

# PMI Mid-Mo Chapter News

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Mid Missouri Chapter PMI Communication Team

Contents Editors: Laurie Mills and Kay Dinolfo [news@pmimidmo.org](mailto:news@pmimidmo.org)  
Advertising Manager: Gwen Billinger [ads@pmimidmo.org](mailto:ads@pmimidmo.org)

Production Editor: Teri Elder  
Web Site: Nathan Etherton [pmiwebmaster@pmimidmo.org](mailto:pmiwebmaster@pmimidmo.org)

## DON'T LEAVE PROJECT STATUS TO CHANCE

*From Right Track Associates, Inc.*

Project managers walk a fine line when it comes to requesting (*and actually getting*) status reports from staff members. On one hand, status reporting procedures should not be too cumbersome or intrusive. Project staff may come to resent the attention, and the perceived lack of trust and confidence. However, no project manager can afford to be caught unaware by performance or scheduling problems. He or she must rely on the team to provide timely, effective and realistic feedback. And the quality and quantity of that feedback cannot be left to chance.

While status reporting requirements may vary by project complexity, duration and scope, regular reporting routines should always be established. These routines should be set as soon as the project starts, should always be enforced consistently, and should include the following:

### Communication Guidelines:

The specification of meeting methods and protocols, including the usage of group meetings, "one on one's", phone conferences, email, memos, forms or project management software.

### Content Guidelines:

The specification of the format and content of status reporting, including information to be included in reports and standardized agenda formats for meetings.

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## In the News

*Roundup Reprinted with Permission from  
PMI Friday Facts and Leadership Links*

### • How do you rate yourself as a leader?

As a PMI component leader, building leadership skills is most likely high on your agenda. Now there's a great way to gauge your skill level as a leader, and it's on its way to you now. You should have received PMI's newest periodical, the *PMI Leadership in Project Management Annual*, a remarkable value-added member benefit, and the first in a series of annual publications devoted solely to defining and building the leadership skills essential for the project management practitioner and the organizations for which they work.



Inside this handsome publication you will find insightful articles on:

- Articulating your worth and your project's benefits to executives;
- Success stories on project managers who used their knowledge and expertise to lead their organizations toward innovation, not reinvention;
- What approach to take for managing teams to boost performance and profits;
- Input from successful project management leaders on qualities such as vision, innovation, creativity, inspiration and empowerment, and trust and integrity.

## INSIDE THIS ISSUE

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Don't miss this exceptional publication!  
[dan.goldfischer@pmi.org](mailto:dan.goldfischer@pmi.org)

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*Something to remember on April 15...*

**"A taxpayer is someone who works for the federal government but who doesn't have to take a civil service examination." Ronald Reagan**

- **PMI's ongoing tsunami effort.** At its facilities worldwide on Wednesday, 19 January 2005, at 11:00 a.m. in the prevailing time zone, PMI employees devoted a moment of silence for those who lost their lives in the recent Asia Pacific tsunami, as well as for those survivors dealing with the aftermath. This was followed by a similar gesture at the beginning of the PMI Board Immersion Workshop and the Opening Session of PMI Global Congress Asia Pacific-2005 in Singapore, in February. In a letter to leadership and staff in which he announced the donation of \$25,000 (US) to benefit those in immediate need in the region, PMI Chief Executive Officer Gregory Balestrero also urged the PMI community to make a contribution to one of the many recommended emergency relief agencies involved in the outreach and reconstruction in Asia Pacific.

PMI has also added special features to the congress Opening Day program designed to highlight the knowledge, expertise and experience of project managers and how these characteristics can be of value in responding to natural disasters such as the recent tsunami. These special program enhancements include a panel discussion following the Opening Session that will feature a cross section of emergency response professionals, as well as the offering of a series of papers that discuss how project management can be leveraged in disaster situations. Both of these program add-ons are elements of an evolving proposal at PMI to develop an emergency response and training framework that could be applied in disaster relief or nation building situations anywhere in the world.  
([james.mcgeehan@pmi.org](mailto:james.mcgeehan@pmi.org))

- **PMI welcomed** members of the PMI Component Services Member Advisory Group, the PMI Leadership Development Advisory Group and PMI Component Mentors for the first annual January Orientation held 13-15 January 2005, in Philadelphia, PA, USA. Linn Wheeling, CAE, Manager, PMI Component & Community Relations provided an overview of PMI's strategic plan and illustrated how each respective volunteer group can drive PMI's strategies in 2005. The three groups also discussed opportunities for collaboration and communication in order to support the PMI Component community in the upcoming year. Many thanks to all those whose participation helped make this event a great success!  
([marykate.webber@pmi.org](mailto:marykate.webber@pmi.org))

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**[Explore the many volunteer opportunities available through PMI.](#)**

**Scheduling Guidelines:**

Determination of the expected frequency, timing and duration for meetings, phone conferences and the submission of status reports. While flexibility must be considered, these guidelines can help staff members better allocate their time, and will help the project manager schedule sufficient time for status review, analysis and feedback.

