

PMI Mid-Mo Chapter News

Volume 8, Issue 6

Nov – Dec 2007

Mid-Missouri Chapter PMI Communications Team

Vice-President of Communications: Laxmish Thirumaleshwar pmivpcomm@pmimidmo.org
Newsletter Content Editor: Darin Hendry Production Editor: Nancy Kuse news@pmimidmo.org
Web Site: Swaraj Gadicherla and John Criswell pmiwebmaster@pmimidmo.org

PROjections

By Alexis Nixon PMP
Vice President Membership

Welcome New Members!

PMI Mid-Missouri Chapter welcomes new members who joined in August and September:

Kevin Fahy
Thomas Moore
Robert Rainey
Mahesh Addagarla
Tim Zimmerman

Thanks to the members that have recently renewed. As of the end of September, the Chapter has 120 members and 73 PMPs!

We hope to see you all at the November meeting.

6 Steps to Project Communications

By Jason Westland, www.method123.com

The Communications Management Process is the method by which formal messages are identified, created, reviewed and communicated within a project.

Clear, accurate and timely communication is critical to the success of any project, as miscommunication can result in increased project risk.

If you communicate properly, the right stakeholders will receive the right information at the right time. This enables them to make well-informed decisions about your project.

There are a variety of ways that you can communicate the project status to stakeholders, such as through:

- Press releases
- Internal newsletters
- Project Status Reports
- Presentation materials
- Website news releases
- Internal project memos

Regardless of the type of media used to communicate within your project, these six communications steps will always apply:

Step 1: Identify the Message

Your Communications Plan will identify the communications messages that need to be distributed, to keep your stakeholders informed of the project's progress.

Continued on Page 2

INSIDE THIS ISSUE

1	PROjections
1	Feature Article: 6 Steps to Project Communications
2	Reducing Your Cost of Quality
4	New Membership Committee is Working to Provide Member Services
5	PMI News
5	Chapter News: Election Results 2007
6	Upcoming Chapter Events
7	Chapter Board Members
7	Upcoming Events (Away)

Throughout the project, the Project Manager should review this plan to identify which messages need to be distributed, how and when.

Step 2: Target the Audience

Now that you have identified what it is that needs to be communicated, the next step is to identify who it is that the message needs to be communicated to. The audience for each message needs to be confirmed and may include such recipients as the:

- Entire project team
- Project management team
- Project Office team
- Project Board

Step 3: Decide the Timing

At this point, the type of message and the audience have been clearly specified. The next step is to identify the timing and frequency of the communications message.

In some cases, regular communications, such as weekly Project Status Reports or monthly newsletters, may be necessary. In other cases, a one-off communication event, such as a project change notification, may be more appropriate.

For each communications event, you need to be satisfied that the regularity and timing for each communications event is suitable.

Step 4: Confirm the Format

With content, audience and timing decided, the format of the communication message can be effectively chosen. There are a number of different types of formats to choose from, including verbal presentations, written reports, memos, letters and emails.

Step 5: Create the Message

You should then document a first draft of the message content. The **Project Manager** will then review it and they may suggest changes. When a final draft is completed it is submitted for approval and release.

Step 6: Communicate the Message

Once approved, the message is communicated to the target audience. The Project Manager may need to seek the Project Sponsor's approval before releasing certain high risk communications messages, such as:

- Critical project risks or issues
- Changes to the scope, objectives or timeline
- A change in project budget or spending policy

That's it. If you take these 6 steps each time you send out a communications message within your project, you will ensure that the right people receive the right message at the right time!

References/Contact Details

Jason Westland, CEO

Method123.com

Reprinted by permission of method123.com

Reducing Your Cost of Quality

By Alan S. Koch, PMP, www.method123.com

How high is your Cost of Quality? The answer might surprise you. Yes, it includes reviews, the QA infrastructure, and preparing tests—those are your "Appraisal Costs." But how high are your "Failure Costs"—the cost of defects?

Your engineers spend time in diagnosis and rework, development schedules slip, support costs climb, and your company's and products' reputations sink. These Failure Costs, which are the more significant Cost of Quality, are beyond your *direct*

control. But you *can* gain control over them indirectly, by investing in Appraisal Costs that minimize Failure Costs, reducing your total Cost of Quality and making it more predictable.

Failure Costs are the ones that happen *to* us. We incur these "Costs of Poor Quality" every time a defect comes to light, both during testing and after release. Failure costs take many forms:

Continued on Page 3

Reducing Your Cost of Quality continued...

- The effort that our developers spend investigating and diagnosing defects, and then reworking designs and code to correct them.
- Slips in our schedules, as testing uncovers defects that require rework and re-testing.
- Our customer support costs, most of which are for helping customers to deal with all of the defects we shipped to them, while developers spend even more time in investigation and rework.
- But, the biggest Failure costs are nearly impossible to quantify; loss of customer good will, tarnished reputation in the market, and loss of product momentum.

