

PMI Mid-Mo Chapter News

Volume 6, Issue 5

September - October 2005

PMI Mid-MO Communications Team

Vice-President of Communications: Carol Elliott pmivpcomm@pmimidmo.org

Production Editor: Teri Elder

Newsletter Content Editor: Kay Dinolfo news@pmimidmo.org

Advertising Manager: Gwen Billinger ads@pmimidmo.org

Web Site: Nathan Eatherton and Bharath Srinivasan pmiwebmaster@pmimidmo.org

Steering into the Future

PMI Mid Missouri Chapter Strategic Planning

by Frank Cox

While many mid Missourians were sitting down to supper on June 13, the PMI Mid Missouri Chapter board members were meeting to perform strategic planning and determine what must be done to fulfill the following mission: "Advance our members' project management skills and competence, and foster the use of project management in organizations."

Going into the meeting, the board already had a strong track record of delivering service and support to the chapter's members. Over the last five years, the board led the provision of 35 significant formal activities and events that were designed to "meet the mission." These dozens of offerings included chapter meetings with guest speakers who were experts in various areas of project management, mini-seminars on project management tools and techniques, and entire workshops planned over annual periods and delivered over weeks of time to prepare attendees to sit for and pass the Project Management Professional Certification Examination.

As Board and Chapter President Ron Parker convened the meeting, it was clear that the planning had to balance change and continuity; the chapter had to continue to provide known and expected value while simultaneously advancing toward new goals and objectives. Additionally the chapter had to become more closely aligned to PMI's strategic planning process, and the board had to figure out how to meet its growing governance and leadership responsibilities without becoming overextended.

Continued on page 2

PROjections

PMI Mid-MO Chapter News

Election of officers

Another great reason to attend the September Chapter meeting is to participate in the election of a new slate of officers. Chapter members in good standing are eligible both to run for office and to vote in Chapter elections. "In good standing" means you have paid your annual dues to both PMI® and the Mid-Missouri Chapter.

Elections will be conducted for the following positions at the Chapter meeting Thursday, September 22

First Vice-President

Vice-President of Administration

Vice-President of Programs

Vice-President of Professional Development

Each officer serves a two-year term beginning January 1, 2006. Chapter Board meetings are held the first Tuesday of each month (except for June, July, and August).

Serving as a PMI component officer earns 10 PDUs per year for PMPs.

To nominate yourself or another person for one of these offices, contact Ron Parker (<mailto:pmipres@pmimidmo.org>). For more information on the duties of each office, see [PMI Mid-Missouri Chapter Bylaws](#).

Chapter Meeting Fees Raised for Non-Members

Beginning with the September 2005 Chapter meeting, meeting fees will rise to \$20 for meeting attendees who are not members of the PMI Mid-Missouri Chapter.

Meeting fees will remain \$16 for Chapter members.

Volunteers

Frank Cox has done a great job documenting the strategic planning of the Chapter. Maybe you noticed that one of the most important emphases was the continuing, never-ending need for volunteers. Your

Continued on page 7

INSIDE THIS ISSUE

1	PMP Exam and Application Process to Change
2	PROjections
4	Chapter Advertising Policy
5	Chapter Board Meeting

A Learning Adventure in the Highlands

Report from the PMI Leadership Conference
Edinburgh, Scotland

May 21-22, 2005

by Alexis Nixon

I had the good fortune to attend the Leadership Conference in Edinburgh, Scotland, in May. While this meeting spotlighted topics of interest to the leadership in the region, the sessions were applicable to all PMI leaders. Subject matter included Governance, PMI Institutional Knowledge, and Individual Leadership Development.

Saturday's general sessions were full of interactive tasks and networking opportunities. After the opening session, the entire audience was asked to draw a map of the world on the floor with masking tape and to stand on our location. You can imagine 140 project managers all trying to create their own vision of a world map! But in surprisingly short order, chaos was wrestled into simple confusion and but then quickly moved to cooperation and creativity. It was a remarkable icebreaker and at the same time illustrated a worldwide representation of PMI leaders.

