

PMI Mid-Mo Chapter News

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New PM Certification

Certified Associate of Project Management

The Certified Associate of Project Management (CAPM) is intended for those practitioners who provide project management services but are relatively new to the profession. A CAPM is a project management practitioner who has demonstrated fundamental project management knowledge and experience by supporting projects using project management tools, techniques, and methodologies. While participating as a member of a project team the CAPM typically relies on experienced project management practitioners for guidance, direction, and approval.

The CAPM typically performs tasks such as:

- Assisting in evaluating project control plans
- Suggesting performance indicators and limits
- Assisting with refining project requirements, assumptions, and constraints
- Supporting administrative and financial closure

A project management team consisting of experienced project management practitioners (e.g., PMP, project manager) and CAPMs can improve an organization's project results (cost, time, and quality) through the use of generally accepted project management tools, techniques, and principles.

Please visit the PMI web-site for more information regarding this certification: www.pmi.org

In the News

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

- *Chinese translation of the PMBOK® Guide is now available! Seven other official non-English-language translations to soon follow!* To better support project practitioners around the world, and to maintain global project management standards, PMI® is releasing eight official translations of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)-2000 Edition*. Global practitioners can now study the *PMBOK® Guide* in the same language in which they plan to take the Project Management Professional (PMP®) Certification Exam! Now available in Chinese, the *PMBOK® Guide* will be available in December 2002 in Spanish and Brazilian-Portuguese. German, Italian, Japanese, French and Korean translations of the *PMBOK® Guide* will follow in early 2003. The *PMBOK® Guide* Official Chinese Translation can be purchased in paperback at www.pmi bookstore.org. (danielle.moore@pmi.org)
- *Congratulations to Cindy McPherson, PMP*, who was recently elected by those individuals with the Project Management Professional (PMP®) credential to the 2003 PMI Certification Board Center (CBC) Board of Directors. (laurie.cooke@pmi.org)
- *PMI Senior Manager receives China Friendship Award*. Michael Price, Ph.D., Senior Manager for Special Projects, was presented the China Friendship Award in ceremonies in the Great Hall of the People on 29 September 2002. The ceremonies were presided over by Vice Premier Qian Qichen and by general directors and vice directors of ten state ministries, including the State Economic and Trade Commission, Ministry of Finance, and the Ministry of Science and Technology. Several CCTV channels and the People's Daily reported the event nationally. The award recipients were also invited to attend the annual state banquet celebrating National Day on the evening of the 30 September 2002. According to Dr. Price, who is currently leading PMI efforts to introduce PMI standards and certification in China, this award symbolizes the importance the Chinese government has placed on project management and PMI certification. (laurie.cooke@pmi.org)

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THE TAO OF PROJECT MANAGEMENT

A good group is better than a spectacular group.

Two monologues do not equal a dialog.

The wise team leader learns to be helpful without taking the credit.

The wise team leader works in any setting without complaint.

The wise team leader knows how a project gets to be a year late. One day at a time.

There are a million ways to lose a workday, but not even a single one to get one back.

The enlightened manager speaks simply and honestly and intervenes in order to shed light and create harmony.

There is an expert on the team who knows some of the worst mistakes that can be made and how to avoid them.

Influence is the ability to get what you want because people want to do it.

The team leader understands that people take better care of things that they own, than things they don't.

The wise team leader approaches any person or issue that comes on the floor with an open mind and open ears.

Praying is an integral part of project management.

The enlightened managers function is not to make people work, but to make it possible for people to work.

The wise team leader knows that reliance on heroic programming is not a sustainable business practice.

The enlightened manager understands the solving of a problem lies in finding the solvers.

There are always problems. You tip toe around them, or go through them. Depending on your character.

For every action, there is an equal and opposite criticism.

Nothing is ever so bad that it can't get worse. (When at an all time low, think about what else could still go wrong ... and avoid it!)

A problem only exists if there is a difference between what is actually happening and what you desire to happen.

Feedback is the breakfast of champions.

People who feel good about themselves produce results.

And lastly...

You're good. Remember that next time you have a problem.

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- *PMI Professional Awards Ceremony recognizes outstanding achievement!* The recipients of the 2002 PMI Professional Awards were announced during the special awards ceremony at PMI 2002 on Monday, 7 October 2002 in San Antonio, Texas, USA. Honored were the following:

The Hawiyah Gas Plant Project, submitted by Saudi Aramco, based in Saudi Arabia, received the 2002 PMI Project of the Year Award. The award was accepted on behalf of Saudi Aramco by Mohammad A. Al-Juwair, General Manager, Southern Area Project Management, and Saudi Aramco. The Hawiyah Gas Plant Project was sponsored by the PMI Arabian Gulf Chapter.

