

PMI today

PROJECT MANAGEMENT INSTITUTE

Making project management indispensable for business results.®

A Supplement to PM Network®

April 2006



GLOBAL CONGRESS 2006—ASIA PACIFIC



DIVERSITY, DEPTH AND A DYNAMIC FUTURE

The diversity and dynamic growth of the Asia Pacific region were unmistakable to all those in attendance at PMI Global Congress 2006—Asia Pacific. PMI's second Global Congress in the region attracted more than 350 professionals who converged on Bangkok, Thailand at the end of February.

The Global Congress enabled PMI to highlight its presence in the fast-growing, developing region, which is home to nearly 15 percent of PMI's members and 27 percent of PMI's certified professionals. In addition to spreading the word about the value of project manage-

ment in achieving success, the event also provided opportunities for members and stakeholders in the region to network, learn and share experiences.

A Strong Start

A special session at the beginning of the congress oriented the many "first-timers" and new PMI members in attendance. More than 150 participants attended the standing-room-only event, which began with remarks by PMI CEO Gregory Balestrero, PMI Chair Iain Fraser, FPMINZ, PMP, and PMI Past Chair Louis Mercken, MBA.

Mr. Fraser and Mr. Mercken emphasized that years ago they personally were first-timers at similar gatherings, which helped spark a passion for the profession that has continued throughout their volunteer careers. S.K. Khor, PMP, a member of the 2006 Asia Pacific Congress Action Team, shared his experiences on how best to

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Keynote speaker Chin-Ning Chu spoke on leadership according to Sun Tzu's Art of War.

"Hearing best practices, seeing what we could share, and creating a common framework..."



REGION'S COMPONENT LEADERS SEE GREAT VALUE IN PMI LEADERSHIP INSTITUTE MEETING

More than 70 PMI Component leaders from 15 countries participated in a dynamic 1½-day PMI Leadership Institute meeting, which took place over the weekend prior to the opening general session of PMI Global Congress 2006—Asia Pacific. Twenty-four Chapters and five Specific Interest Groups were represented at the Bangkok, Thailand meeting.

Many of those attending were

first-timers, while others had attended the first leadership meeting in the region, held in 2005 in Singapore. All were excited to share their success stories and hear what other components were doing to provide value to members.

The meeting began with a welcoming speech by Nichapatra Akkaravatewatana, president of the PMI Bangkok Chapter. PMI Manager, Member and Volunteer Relations Brantlee Jacobs, CAE, then introduced representatives

from the PMI staff and the PMI Regional Service Centre for Asia Pacific. Delegates next went into breakout sessions by regions, led by Component Mentors Saji Madapatu, PMP, and Ken Robson, PMP. These sessions enabled delegates to start hearing the successes and challenges of their counterparts in the region. For example, delegates from the PMI Tokyo, Japan Chapter cited one challenge (or opportunity) they face: While

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2 PMI RESEARCH CONFERENCE 2006

3 THE PROJECT: LIFE

10 PMI VOLUNTEERS ARE "VOLUNTEERS TO THE CORE"

"Worldwide, organizations will embrace, value and utilize project management and attribute their success to it." - *Envisioned Goal*

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The mission of *PM Network* is to facilitate the exchange of information among professionals in the field of project and program management, provide them with practical tools and techniques, and serve as a forum for discussion of emerging trends and issues. *PMI Today's* mission, as the official membership news publication of the Project Management Institute, is to provide a forum for communication between and among Institute membership, volunteerism, and policy. All articles in *PMI Today* and *PM Network* are the views of the authors and are not necessarily those of PMI.

Subscription rate for members is \$42/year (US) and is included in the annual dues. PMI is a nonprofit professional organization dedicated to advancing the state of the art of project management. Membership in PMI is open to all at an annual dues of \$119/year (US). For information on PMI programs and membership, to report a change of address or for problems with your subscription, contact PMI at the addresses shown below.

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COME

EXPERIENCE NEW DIRECTIONS IN PROJECT MANAGEMENT



PMI Research Conference 2006 Coming to Montréal in July

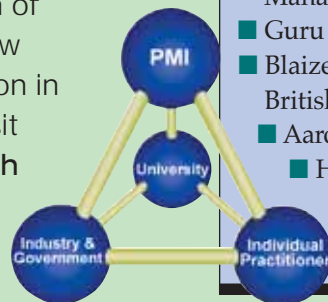
A definitive visionary event that will help shape the future of project management is scheduled to occur in July of this year

in Montréal, Québec, Canada. As the project management profession rapidly grows and broadens in scope, PMI continually expands its horizons to encompass new directions and embrace positive change. The entire profession gains from sharing new perspectives as more industries and fields of practice begin to value and utilize project management.

These benefits will be clearly demonstrated this summer at the biennial PMI Research Conference, to be held 16-19 July in Montréal. The 2006 conference will feature pioneering project management research, presented by recognized leaders who are at the forefront of the profession. This, the fourth biennial conference, will bring project management researchers, academics, advanced level practitioners and consultants together to discuss innovative practices and the impact of state-of-the-art research on the profession.

In addition to 15 invited speakers listed at right, more than 40 peer-reviewed papers will be presented.

Come take part in shaping the future of project management. This in-depth biennial conference will put you on the inside track to a wealth of powerful information, insights, and new research. We welcome your participation in this not-to-be-missed event. Please visit <http://congresses.pmi.org/ResearchConf2006/> for more information.



Plenary speakers and their topics will include:

- Robert G. Cooper, PhD, McMaster University—
"Winning at New Products: Pathways to Profitable Innovation"
- Bent Flyvbjerg, PhD, Aalborg University—
"From Nobel Prize to Project Management: Getting Risks Right"
- Hans J. Thamhain, PhD, Bentley College—"Managing Teams in Complex Project Environments"

Invited speakers will include:

- Klaus Brockhoff, PhD, Otto Beisheim Graduate School of Management
- Svetlana Cicmil, PhD, University of the West of England
- Lynn Crawford, DBA, University of Technology Sydney
- Perttu Dietrich, Helsinki University of Technology
- Kevin Grant, PhD, University of Texas, San Antonio
- James D. Herbsleb, PhD, Carnegie Mellon University
- Brian Hobbs, PhD, PMP, University of Québec at Montréal
- Damian Hodgson, PhD, University of Manchester Business School
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- Blaize Horner Reich, PhD, University of British Columbia
- Aaron Shenhar, PhD, Stevens Institute of Technology
- Hiroshi Tanaka, PMP, Japan Project Management Forum
- Janice Thomas, PhD, Athabasca University

Engman Joins PMI AS DIRECTOR, MEMBER & ORGANIZATION RELATIONS



The key for PMI volunteers is receiving something they can't get anywhere else...
John Engman, MBA

John Engman, MBA, has been named PMI director, member & organization relations, joining the Institute staff on 6 February 2006. Mr. Engman has more than 25 years experience in the areas of strategic planning, volunteer development, marketing and government affairs. In his new post, he will be a "face of PMI" to a variety of constituencies, including government, business, other associations and PMI Component organizations.

His most recent position was director, strategic development and director of the educational foundation for the Computing Technology Industry Association (CompTIA), a trade association based in Chicago, Illinois, USA. CompTIA is heavily involved in project management within the IT industry. Mr. Engman advised governmental agencies in North America, Europe and Asia on international information and communications technology issues, standards and programs. In that position, he interfaced with some of the same public officials that PMI is working with in its effort to promote the project management discipline within government.

