations. In this position, Moore will be responsible for implementing and monitoring an overall plan for strengthening PMI's influence within the business and government sectors. Moore served as executive director for American Forest & Paper Association in Washington, D.C., USA, which represented organizations in the paper and forestry industry. In that role, he utilized customer relationship management strategies to retain existing corporate partners and to grow the Association's membership. With Kimberly-Clark Corporation, Moore led the development of global competitive and business development strategies, which included advocacy efforts associated with global trade agreements. (stephen.townsend@pmi.org)
- **Get on the information fast track!** Beginning 10 March 2003, the PMI James R. Snyder Center for Project Management Knowledge & Wisdom offers electronic document delivery of PMI-published articles. Articles from Project Management Journal®, PMNetwork®, and PMI Proceedings from PMI Seminars & Symposiums (1995 to the present) can be emailed in PDF format. You can also receive them in paper copy by fax or by postal mail. The cost is \$10.00 per article for members. Contact documentdelivery@pmi.org or fill out the Online Document Delivery Services Request Form to order articles. (marjorie.smink@pmi.org)
- **Registration for PMI Global Congress 2003-North America opens 6 June 2003! More to come!**

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- **Project management's most exciting learning and networking event has now come to Europe!** Why wait one more day to reserve your place in history? Registration is now open for PMI Global Congress 2003--Europe, and you can save 200 Euro by registering before 5 May 2003! This is PMI's first step in the exciting new redesign of its Annual Seminars & Symposium as it endeavors to make this prestigious event available to the project management profession worldwide! Preceded by SeminarsWorld® offerings (22-23 May), PMI Research Program Open Working Session (23 May), and PMI Leadership Meeting activities (23-24 May), PMI Global Congress 2003--Europe will take place 24-26 May at The Netherlands Congress Centre in Den Haag (The Hague), The Netherlands. Come network with your project management peers while enjoying the same high-quality professional development experience that has long been the hallmark of PMI's Annual Seminars & Symposium. Visit the Global Congresses section of the PMI Web site <http://www.pmi.org> today for more information. (kathy.rodriquez@pmi.org)

HAVE FUN WHILE YOU LEARN

Test your project management knowledge and readiness for the PMP® Exam with The PMP® Daily Puzzle. These PDF crossword puzzles and word searches draw upon your knowledge of vocabulary presented in the PMBOK Guide - - 2000 Edition. Put away those flash cards of the past and discover the future of vocabulary building for project management professionals. It offers the review you need, in a fun and exciting format. It is a superb resource to help you prepare for the PMP® Exam or just for fun. Visit www.pmpptools.com to view each day's puzzle. To subscribe to the daily puzzle distribution list, send an email to puzzles@pmpptools.com with the word subscribe in the subject.

UPCOMING CHAPTER MEETINGS

Mark your calendars!

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|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| May 15, 2003 | MS Project 2002 presented by John C. Webster and Sandy Messall
5:00 – 7:15 p.m.
Summit Lake Winery
1707 S. Summit Dr.
Holts Summit, MO |
| September 18, 2003 | Advantages of PMP and CAPM Certifications presented by Ron Parker, PMP |

14 KEY PRINCIPALS FOR PM SUCCESS

This web-published article by Michael Greer is an excerpt from "Chapter 6: Planning and Managing Human Performance Technology Projects," *Handbook of Human Performance Technology*, San Francisco, Jossey-Bass, 1999
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www.michaelgreer.com