In addition, J. Kent Crawford, PMP, received the PMI David I Cleland Project Management Literature Award; Dr. David Hillson, PMP, received the PMI Distinguished Contribution Award; and Gregory A. Garrett, PMP was selected to receive the PMI Eric Jenett Project Management Excellence Award.

Two new awards were introduced for 2003: the PMI Community Advancement Through Project Management Award and the PMI Research Achievement Award. (sandra.ardis@pmi.org)

- *Draft of PMI Standard ready for review and comments.* The Exposure Draft of the *U.S. Department of Defense Draft Extension to A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* is available for review and comment. The draft is listed in the Breaking News section of the PMI Web site. The deadline for recommendations is 30 November 2002. (standards@pmi.org)
- *Learn the secret of being successful in government work!* PMI's important new book, *Government Extension to a Guide to the Project Management Body of Knowledge (PMBOK® Guide – 2000 Edition)* is great reading for those who make their living from national, regional or local government work and want to avoid the often costly and confusing pitfalls of bureaucracy. Whether you're a newcomer or a veteran to government work, you will be pleased with how the sound, practical and tested information packed into this 104-page book will enable you to get your government projects done right, completed on time, and within budget! (danielle.moore@pmi.org)
- *More positive "PR" for PMI.* If you like reading good things about your association, then you'll enjoy looking through *Identifying and Using a Field's Body of Knowledge*, by Mickie S. Rops, 2002, Foundation of the American Society of Association Executives. This soft cover book contains extensive and favorable information about PMI, its heritage, and its specific programs, products and services. (lew.gedansky@pmi.org)

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- Visit the PMI Bookstore. The PMI Bookstore is now featuring PMI recommended references for the Certificate of Added Qualification (CAQ®) in automotive product development, project management office, information technology - networking, information technology - systems in addition to the new Certified Associate in Project Management (CAPM™). For those who will be in San Antonio, Texas USA, take advantage of show specials, including free tee shirts while supplies last for those bookstore purchases over \$100 U.S. For information about these products and other new releases from PMI, visit www.pmibookstore.org. (regina.madonna@pmi.org)
- Your latest guide to good project management reading is now available. Look for your copy of the *Information Source Guide 2003* along with your October issues of *PM Network®* and *PMI Today®*! Your guide to the best titles in project management, *Information Source Guide 2003* features new and leading PMI titles in addition to commercial titles rich in theory, techniques, and practices for project management veterans and newcomers alike! (danielle.moore@pmi.org)
- PMI welcomes three new Chapters! Congratulations to the PMI Romania Chapter, the PMI Michigan Huron Valley Chapter, and the PMI California Inland Empire Chapter on recently receiving their charters! (marykate.webber@pmi.org)

50,000th PMP Recognized

The Project Management Institute announced reaching an important milestone in September 2002 – 50,000 Project Management Professionals (PMP) worldwide.

PMI designated Carla W. Krieger Langsch as the 50,000th PMP. Langsch is a Project Manager of HP Services/Consulting & Integration. Her current responsibilities there are in the e-Services area of development and delivery. Prior to HP, Langsch was a Project Manager and Process Engineer in the Brazilian Army.

Langsch was honored by PMI as the 50,000th PMP on October 7, 2002 at PMI's Annual Seminars & Symposium in San Antonio, Texas USA.

“This ever happen to you?”

One day my Boss asked me to submit a status report to him concerning a project I was working on. I asked him if tomorrow would be soon enough. He said, "If I wanted it tomorrow, I would have waited until tomorrow to ask for it!"

PROJECT PLANNING – SOMETHING TO THINK ABOUT

Excerpts from “Project Planning: The Really Creative & Highly Political First Step” by Richard Billows as published by The Hampton Group, Inc. : www.4pm.com.

It's no surprise that most bad projects -- particularly the ones that organizations repeat every few years -- are flawed because the front end planning is weak or was never attempted. It's up to the project manager to get the real definition of success before the project starts.

The PM must ask tough questions of the project sponsor and stakeholders: How will you measure success at the end of this project? What do you really want to buy for all this money we're going to spend? Getting answers to these questions forces the kind of conceptual thinking required at the front end of a project. Without an understanding of the desired result, the PM cannot fend off scope enlargement and define success for the people who will be doing the work. With answers to her strategic questions, the PM can drive the project toward the agreed upon measures of success.

A Different Kind of Thinking... Defining project success before you start requires conceptual thinking. We need to conceive a project as a linked chain of measured achievements. We create this chain by starting at the end of the project -- yes, the end. The last achievement is the sponsor's definition of success. This success definition needs to be measurable and preferably quantifiable.

"Provide the best possible customer service," is neither. Sure it sounds good and no one will disagree, but it's mush. We can't measure whether or not we have achieved this.

"Answer 95% of our customer's calls within 120 seconds," is measurable and quantifiable. People will argue about whether this is what they want and that's the point; we want to define good customer service before we start the project.

After a sponsor "buys off" on this second definition of success, we will not have to argue about whether or not we succeeded.