Mr. Engman holds a bachelor of arts degree from University of California at Berkeley and an MBA from the Kellogg Graduate School of Management at Northwestern

University. He said his MBA program gave him skills that were useful in the business and nonprofit world.

Among the places Mr. Engman worked was the Field Museum of Natural History in Chicago. As planning officer, he was part of a team that transformed a 100-year-old institution and brought it into the 21st century. "This experience gave me a first-hand look at how organizations change and also taught me how to find ways to attract new audiences," Mr. Engman said.

Working with volunteers has been an important part of the new PMI director's curriculum vitae. As head of the Chicago Architecture Foundation, a volunteer-driven organization, Mr. Engman strove for a synergistic relationship between volunteers and staff. He also has been heavily involved in community and individual development, starting with early jobs at local community centers and at a local arts center that he founded.

"Associations are all about community development," said Mr. Engman. "The key for PMI volunteers is receiving something they can't get anywhere else except from our Components, networking, education and governance programs. "Leadership development is critical," he added. "And a segmented approach realizing that we have volunteers at various levels of expertise all looking for ways to interact is essential."

In addition to his long career in business and associations, Mr. Engman has had a parallel career in opera, singing "small character roles standing next to big stars." ■



THE PROJECT: *Life*

IS YOUR LIFE A PROJECT? Chapter Event Speaker Says "YES!"

Joseph Phillips, PMP, a project management consultant and author, has a special project with a one-year timeline. The deliverable will occur on International Project Management Day, 2 November 2006, when Mr. Phillips presents to the PMI Central Indiana Chapter.

The name of this effort? "The Project: Life."

"The initiating phase of my project really began back in December when David Frances and I talked about how successful lives are really like successful projects," said Mr. Phillips. He and Mr. Frances, who also holds the PMP credential and is education director of the PMI Central Indiana Chapter, "wondered if anyone out there really was managing their lives like projects and could it even work? And from that conversation came an idea, and from that idea came this experience."

Recently, Mr. Phillips provided an update on his project: "I'm roughly six weeks into my life-long project (www.lifelongproject.com) and it has been exciting," he said. "You could argue that a life isn't really a project—but a program or even operations. With that in mind, I decided then to take one year out of my life and treat just that year as a project."

"All project managers know that projects fail in the beginning, not the end, so I invested planning time throughout January to focus on the areas of my life that I wanted to improve. I examined my habits, my goals, and where I wanted to be at the end of the year. I also scheduled planning sessions every week to review my status and how my project is doing."

"Based on my initial planning, I determined that the scope of this project would be broad at first glance. But on second glance, the components of the

project scope would be interdependent on one another."

Mr. Phillips said he created 12 requirements for his project scope:

1. Be a good person.
2. Take care of my family and friends.
3. Help others reach their goals.
4. Do work that's worthy of my time and talents.
5. Respect my body.
6. Never settle.
7. Seek incentives, control and balance.
8. Ask for help when I need help.
9. Be responsible.
10. Be humble.
11. Never stop learning.
12. Be different.

"I use these 12 requirements whenever I make a decision that affects my project," he said. "If I'm tempted to blow a deadline I just refer to these 12 requirements. If I'm tempted to cheat on my diet, I just refer to these 12 requirements."

"I compared [my 12 requirements] against what goals I want and need to accomplish this year. I decomposed my goals into smaller, more manageable components—a work breakdown structure. For example, I need to shed 50 pounds. In my project plan I don't focus on the 50 pounds, but rather a mere five pounds at a time."

"One of the more radical planning ideas I created was to do more than just record what I ate in a journal. I photograph it. Every meal I consume, every snack I try, I take a picture of it. You can see my January menu at www.lifelongproject.com/menus.html."

Mr. Phillips noted that his business is another facet of his project. "I write, teach, and consult on project management," he said. "I want to sell supplemental training materials, [software for Project Management Professional (PMP®) exam preparation], and online training. This isn't easy, but I've taken this goal and have decomposed it into individual products, and then set activities, dates and milestones for each."

"It keeps me focused on when things are due, what I need to get there, and what I have left to do."

Naturally, Mr. Phillips is also monitoring his project carefully. "Every

Sunday evening, I hold my personal status meeting," he explained. "I review how I'm doing on my project, what risks are lurking in the project, and what activities have been lagging. I set activities for the upcoming week, schedule the work, and then complete a lessons learned. As my project moves forward, I continue to monitor and control as I execute the project work, look for opportunities to improve the project deliverables without holding up progress, and am keeping an eye towards completion."

Is the effort working? Mr. Phillips says it definitely is.

"After just six weeks, I'm convinced that treating my life as a project, odd as it sounds, is feasible. It's already kept me more organized, focused, and I'm accomplishing my goals."

You can follow Mr. Phillips' project online at www.lifelongproject.com. And if you wish to examine the similarities between successful projects and successful lives, come to Indianapolis, Indiana, USA for International Project Management Day, 2 November 2006. A full-day seminar will address this question, and will feature Mr. Phillips talking about his experiences.

The meeting is sponsored by PMI Central Indiana Chapter and Clarian Health Partners. More details can be found at www.pmicic.org.



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CALENDAR

Coming Events

- Conferences
- Seminars
- Congresses
- Seminars
- Components
- Global



PMI Today Deadlines:

JUNE 2006 17 APRIL
 JULY 2006 15 MAY

The *PMI Today* Calendar of Coming Events is reserved for activities organized by PMI, its components and its cooperating organizations. Please see PMI's online Coming Project Management Events calendar at www.pmi.org/info/AP_ComingPMEvents.asp for more events, including those sponsored by Registered Education Providers and other suppliers of related goods and services.

Nor-Cal Spring Symposium 2006:

Aligning with Business

9-11 April 2006 Sacramento, California, USA. Hosted by the PMI Wine Country, San Francisco Bay and Sacramento Valley Chapters. Neal Whitten, PMP, keynote speaker. www.pmi-svc.org.

Fifth Annual Spring Seminar

19 April 2006 Sterling Heights, Michigan, USA. Sponsored by PMI Great Lakes Chapter. "Journey From Maturity to Perfection," featuring 16 speakers in four tracks, in addition to a keynote speaker. <http://www.pmiglc.org/2006symposium/index.html>.

Third Annual International Conference, Scheduling: The Next Generation

23-26 April 2006 Orlando, Florida, USA. Sponsored by PMI College of Scheduling. Job fair, keynote speaker, seven learning tracks, networking events. www.pmicic.org.

2006 Manitoba Workshop Extravaganza

24-25 April 2006 Winnipeg, Manitoba, Canada. "Expand your Project Toolkit," sponsored by the PMI Manitoba Chapter. www.pmimanitoba.org.

6th Annual PMI Palmetto Chapter Symposium

25 April 2006 Greenville, South Carolina, USA. "Obtain the Future Now Through Project Management" featuring two keynote speakers, speakers in three tracks, with one track dedicated to a risk class. www.palmettochapter.com/symposia/2006.

UPCOMING PMI GLOBAL CONGRESSES Visit www.pmi.org for details.

