

# PMI Mid-Mo Chapter News

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## PROjections

By Alexis Nixon PMP  
Vice President Membership

### PMI Mid-Missouri Chapter Membership is up to 111

Mid-Missouri Chapter membership has reached 111. That's an increase of 17% from last year! A warm welcome is extended to our new members, and a big Thank You to those members that have rejoined. New Members:

Gary Wheeler  
Edward Bartel  
Mary Crouch  
Dianna Fuhrman  
Shawn Howley  
Andrew Johnson

WELCOME BACK to Nathan Eatherton who recently rejoined the chapter!

We hope to see you all at the September meeting.

## Missouri Project Management Program

By Frank Cox, MS, PMP, MPM  
PMI Mid Missouri Chapter President

**Author's Note:** *The Missouri Project Management Program, the topic of the article below, is an outcome of years of development within Missouri State Government. It could be named the "[Any Company Name] Project Management Program." It could be the outcome of development and other efforts made by any interested organization in Mid Missouri or elsewhere. It is important to know that inputs to and outputs (such as many benefits) of the MPM Program can be realized in any organization that invests in project management.*

"Project management is the application of knowledge, skills, tools, and techniques to a broad range of activities in order to meet the requirements of a particular project.... Finding individuals with this broad range of expertise is challenging, which is why expert project management leadership is a highly desirable competency."

—Project Management Institute

Project management leadership is visible in Missouri State Government. It has been enabled by the indispensable Missouri Project Management Program, which has provided remarkable returns to date including progressively increased project productivity and millions of dollars in savings.

Executive Branch and Missouri Chief Information Officer Dan Ross and his 1,200-member IT Services Division rely on the MPM Program and can attribute more than \$5 million in savings to it in the last year alone. CIO's and IT directors in the state's non-consolidated organizations, including in the Legislature and the Judicial Branch, are seeing similar returns.

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Today, discussion regarding the program's future has turned to expanding the program beyond IT to all functional areas of the state government. Thought leaders have proposed the establishment of formal project management roles, duties, and responsibilities in the state's human resource Merit System. This discussion is ongoing and is expected to gain traction because of the tremendously positive differences seen in IT projects.

The MPM Program and project management are politically neutral. Even so, the adoption rate of project management in the state government was slow for many years due to rigid functional organization management structures. The rate has increased dramatically under Governor Matt Blunt's administration, and desired "matrix" management in IT organizations has already caught on. Such integrated management reduces friction and increases productivity.

Government programs are a dime a dozen—but the MPM Program is an irrefutable answer to the age old problem of weak project management and is worth the weight of its main products in gold. Hundreds of its products, trained and certified project managers, matter to IT executives and managers and staff, and to about 60,000 employees in Missouri State Government departments and agencies, and also to a state population projected to exceed 6 million by 2010<sup>1</sup>.

To date, 288 state certified Missouri Project Managers (MPM) have helped to increase the diligence and quality of project management efforts. When promoted in their functional area careers, MPMs become project management champions—in line with the program philosophy. Overall the certification component of the program has grown 210% since 2002. (See the sidebar article in page 10)

The "Show Me" state's project management solution also provides a refined set of best practices<sup>2</sup> and much more that Ross's consolidated, year-old IT division and other, non-consolidated IT organizations share to authorize, initiate, plan, execute, control, and close thousands of projects and programs (multi-project efforts) within the statewide portfolio each year.

As the primary vehicle through which IT project management gets implemented in the state government, the MPM Program is used by IT leaders to certify practitioners, perform project life cycle management, provide more accurate resource estimates and progress measurements, assure proper communications, reduce risk, and generally increase time (or schedule) and cost (or labor and funding) management. As evidence of the return-on-investment achieved through in the program, selected project successes in the first year after the IT division consolidation are profiled below.

In the decade since its forerunner emerged in the form of related but disconnected efforts aimed at adopting project management the program has coalesced and made multiple leaps from obscure to essential.