**Feedback Guidelines:**

Status reporting should be a two way street. Staff status reports should be acknowledged, and feedback should always be provided whenever appropriate. In addition, a regular routine for management reporting should be established to keep team members advised on the status of global project issues.

**Consolidation Guidelines:**

Depending on the size and organization of the project team, status report consolidation may be necessary and appropriate. For example, individual status reports may have to be viewed *as a whole* if progress statistics are to have any real meaning.

**Emergency Escalation Guidelines:**

If an important deadline is missed on Tuesday, that news should not be held for the Friday status report. Policies and guidelines should be established for emergency communication and problem escalation.

No matter what format and process is chosen for status reporting, it will never be an exact science. Since projects are completed by people, behavioral factors must always be considered. Although well intentioned, team members may sometimes be reluctant to give totally accurate feedback. After all, no one likes to deliver bad news. Project staff may honestly feel that problems can be solved, or that individual delays can be overcome (*without management intervention*). It may just seem easier that way.

To combat this situation, a project manager needs to not only set the rules for status reporting, but also set the stage for honest and realistic reporting through the following three steps ...

- Combine reporting methods for an effective blend of meetings and written status reports. Staff members may be even more reluctant to deliver bad news in a meeting, and a written report, even a brief one, can provide a much needed "heads-up" to a project manager.
- Remember that formal status reporting is not a replacement for personal communication.

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## Chapter Board Members

### Ron Parker, PMP, President

Hewlett-Packard Company  
Phone: (404) 774-3423 or (573) 474-5822  
e-mail: [pmipres@pmimidmo.org](mailto:pmipres@pmimidmo.org)

### Frank Cox, First Vice-President

State of Missouri, Department of Corrections  
Phone: (573) 522-4648  
Fax: (573) 522-2274  
e-mail: [pmivp1@pmimidmo.org](mailto:pmivp1@pmimidmo.org)

### Alexis Nixon, Vice-President of Membership

Shelter Insurance Companies  
Phone: (573) 214-4843  
Fax: (573) 446-7319  
e-mail: [pmivpmembers@pmimidmo.org](mailto:pmivpmembers@pmimidmo.org)

### John Bax, CISSP, CBCP, Vice-President of Financial Affairs

State of Missouri, Department of Health and Senior Services  
Phone: (573) 526-6450  
e-mail: [pmivpfinance@pmimidmo.org](mailto:pmivpfinance@pmimidmo.org)

### Karen Alexander, Vice-President of Programs and Professional Development

Tier Technologies, Inc.  
Phone: (573) 522-2266  
Fax: (573) 522-2274  
e-mail: [pmivpprograms@pmimidmo.org](mailto:pmivpprograms@pmimidmo.org)

### Dan Pinnamaneni, PMP, Vice-President of Administration

Keane Federal Systems, Inc.  
Phone: (573) 568-4326  
e-mail: [pmivpadmin@pmimidmo.org](mailto:pmivpadmin@pmimidmo.org)

### Carol Elliott, PMP, Vice-President of Communications

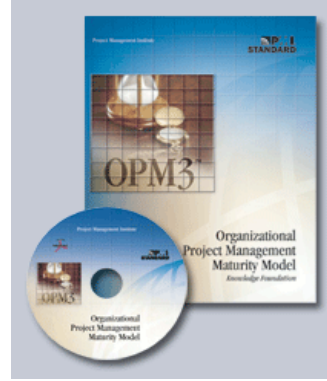
Shelter Insurance Companies  
Phone: (573) 214-4276  
Fax: (573) 446-7319  
e-mail: [pmivpcomm@pmimidmo.org](mailto:pmivpcomm@pmimidmo.org)

#### CHAPTER MAILING ADDRESS:

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



## Are you very knowledgeable about *OPM3*?



Here's a wonderful opportunity for you to make a lasting impact on the project management profession! PMI and Tom Keuten, PMP, *OPM3*® 2007 Update Project Team Project Manager, are seeking members to participate on a team charged with developing *OPM3*® –