Since some components of the Cost of Quality are under our direct control and others are not, it seems to make sense to reduce those costs that we can, and hope for the best with those that we cannot control. Unfortunately, a focus on reducing Appraisal costs can increase our total Cost of Quality, because it is likely to result in an even larger increase in Failure costs.

As reported consistently in our industry, Failure Costs rise exponentially as the project progresses. Reducing Appraisal activities delays the detection of defects, ensuring that they are much more expensive to address when they *are* detected.

Leveraging Appraisal to Reduce Failure Costs

Most organizations depend upon the compiler and various types of testing to remove most or all of the defects from their products. But as we can see from Figure 1, these are not the most effective methods of removing defects. They each tend to detect no more than 50% of the defects in the product, and often do much worse than that. In addition, they happen late in the project lifecycle, when defects are the most expensive to fix. These activities are classified as "Failure Cost of Quality" because the vast majority of the time is spent dealing with failures.

Figure 1: Appraisal vs. Failure Activities

Activity	Cost of Quality	Effectiveness
Structured Personal Reviews	Appraisal	*****
Formal (Fagan) Software Inspections	Appraisal	*****
Informal Peer Reviews	Appraisal	*****
Compiling	Failure	*****
Unit Testing	Failure	*****
Integration	Failure	*****
Beta Testing	Failure	*****
System Testing (and performance & other testing)	Failure	****
Acceptance Testing	Failure	**
Walkthroughs	Appraisal	*

The "Cost of Quality" column indicates whether the majority of the time in that activity is spent appraising or dealing with failures. (It is important to realize that only the first compile is not failure-related. If there were no defects, we would have to run the compiler only once. By the same token, only the first run of any test is not failure-related. All diagnosis, rework and re-testing is necessitated by failures.)

The "Effectiveness" column indicates both the percentage of defects that are likely to be detected and the total cost in engineer-hours to detect, diagnose, and remove each defect.

The placement of Reviews and Inspections in the list is based on best practices. In some cases, their effectiveness is quite low.

The order of Compiling, Unit Testing, Integration, Beta Testing, System Testing and Acceptance Testing in the above list really does indicate their relative efficiency in removing defects (not just their lifecycle order).

The placement of Unit Testing in the list is based on best practices. Many developers have never been trained in testing, and are ineffective at it.

Walkthroughs are more effective for training purposes than for defect removal.

Continued on Page 4

Contrast this with the various kinds of Reviews and Inspections. They are relatively *more* effective, not only because they can detect 60-80% of the defects in the product, but also because those defects are detected earlier, when they cost much less to correct. They are classified as "Appraisal Cost of Quality" because only a small proportion of the time is spent responding to failures. So Appraisal activities tend to remove many more defects for each engineer-hour spent than do the Failure activities.

These economics point us toward the principle of leveraging Appraisal Costs (the ones we directly control) in order to reduce Failure Costs (the ones that are less controllable). And this principle leads us to the counter-intuitive proposition that if we wish to achieve dramatic reductions in our total Cost of Quality, we must increase Appraisal Costs dramatically. Does this proposition really work?

Consider that all ... ALL of our Failure costs (every dollar of them) are caused by a finite number of defects in our software. Every defect that we can remove more economically than we currently do represents money on our companies' bottom lines. Every defect we can remove in a more timely way represents hours or days (or weeks!) of schedule saved. Every defect that we avoid shipping to our customers reduces support costs, and every useful feature that we *do* ship is priceless good will that builds our companies' reputations and market share.

Reviews and Inspections are the most economical way to detect and remove defects. Testing is a relatively less effective way to remove defects, but it is still a necessary part of our development lifecycle. Rather than continuing to make it our main defect removal mechanism, we would do better to use it to verify the effectiveness of our earlier primary defect removal activities: reviews and inspections.

Being In Control

The only way to be in control of our total Cost of Quality is to shift it from the uncontrollable Failure

Costs to the controllable Appraisal Costs. With each incremental increase in Appraisal activities like reviews (assuming they are done well), we can expect a corresponding and larger reduction in our Failure activities.

If we carry this principle to its logical conclusion, we will find ourselves in the enviable position of having shifted the majority of our Cost of Quality to the Appraisal side of the equation! This will mean that our Cost of Quality will not only be reduced significantly, but it will also be more predictable and more manageable. Instead of happening *to* us, our Quality Costs will be a tool that we can wield to control our projects and assure their success.

