

PMI Mid-Mo Chapter News

Volume 3, Issue 1

January 2002

Workshop: 3Ms of Performance *MEASURE, MANAGE, MAGNIFY*

Three dozen attendees at the Chapter Workshop conducted January 18 learned to calculate project Key Result Areas (KRA) from guest presenter Mel Schnapper, PhD. Dr. Schnapper's purpose in focusing on KRA calculation methodology is simple: "The primary performance objective here is to enable measurable processing of projects to closure", he said. "For what's most important to most of us, the metrics we must measure are probably qualitative."

Using his backgrounds in organizational change and development, and linguistics, Schnapper rolled his explanation of the KRA calculations into the broader aspects of the workshop – the 3Ms of Performance, or project measurement, management, and magnification.

The KRA calculations are central to the 3Ms philosophy, according to Schapper, because the calculations reveal 100 percent of the value per dollar expended when performance factors are considered to

[See Workshop on page 2.](#)

In the News

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PMI Friday Facts and Leadership Links*

Knowledge and Wisdom Online – PMI's James R. Snyder Center for Project Management Knowledge and Wisdom was recently opened for business at www.pmi.org/k&wc. The Center is designed to provide relevant, reliable, and timely information on the practice and profession of project management on a global scale. Its web pages contain a base catalogue of books, journals, reports, reference and document request pages, and Members Only pages with Hot Topics. As the PMI Mid-Missouri Chapter, Inc., seeks increased representation from the construction industry, prospective members who work in the industry should know that the Center also has a complete set of 286 Construction Industry Institute reports, which are offered via the Center's online knowledgebase. For more information, email the center at kwc@pmi.org, or call (610) 356-1600.

PMBOK Guide, 2004 Edition – PMI recently announced that Dennis Bolles, PMP, would serve as Project Manager of the PMBOK Guide, 2004 Edition Update Project. Volunteers interested in contributing to the project can find information and an application at www.pmi.org/standards/pmbokupdatesession.htm. Or, send email to sfahrenkrog@pmi.org. Note that the PMBOK Guide, 2000 Edition is available as a PDF download at the Members Only page of the PMI web site. The 2000 Edition is read only, with print, copy, and paste disabled.

No More Fax, Ma'am – PMI Headquarters would like to remind members that its Fax on Demand service is no longer active. Information previously available via the service may be obtained online, at www.pmi.org.

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be at a satisfactory (acceptable), very good (creating greater value), or excellent (tremendous multiple of very good) standard.

The sample areas included in the KRA calculations were as follows: projectizing requirements, scheduling, controlling, and metrics measurement and reporting. Specifics of the KRA calculations are contained in the workbook Schapper provided to attendees.

In literature Schnapper provided to market the workshop he claimed, "This methodology establishes a common language and the concepts to discuss any approach to any kind of metrics for any application in any environment." Schnapper's claim was backed by his thoughtful and instructive interactivity with attendees. For many in attendance it took a good part of the day to grasp, learn to calculate the KRA, and consider how to communicate the value of the calculations when reporting on projects.

Development of performance objectives was also included and related to the 3Ms philosophy. The first part of the workshop was devoted to concepts and identification of skills required to apply the KRA philosophy, and the afternoon was spent learning to calculate KRAs.

Schnapper is founder and chair of the Metrics Specific Interest Group (SIG) of PMI. Formerly he was Performance Manager of Halo, and earlier was Quality Manager of Oracle's Change Management Practice. ⌘

Growth of PM Reflected in Educational Offerings

Statistics regarding the growth of the project management (PM) profession are plentiful, and some new stats from Athabasca University (www.athabascau.ca) show a growing demand for graduate level programs that support the profession. As reported by the university, data collected in a

large international survey of project managers, executives and consultants (with 1,867 responses and a 2.27% margin of error) suggests that interest in PM education is high. Sponsored by the university and PMI, the survey, led by Athabasca's Dr. Janice Thomas, revealed that in general project personnel are well educated. Of the survey respondents, 75% reported having some university education (26% undergraduate, 16% post-graduate, 31% graduate, 2% Ph.D.); however, only 6% reported having graduate level education in project management.

More than half of the respondents reported they have some PM training, and 18% have PM professional designations. Interestingly, overall, 58% believe that project managers receive inappropriate levels of training. Three-quarters of respondents expect to either participate in, or send staff to, PM courses in the near future. More than half were already enrolled in PM education and almost half expected to enroll in the next year. Nearly two-thirds stated that one of the main criteria for selecting an educational program would be PMI certification (<http://www.pmi.org/certification/>).

Almost three-fourths of respondents report being willing to invest in three or more years of part-time PM education. Full-time PM study did not appeal to most respondents because of work demands (51%), personal obligations (35%), and courses not being available or offered at a convenient time (69%).

The findings of the survey support the trend that there is growing interest in online PM education. In addition to Athabasca University, online offerings in PM are provided by The Keller Graduate School of Management, by George Washington University, and by other institutions of higher learning. The September 2001 issue of PM Network profiled best bets for business schools.