Second Edition, scheduled for release in late 2007. The goal of the *OPM3* 2007 Update Project Team is to develop an updated and aligned Standard for organizational project management. The team will be broken into five sub-teams on which project volunteers can participate:

- Marketing/Customer Feedback Team
- Development Team
- Publication/Final Deliverable Team
- Assessment Team
- Support Team

**Scope of team activities:** Includes, but is not limited to, obtaining feedback from *OPM3* users; incorporating business case solutions into the second edition; reviewing industry feedback as well as all existing *OPM3* material to ensure it is clear, concise, complete and relevant; and modifying *OPM3* to ensure it remains aligned with the latest edition of the *PMBOK*® *Guide*, etc.

**Access to team's Blue Step site:** To obtain access, each team member is expected to fulfill the following requirements:

- Complete the PMI [Online Volunteer Application](#);
- Complete the [OPM3 Volunteer Application](#);
- Complete, sign, and submit a PMI Assignment of Copyright;
- Be knowledgeable about *OPM3* and the original *OPM3* Project (through past experience or through Orientation (V-KOP) Training available through the Blue Step Project Team site);
- Participate in team activities, averaging 1-3 hours per week; and
- Abide by [PMI's Volunteer Protocols](#)

For more information about the initial edition of *OPM3*, please go to [http://www.pmi.org/info/PP\\_OP3.asp](http://www.pmi.org/info/PP_OP3.asp). For any additional questions contact [tomkeuten@yahoo.com](mailto:tomkeuten@yahoo.com) or [lisa.jacobsen@pmi.org](mailto:lisa.jacobsen@pmi.org).

  
**Bookstore.org**

In the News continued

• **New Manager, PMI Public Relations appointed.**

PMI is pleased to announce to all component leaders that James (Bim) McGeehan has been promoted to the newly created position of Manager, Public Relations. McGeehan originally joined PMI as PMI's Public Relations Specialist and in the last year played an integral role in the creation and introduction of the Institute's Advocacy Plan including the CEO Roadshow and Media Tour while facilitating the Institute's core public relations efforts as well.

In this new capacity, he will direct and manage overall and day-to-day functions of the global public and media relations program on behalf of PMI. McGeehan serves as the primary proactive resource across the organization for all activities to attain public relations objectives and related return on investment. Additionally, he will ensure successful execution and seamless alignment of all global advocacy efforts. Prior to joining PMI in January 2004, McGeehan worked in a variety of capacities at Conrail, Inc., for 26 years, most recently as Vice President—Corporate Affairs and Corporate Secretary. As such, he directed the company's government and legislative affairs work, facilitated 24/7 media relations and oversaw all corporate and employee communications. The position reports directly to Gary Boyler, Director, Brand Management. ([gary.boyler@pmi.org](mailto:gary.boyler@pmi.org))

▪ **PMI Board authorizes work to enhance the Institute's ethics standards.**

Owing to the growth of PMI, a commitment to continuous improvement and a desire that the Institute's ethics standards reflect current best practices in the ethics field, the PMI Board of Directors has chartered the Ethics Standards Development Committee (ESDC) to benchmark best practices and obtain stakeholder input regarding professional ethics. The ESDC will conclude this process in 2006, culminating with recommendations for enhanced standards and an eventual presentation of recommended standards to the Board in June 2006.

The formation of the ESDC resulted from recommendations made by a prior committee, the Ethics Standards Review Committee (ESRC), chartered by the PMI Board in 2003 and mandated to develop a plan for carrying out a review and revision process.

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- Informal discussions and impromptu brainstorming should always be encouraged. Important information can sometimes be uncovered at the most unexpected times.
- Pave the way for open communication. Establish a format for status reporting that allows for the structured, yet simple and easy delivery of status information. For example, you may consider including some type of standardized feedback question. Consider the following example.....

*Ask Project Team members to....*

Select the statement that best describes the current status of assigned tasks?

- I am exactly where expected
- I am slightly behind, but can make up the time by fill in the blank
- I am ahead of schedule
- I am behind schedule and need help

This direct approach can facilitate the delivery of bad news, in sufficient time for corrective action. And this, after all, is the ultimate goal of status reporting. [www.ittoolkit.com](http://www.ittoolkit.com).