PMI Global Congress 2006
 EMEA

PMI Global Congress 2006—EMEA
 8-10 May 2006 • Madrid, Spain

PMI Global Congress 2006
 NORTH AMERICA

PMI Global Congress 2006—North America
 21-24 October 2006
 Seattle, Washington, USA

PMI Global Congress 2006
 LATIN AMERICA

PMI Global Congress 2006—Latin America
 6-8 November 2006
 Santiago, Chile

PMI New Jersey Chapter Regional 2006 Symposium
1 May 2006 New Brunswick, New Jersey, USA. "PM in the Global Economy." Keynote speakers, track sessions and networking opportunities. www.pminj.org/nj_smp.htm.

PMI Northeast Ohio Chapter Professional Development Day

17 May 2006 Cleveland, Ohio, USA. "Risk Management—Mitigating Murphy's Law." David Hulett, keynote speaker. www.pmineo.org.

PMI College of Performance Management 22nd Annual International Conference

17-19 May 2006 Clearwater Beach, Florida, USA. For more information, visit www.pmi-cpm.org or call +1-703-370-7885.

The Art and Science of Applied Project Management
23 May 2006 Hartford, Connecticut, USA. By official proclamation of the governor, the day will be "Connecticut Project Management Day." Conference sponsored by the PMI Southern New England Chapter. Keynote speaker, basic and advanced sessions, concluding presentation, exhibit hall. www.sne-cpmi.org.

Growth and Collaboration for a Project Management Profession

30 May-1 June 2006 Johannesburg, South Africa. Presented by Project Management South Africa, in cooperation with PMI South Africa Chapter, presents the 2006 Conference. www.pmsa.org.za/conference.

PMI Northern Alberta Chapter Conference 2006 and 25th Anniversary Gala

1-2 June 2006 Edmonton, Alberta, Canada. Event attracts presenters and delegates from all fields of project management. www.pminacconference.com.

10th Annual Professional Development Symposium
3-6 June 2006 Cincinnati, Ohio, USA. Sponsored by PMI Information Systems Specific Interest Group. Weekend workshops, 3-4 June; symposium, 5-6 June. Hands-on project management interactions and in-depth project management skills and knowledge. Keynote speakers, networking events. www.pmi-issig.org.

16-19 July 2006
 PMI Research Conference 2006
 Montréal, Canada

Asia Government Forum

14-16 September 2006 Hong Kong, China. Sponsored by PMI Government SIG. A three-day

forum to bring awareness about the value of project management to government executives, government staff and nonprofit organizations in Southeast Asia. Contact Patty Wong, PMP, for project and planning (wong.patty@ht.com.hk) or Barry Hsuing, PhD, PMP for paper presentation (barry@pmi.org.tw).

Fourth Annual Professional Development Day and Vendor Fair

6 October 2006 Indianapolis, Indiana, USA. Presented by PMI Central Indiana Chapter. See www.pmicic.org to register or for more information.

International Project Management Day Program

2 November 2006 Indianapolis, Indiana, USA. See article on page 3 for details. www.pmicic.org.

To register for PMI® SeminarsWorld®, visit www.pmiseminars.org

DATE	LOCATION
24-27 April	Scottsdale, Arizona, USA
22-25 May	Dallas, Texas, USA
22-25 May	Philadelphia, Pennsylvania, USA
26-29 June	Orlando, Florida, USA
	MEGA SeminarsWorld

eSeminarsWorld Offerings

eSeminarsWorld is a series of instructor-led, Web-based professional development courses. The eSeminarsWorld topics are as diverse as our traditional SeminarsWorld face-to-face offerings, yet offer the convenience of attending and earning valuable PDUs right from your computer. Courses are offered over two- and five-week periods and require approximately one hour each day to complete. You choose what time of day to log in and complete lessons and assignments. Contact Dee Bilo at dee.bilo@pmi.org for more information.

- 6-22 April** Human Factors and Team Dynamics
- 20 April-6 May** Essential Skills for Managing Projects
- 27 April-13 May** Effective Project Communications and Control for Virtual Teams
- 4-20 May** Project Management for the Experienced Professional

CORPORATE COUNCIL PARTNERS

PMI Corporate Council partners are aligned with PMI and committed to using project management for tactical efficiencies, strategic advantage and a more effective overall organization.

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■ Deloitte	■ U.S. Department of Energy - Office of Construction & Engineering Management
■ Huawei Technologies Co.	■ Washington Government Group*
■ IBM Corporation	
■ ICF Consulting Group Inc.	
■ International Institute for Learning Inc.	
■ KPMG	
■ Lockheed Martin Corp.	

*Charter partners

PMI FACT FILE

Statistics through 28 February 2006

Total Members	213,858
% increase February 2006/2005	36.3%
New Members February 2006	6,171
Component Memberships	
Chapters	155,378
SIGs	55,972
Colleges	3,817
New PMPs (YTD)	1,766
Total Active PMPs	179,214
www.pmi.org	
February 2006 Visitors	963,660
YTD Total	1,802,659

Publishing
 PMBOK® Guide—Third Edition
 Copies placed in circulation* February 2006 19,053
 Total copies in circulation* 437,310

Total copies of 1996, 2000* and Third* Editions of *PMBOK® Guide* in circulation 1,873,039

*includes official translations



A challenge: one donation per student

R.E.P. Makes Unique Donation to PMI Educational Foundation

The PMI Educational Foundation (PMIEF) has received a unique and significant contribution from PM Centers USA, LLC (formerly the Pittsburgh Project Management Center). PM Centers USA is one of PMI's Registered Education Providers, and is based in Pittsburgh, Pennsylvania, USA.



In sending its contribution to the Foundation, PM Centers also sent a letter explaining that the contribution represented a donation for each student who attended one of the PM Centers' classes during the past year.

PM Centers President Mark Balish and Executive Director Walter Bowman, PMP, PMI Fellow, commended the PMIEF for its increasing service and support of the project management profession, and expressed the company's desire to support expanded Foundation programs and projects. They pointed out the continuing need to support the work of the Foundation and noted that the contribution, retroactive to January 2005, was to be just the start of an annual pledge based on the number of students attending their courses.

It is through contributions from PMI



members and corporations that the Foundation has been able to launch a number of successful projects in support of the introduction of project management in elementary and secondary schools. Other Foundation initiatives are bringing project management skills to workers in Brazil, introducing students to project management as a career, and introducing project management as a tool for community action. With increasing plans for far-reaching programs, the Foundation welcomes the support of companies like PM Centers USA.

Mr. Bowman noted that his company considers support of the PMI Educational Foundation's commitment to the values and principals of PMI to be an implied responsibility of Registered Educational Providers. He suggested that the Foundation challenge other R.E.P.s to follow the lead of PM Centers USA in committing a portion of their revenue to the work of the Foundation.

PMIEF gratefully accepts PM Centers USA's generous contribution and pledges to use it to develop programs to further the future of the profession.