"Today's project managers are called upon to be much more than experts [in] project management," Dr. Thomas said. "They must learn how to interpret and manage all aspects of their company's business intent – including how to merge the human and business needs of their organization's projects." ⌘

Chapter Board Members

Faye Zumwalt, PMP, President

Missouri Department of Health and Senior Services
Phone: (573) 526-1024
Fax: (573) 526-7645
Email: zumwaf@dhss.state.mo.us

Tom Stokes, Vice President of Membership

Missouri Office of Information Technology
Phone: (573) 526-0578
Fax: (573) 526-7747
Email: StokeT@mail.oit.state.mo.us

Ritchie Jenkins, Vice President of Finance

Missouri Department of Revenue
Phone: (573) 751-5687
Fax: (573) 522-9795
Email: Ritchie_Jenkins@mail.dor.state.mo.us

Karen Sanders, PMP, Vice President of Programs and Professional Development

Missouri Department of Corrections
Phone: (573) 522-2266
Fax: (573) 522-2274
Email: Ksanders@mail.doc.state.mo.us

Rick La Furia, Vice President of Administration

SCB Computer Technology, Inc.
Phone: (573) 751-9442
Fax: (573) 751-6635
Email: Rick.LaFuria@mocbhe.gov

Frank Cox, Vice President of Communications

Information Systems, Mo. Dept. of Corrections
Phone: (573) 522-4648
Fax: (573) 522-2274
Email: fcx@mail.doc.state.mo.us

CHAPTER MAILING ADDRESS:
PMI Mid-Missouri Chapter
P.O. Box 105137
Jefferson City, MO 65110-5137



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Work Breakdown – The PMI Practice Standard for Work Breakdown Structures, which complements the PMBOK Guide, may be downloaded from the Members Only area of the PMI web site. Members will be able to download a “PDF” copy at no cost as part of their member benefits. Members are strongly encouraged to take advantage of the offering.

More Corporate Partners – Raytheon and Lockheed Martin Corporation have joined the ranks of the PMI Corporate Council. For the most up-to-date listing of Corporate Council participants, as well as links to their Web pages, please visit the Council's web page at www.pmi.org/corporatecouncil. Send email to corporatecouncil@pmi.org.

New College Coming – PMI is working to form the Potential College of Scheduling. (“Potential” will remain a part of the college name until the component is chartered.) The college is being formed to build confidence in the integrity of schedules. The college will work to develop a formal approach to the body of knowledge related to scheduling. The formal approach must clearly identify a preponderance of the existing published works that are generally available and that relate to the area of focus, and document a three- to five-year plan for further developing the area of focus. Please email questions about the college to the PMI Component Affairs Administrator, at sig@pmi.org.

SIG Spotlight – On a regular basis, the PMI Retail Specific Interest Group (SIG) distributes an informational email to its membership recognizing new members and providing a membership status report. At the same time, new PMPs are also recognized. Details on how to participate in the membership meeting conferences are also issued and appreciation is offered to sponsors and volunteers who have recently supported the SIG.

A Good Relationship – Relationship building is one of the focal points for the PMI College of Performance Management (CPM). CPM is increasing its participation at the local chapter level, and is collaborating with government, industry, academia, and other professional associations, and leading the development of global performance management standards. ☺

PMP Exam Update

PMI has completed all activities required to provide the new Project Management Professional Certification Exam and plans to implement it on March 4. The new exam will use the PMBOK Guide, 2000 Edition as one resource, and Professional Responsibility questions will be included. The exam will be administered at Prometric testing centers including the local center in Jefferson City. The current PMP Exam, based on the PMBOK Guide, 1996 Edition, will no longer be offered with the introduction of the new exam on March 4. Please email questions to newmpexam@pmi.org, and visit the Certification web page at www.pmi.org/certification. ☞

January Chapter Meeting Recap

The January 17 Chapter Meeting featured Carol Elliot, PMP, of Shelter Insurance in Columbia, Mo. Elliot, who also serves on the Chapter Web Site Committee, took attendees on a "Spring Fling" journey. She covered her attendance at PMI's Information Systems Specific Interest Group conference in Florida. Included in Elliot's presentation were insights on professional resolutions and action plans for personal and professional growth.

After the presentation, Chapter President Faye Zumwalt called the business meeting to order. She then recognized that the Chapter has 21 Project Management Professionals (PMPs), or 23% of the chapter membership. Zumwalt also addressed how the Chapter Board keeps track of Professional Development Units (PDU) earned by PMPs, and how PDUs may be earned. In addition to other business covered, Zumwalt encouraged attendees to nominate individuals who merit recognition, and she reminded attendees that the next Chapter Meeting is scheduled for March 21, 2002. ☞

MARCH MEETING & WORKSHOP

Key Presentation – At the March 21 Chapter Meeting, guest presenter Jim Salpatas will address Project Management Best Practices, The Nine Elements to Success. The meeting is at the Jefferson City Ramada Inn. The following day, also at the Ramada, Jim will lead a workshop that covers the Chapter Meeting presentation in more detail. To attend either event, or both, please RSVP to Ritchie Jenkins, Chapter VP Finance, at Ritchie_Jenkins@mail.dor.state.mo.us.

Salpatas is a consultant and trainer in project management and quality management, and he was mentioned in the January 2002 issue of PMI Today for his work introducing project management to high school students who are preparing for college. He has more than 30 years of experience, having held leadership positions in utilities, consulting, computer-integrated systems, material handling, manufacturing, and transportation. He is currently on the senior faculty of Keller Graduate School of Management and is a senior consultant for the Center for Corporate Education. ☞

NEWSLETTER EDITOR POSITION AVAILABLE

The PMI Mid-Missouri Chapter, Inc., seeks a volunteer to produce the bi-monthly newsletter. The volunteer should have experience writing for publication and experience editing. The Chapter Board desires to include paid advertising in the newsletter and is working to do so, so experience working with product and service marketing representatives would also be beneficial.

Source material for the newsletter is provided by the Board and PMI Headquarters. Any ads placed in the newsletter would be approved by the Board.

If you would like to volunteer for consideration to fill the position, please send an email to Frank Cox, VP Communication, fcx@mail.doc.state.mo.us. ☞