Coming from Mid-Missouri, I was unprepared for the issues that face many chapters in countries other than the U.S. In *Community Transformation Workshops* I learned that some chapters have a great deal of difficulty in complying with PMI requirements due to their country's laws and government. This is an aspect that I probably wouldn't have seen in an American conference. For instance, it is a PMI requirement that each chapter be registered as a not-for-profit organization. Some countries have no provision for that sort of association. There are also countries that allow only for government-sponsored organizations, which is completely against PMI's current bylaws. This has left several chapters in Asia and Eastern Europe in a state of limbo.

As a relatively new member of PMI, I found the Governance sessions particularly interesting. I learned a great deal about the PMI organization and how it is managed. One session of particular interest was *Volunteer Management*. In a workshop environment, we covered *Engaging Volunteers, Training and Ongoing Role Development, Award Programs and Appreciation, Volunteer Retention, Tracking Volunteer Participation, and Succession Planning*.

The PMI Institutional Knowledge sessions were full of lots of good information. The most helpful for me was *How to Use the Data Exchange Program (DEP)*.

Continued on page 4

Steering into the Future - PMI Mid Missouri Chapter Strategic Planning continued

Planning and the CMM

One of the principal aims of the planning was to help the chapter develop using PMI's Component Maturity Model (CMM). According to PMI, there are five stages in a component's lifecycle: Organizational (0-1 year), Operational (1-2 years), Developmental (2-plus years), Strategic, and Maturity. The chapter has been chartered by PMI since June 2000, which means for more than five years. This would seem to indicate that the chapter would be in the strategic stage of its lifecycle. But it is not so, because the chapter has structure, activity, and benchmark aspects in the PMI model that reveal that it is still somewhat in the developmental stage with a few operational stage requirements that must be met.

Ideally, in the developmental stage a component would update its initial strategic plan to cover a following two-to three-year period. Going into the meeting in June, however, the chapter had no initial strategic plan. And, the board was performing its initial strategic planning mid-year rather than late in the year, just before assumption of office by new board members, as recommended by PMI. Therefore the off-cycle, initial strategic planning last June had to cover 18 months – the balance of the current year and all of 2006. This way the chapter's strategic planning could, at the end of 18 months or in December 2006, be synchronized to the preferred timing for strategic planning. A second strategic planning session will be scheduled for late 2006 and cover two to three years ending in 2008 or 2009 to fully align the chapter as PMI recommends.

The board takes seriously its job of strategic planning and plan production and implementation. In addition to supporting core mission accomplishment, planning using the PMI framework also assures strategic envisioning. The chapter's vision, adopted from PMI's, is as follows: "Within the mid Missouri area, organizations will embrace, value, and utilize project management and attribute their success to it." The planning also helps ensure adequate future volunteer resources and the effective management of resources, and it supports program and service planning and monitoring.

Aligning with PMI goals

Following the PMI planning framework also enabled the board to identify and agree on priorities, and it guided the board and fit operational plans and goals to the envisioned future. Complying with the requirements laid out in the framework also helps the board assure that near-term actions get aligned to member and PMI expectations.

Continued on page 4

Chapter Board Members

Ron Parker, PMP, President

Hewlett-Packard Company
 Phone: (404) 774-3423 or (573) 474-5822
 e-mail: 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

Alexis Nixon, Vice-President of Membership

Shelter Insurance Companies
 Phone: (573) 214-4843
 Fax: (573) 446-7319
 e-mail: 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

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

Tom Stokes, Vice-President of Administration

State of Missouri, Information Technology Services Division
 Phone: (573) 526-0578
 e-mail: 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

CHAPTER MAILING ADDRESS:

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



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. 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	\$150.00	\$382.50	\$720.00
Half Page	\$75.00	\$191.25	\$360.00
Quarter Page	\$37.50	\$95.62	\$180.00
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.

Bylaws Revision Proposed

At the recommendation of the incumbent Vice-President of Programs and Professional Development, the Board plans to revise the Chapter Bylaws to split this office into two separate positions, Vice-President of Programs and Vice-President of Professional Development. Chapter members will vote on the Bylaws revision at the September Chapter meeting on Thursday, September 22.

A Learning Adventure in the Highlands continued

Apparently I wasn't the only one that has been challenged by this feature of the PMI website. Additional sessions covered the changes in PMI Certifications and Component Leadership.

No good conference is all work and no play, and the PMI Leadership Conference in Edinburgh was no exception. Luncheons were a casual meeting place for attendees to introduce themselves and meet the PMI staff. Members of the PMI Board of Directors and members of the PMI Global Operations staff were seated throughout the dining area, so attendees could take the opportunity to meet and talk with them. The Saturday evening reception was a chance to get to know the folks we had met during the day.