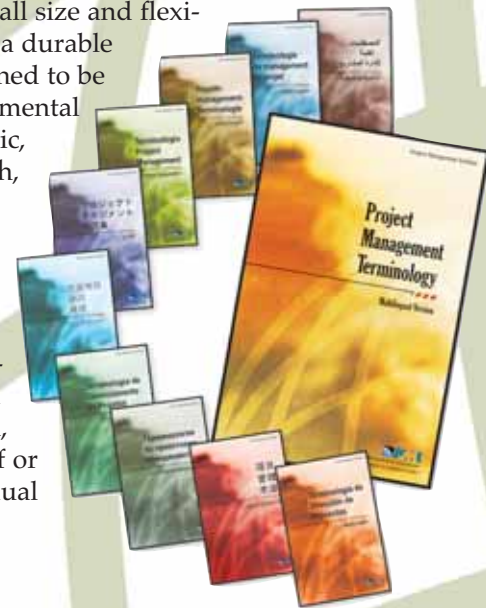
Won't you join the challenge?

New Terminology Translation Tool Will Help You Work Globally

The steady growth of the global project management community increases the need for cross-cultural communication. To address this need, PMI will be releasing *Project Management Terminology*, a collection of 11 texts that translate the main terms used to apply the knowledge and practices from *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—Third Edition.

A multilingual version presents the English terminology alphabetically with each of the 10 languages listed below each term. Readers can use the multilingual version as a cross-reference tool for any of the languages. In addition, 10 supplemental texts present project management terminology in alphabetical order of the translated language, with the English equivalent below each term.

Project Management Terminology books are translations only. Their small size and flexible spiral binding provide a durable reference tool that is designed to be used for years. The supplemental texts are available for Arabic, Chinese (Simplified), French, German, Italian, Japanese, Korean, Portuguese (Brazilian), Russian and Spanish. They will be sold separately through the PMI Bookstore (www.pmi-bookstore.org), in addition to the multilingual version, which can be used by itself or combined with the individual language versions.



PMI NEWS BRIEFS

Santiago, Chile To Host Gathering PMI GLOBAL CONGRESS RETURNS TO LATIN AMERICA IN 2006



After the success of last year's PMI Global Congress in Panamá City, Panamá, PMI has announced the next congress for the Latin America region will be held in Santiago, Chile, 6-8 November 2006, at the Grand Hyatt Santiago.

The congress will feature networking events, an exhibit hall filled with information for all attendees, and as many as 52 presentations within 12 areas of focus. Presentations will be given in Spanish, Portuguese or English.

The project management profession is growing throughout the world. While PMI chapters focus on project management in local areas, congresses help to support and extend this growth on a regional basis. Each PMI Global Congress offers educational sessions, speakers, exhibits and networking opportunities geared to major geographic regions.

Check back with the PMI Web site (www.pmi.org), *PMI Today* and the electronic newsletter *PMI CommunityPOST* for more details on PMI Global Congress 2006—Latin America as the date draws nearer.

CERTIFICATION DEPARTMENT PASSES ISO 9001:2000 RENEWAL AUDIT

PMI's Certification Department recently passed its ISO 9001:2000 certification renewal audit. The department was the first certification entity of its kind anywhere in the world to earn the ISO 9001:2000 credential back in 1999, and PMI staff members have worked diligently over the years to maintain it.

ISO certification is a reflection of a quality management system being developed and used in an organization. Through recent extensive work, all of the PMI Certification Department's work processes have been updated to reflect current quality management processes, mapped out and documented in the department's Quality Control Manual.

In addition to this being the first audit with the new certification system in place, the auditor, who was at the PMI Global

Operations Center for three days, was considered by staff members to be the most thorough and scrutinizing auditor PMI has experienced in over four years.

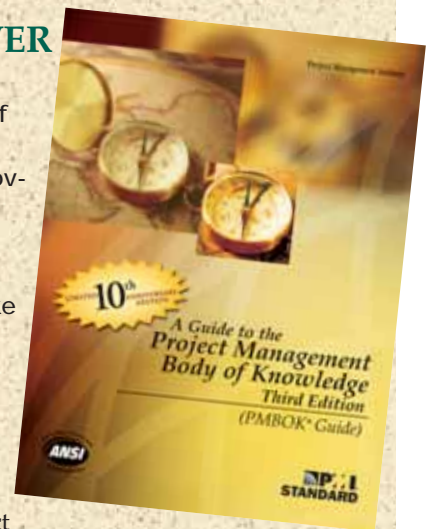


A Decade of Excellence LIMITED-EDITION HARDCOVER PMBOK® GUIDE AVAILABLE

To commemorate the 10th anniversary of the publication of its premier standard, PMI is releasing a limited-edition hardcover version of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—Third Edition. This will make a handsome addition to any bookshelf, and would also make a thoughtful gift.

The *PMBOK® Guide* is the world's de facto global standard for project management. It was first published in 1996 and is updated every four to five years. As PMI's premier and most popular standard, the *PMBOK® Guide* provides the foundation for consistent, predictable successful project outcomes. It is accredited by the American National Standards Institute (ANSI).

The 10th Anniversary Edition is available for a limited time only. To order, go to www.pmi-bookstore.org.



INFLUENTIAL WOMEN SOUGHT

Do you know an exceptional woman in the project management profession? In October 2006, *PM Network®* magazine will produce a special section titled "Influential Women in Project Management." Nominations are now being sought across all industries and countries.

If you know of an executive who supports project management, has ascended the ranks through her expertise in project management, has pioneered project management best practices or just influenced your career through her own example, please send your nomination to rfoti@imaginepub.com.

Be sure to include the name, company and location of your nominee, as well as a brief description of why you feel she is "influential" and stands out from her peers. All nominations received before 30 April 2006 will be considered for inclusion.





REGION'S COMPONENT LEADERS SEE GREAT VALUE IN PMI LEADERSHIP INSTITUTE MEETING

Continued from page 1

their Chapter has 5,000 members, there are 16,000 in Japan who hold the Project Management Professional (PMP®) credential.

Fifteen learning sessions were also held over the course of the meeting during five presentation periods. Each session was aligned to one of the three core knowledge areas of PMI's Leadership Development Program: association governance, individual leadership development and PMI institutional knowledge.

Association Governance Sessions

Association governance sessions covered such areas as component finance, developing Webinars, succession planning, successful communications and program development. The program development session featured a talk by V. Srinivasa Rao (VSR), CSQA, PMP, secretary of the PMI Pearl City Chapter, Hyderabad, India. Mr. VSR presented an overview of programs to create a Center for Leadership Excellence and a Student Leadership Competency Building Program. Both initiatives are designed to support the mission to make India a developed nation by 2020.

After Mr. VSR's detailed presentation, one delegate question was, "How do you do it with volunteers and limited resources?" Mr. VSR noted that just several weeks before the meeting, representatives of the other five Chapters in the country decided to form "Team India" to help support the Pearl City and other initiatives. Additionally, the team is seeking industry collaboration and help from a government "knowledge commission."

Michael Price, PhD, PMI manager, accreditation, summed up the characteristics of many PMI volunteer leaders when he said he is "most impressed with the team's passion to initiate

A session on humor, and how different cultures react, has delegates laughing.



PMI Chair Iain Fraser, FPMINZ, PMP, and PMI CEO Gregory Balestrero dialogue with a roomful of Asia Pacific leaders.



"Team India" came together just weeks before the PMI Leadership Institute meeting to support the ambitious initiatives of PMI Chapters in India. More information on Team India will be in next month's *PMI Today*.

LEADERSHIP INSTITUTE MEETING



this program. Passion is a critical element to success."