References/Contact Details

Jason Westland, CEO

Method123.com

Reprinted by permission of method123.com

New Membership Committee is Working to Provide Member Services

By Alexis Nixon

A Membership Committee has been formed to assist the VP Membership in promoting membership in PMI® and the Chapter and in supporting those members. The committee currently consists of Keith Foster and Pamela Matheny and is chaired by the VP Membership, Alexis Nixon.

In order to provide support to the Chapter members, the Membership Committee is making plans to staff a Member Services table at the Chapter meetings. At the table you will find information about the benefits of membership, Volunteer opportunities and Chapter activities. The committee can answer questions about PMI® certifications and provide application information to potential new members. In addition, there will be opportunities to register for "members only" drawings.

Members of the committee make a commitment of 1 year and can earn up to 5 PDUs/PMDUs per year. If you are a member in good standing of PMI® Mid Missouri Chapter and are interested in joining this committee, you may contact Alexis Nixon at pmivpmembers@pmimidmo.org. Or stop by the Member Services table at the November meeting for more information!

PMI News

PgMPSM Credential Launched

The PgMP credential is PMI's first credential designed to demonstrate project and program management skills. For eligibility and other details [click here](#)

PMI launches career framework for practitioners

PMI's career framework shows practitioners the path to career advancement. This single tool can help practitioners assess their skill level and build a case for advancement or further training — better preparing them for the next step in their career. [Read more](#)

Are you in Race?

Enter your guess for the **date** and **time** when the 250,000th member will join PMI and win prizes. [Read More](#)

Chapter News

Election Results 2007

By: Laxmish Thirumaleshwar, PMP
VP of Communication

Board elections were held during Annual chapter meeting on Sep 20th 2007. The results were:

President - Elect: Carol Elliott
VP of Admin - Elect: Art Despins
VP of Programs - Elect: Kathleen Schonhardt

Congratulations to new officers. All officers will begin their term on Jan 1st 2008 and serve until Dec 31st 2009.

During Oct board meeting, board appointed Bharath Srinivasan as First VP and he will serve in that position till Dec 31st 2009.

Below is the brief bio of all the officers.

President - Elect: Carol Elliott

Carol Elliott, PMP® has been active in the Mid-Missouri Chapter PMI since 2000. In 2001, she and Nathan Eatherton founded the Chapter's Web site, www.pmimidmo.org. Carol served as Vice-President of Communication from 2003-2006. As Vice-President of Communication, she recruited volunteers and supported the Chapter's newsletter, sponsorship and advertising, and Web site. During her tenure, Carol worked with Communications Committee members to expand

sponsorship of Chapter events and begin electronic registration and payment for Chapter events. In 2005, Carol attended the PMI Region 6 Leadership Conference in Oklahoma City. She is a member of PMI's Information Systems SIG (Special Interest Group).

Carol understands the importance of leadership and volunteer development in the life of the Mid-Missouri Chapter PMI. Her goals for the Chapter include a balance between government, private industry, and non-profit organization participation in the Chapter. She would like to establish goals for the Chapter of service-oriented activity and/or educational partnerships in the community.

Carol was certified as a PMP® in June 2000. She is a Database Administrator at Shelter Insurance Companies in Columbia, Missouri. Prior to her employment at Shelter Carol worked at USAA in San Antonio, Texas as Manager of IMS and DB2 Database Administration. She holds professional designations as an IBM Certified Database Administrator for DB2 and IBM Certified Application for DB2.

Carol holds the Bachelor of Music degree from Oberlin College, Master of Music degree from Northern Illinois University, and the Bachelor of Science in Systems and Data Processing degree from Washington University in St. Louis.

Carol is a cyclist and League of American Bicyclists League Certified Instructor. She is a freelance musician and is actively involved at St Andrew's Lutheran (ELCA) in Columbia.

Carol is married to Joe Howell. They have two sons, Eric Howell and Robert Chan.

VP of Admin - Elect: Art Despins

Employed in the pharmaceutical industry as a project management professional responsible for the development and publication of new projects. In addition, project reports on financial metrics, scheduling and operational efficiency is provided to management.

- PMP certification (Project Management Professional)
- Over twenty years hands-on and management experience in the manufacturing and non-profit industries.
- Background in leading manufacturing quality teams in Task force/Quality Circles, implementing corrective action and project planning techniques.

- Bachelor of Arts Degree (dual major) in Psychology and Spanish
- Bachelor of Science Degree in Accounting.
- Masters of Science Degree in Business Management.

VP of Programs - Elect: Kathleen Schonhardt

Kathleen is a native of Jefferson City, MO and currently employed by Rose International, Inc. She is a member of the Chapter since January, 2005 and received her PMP certification in April, 2005.

She managed System Test activities for the State of Missouri FAMIS project for 10 years. Responsibilities included project planning for test team activities, problem resolution management and participation in risk management.