The conference wrapped up Sunday evening with a fun event at Marlin's Wynd in the old part of Edinburgh. The vaulted cellars were constructed in the 1540s. Arched doorways open onto a wide stone staircase, leading down into the renovated stone vaults where we were greeted by costumed Scottish couple. Cameras flashed as we raised toasts and made our last comments to new friends and colleagues.

In the two days of the conference I learned a lot about PMI, PMI leadership and leadership in general. I was encouraged about the future of project management as a profession and PMI as an institution. If you ever get the chance to attend a PMI Leadership Conference, I highly recommend that you take the opportunity. It was informative, inspiring and a lot of fun.



Alexis Nixon, second from left, joins a discussion about volunteer management at the PMI Leadership Conference, a topic as important around the world as it is right here in Mid-Missouri. Her experiences in Edinburgh left her encouraged and inspired about the future of project management as a profession.

Steering into the Future - PMI Mid Missouri Chapter Strategic Planning continued

To more closely align the chapter to PMI the board had to develop the mission and vision statements covered above, and also had to make plans to do the following:

- Identify barriers to mission accomplishment.
- Assess the environment of the chapter.
- Develop strategies and operational aspects of the strategic plan.
- Develop supporting goals and objectives.
- Notify stakeholders of the value the chapter plans to provide.

Barriers to mission accomplishment in the envisioned future are plentiful, but most are minor and fairly easy to overcome. Five, however, made the board step back and think about what must be done to break through them. They are prioritized as follows, and are planned topics for upcoming board meetings:

1. The board has not adequately exposed the value of the chapter to potential customers and members.
2. We don't know our customers well enough (as they are defined by the service and support the chapter provides).
3. Not enough members are actively participating in chapter activities (and not enough certified practitioners are earning PMI professional development units [PDU] by supporting the chapter).
4. The membership is geographically dispersed.
5. There is a lack of formally defined project management career paths in organizations.

The board is already actively working on items one, two, and three above and plans to tackle items four and five.

Regarding item two, above, an environmental assessment is underway. The board is working to identify large businesses and industries in mid Missouri that require or could benefit from project management, current large employers of project managers (e.g., Missouri State Government, which has more than 200 certified project managers), political and or economic situations that could be improved by project management, and recent events and developments that indicate a growing need for project management. This assessment will cover the following mid-Missouri counties: Audrain, Boone, Callaway, Camden, Cole, Cooper, Howard, Laclede (Lebanon), Maries, Moniteau, Montgomery, Osage, Pettis, and Saline.

What next? Specific goals

Strategies of the chapter stemming from the planning include mission achievement, and providing a forum for free exchange of project management knowledge, ideas,

Continued on page 5

and experiences. The board also plans to provide a unifying influence on the advancement of project management, emphasizing the planning, scheduling, and control of project-oriented tasks. Additionally, strategy continues to call for supporting meetings, seminars, and other educational activities that the chapter is authorized to provide as a PMI Registered Education Provider.

During the June meeting the board had limited time to cover goals and objectives, but the effort was started and included a review of existing goals and objectives. Coincidentally there are as many existing objectives as there are processes in the Project Management Book of Knowledge Guide – 39. Some of the existing objectives line up well to the board's strategy, and all will be addressed and updated in upcoming board meetings to make sure they support the seven prioritized goals agreed to during the planning:

1. Increase the total number of Project Management Professionals (PMP) in the mid Missouri area.
2. Encourage chapter volunteerism.
3. Provide educational opportunities.
4. Expand knowledge of best practices in project management.
5. Promote chapter unity.
6. Encourage new project management ideas.
7. Build the membership.

In planning the board also discussed and decided to adopt PMI's value proposition, "Eminent Influence," in order to enable the chapter to achieve the following desirable outcomes:

- Establish a premier reputation in mid-Missouri as a credible resource and innovator for project management knowledge, trends, and practices.
- Establish a reputation in mid-Missouri as the preferred partner for strategic alliances for the advancement of the profession and its practices.
- Establish the chapter as the leading and respected advocate for the mature practice of project management integrated throughout organizations.
- Lead the evolution of the profession and practice maturity in mid-Missouri.