Individual Leadership Sessions

Sessions in the individual leadership area dealt with issue and conflict resolution, cultural diversity, strategic thinking, teambuilding in a virtual world, and mentoring and coaching. The mentoring interactive workshop was facilitated by Suhail Iqbal, PE, MCT, PMP, a member of the Leadership Institute Advisory Group. Mr. Iqbal, an experienced mentor and a graduate of the PMI Leadership Institute Master Class, noted that mentoring is about emotions.

"You need a relationship between the mentor and mentee," Mr. Iqbal said. "You cannot give advice to a person you don't have a relationship with."

Extending that thought to Component leadership, Mr. Iqbal noted that "Your Chapter is like your family."

Those attending the session took part in a spirited discussion about the differences between mentoring, coaching and counseling. Regional mentor Saji Madapatu, PMP, explained how the mentoring program at the PMI Memphis, Tennessee (USA) Chapter worked in pairing Chapter members and providing learning experiences for the pairs. Delegates concluded that mentoring should be a core service provided by Chapters.

Institutional Knowledge Sessions

PMI institutional knowledge sessions updated attendees on PMI programs including certification, OPM3® ProductSuite, education, advocacy and volunteer relations. As an example of the knowledge provided, Denny Smith, PhD, PMI manager, certification, noted that while many job advertisements for project management practitioners still call for the PMP credential, the Certified Associate in Project Management (CAPM®) credential "is starting to gain momentum. We are seeing interest from project team members such as students, junior project management practitioners and specialists. It's good to have the project team speaking the same language."

Dr. Smith also said that the market for



Ken Robson, PMP, Component mentor.



Saji Madapatu, PMP, Component mentor.

CAPM could be larger than PMP, since there are many more project team members than project managers. He noted that CAPM translations are being finalized, and asked component leaders to communicate to their members about the value of CAPM.

Strategic Dialogue With the Chair and CEO

The final session was titled, "Strategic Dialogue with the PMI Chair and CEO." PMI CEO Gregory Balestrero started with a presentation updating delegates on the Community Transformation Project. This project grew out of challenges brought up at previous Leadership Meetings.

Examples of such challenges include: Who will pay for large local interest groups such as a 300-member project management office group in Chicago? How can communities be created in areas that have different legal structures for creating entities? And how can PMI support innovative service models developed by PMI Components? "It's all about providing value to members," Mr. Balestrero said.

Mr. Balestrero and PMI Chair Iain Fraser, FPMINZ, PMP, then entertained questions from the assembled leaders, extending the session 30 minutes past the scheduled end time. Passionately asked questions dealt with a number of topics, including the effect of the Community Transformation Project on existing Components, improving the transfer of new member data to Components, translation of PMI standards and examination materials, online examinations, and selection of sites for PMI Global Congresses.

The meeting adjourned to a networking reception on a hotel terrace overlooking the Chao Phraya River, one of two informal occasions for delegates to continue their discussions.

Delegates considered the PMI Leadership Institute meeting a valuable experience.

"I welcome the opportunity to harvest good ideas and take them back to my Chapter to contribute to improvements to Chapter operations and to justify the Chapter's generosity in sending me," said Paul Burgess, PMP, president of the PMI Queensland, Australia Chapter.

"The breakouts are fantastic," said Mr. VSR of the PMI Pearl City Chapter. "Hearing best practices, seeing what we could share, and creating a common

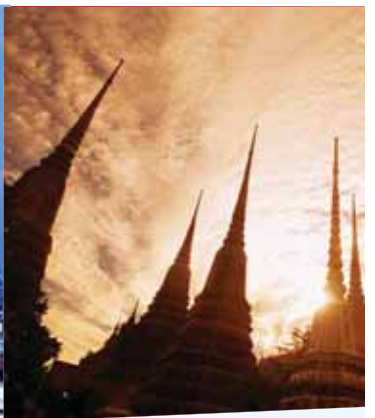
framework is great. There were lots of takeaways, such as the mentoring program. And meeting and reacting with members of the Board of Directors and PMI staff was also good to see the synergies that can be created."

The next PMI Leadership Institute meeting takes place 5-7 May in Madrid, Spain, just prior to PMI Global Congress 2006—EMEA. 📍



PMI Bangkok Chapter President Nichapatra Akkaravatewatana welcomes Leadership Institute meeting attendees.





DIVERSITY, DEPTH AND A DYNAMIC FUTURE

Continued from page 1

benefit from the event and encouraged all to "network, share and learn from each other."

Diverse Backgrounds, Common Experiences

Many of those attending the congress said they were particularly struck by the variety within the profession. In a region as diverse as Asia Pacific, this variety was magnified and made the networking even more interesting. Delegates and their employers represented the entire project management spectrum—large companies and small businesses, consultants and government workers, one-person shops to large, mature project management organizations. Those attending came from both developing countries and developed countries. Many spoke English as their first language, while for many others English was their second or third language.

Regardless of their diverse backgrounds, as Mr. Balestrero noted in his remarks opening the General Session, everyone in the profession speaks

the maturity to influence others." She went on to explain several of the elements of strategic planning, according to Sun Tzu:

- ◆ TAO – or the path, the road. The Chinese character also means righteousness. "Every project and every leader needs to have Tao," said Ms. Chin-Ning.
- ◆ KIM – or timing.
- ◆ TI – or earth, a geography element. "If a mountain is in front of you, you might not like it. But a great leader knows how to use it, to turn liabilities into assets," Ms. Chin-Ning said. She related the story of the late Israeli Prime Minister Golda Meir, who helped secure missiles and airplanes for her country by inviting a U.S. congressman to her home and baking him a cake. As Ms. Chin-Ning noted, "How can you say no to your grandmother when she asks you for a few planes?"
- ◆ TSAO – or leadership. This involves seeking a balance between love and discipline.
- ◆ COURAGE – You should believe in your own proposals. You must have the courage to execute your ideas, and the courage to fail and crawl back, said Ms. Chin-Ning.



the president of the company. The thoroughness of Unocal's embrace of the discipline made the merger process with Chevron, another mature project management firm, much smoother.

Raju Rao, SCPM, PMP, led a session on the role of project management in transforming a developing nation to developed status, focusing on the India 2020 vision. Relating his talk to the keynote address, Mr. Rao noted that India's liability of a population of 1 billion will be an asset by 2020, when it will be one of the few nations with a surplus of workers.

Several session participants questioned whether the vision is a dream or a concrete project plan. "It's a very large dream," said Mr. Rao, "but how can you make it actionable? Project management is the language of implementation."


Receptions Feature a Thai Flavor

After each day's learning sessions, attendees were able to relax and network in the informal and fun atmosphere of receptions, and enjoy entertainment and food with a Thai flavor. During coffee breaks and on the first evening, many also converged on the exhibit hall to meet with the more than 20 vendors of project management-related tools and services, to browse at the PMI Bookstore, or to learn about PMI programs and services.

Thomas Wong Tai Yong, a senior system engineer from Malaysia, reflected the view of many participants when he said the congress had been "very exhilarating."

"It's the first time I've been able to network with so many project managers from different countries and industries. It makes me feel project management is a profession worth pursuing!" he said.

"It's been helpful to hear so many project managers talking about different subject matter," Mr. Wong continued. "It gives you a holistic view of the opportunities and pitfalls in the profession. Plus, I got one or two practical tips on how to do my job better."