A review of the Missouri IT state-of-the-state report for 1997 shows that what would become the MPM Program was needed to reduce problems caused by IT project risk. Risk is an expected aspect of projects that causes delay and higher cost, even failure and other serious problems that have been made known to IT leaders annually since 1986 by the Standish Group in the often cited "Chaos Report."

The need for modern project management dates back to the 19<sup>th</sup> Century when businesses had to organize workers at large factories in the Industrial Revolution. Speeding forward, in the 20<sup>th</sup> Century work flow techniques were incorporated to improve project management. Studies completed by Henry Gantt who, besides having the Gantt chart in project scheduling named after him, showed labor can be improved by focusing on its parts. In the 21<sup>st</sup> Century and especially in the last two years Missouri's government has reduced project risk, improved work flow, and made many other improvements in projects by increasing the practice of formal project management. As detailed below, this has saved the state millions of dollars. It also has increased the pace of project productivity and along with it customer and other stakeholder satisfaction.

...continued on Page 3

Current project management capabilities in the state government are an indirect outcome of centuries old pioneering but also, significantly, the direct result of recent emphasis on combining the formerly detached parts of the MPM Program into a unified but de-centrally managed project management enablement and improvement solution.

When promoted in their functional area careers to IT director or executive management positions, certified Missouri Project Managers become project management champions—in line with the program philosophy. Some MPMs fill positions on the state IT Advisory Board and add their dual IT / project management experience to positively affect the quality of the program's products and sub-programs:

- Missouri Project Management Standing Committee (chartered by IT Advisory Board).
- Missouri Technology Steering Committee (in major organizations).
- Missouri Value Assessment sub-program (MoVAP, used to estimate project ROI).
- Missouri Project Management Best Practices Manual (fifth release due this summer).
- Missouri Project Management policies (Internet based).
- Missouri Project Management Development Forum (Intranet based).
- Missouri Project Management Senior Executive Briefing (to kindle champions at the top).
- Missouri Project Manager Continuing Certification sub-program (centrally managed).
- Missouri Project Manager Certification Handbook (revised December 2006).
- Missouri Project Manager Certification tools and videos (Intranet based).
- Missouri Project Manager Continuing Certification Reporting System (Intranet based).
- Missouri Project Process Tailoring guidance and tool (increases the rigor in projects).
- Missouri Project Performance Management sub-program and manual (and appendices).
- Missouri Project Oversight sub-program and manual (for internal and external oversight).
- Missouri Project Oversight manual templates and examples (Internet based).

Much more may be said about the program and its components, but it is equally important to profile the products, services, results, and other outcomes delivered by project management through the program. Before highlighting the successes it is first important to emphasize why the program is so greatly needed.

Pegging the MPM Program as a solution to a single undesirable such as project risk or even to a large but single set of problems would lead to an inadequate range of reasons about why it matters. Without the program state government IT organizations would be stuck dealing with the following and many other situations that prevent strategy linkage and attainment:

- Misaligned or unaligned projects caused by poor or absent project selection and prioritization at business (project portfolio management) level. Rogue IT projects that get into the pipeline through political whim or for whatever other reason require scarce resources that should instead support organization and state strategy achievement.
- Resource utilization uncertainty. This troubling condition causes friction among functional area managers, project managers, and partnered firms. It also too often regrettably embroils IT directors and other organizational leaders in a distracting, unproductive way.
- Wasteful idling of high value, high cost consulting resources. This circumstance is caused by poor planning. It also often is caused by poor synchronization and control of activities assigned to staff and consulting resources.

Professional internal project management aided by the MPM Program has helped the state to minimize or avoid issues, concerns, problems such as those above, and countless risks in projects. If for no other reason than improving risk management the program has been worth the time and effort put into developing, sustaining, and continuing to improve it. The significance of the program to the operation of government and to the citizens of the State of Missouri cannot be overstated. In 2005, for example, a key outcome on Governor Blunt's agenda was the consolidation of IT resources<sup>3</sup>. That year the newly forming ITSD stated its mission: "... to provide technology services and solutions for the State of Missouri departments and agencies so that they can efficiently serve their customers."