To become known as a first-rate project management component of the PMI, the chapter must continue to provide value and increase its value. The board plans to make sure that the value of the chapter increases by using the PMI value proposition above.

Continued on page 6

Hiring the Best

A Rigorous Selection Process Helps Ensure Quality Project Managers

By Brian Abeyta

Aflac has had the good fortune in recent years to experience significant growth. Increased sales, along with improved operational efficiencies have resulted in higher earnings. This demand sharpens the need for even more operational efficiencies and new products for the sales force. As such, Aflac has seen a keen rise in the number of projects required to meet this growth. More projects force the requirement for additional experienced, qualified project managers. Aflac's Project Management Office is responsible for recruiting and staffing project managers who can direct corporate projects that require technology delivery. Aflac views its project managers as true managers and key employees within the company. As such, project manager candidates go through a rigorous screening process and only about one out of every 100 candidates actually receives an offer. The reason behind this selective process is the belief that it is better to have no one in a position, than the wrong person in the job. The right people are the PMO's most important asset for Aflac.

From 2000 to 2003, the down economy provided many job applicants for the open positions. In the last year, the number of qualified resumes received has significantly declined. Despite the two job climates, Aflac's approach to hiring has not changed. When there were scores of job applicants, we could be very selective. Now, although we do not have as many applicants, we still remain just as selective.

The position qualifications for an Aflac project manager are similar to what they are in many large companies. Project managers are expected to have a bachelor's degree and at least eight years of project management experience. A master's degree is preferred. Experience in the finance industry along with experience in application development processes, particularly with IBM and Microsoft technologies, is preferred. A Project Management Professional (PMP) certification is highly encouraged.

Of the current PMO staff, 60 percent of the project managers have an advanced degree and 65 percent maintain their PMP. Several of the project managers did not have their PMP when they joined Aflac, but took advantage of company-provided training to earn their certification. For those who do not have the PMP, it becomes part of their annual performance objectives.

Continued on page 6

Key priorities

The Board Member's Guide to Strategic Planning says, "Probably the most difficult part of strategic planning is to settle on the key issues." The focus must first be on ends – what the chapter wants to achieve, then on an exploration of the means – what programs or changes are needed to achieve the ends. The board, in planning, settled on issues by identifying and prioritizing its planning topics. The seven planning priorities are as follows:

1. Board organization.
2. Committee organization.
3. Sponsorship.
4. Identifying top goals for the next 18 months.
5. Volunteer recruitment and retention.
6. Member recruitment and retention.
7. Electronic archival of vital documents.

Two new positions from one

Regarding priority number one, board organization, it was decided to split one of the most demanding positions into two positions. The vice president of programs and professional development is to be split into vice president of programs and vice president of professional development. Chapter elections are in September, and we plan to elect individuals to fill these two positions. The Chapter Bylaws are being revised to support the split.

Work on priority two, committee organization, is also underway. The board is working to define standing committees with roles and responsibilities for multiple key areas including the newsletter, website, job postings, special assignments, sponsorship, membership, programs, professional development, and volunteer recruitment. Much more work on committee organization will be done during board meetings this fall and winter.

Sponsorship, priority number three, is also in process. A sponsorship business case has already been developed. The current step is converting the business case into an action plan so the plan may be implemented.

Priority number four, identifying goals for the next 18 months, is also in process and covers eight areas: website goals, the annual budget and a three-year budget, a member survey, a customer demand survey for certified members, a communications plan, chapter mission and vision publication, strategic plan publication, and the development of an interactive forum for information exchange.

Continued on page 7

Although the PMP certification does not guarantee that an individual is an "A" project manager, it does indicate taking project management discipline seriously and will likely adhere to the structured framework.

Project managers have the satisfaction of working in an environment where the role is respected, well defined, and practiced as a formal discipline. A project manager is not just in name only, but carries with it a high expectation that there is a high level of competence and expertise. Some of the newer project managers have been attracted to this structure during the interview process and have stated this as a reason for wanting to work at Aflac.

The PMO recruits both externally and internally for project managers. Most of the staff is comprised of recent external hires, but because we do not want to rely completely on the job market, an internal Project Management Development Program was created. In this program, employees who may be business analysts, software programmers, or in other project-related jobs can enter a training program to learn about project management and earn an Aflac project management certification. Two internal employees who participated in this program recently were hired as junior project managers into the PMO.