Many are already making plans to attend Global Congress 2007—Asia Pacific, which will be held in Hong Kong, 29-31 January. It is a good bet that many of the projects discussed at the Bangkok meeting will be successfully completed or further down the road, while other new projects of world importance will be discussed at next year's get-together. 



the language of project management. Indeed, the commonality of experiences was as interesting as the variety of backgrounds. For example, in a session titled, "Why Leaders Fail," many in the audience were nodding their heads in recognition as facilitator Thomas J. Mattus asked about "bad bosses" and poor communications experiences.

Keynote: Leadership According to Sun Tzu

The general session included remarks by Mr. Balestrero and Mr. Fraser that updated attendees on the Institute's projects and programs, including an important disaster relief initiative that got its start after the 2004 tsunami in Asia. Michael Mobley, CEO of the sponsoring firm IPS Associates, then introduced the keynote speaker, Chin-Ning Chu, noting that the keynote gives everyone at the conference a common ground for thought.

Ms. Chin-Ning's talk on "Leadership According to Sun Tzu's Art of War" began with this observation: "Project management is warfare and every war is a project. Project management and warfare are science, but deep down in the roots of science is art."

Ms. Chin-Ning noted that one of Sun Tzu's precepts was "whoever possesses the wisdom of war has

Her keynote address ended with a thought that intrigued many of the delegates: "You must win first, then fight." This, she explained, meant that you must "win in your head first. Own the plan that calls for victory. The first victory is in your mind."

In-Depth Presentations

Over the next two days, attendees chose from 40 presentations, which were grouped into eight areas of focus selected for their relevance to the Asia Pacific region. These presentations were led by subject matter experts from around the world, and were all very interactive, allowing delegates to learn from each other as well.

A new feature at this Global Congress was double sessions, which allow for in-depth exploration of the subject matter. One such double session also introduced another new feature, a panel of executives discussing how project management is used in the region.

The panel featured three leaders from Thai branches of the global companies IBM, Foster-Wheeler and Chevron. The executives explained how project management became a critical element for their firms' success, both locally and globally.

For example, Mike Sypsomos, PMP, who was a coaching specialist for Unocal before it merged with Chevron, told how much easier it was to implement project management in his organization because of the firm support of

Thanks to our sponsors and volunteers

PMI wishes to thank its sponsors whose support made PMI Global Congress 2006—Asia Pacific possible:

- ◆ Aldion Consulting Pte. Ltd.
- ◆ Computer Associates
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- ◆ IPS Associates
- ◆ PMI Program Management Office Specific Interest Group
- ◆ Thomson Prometric

PMI thanks the dedicated volunteers of the Asia Pacific Congress Project Action Team, whose hard work made possible the high quality of presentations:



Victor Chu, PMP



Kevin Chui, MBA, MSc, CSQA, PMP



Ramesh Kandadai, MS



S.K. Kohr, PMP



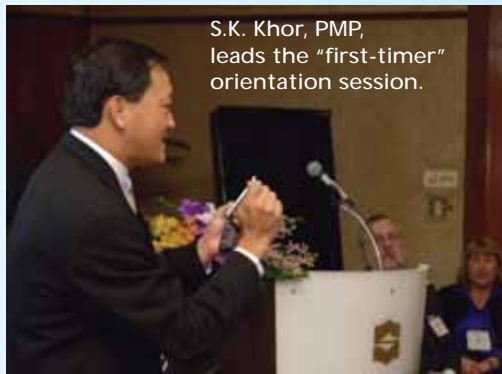
Vivienne F. Mitchell, PMP



Participants at PMI Global Congress 2006—Asia Pacific had the opportunity to play an active role in two of the Institute's most important programs. Two working sessions attracted good turnouts of stakeholders interested in being a part of these future-minded initiatives. The Research Program Working Session discussed some of the cutting-edge research in which PMI is involved, as well as challenges and regional needs. A Standards Program Working Session (shown above, with PMI Director, Knowledge Delivery, Steve Fahrenkrog, PMP) featured breakout sessions on *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* and *Organizational Project Management Maturity Model (OPM3®)*. Both standards are in the beginning of an update cycle.



Larry Bull discusses OPM3® ProductSuite.



S.K. Khor, PMP, leads the "first-timer" orientation session.



Close to 30 Registered Education Providers (R.E.P.s) participated in the R.E.P. Breakfast, an event held at many Global Congresses. The program included an address by PMI COO Mark Langley.



The PMI Bookstore is always a busy place at Global Congresses.



Strengthening Community Ties Through Project Management

PMI Volunteers Are "Volunteers to the Core"

As noted in the March issue of *PMI Today*, PMI volunteers are very busy with work, family and their PMI activities. About 85 percent of respondents to the annual PMI Volunteer Satisfaction Survey said they volunteer in at least one other non-PMI activity, and 52 percent participate in at least two other activities. About 11 percent are given employer-authorized time for volunteering. Here are six examples of PMI volunteers telling us what they do in their "spare" time. As you will see, many of these leaders are spreading the word about the project management profession through the use of their skills in their communities.



Election Observer

Kay M. Fleischer, PMP

President, PMI Chicagoland Chapter

For the last 10 years, Ms. Fleischer has worked as either an election supervisor or observer recruited by the U.S. State Department and seconded to the Organization for Security and Cooperation in Europe, a human rights organization. Most recently, she was in Kazakhstan observing the presidential election.

"It's hard work, but interesting and a lot of fun," Ms. Fleischer noted. "Fatigue is the biggest factor since you do so much traveling and then you are up for over 24 hours during the election."

"This trip was not particularly dangerous. The early ones in the Balkans after the war were. These tend to be more of a hardship because you don't know what kind of conditions or even where in the country you'll be posted. I was sent to the Kyrgyz border, others went north where there was a lot of snow, others to the Caspian Sea," said Ms. Fleischer.

Teacher, School Advisor

Bob Kois, PMP

President, PMI Mile-Hi Chapter and

Recipient of the 2005 PMI Volunteer of the Year Award

Mr. Kois teaches project management at a college level and to inner-city school students at Denver's North High School and Thomas Jefferson High School. The teaching is a volunteer effort that he has been participating in for the past three years, and has led to a volunteer board position on the Denver Public School Advisory Board for the Computer Magnet Program. There are four PMI members on the current board.

Globally, Mr. Kois teaches project management at Gindiri College in Nigeria. He has made two trips there during the past three years. On the first trip, the governor thanked the volunteer teachers, and on the most recent trip, the

assistant minister of finance recognized the volunteers.

"Volunteering locally and globally has been very rewarding," said Mr. Kois.

Soccer Center Referee

Ken Albin, PMP

Vice President of Marketing, PMI Columbia River Basin Chapter

While not at work or working with the Chapter on its community awareness outreach initiative or managing its Project of the Year program (for 12 consecutive years), Mr. Albin volunteers as a soccer (football outside of the U.S.) referee. He has been doing this for more than 15 years and officiates at multiple levels of competition—youth, high school and men's amateur play.

"On average, I do about 150 games between the months of March through October each year," said Mr. Albin. "As I reflect on my role as a center referee, it is quite obvious that I use many of the areas of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* to be successful."

Some examples cited by Mr. Albin include:

- **Integration**—Integrating the match and assuring that all participants and spectators have an enjoyable time, regardless of the outcome.
- **Scope**—Clearly defined field of play and equipment according to age of players and level of play.