For the last 2 ½ years, she has been a business analyst on the State of Missouri FACES project. She has been design co-lead for two phases of the project. Responsibilities include project planning for design team and test team activities as well as problem resolution management.

First VP- Appointed: Bharath Srinivasan

Bharath Srinivasan is working in the Division of Information Technology at the University of Missouri .He joined UM systems in the year 2006 and has a total work experience of nearly 18 years in the field of Information technology. He has worked with many of fortune 500 companies like AIG (American Insurance Group), Syntel USA Inc, Air India, CheckFree Corporation, Salem Associates Inc, Michigan National Bank, National Australian Bank, ABN-AMRO, Danka Business Systems PLC and Shelter Insurance. His forte is in the design and development of online/Real-time Database application Systems. (Ex., Hierarchical (IMS), Network (IDMS, USAS) and Relational Databases (DB2, ORACLE, SYBASE, etc).

He is an active member of the PMI and Local Mid-MO Chapter since December 2004. He earned his PMP certification on 12 September 2005.He has actively volunteered his time on various committees in our local chapter like Program and Professional Development and

currently volunteering his time in Sponsors and Advertising area for our chapter.

His hobbies include playing Cricket, Tennis and Chess. He is also an avid reader of fiction and non-fiction novels. He is actively seeking Online Masters degree in Project Management.

He has a wife who is an entrepreneur and owns the Kumon Math and Reading Center of Columbia (Franchisee of Kumon NA, Inc) and has one daughter in Smithton Ridge Middle School and one son in Mary Paxton Keely Elementary school .

His special interests are in the area of Computer science includes Security & Encryption. Discrete Mathematics, Compiler Design and Micro-Electronics.

Upcoming Chapter Events

Chapter Meeting & Seminar

11/15/2007: All-Day Seminar

Title/Topic: [Engage and Retain](#)

Location: Summit Lake Winery
1707 South Summit Drive
Holts Summit, MO 65043

Sponsor: [ASQ](#)

11/15/2007: Chapter Meeting

Time: 5:00-7:15 p.m.

Title/Topic: [Leader and Manager--Can You Be Both?](#)

Location: Summit Lake Winery
1707 South Summit Drive
Holts Summit, MO 65053

Sponsor: [Tier Technologies, Inc](#)

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



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

Chapter Board Members

Frank Cox, PMP, President

State of Missouri, Department of Corrections

Term: Jan.1, 2006-Dec. 31, 2007

Phone: (573) 522-4648

Fax: (573) 522-2274

e-mail: pmipres@pmimidmo.org

Bharath Srinivasan, PMP, First VP

University of Missouri (DoIT)

Term: Oct 3, 2007-Dec. 31, 2009

e-mail: pmivp1@pmimidmo.org

Alexis Nixon, PMP, Vice-President of Membership

Shelter Insurance Companies

Term: Jan.1, 2007-Dec. 31, 2008

Phone: (573) 214-4843

Fax: (573) 446-7319

e-mail: pmivpmembers@pmimidmo.org

Rodney Britt, Vice-President of Financial Affairs

State of Missouri, Department of Health and Senior Services

Term: Oct. 1, 2006-Dec. 31, 2008

e-mail: pmivpfinance@pmimidmo.org

Lois Heldenbrand, Vice-President of Programs

Term: Jan.1, 2006-Dec. 31, 2007

Phone: (573) 636-8557

e-mail: pmivpprograms@pmimidmo.org

Ragan Sappington, Vice-President of Professional Development

University of Missouri Health Care - Integrated Technology Services

Term: Aug. 7, 2006 -Dec. 31, 2008

Phone: (573) 884-8470

Fax: (573) 884-8192

e-mail: pmivppd@pmimidmo.org

Lori Kleckner, PMP, Vice-President of Administration

State of Missouri, Office of Administration

Term: Jan.1, 2006-Dec. 31, 2007

Phone: (573) 751-5469

Fax: (573) 751-9617

e-mail: pmivpadmin@pmimidmo.org

Laxmish Thirumaleshwar, PMP, Vice-President of Communications

CSPI

Term: Jan.1, 2007-Dec. 31, 2008

e-mail: pmivpcomm@pmimidmo.org

Past President and Advisor,
Vacant

Upcoming Events (Away)

PMI KC Mid-America Chapter

11/12/2007: [PMI KC Mid-America Chapter Meeting](#)

Speaker: John M. Klein & Melissa Wood

Title/Topic: Managing Your Career

Time: 5:00 – 9:00 PM, CT

Location: OP Marriott

10800 Metcalf Avenue

Overland Park, Kansas 66210

Phone: 913.451.8000

Advertising and Sponsorship:

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

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

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