...continued on Page 4

## Some First Steps to Change Behavior

Risk Article – Part II By Dr. Glenn Koller

Well, in our last exciting episode, you might recall that it ended with the project team leader accusing me, the risk assessment/risk management (RA/RM) proponent, of wasting his/her time, money, and effort with this risk stuff. The article concluded with the queries: “On projects that take years to go from inception to fruition, what case can you make that might convince any project team that implementation of a cogent RA/ RM process is well worth their while? In spite of the existing reward system, what can you do or say that will change their behaviors?”

**IF I HADN'T BELIEVED IT, I WOULDN'T HAVE SEEN IT.** Far be it for a guy like me – and you'd have to know me to realize how true this is – to attempt to convert you to “that old time religion,” but I might as well admit right up front that at least some of the perceived “good” that emanates from a practical and well-implemented RA/RM process is a matter of faith. On long-term projects (years to complete), it really is partly a matter of “If I hadn't believed it, I wouldn't have seen it.” I hate to admit it, but it's true.

Years ago, when the world was young, I worked in research support of the oil-and-gas-exploration arm of a major energy company. When I say “exploration” here, I mean actual “wild cat” well drilling (drilling in completely unexplored/untested areas) and not already-discovered-field infill drilling, etc. Every year, the exploration portfolio would contain on the order of 30 to 50 proposed wells worldwide. In a given year, the company might actually drill and realize the results from, say, about 20 to 30 of those wells. So, from the time someone got sanction to put a proposed project into the exploration portfolio to the time we actually found out the results of the drilling (whether or not it was an economically-successful venture), the elapsed time was, about, one to two years. In the energy business, this is really rapid-fire project execution. By the way, at that time, a “good” chance of economic success for any given exploration well ranged from around 15% to around 35% - that is, there was a pretty good chance that the exploration well would not be economically successful. This was generally true throughout the industry at that time.

*Continued on Page 5*

*Missouri Project Management Program continued....*

Embedded in the statement was an implied need for increased project management discipline.

In the 2005 Missouri IT State-of-the-State Report, 10 selected projects were highlighted. Each resulted in significant savings. Combined, the total first-year savings in these projects exceeded \$1.2 million. The savings, however, only reveal one value. Many more were realized. Adept project management in 2005 helped avoid unnecessary consulting services, unneeded email software licenses, payment for a Web solution through multiple funding sources, and unneeded router upgrades. Other achieved outcomes were avoided mainframe software purchases, more efficient use of router deployment crews, a very cost-efficient sharing of network management software, and shared use of electronic processes for Medicaid billing and State Health Lab tests.

In a single interdepartmental project that started in January 2006 and finished on time and on budget in March 2007, more than \$800,000 in new PC purchasing cost was avoided. In what was named the Department of Social Services to Department of Corrections (or DSS to DOC) PC Project two IT units partnered to release, transfer, upgrade, re-image, deploy, and re-utilize 1,400 PCs at four major DOC campus-level institutions (*state prisons*) and dozens of other sites. As one involved project management officer put it, “Without project management the complex and lengthy project would have been futile.”

So successful was the DSS to DOC PC Project that it served as the model for a far larger Institution Technology Improvement Program (ITIP). The multi-project ITIP began in December 2006, is estimated to continue through 2009, is accurately 32% complete, and is on schedule and on budget based on active projects. Thirty-two projects (in sets of four synchronized projects at each of eight institutions) are currently active and under control. The aim is to transfer and roll out 1,460 PCs (to replace as many AS/400 dumb terminals) through 2007 and into 2008, and to then transfer and roll out an additional 2,500 PCs afterward to meet the same purpose. Ultimately the multi-project plan supports 18 institutions in a way that improves the Department of Corrections network and computing environment, improves employee productivity, and avoids a total of more than \$3 million in new PC purchasing cost.