Retention has become somewhat of an issue in the PMO; however, it is not necessarily a negative issue. Our retention concerns are that other parts of Aflac have recognized the talent within the PMO and have promoted several project managers into other managerial positions within the company. The PMO considers this a compliment when other managers within Aflac want our people. Recruiting and developing top-tier individuals who go onto other opportunities at Aflac enables the larger corporate enterprise to benefit. This also benefits the PMO because we have a wider "PMO Alumni" network within the company that other project managers can use.

Aflac routinely appears on the list of "100 Best Companies to Work For" because Aflac takes care of its people. Notwithstanding, some project managers have left. But the Aflac culture, continued development and growth opportunities, as well as a superb work-life environment in this community, has

Continued on page 7

Volunteers still needed!

Number five, volunteer recruitment and retention, is ongoing as well. It never stops, and readers should know that they may volunteer to help in any area covered in this

Number six, member recruitment and retention, is also an ongoing endeavor and one that is vital to chapter growth. To meet this priority the board is, as covered above, completing an environmental scan to size up its environment. Doing so will, among other benefits, reveal where recruiting should occur.

Priority number seven, electronic archival of vital documents, is more of an operational priority. It is a priority driven by succession among board members and the need to assure that vital documents are both protected and accessible. These documents include the Chapter Bylaws, the Chapter Charter from PMI, and the Articles of Incorporation, finance and tax files.

It took the better part of a year to perform pre-strategic planning and four hours on June 13 to participate in the planning session. This supports the old axiom that, "Every successful operation is 90% planning and 10% execution." The reality is, though, that the planning session was only a beginning. The hard work continues and is being handled by a small, dedicated group of volunteer professionals who are intent on seeing the chapter succeed and grow.

Project management is vital to success in projects large and small, in all types of large, medium, and small organizations, in all types of professions, businesses, and industries. The Mid-Missouri Chapter can help encourage and develop the discipline of project management in all these organizations. We need you! Please help our chapter thrive and mature by volunteering, making a commitment that will continue to improve and build in mid-Missouri's best interest.

Hiring the Best - A Rigorous Selection Process Helps Ensure Quality Project Managers continued

enabled Aflac to retain more people on a percentage basis than other organizations have in the improved job market

Brian Abeyta is second vice president of Aflac's Project Management Office. He is a graduate of the U.S. Air Force Academy, has an MBA from the University of Phoenix, an MS in Systems Management from the Florida Institute of Technology, and holds his Project Management Professional certification. Prior to joining Aflac in 2001 he was a Senior Program Manager managing the PrePaid PMO at Cingular Wireless in Atlanta.

Reprinted with permission from Chief Project Officer.
Visit Chief Project Officer online at www.chiefprojectofficer.com

participation in every aspect of the Chapter's life will make the Chapter more meaningful, useful, and vital – not only for you, but for every member.

Review the list of tasks and goals to be achieved, then consider your own talents and abilities. There lies a real opportunity to enrichment and development, personally and professionally. Not only that – you can also earn PDUs for your service! For more information about volunteering and earning your PDUs, just contact a Board Member!

Chapter Events

Chapter meeting & Seminar September 22, 2005

Don't forget to mark your calendar for the PMI Mid-Missouri Chapter all-day seminar with Neal Whitten, PMP. "The Best of Neal Whitten" is sure to be enlightening and enriching.

The September Chapter meeting follows the seminar, so be sure to attend for Neal's presentation, "Behaviors to Master When Dealing With Your Leaders."

Neal is a popular speaker, trainer, consultant, mentor, and author in the areas of both project management and employee development. Neal is a member of PMI, is a certified Project Management Professional (PMP), and is a contributing editor of PMI's PM Network magazine. Neal can be reached through his website at www.nealwhittengroup.com.

For information and registration information on the Seminar and Chapter meeting, visit the Chapter's web site: <http://www.pmimidmo.org/>

PMI Educational Foundation Liaison

Carol Elliott, Chapter Vice-President of Communications, has volunteered to be the Chapter's liaison to the PMI Educational Foundation. The PMI Educational Foundation's purpose "is to promote educational, charitable, cultural, economic, and social advancement" using project management concepts, theories, and life skills. To learn more, visit the PMI Educational Foundation's Web site at <http://www.pmi.org/pmief>.