1. **Project managers must focus on three dimensions of project success.** Simply put, project success means completing all project deliverables on *time*, within *budget*, and to a level of *quality* that is acceptable to sponsors and stakeholders. The project manager must keep the team's attention focused on achieving these broad goals.
2. **Planning is everything -- and ongoing.** On one thing all PM texts and authorities agree: The single most important activity that project managers engage in is planning -- detailed, systematic, team-involved plans are the only foundation for project success. And when real-world events conspire to change the plan, project managers must make a new one to reflect the changes. So planning and re-planning must be a way of life for project managers.
3. **Project managers must feel, and transmit to their team members, a sense of urgency.** Because projects are finite endeavors with limited time, money, and other resources available, they must be kept moving toward completion. Since most team members have lots of other priorities, it's up to the project manager to keep their attention on project deliverables and deadlines. Regular status checks, meetings, and reminders are essential.
4. **Successful projects use a time-tested, proven project life cycle.** We know what works. Models such as the standard ISD model and others described in this text can help ensure that professional standards and best practices are built into our project plans. Not only do these models typically support quality, they help to minimize rework. So when time or budget pressures seem to encourage taking short cuts, it's up to the project manager to identify and defend the best project life cycle for the job.
5. **All project deliverables and all project activities must be visualized and communicated in vivid detail.** In short, the project manager and project team must early on create a tangible picture of the finished deliverables in the minds of everyone involved so that all effort is focused in the same direction. Avoid vague descriptions at all costs; spell it out, picture it, prototype it, and make sure everyone agrees to it.
6. **Deliverables must evolve gradually, in successive approximations.** It simply costs too much and risks too much time spent in rework to jump in with both feet and begin building all project deliverables. Build a little at a time, obtain incremental reviews and approvals, and maintain a controlled evolution.
7. **Projects require clear approvals and sign-off by sponsors.** Clear approval points, accompanied by formal sign-off by sponsors, SMEs, and other key stakeholders, should be demarcation points in the evolution of project deliverables. It's this simple: anyone who has the power to reject or to demand revision of deliverables after they are complete must be required to examine and approve them as they are being built.
8. **Project success is correlated with thorough analyses of the need for project deliverables.** Our research has shown that when a project results in deliverables that are designed to meet a thoroughly documented need, then there is a greater likelihood of project success. So managers should insist that there is a documented business need for the project before they agree to consume organizational resources in completing it.
9. **Project managers must fight for time to do things right.** In our work with project managers we often hear this complaint: "We always seem to have time to do the project over; I just wish we had taken the time to do it right in the first place!" Projects must have available enough time to "do it right the first time." And project managers must fight for this time by demonstrating to sponsors and top managers why it's necessary and how time spent will result in quality deliverables.
10. **Project manager responsibility must be matched by equivalent authority.** It's not enough to be held responsible for project outcomes; project managers must ask for and obtain enough authority to execute their responsibilities. Specifically, managers must have the authority to acquire and coordinate resources, request and receive SME cooperation, and make appropriate, binding decisions which have an impact on the success of the project.
11. **Project sponsors and stakeholders must be active participants, not passive customers.** Most project sponsors and stakeholders rightfully demand the authority to approve project deliverables, either wholly or in part. Along with this authority comes the responsibility to be an active participant in the early stages of the project (helping to define deliverables), to complete reviews of interim deliverables in a timely fashion (keeping the project moving), and to help expedite the project manager's access to SMEs, members of the target audience, and essential documentation.

14 KEY PRINCIPALS FOR PM SUCCESS (continued from page 4)

12. ***Projects typically must be sold, and resold.*** There are times when the project manager must function as salesperson to maintain the commitment of stakeholders and sponsors. With project plans in hand, project managers may need to periodically remind people about the business need that is being met and that their contributions are essential to help meet this need.
13. ***Project managers should acquire the best people they can and then do whatever it takes to keep the garbage out of their way.*** By acquiring the best people -- the most skilled, the most experienced, the best qualified -- the project manager can often compensate for too little time or money or other project constraints. Project managers should serve as an advocate for these valuable team members, helping to protect them from outside interruptions and helping them acquire the tools and working conditions necessary to apply their talents.
14. ***Top management must actively set priorities.*** In today's leaner, self-managing organizations, it is not uncommon for project team members to be expected to play active roles on many project teams at the same time. Ultimately, there comes a time when resources are stretched to their limits and there are simply too many projects to be completed successfully. In response, some organizations have established a Project Office comprised of top managers from all departments to act as a clearinghouse for projects and project requests. The Project Office reviews the organization's overall mission and strategies, establishes criteria for project selection and funding, monitors resource workloads, and determines which projects are of high enough priority to be approved. In this way top management provides the leadership necessary to prevent multi-project log jams.