At the broadest level in the state the MPM Program has helped provide returns through two integrated projects, the statewide Microsoft Active Directory (AD) and Email Consolidation. These projects have already provided more than \$2 million in actual savings to date.

*...continued on Page 5*

Because of the yearly completion of, say, two dozen exploration projects, over the years it could be demonstrated that the success rate for exploration wells was low. To make a long story sort of short, when we implemented a consistent and holistic risk assessment process, it could be demonstrated that the success rate of exploration wells improved significantly. The positive impact of the risk process could be touted without-a-doubt because:

- Nothing else had changed significantly;
- The real-world results from these short-term projects could be calculated and documented;

Our prediction of which projects would be most successful improved dramatically.

Improvement could be demonstrated, however, only because within a few years the great number of short-term projects allowed us to compile statistics about improved project success. Because nothing else had changed significantly in that same time period (no other new techniques had been introduced that could “steal the thunder” from the risk process), it was impractical to argue that implementation of the risk-assessment process had not dramatically improved our fortunes.

**SEPARATE PERSONAL SUCCESS FROM PROJECT SUCCESS.** Well, isn't that nice? How fortunate were we to have been working on a portfolio of short-term projects the results of which could be unequivocally known and documented? For portfolios of such short-term projects in any business, demonstration of a positive impact of RA/RM will be similar. But portfolios of such projects are not the norm. Most projects take years – sometimes decades – from start to “finish.” Often, at the “end” of such projects, it is difficult to demonstrate/ document whether or not the project had been a success. Over long time periods there surely were many personnel changes, process introductions and removals, changes in scope, etc. In such situations, the perceived benefits from RA/RM-process implementation begin to fall into the realm of faith.

So when the RA/RM proponent comes along and asks you to identify all your project warts, to record them for everyone to see, and to spend money now on threats and opportunities that might or might not materialize (i.e. implement threat-mitigation and opportunity-capture plans), why would you want to demonstrate such behavior?

*Continued on Page 7*

The 18-month effort is 80% complete overall and is estimated to finish in December 2007, so additional savings are anticipated. The point needs to be made that these projects, too, would be futile without project management as an output of the MPM Program. Project management's role is clear in the following passages from involved team members:

- “The team developed a blueprint [*i.e., project plan*] ... tailored to meet each agency's needs.”
- “Consolidation had to occur without interruption in service and at minimal cost [*i.e., within these project planning constraints*].”
- “Very few large enterprises had taken on a similar project independently [*i.e., project risk management was crucial because of unknowns*].”

In April 2007, the state IT division documented its FY07 cost savings and efficiencies that resulted from consolidation<sup>4</sup>. In the document 31 examples are listed. Among them are 17 that required and were completed using project management, at a combined annual and one-time savings of \$1.88 million. These examples and the several key projects above are among thousands of other projects that, if selected for completion rather than termination, generally go on to deliver needed products, services, and other results that can be traced back to fundamentals in the MPM Program.

The Missouri Project Management Program did not start out as a model but is one today, will be a better one tomorrow, and has no sunset.

<sup>1</sup> “Missouri Advance Planning – Missouri's Long-Range Transportation Plan,” Missouri Department of Transportation, dated April 11, 2007.

<sup>2</sup> “Missouri Project Management Best Practices Manual, Release 4.0.” Release 5.0 is in draft, retains practices that meet Missouri's unique needs but is more aligned to the Project Management Institute's “Project Management Body of Knowledge Guide (PMBOK® Guide), Third Edition.”

<sup>3</sup> 2005 State-of-the-State Report, page 3: “Consolidation ... is a huge undertaking with the potential to realize significant cost savings.”

<sup>4</sup> Information Technology Services Division – FY07 Cost Savings and Efficiencies, dated April 12, 2007.