■ **Time**—The center referee is the official timekeeper for the match.

■ **Quality**—Quality begins with the dress and appearance of the players and referees, and continues with ability of the center referee to let the game flow. In addition, we use the assessment process to provide feedback to the referee crew after a match so as to strive for continuous improvement on the quality of our effort.

■ **Human Resources**—Managing 30 players, four coaches, a three-person referee crew and a hundred or more spectators. It is the referee crew's responsibility to manage these resource pools effectively, including managing the use of game substitutes and maintaining good sportsmanship.

■ **Risk**—From a simple intentional push all the way to outright fisticuffs, risk needs to be anticipated. If [refereeing] is done properly, very few cards are issued and the whistle becomes the sole mitigation strategy of the match.

Fundraiser, Hospice Volunteer

Alison Mills-Long, PMP

President, PMI Columbus, Georgia Chapter

In addition to her PMI Chapter duties, Ms. Long volunteers as the fundraising chair for the American Business Women's Association (ABWA) Chattahoochee chapter. She also volunteers for Columbus Hospice, visiting hospice patients in local nursing and Alzheimer's disease homes.

"I bet a lot of the Component volunteers are multitaskers," said Ms. Long.

Alison Mills-Long and patient Ruth Hood, who enjoys ice cream brought by the volunteer.



Girl Scout Leader, Mentor

JoAnn W. Klinedinst, CPHIMS, FHIMSS, PMP

Ms. Klinedinst's volunteer work involves various roles she assumed with Girl Scouts, including director of recruitment and retention for 1,000 girls and co-leader of a Junior Girl Scout troop with six girls. "I find myself in situations frequently that allow me to mentor young girls in the art of project management, specifically centering around the five Process Groups," Ms. Klinedinst said.

For example, recently some school families in her area experienced very difficult hardships. The Girl Scouts proposed to help their classmates by publishing and selling a school cookbook. All the recipes would come from the students, staff and faculty, totaling about 1,300 potential participants.

"This project will be used for the girls' Bronze Award, the highest level achieved in Junior Girl Scouts and the third-highest award in Girl Scouting," said Ms. Klinedinst. "As you can imagine, the Girl Scouts need-

ed to initiate the project, plan it, execute it, control and monitor it, and close it. Precisely the art of project management!"

Robotics Coach

Patrick Drolet, PMP

Mr. Drolet is very active with a group of local high school students who were participating in the FIRST Robotic Competition. FIRST (For Inspiration and Recognition of Science and Technology) is a multinational nonprofit organization that aspires to make science, math, engineering and technology as interesting for students as sports. It was founded in 1989 by Dean Kamen, inventor of the Segway Human Transporter.

Mr. Drolet is acting as a mentor to the group and is helping them set up their activity as a project. The team of students has a project manager and team leads.

"The students have made a schedule and have a basic understanding of dependencies," Mr. Drolet said, "but as adolescents have a difficult time sometimes setting up a plan." He vows to do better next year, despite losing half of his "work force" to graduation.

Mr. Drolet's chapter, the PMI Atlanta Chapter, has decided to sponsor the robotics team, but the activity was initiated by Mr. Drolet on his own time. ■



FIRST Robotics student team with PMI Atlanta Chapter President-elect Ashok Goyal (front left) and Patrick Drolet, PMP (front right).

PROJECT MANAGEMENT INSTITUTE MILE-HI CHAPTER



Bob Kois, PMP, and Okoro Chima Okereke, PhD, sponsor of the PMI Port Harcourt, Nigeria Potential Chapter.



PMI North India Chapter

Conference Targets Nation-Building Through Project Management

India is destined to play a crucial role in future global developments, and project management excellence will ensure that it succeeds in meeting its potential. That was the message delivered to almost 400 leaders of government, business and industry who attended PMIcon, a conference sponsored by the PMI North India Chapter in November 2005.

The theme of the conference was "Achieving India Inc. Objectives with Project Management Excellence." Those attending included 25 leading executives from Indian industry, seven members of the Indian administrative services and two from state ministries.

PMI CEO Gregory Balestrero inaugurated the event by noting, "The future and destiny of the entire planet, particularly the Asia Pacific Region, resides in the emergence of countries like India." Mr. Balestrero talked extensively on how India could achieve its goal of overall development and how project management could pave the road for it. He concluded his address by noting that "India represents one of the greatest opportunities for project management. If a baseline can be set for excellence in project management, the country can help to deploy and create wealth."



The conference is inaugurated in traditional Indian fashion with PMI CEO Greg Balestrero lighting the lamp of knowledge. Upendra Giri, president of the PMI North India Chapter, looks on.

A panel discussion at PMIcon2005 featured top-level executives including (from left) Saurabh Srivastava, chairman, Xansa and cofounder, NASSCOM; Ashok Trivedi, chairman, iGATE; Amitava Roy, senior corporate vice president, HCL Technologies; and Gregory Balestrero, CEO, PMI.



When one of the participants asked what the prime facilitators for project management are and how India could truly achieve excellence, Mr. Balestrero explained, "Success can only be achieved when it is not okay for an organization to be over budget or behind schedule. The culture has to be reoriented to change so that every level of the organization understands the critical importance of the decision-making process."

On the second day of PMIcon2005, the

keynote address was delivered by Brijesh Kumar, I.A.S., IT secretary-DIT of the government of India, who talked extensively on the need for project management in India, as well as the practicalities associated with monitoring and evaluating projects.

The conference also featured a number of knowledge platforms with a mix of panelists from the tool side and the concept side, and also from the solutions perspective.

PMIcon2005 participants said they had benefited from the event by increasing their knowledge of various intricacies associated with project management, and also gaining a better understanding of how to partake and participate in the development of India Inc.

PMI Trivandrum, Kerala Chapter

Chapter Booth a Major Attraction at IT Fair

Representatives from the PMI Trivandrum, Kerala Chapter set up a booth for the Chapter at the recently concluded IT Kerala 2006 Fair, which was held in Trivandrum, Kerala, India. The fair was visited by more than a half million visitors from various industries and academic institutions. The five-day IT megashow was inaugurated by the acting chief minister of Kerala on 31 January 2006.

The PMI Kerala booth was a major attraction, particularly among the student community. The event provided a great opportunity to create awareness of PMI's strong presence in the state of Kerala. On display were promotional materials specially



created for the event, as well as fliers on PMI Global Congress 2006—Asia Pacific.

—Dr. Jayarajan Nanoo, PMP, Vice Chairman, PMI Trivandrum, Kerala Chapter

PMI Montréal Chapter

METAL COMPANY RECEIVES TOP CHAPTER AWARD



From left to right: Dominique Bouchard, vice president, Alcan; Denis Harvie, president, BPR-Bechtel; Pierre Gagnon, PMP, project manager, Alcan; Guy Lapointe, project manager, BPR-Bechtel; Robert Lottinville, manager of the Saguenay Regional Office, BPR-Bechtel; Pierre Mathieu, vice-president, projects and programs, BPR-Bechtel; Vincent Christ, director, engineering and maintenance, Alcan; M. Rudolf Kuster, director, major projects, Alcan; Yvan Cantin, project manager, Alcan; and Benoit Saint-Pierre, director, plant engineering, Alcan.