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**\*\*TAKE A LOOK\*\***

There are many Project Status Report templates available – here is an example of one from Access Washington official state government web site: <http://www.dis.wa.gov/pmframework/templates/statusreport.doc>

**\*\*\*\*Upcoming Chapter Meeting\*\*\*\***

**“Change Management - The Missing Link in Project Management” presented by Peter de Jager**

March 10, 2005

5:00 – 7:15 p.m.  
Summit Lake Winery  
Holts Summit, MO

Mr. de Jager had to reschedule his January Chapter meeting presentation and will be the speaker at the March meeting. Check the chapter web site for more details: [www.pmimidmo.org](http://www.pmimidmo.org)

The ESRC completed eight deliverables stated in its charter, including identifying stakeholder groups that have an interest in the ethical standards of the Institute, developing a set of “success criteria” that define what each stakeholder group deems important in ethical standards development and timelines for the benchmarking and interviewing of identified stakeholder groups, and the final submission of recommended changes to the ethics standards to the PMI Board.

Stakeholders will be kept informed of progress of the ethics standards development process. Look for more information on this process as events unfold. In particular, members will have the opportunity, in the beginning of 2005, to present their views to the ESRC by way of an online survey now being developed. ([william.scarborough@pmi.org](mailto:william.scarborough@pmi.org))

### **Member involvement makes a difference!**

- **2005 Component Mentors selected.** PMI is pleased to announce that five new volunteer leaders have accepted the position of Component Mentor for 2005-2006. They are: Neil Goldman, PMP, Region 4, East Central North America; Alexandre Rodrigues and Thomas Wuttke, PMP, Region 8, Europe – Africa; Hesham El Bialy El Sayed, PMP, Region 12, Middle East; and Hollis Wagenstein, SIG mentor. PMI welcomes their assistance and support, and thanks them for their willingness to serve in this very important role. ([patricia.richardson@pmi.org](mailto:patricia.richardson@pmi.org))
- **An easy, convenient professional development option for your members.**

Did you know that eSeminarsWorld<sup>SM</sup> courses are offered in a unique online learning environment that facilitate interaction with expert instructors and other professional project managers from around the world? Do your members know? If not, they should. These convenient, easy-to-access courses utilize e-mail, discussion boards, questions, group assignments and chats to create ongoing exchanges between the instructor and course participants. By spending just one hour a day online, for four days a week, you can complete a course no matter how busy your schedule! Course length is between two and five weeks, depending upon the course selected. Course topics are as diverse as PMI’s traditional face-to-face Seminars World<sup>®</sup> offerings. With completion rates in excess of 90 percent and very high participant satisfaction ratings, many are enrolling in their second and third consecutive eSeminarsWorld courses. Share the news! And make plans now [to register!](#)

## **Chapter Advertising Policy**

The PMI Mid-Missouri Chapter PMI accepts print advertising for publication in our bimonthly newsletter published in January, March, May, July, September, and November.

Submissions may be made in color or black and white. Any graphics must be in a file format that may be inserted into a PC-compatible Microsoft Word document. In submitting, specify the issue(s) in which the ad is to be placed. Include full contact information along with your submission. Please submit by e-mail to Gwen Billinger, Advertising Manager, at [ads@pmimidmo.org](mailto:ads@pmimidmo.org). The Advertising Manager will send an invoice to your return address upon receipt of your ad. **Important: Payment must be received no later than two weeks before the lead month of the first issue in which you would like your ad placed.**

Rates are based on fitting your ad to a standard 8.5” X 11” newsletter page, and are as follows:

Ad Size	One Issue	Three Issues <i>15% Discount</i>	Six Issues <i>20% Discount</i>
Full Page	<b>\$150.00</b>	<b>\$382.50</b>	<b>\$720.00</b>
Half Page	\$75.00	\$191.25	\$360.00
Quarter Page	<b>\$37.50</b>	<b>\$95.62</b>	<b>\$180.00</b>
Business Card	\$25.00	\$63.75	\$120.00
Classifieds (size and length vary). Flat price per word is .25¢, 20-word minimum.			

Make your company check payable in the proper amount to **PMI Mid-Missouri Chapter, Inc.** Mail your check to:

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

Ads must be for a service or product related to project management. The Chapter Board reserves the right to refuse publication of any ad that would appear offensive to the Chapter Membership. Any ad that discriminates based on federally protected classes of persons will be refused. Limited space is available for advertising so ads will be published on a first-come-first-served basis. The newsletter editor will determine placement of advertising.