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This, I think, is where we were at the beginning of this article – ah, nothing like progress!

The reward system is a primary driver of behavior. Sure, morals and ethics play a part, but the reward system is undeniably a major influence on behavior. So, the question becomes: How can we get the reward system to work in our favor – to encourage the use of a RA/RM process.

Just one approach is to separate a corporate employee's sense of security from the perceived success of a particular project. I always use the example of the assembly-line worker in a fictitious auto factory. Let's say that the worker on the assembly line linked his/her job security to the sale of one particular car. If the worker saw serious flaws in that single car, he/she might be tempted to overlook or attempt to downplay flaws that could not readily be remedied so that the car would sell. In the project world, this is equivalent to a team member linking their personal fortunes to the success of a particular project. This philosophy seems strange for the example of the assembly-line worker, but it can be the prevailing attitude of project personnel.

Contrast this with the assembly-line worker who, more realistically, links his/her job security to the quality of the portfolio of cars that roll out of the factory. In this case, the worker knows that if the public perceives the line of cars to be of low quality, they will shop elsewhere and the car line and all of its workers will fall on hard times. In this case, the assembly-line worker is likely to point out flaws in individual cars so that a portfolio of the best cars they can build goes out the door. In the project world, this translates to a corporate project team member who links his/her long-term employment not with a particular project, but with the best portfolio of projects the corporation can assemble.

In the best-portfolio scenario, the reward system promotes individuals who “call ‘em like they see ‘em” with regard to threats and opportunities (risks) associated with a particular project. This philosophy aligns perfectly with the RA/RM process which promotes early identification of probable threats and opportunities and the establishment of threat-mitigation and opportunity-capture plans that will minimize the materialization of threats and the realization of opportunities.

So, how can we create an organization and a culture that promotes the best-portfolio reward system?

*Continued on Page 8*

## 4 Day PMP® Prep Boot Camp

By Lois Heldenbrand  
VP of Programs

A little “bleary-eyed but enthusiastic” describes the group that showed up at 7:30 a.m. on Monday, June 4 for the PMP Prep Book Camp. The Camp was advertised as fast-paced and it certainly met those expectations! Dr. Mathis and two other trainers covered the PMBOK core competencies with the goal that all participants would pass the PMP on the first try. They explained terms, processes, and the test-taking skills necessary to pass the PMP exam. The course followed the Project Management Institute's nine knowledge areas of PMBOK® Guide including discussion of all of the Project Management Process Groups. The group started each day with practice tests on formulas and definitions. Practice tests also followed each knowledge area covered throughout the day. In addition, each day included a working lunch and concluded at 5:15 p.m. Well, concluded that is for the instructors. Participants were assigned “homework” so the immersion into the PMBOK Guide continued into the evening.

Dr. Mathis and his colleagues from The Mathis Group, Inc., were engaging presenters. The session was highly interactive so the discussion included “real world” project management challenges as well as the “perfect world” scenarios. In conclusion, the “boot camp” was an outstanding value in terms of both the course content and the amazingly affordable registration cost! All participants were encouraged to join and support the local PMI Mid-Missouri Chapter.

## Region VI Leadership Conference

San Antonio April 13 - 15, 2007

By Alexis Nixon PMP

*Vice President Membership*

In mid-April 125 PMI volunteer leaders from Region VI met in San Antonio for two days of learning, networking and sharing the best practices of leading a PMI local chapter.

As a bit of background: PMI Global Organization supports all PMI chapters and membership worldwide. Chapters are divided into geographical areas or regions and there are over 200 chapters. Region VI consists of 20 chapters from 7 states which include Arkansas, Colorado, Kansas, Louisiana, Missouri, Oklahoma and Texas.

*Continued on Page 8*

How do we encourage employees to take an objective view of their project? How do we discourage the firefighting mindset that requires big bags of cash when threats “blow up” instead of making small investments when the threats “show up?” The answers are detailed in my latest book *Modern Corporate Risk Management – A Blueprint for Positive Change and Effectiveness*. The book, like this article, is written in layman’s language. The answers will also be the focus of the next few articles in this series. Eventually, I’ll get to the technical stuff – I promise.