More than 200 senior executives and professionals in project management attended a gala on 26 January sponsored by the PMI Montréal Chapter

for the presentation of the *élixir* award for "Project of the Year 2006." The recipient was Alcan Primary Metal Group and its partner, BPR-Bechtel, who were recognized for the Alma Plant: Tank Surfacing Centre project.

The *élixir* award, created and bestowed for the first time by the PMI Montréal Chapter, highlights the formula for project management excellence in Québec, Canada. Other finalists were:

- **Bell Canada**, which was recognized for its projects with the International Aquatics Championships in Montréal (FINA 2005) and with UQAM (University of Québec in Montréal) for the convergence of its numerous telecommunication networks;
- **Hatch**, which was nominated for its expansion project with QIT-Fer et Titane Inc.;
- **Ubisoft**, which was recognized for the development of an Intranet version of its project management office.

Alcan and BPR-Bechtel's winning project will now be submitted to the international level for the PMI Project of the Year Award. A Montréal-centered project to revitalize the city's international district received recognition as the PMI Project of the Year in 2005.



PMI Chicagoland Chapter



CAR WASH MEETING LEADS TO SCHOOL VOLUNTEER PROJECT

A serendipitous encounter in a car wash led to a satisfying synergy of youthful energy and Chapter needs for the PMI Chicagoland Chapter. Beth Saltmarsh, MPM, PMP, academic outreach program director for the Chapter, is also a volunteer for the PMI Post-Disaster Rebuild Methodology project. While waiting for her car to be washed one day, she participated in a conference call using her mobile phone.

A car wash employee, high school senior Michael Bostler, happened to overhear the conversation. Mr. Bostler is an honor student at Bartlett Math and Science Academy in Chicago, and is in a program that includes a project management and technology component. He needed an internship for school credit.

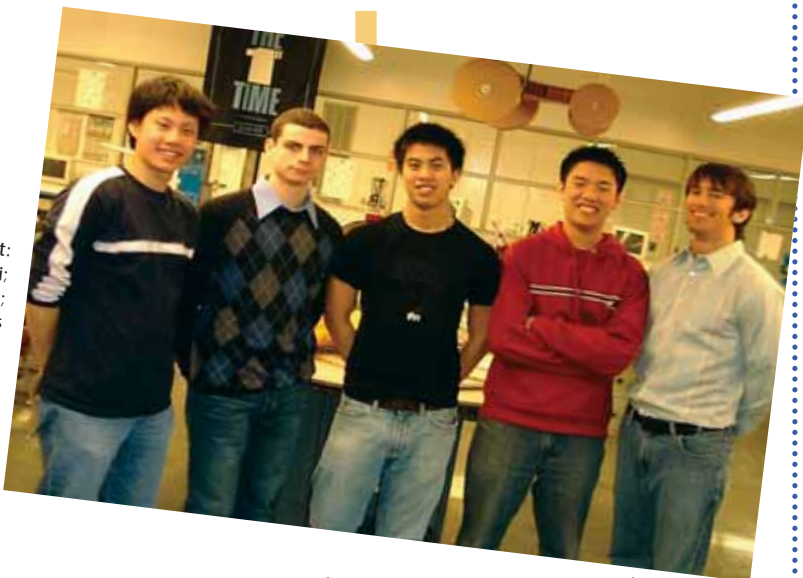
Coincidentally, the Chapter needed its outreach Web pages revised. The PMI Chicagoland Chapter's outreach program had expanded beyond its original sole focus on the university community, and the Web content did not reflect that.

Ms. Saltmarsh proposed to Mr. Bostler that he get involved in a project to revamp these pages. Mr. Bostler recruited four other students for the project (Cheng-En Lai, Steve Lin, Thomas Pravongviengkham and Matthew Seebeck) and served as team leader.

Students in the program are also involved in robotics and designing hovercraft, and they wanted to learn more about project management. Ms. Saltmarsh, who is a course developer and instructor of project management core concepts with DePaul University, led the team through the successful completion of the project.

"The students were frustrated at first. They were impatient and wanted to do the Web site right away," said Ms. Saltmarsh. "It took them 1 1/2 months to go through the planning phase, but they saw the value of it."

The team created a project plan and produced key planning deliverables prior to execution. The deliverables included a work breakdown structure, activity list, milestone list, project schedule baseline and questionnaires. The students interviewed the Chapter's outreach leadership and found out exactly what they wanted in terms of content.



From left: Cheng-En Lai; Matthew Seebeck; Thomas Pravongviengkham; Steve Lin and Michael Bostler.

The final deliverable was a new outreach primary page explaining the Chapter's outreach mission and how it relates to the PMI global advocacy initiative, along with three subpages for each of the outreach audiences: academia, corporate and association. The project was completed within scope, on time and at no cost—and the students received portable project management knowledge and guidance that helped them build their professional skills.

The PMI Chicagoland Chapter hopes to partner again with students at the Bartlett Math and Science Academy.

"The students' hard work and dedication to the field of project management is inspiring," said Ms. Saltmarsh.

PMI Portland Chapter

CHAPTER PRESENTS PROJECT EXCELLENCE AWARD



Project Excellence Award 2005 is presented by PMI Portland Chapter President Alan Strong, PE, PMP (right) to Randy Rhodes, planning technologies manager (left) and Shelaindra Bhardwaj, IT senior project manager, both of PacifiCorp.

20 December 2005

was a special night for the PMI Portland Chapter, located in Portland, Oregon, USA. At a ceremony titled "An Evening of Excellence," the Chapter presented its first Project Excellence Award, the culmination of a decision by the Chapter to recognize and honor "excellence in project management" within the Portland Metro area.

The Project Excellence Award directly supports the mission and vision of the PMI Portland Chapter by promoting project management within local businesses and PMI communities. Executing this program also promotes the Chapter as a project management knowledge resource for local communities and government agencies.

Highlights of the "Evening of Excellence" included project overview presentations by the finalists in the award competition:

- Hurricane Relief Fundraiser Project, submitted by Rotary Club of Wilsonville and presented by Jake McMichael;
- Legacy Salmon Creek Hospital Project, submitted by Skanska and presented by J.B. Hill;

- Meter Management System Project, submitted by Portland General Electric Company and presented by Geri Northey; and
- Pi to Pi Interface Project, submitted by PacifiCorp and presented by Shelaindra Bhardwaj and Randy Rhodes.

Following the presentations, the Chapter presented the Project Excellence Award 2005 trophy to winner PacifiCorp for their Pi to Pi Interface Project. Each finalist also received recognition and a plaque.

The expert panel of distinguished judges assisting in this project consisted of Pat Garrett, PMP, president of the PMI Puget Sound Chapter, Seattle, Washington, USA; Murray Grooms, PMP, member of the PMI Leadership Development Action Group, Victoria, British Columbia, Canada; and Kenneth O. Hartley, PMP, PMI Fellow, and former PMI Board chair, who is on assignment in Israel.

The PMI Portland Chapter, currently serving 994 members, is already looking forward to planning the next Project Excellence Award for 2006. A new and very rewarding addition to the Chapter's award

AN EVENING OF EXCELLENCE



Chapter Awards Committee, left to right: Joseph Brisley, PMP; Stephanie Thornton, PMP, Chair; Connie Plowman, PMP; Willem Stoeller, PMP.

program will be a student project management award for high school senior projects.

—Sharon P. Ginn,
Director of Marketing, PMI Portland Chapter