Let's go back and look at how a PM would develop this measure of success using this customer service example. As the PM, you're assigned a project which the sponsor describes as consisting of a new information system, training and installation for a customer service division that answers telephone inquiries. Immediately, you find yourself deluged with the technical details of hardware, programming and training that the new customer service system requires. As challenging and important as these are, they are only activities.

The success definition is not to install hardware and software. The success definition must be a strategic result. The sponsor wants to talk about activities. As project manager, you need to force a discussion of what the end result will look like in terms you and the sponsor can measure. After long discussions, you may finally unearth that the sponsor's real desire is to reduce the number of times that a customer problem is not solved on the first call.

Now we're getting someplace. You and the sponsor work out the measurement process and come up with a tight success measure like the one we had above; resolve 95% of all customer problems during the first call (i.e., no call backs or second calls about the same problem).

Of course, finding out how stakeholders will measure a project's success at the end is not an easy task. The measurement is never just a budget and due date. Often the project's sponsor doesn't know how he will measure success and the PM and sponsor are both easily snared in the same activity trap. Focusing on activities, the PM would not discover what the sponsor really wants to "buy" until the project is complete, and stakeholders and sponsors express their disappointment.

The Reluctant Sponsor: Where the Politics Come In... For all the above reasons, the seasoned PM realizes that it's foolish to start a project until the sponsor has defined success in measurable terms. Some sponsors resist providing this definition of success. Doing so requires that they commit to exactly what they want. This is politically risky for them. Getting a clear definition of success also requires that you reconcile the conflicting desires of various stakeholders in the project. While this process is difficult, it's far easier to handle these stakeholder conflicts before you start than to have them plague you and your project team for the entire duration of the project.

In sum, completing the front end planning of a project is no easy task. It usually involves pressing people who outrank you to make difficult conceptual decisions. It requires that you engage in "blue sky" thinking and that you resolve the conflicts between project sponsors. But the benefits are substantial. You can control project scope by asking the question, "How does this new task you want to add help us reach our measure of success?" You can give your project team crystal clear expectations about what they have to achieve. Finally, you do not have to argue about what people really want during the project or, even worse, at the end.

WHAT ARE PMI COMPONENTS?

From the PMI web-site: www.pmi.org

Component Organizations

Individuals associated with project management can network with other professionals, share ideas and experiences, access industry information, attend seminars and workshops and gain leadership experience through PMI's component organizations. PMI members can choose to hold a membership in any of the three types of component organizations: (1) Chapters, (2) Specific Interest Groups (SIGs) and (3) Colleges.

Chapters are geographic-based components and number over 200 worldwide. **SIGs** provide members with access to project management practitioners within similar industries or interest areas. **Colleges** help to further develop and refine a formal body of knowledge related to project management.

Chapters... **PMI has over 193 chartered and approximately 53 potential chapters geographically dispersed over 67 countries.**

When you apply to become a PMI member, you may choose to join a chapter(s), which provides you with a "network of expertise" in your local area. Chapters provide face-to-face contact with peers from various organizations and industries working in the project management field. Chapters advance the mission and objectives of PMI by promoting project management professionalism within local businesses, universities and professional organizations in the chapter area. Project management professionalism is enhanced through chapter activities, meetings and other educational programs designed to strengthen the knowledge, awareness and understanding of project management principles, tools and techniques.

Special Interest Groups

The concept of PMI Specific Interest Groups was officially adopted at the PMI Board of Directors meeting in 1992. PMI SIGs offer members the ability to network with project managers from a variety of different industries on interest areas. SIG membership is worldwide and gives PMI members the opportunity to network with peers with similar interests. Since SIG membership has no geographical boundaries, SIG members generally meet face to face once a year at PMI's Annual Seminars & Symposium.

SIGs provide a forum for project managers to share experiences with others managing similar types of projects and facing the same project management challenges and concerns. SIGs participate in a wide range of activities which include, but are not limited to, quarterly newsletters, networking directory, seminars, technical tracks at PMI Seminars & Symposium, teleconferences, interactive web sites, publications, and much more!

Colleges

A College is a group of PMI members with no distinct geographical location, that has developed some formal approach to one or more of the knowledge areas of *A Guide to a Project Management Body of Knowledge* which it continuously develops and makes available to the profession.

New College of Scheduling

As of September 18, 2002, the Project Management Institute officially chartered the College of Scheduling. The PMI College of Scheduling intends to build confidence in the integrity of schedules. The college is developing a 3-5 year plan to further develop and expand the Body of Knowledge of Scheduling including working with PMI's Standards Member Advisory Group and Department to establish practice standards in preparing, executing and maintaining schedules and network analysis systems. In addition, the College may document the competencies of scheduling practitioners and experts. Membership is open to any PMI member. For more information, please visit the College of Scheduling (COS) web site: www.pmicos.org.