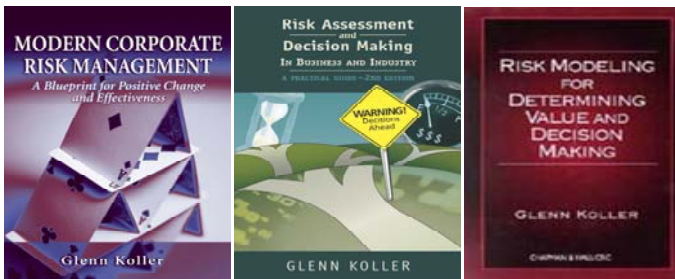
-Glenn R. Koller

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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).

The average attendance at a regional conference is around 90 – 100. Even though this was only the third Region VI Leadership Conference, with 125 attendees it was one of the more highly attended!

After the Friday evening registration and a welcome reception, the conference began Saturday morning with each chapter giving a brief presentation about their chapter. It was a great opportunity to get to know what other chapters are doing and obtain some terrific ideas. This was followed by breakout sessions by board member responsibility. Each group shared their Best Practices, Areas of Improvement and came up with the “Next Big Idea”. These sessions provided numerous ideas and lessons learned as well as contacts and resources. After the breakouts, each team presented a summary of the results of their sessions to the general assembly.

The presenters this year brought us information from the Global Operation Center and the New York City Chapter. Nancy Berger of PMI Global Operation Center, Component and Community Relations Department, presented “Tools & Services” and “C&CR Policy” discussing the Component Leadership Online Community. Mark Langley, PMI COO, led the group in a discussion of the “Value of Project Management” and focusing on how PMI chapters give value to our members. Frank Saladis, President NYC Chapter, led the “Obtaining & Retaining Volunteer Leaders Workshop”.

There was a lot of information crammed into just a little over a day and a half. From 8:00 am to 5:00 pm on Saturday, and from 8:00 to 1:00 on Sunday we never stopped for more than 15 minutes. We were even served box lunches so we could take them to our breakout sessions and to the last session on Sunday! By the time the conference drew to a close, everyone seemed to be highly motivated and excited to take back the many things they had learned. I know that I’m anxious to put some of the ideas in place in Mid-Missouri.

Many thanks to PMI Alamo for hosting this event!

## Board Meeting Highlights

By Lori Kleckner, PMP  
VP of Administration

In addition to the regular business of the Board, the following are the highlights from the monthly Board meetings.

### January

Began use of QuickBooks

Changes to website – events listed with the next event appearing first; information for events will be posted regardless of finalization of all details; promotion of partners; highlighting sponsors

### February

Spam continues to be problematic for the PMI Board email addresses

Final budget for 2007 was approved

Laxmish began collaborating with the other Region 6 Chapters for newsletter content

### April

Alexis Nixon represented the Chapter at the Region 6 Leadership Conference

Updated tax exemption form was received; form valid until 10/14/2009

Microsoft Project Association (MPA), St. Louis Regional Chapter extended an invitation for a partnership with the Chapter

Huber and Associates offered the use of their facilities to the Chapter

Due to increased professional obligations, Bob Roark resigned his position as the First Vice President

### May

SPORG was reviewed for possible purchase by the Chapter for an automated registration system

Ragan Sappington was asked to extend her term in the office of VP of Professional Development by one year to allow for staggering of this and the office of VP of Programs.

### June

The Board will not meet during the month of July and will resume regular meetings in August to begin the nomination process for elections. The following Board positions will be open for nomination: President (pending approval), First Vice President, VP of Administration and VP of Programs. Members in good standing with PMI and the Mid-Missouri Chapter, who are interested in nomination or in nominating another member, is encouraged to contact any current member of the Board.

## PMI News

### PM Network® and PMI Today® go digital:

[PM Network](#) and [PMI Today](#) are now available online through PMI's website. Now, wherever and whenever you have Internet access, you can access the publications that bring you the latest information on project management practice and PMI. No need to wait for the mail!

## Chapter News

### New Sponsor:

PMI Mid MO Chapter welcomes back Rose International as sponsor to chapter events. Rose International began their sponsorship by sponsoring Communication Workshop held in May 2007.

### 2007 Missouri Digital Government Summit:

PMI Mid MO Chapter sponsored a booth at the Summit to provide attendees with information regarding PMI benefits and Chapter events. A variety of PMI literature was available including magazines, handbooks and PMI registration packets.

Drawings were held with prizes for free attendance to five September Chapter meetings, five November meetings and a grand prize to attend the September workshop free of charge.

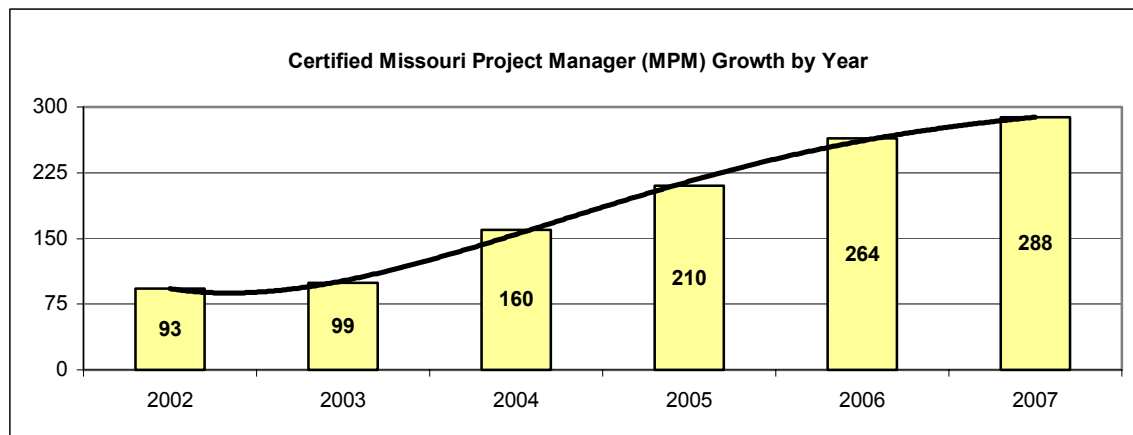
## Congratulations!

Congratulations on your PMP certification:

Ragan Sappington  
Ed Bartel  
Richard Jenkins

## Missouri Project Manager Certification

By Frank Cox, MS, PMP, MPM  
PMI Mid Missouri Chapter President



The chart above reveals an average increase of 39 certified Missouri Project Managers (MPM) per year during the period illustrated, through May 2007. MPMs are a product or output of the MPM Program. Since the certification sub-program began in 1998, hundreds of additional MPMs have joined the ranks of project management practitioners in the state. Overall this component of the program has grown 210% since 2002.

Normal attrition in the MPM certification sub-program has had an impact on the expansion of project management in Missouri State Government. It has slowed it, but not excessively. Additionally, not all certified MPMs perform project management as intended. As a result, the certification course selection criteria have been tightened up to assure that investment made in project management training provides a return. The vast majority of those trained have rendered related service, and the state has enjoyed great momentum in project management as a result. Continuing growth in the MPM population is anticipated due to increasing demand for project management.

The growth is cost effective. It costs \$2,520 to send an employee to the certification course. The cost is a rock-solid investment when compared to the return provided.

The certification curriculum is being more closely aligned to the Project Management Institute (PMI) methodology. The PMI methodology, as covered in the global standard for project management, "A Guide to the Project Management Body of Knowledge – Third Edition" (PMBOK® Guide), contains five project life cycle stages: initiating, planning, executing, monitoring and control, and closing. The corresponding "Missouri Project Management Best Practices Manual – Release 4.0" contains two additional life cycle stages or process groups: project business case development and project startup. In the state government and elsewhere the project business case is supposed to be produced at project portfolio level but instead often is integrated into project initiation. Project startup in between project planning and execution is included in the manual to assure smoother phase to phase transition.

MPM Program leaders made a conscious and good decision to focus on expanding project management methodology throughout the state rather than just deploying project management software and advising personnel to learn how to use it. The leaders also decided to not require the use of a single project management software application, such as Microsoft Project or IBM Rational Project Manager, but instead left the choice up to practitioners so they could select and integrate the appropriate software into their total project management information system (PMIS). Such thinking and decisions have provided the latitude that professional MPMs need to meet the various requirements of networking, computer hardware, application and information system, and integrated IT systems projects that require maximum support from project management.

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**Past President and Advisor,**  
Vacant

## Upcoming Chapter Events

09/20/2007: Workshop

Topic: TBD

Speaker: John Oberdiek and Gina Merseal, Info Tech, Inc.

09/20/2007: Chapter Meeting

Topic: TBD

Speaker: John Oberdiek and Gina Merseal, Info Tech, Inc.

Sponsor: [Tier Technologies, Inc](http://www.tiertechnologies.com)

11/15/2007: Workshop

Topic: Engage and Retain

Speaker: Leigh Branham, Keeping the People, Inc

11/15/2007: Chapter Meeting

Topic: Leader and Manager--Can You Be Both?"

Speaker: Leigh Branham, Keeping the People, Inc

Sponsor: [Tier Technologies, Inc](http://www.tiertechnologies.com)

To register or for more information, visit the Chapter's web site at <http://www.pmimidmo.org>



### Chapter Mailing Address

PMI Mid Missouri Chapter

P O Box 105137

Jefferson City MO 65110-5137

## Upcoming Events (Away)

09/10/07-09/11/07: Professional Development Days

Location: Overland Park Convention Center, KS

Website: <http://www.kcpmichapter.org/pdd07.html>

10/07/07- 10/09/07: PMI Global Congress

Location: Atlanta

Registration is now [open!](#)

10/10/07- 10/13/07: Seminar World

Location: Atlanta

Registration is now [open!](#)

# Volunteer Opportunity

## **1. Manager - Ads & Sponsorship**

### **Position Description:**

PMI Mid-Missouri Chapter's Communications team is looking for a volunteer in Advertising/ Sponsorship committee. The committee member will help to obtain sponsorship for chapter meetings and workshop. The member also will actively contact project management related companies or organizations, to generate interest in publishing their advertisements on the chapter's website or in bi-monthly newsletter.

### **PDU/PMDU:**

If you are a PMP, this position may provide up to 5 PDUs per year to meet requirements for continuing PMP certification. For Missouri-certified project managers, this position qualifies for up to 5 PMDUs per year.

## **2. Content Editor – Chapter Newsletter**

### **Position Description:**

As a member of the PMI Mid-Missouri Chapter's Communications team, the Content Editor produces the Chapter's bimonthly Newsletter. The Content Editor may be also responsible for editorial content of written material on the Chapter's Web site, <http://www.pmimidmo.org/> and may assist with the Chapter's publicity for Chapter events.

The Content Editor works with the Newsletter Production Editor, Sponsorship and Advertising committee, Webmasters, and Vice-President of Communications.

### **PDU/PMDU:**

If you are a PMP, this position may provide up to 5 PDUs per year to meet requirements for continuing PMP certification. For Missouri-certified project managers, this position qualifies for up to 5 PMDUs per year.

### **How to Volunteer**

To volunteer, or for more information, e-mail Laxmish Thirumaleshwar, VP Communications, at [pmivpcomm@pmimidmo.org](mailto:pmivpcomm@pmimidmo.org)