Earlier this year, PMI initiated a new project to research and review existing and potential community organizational models within the Institute. The initiative, called the Community Transformation Project (CTP), was chartered at the direction of the PMI Board of Directors to deliver a framework for identifying community models and their alignment to PMI’s Strategic Plan.

CTP stems from feedback received by PMI Board members and CEO Greg Balebstro. The most pressing topics raised have concerned issues such as organizational structures and the limitations to knowledge sharing and collaboration.

“Chapters are creating Local Interest Groups, and Specific Interest Groups and Colleges are considering the creation of Chapters,” said Mr. Balebstro. “The feedback is diverse and passionate, and, unfortunately, the Institute has no method of addressing their needs.”

“CTP reflects PMI’s commitment to achieving its envisioned future through the alignment of organizational objectives and operations toward its envisioned goal, as...”

Continued on page 9
Webinars to Bring Speakers to Your Desktop

Risk SIG Plans Series of Presentations

Risk management education is coming to your desktop in a new series of Webinars on the subject, to be hosted by the PMI Risk Management Specific Interest Group (RiskSIG).

The Risk Management SIG is well-known for its years of highly attended speaker tracks at PMI Seminar/Symposiums (the predecessor to PMI Global Conferences), as well as its own successful risk management conferences.

"Those who have attended our past events know the quality of our speakers," said RiskSIG Chair Charles Bosler. "Now we will be delivering that same quality to your desktop."

The Risk Management SIG Webinars will present the latest in risk management principles, innovative techniques and solutions for managing project risks, and will be delivered by leading experts in the field. The presentations will be pre-recorded and accessed via the World Wide Web. Pre-recording provides benefits not available with "live" presentations:

- Pre-recorded presentations are a convenient way to deliver knowledge.
- The presentation can be paused and re-started, which is particularly helpful to attendees who do not speak English as their first language.
- There is no risk of last-minute cancellation due to presenter logistics, as can occur with a "live" presentation.
- Delivery costs are significantly lower than live broadcasts, with the savings passed along to the attendees.

"We gain so many more advantages with this approach for our members and others interested in risk management than we could by offering 'live' presentations," said Mr. Bosler. "We can even provide direct interaction with the presenters via discussion threads on our Web site."

The one-hour audio/slide presentations can be viewed online, optimizing the viewer’s time, with discussion threads that allow attendees to join with the presenters to share insights on the material for many days after viewing the materials.

For those seeking to maintain their Project Management Professional (PMP®) credential, Professional Development Units (PDUs) are available for each presentation viewed.

Please check the PMI RiskSIG’s Web site for information about availability dates for these presentations. The cost to all audiences will be approximately $20 (US) per Webinar. For more information, please contact Webinars@risksig.com.

Getting the Full Benefit from Risk Analysis

Chris Chapman

Uncover best practices from case-based knowledge of organizations that define leading-edge risk management practices. Determine key success processes these organizations have developed including taking more risk in the short term; understanding the role of culture; keeping the process simple; and distinguishing between expectations, targets and commitments.

Schedule Risk Analysis

Dr. David Hulett

Obtain valuable insight into the analysis needed to assess the risk of failing to complete projects within the scheduled completion date. In addition, you will learn about new concepts such as "risk criticality" to ascertain the paths most likely to delay the project.

A Capitol Idea!

PMI opened its newest representative office in Washington, D.C. Staffing the office is Valerie Carter, who joined PMI in March 2007 as government relations manager. Ms. Carter’s mission is to aid PMI’s efforts in building and maintaining relationships within the U.S. federal and state governments, the Canadian government, and with PMI components. She will be engaged with a number of groups and individuals, and will work closely with many people to advocate the adoption of project management in government.

Ms. Carter brings PMI more than 15 years of experience in the areas of public affairs, and government, state and community relations. She also has extensive past experience in large project cost tracking and monitoring. For the past eight years, Ms. Carter served as manager of government relations and community relations for Merck & Co. in Washington, D.C. She also was co-founder and past chairperson of a professional roundtable for over 250 political involvement professionals, was the grassroots and advocacy liaison for various issues with the U.S. Chamber of Commerce, and worked on projects with the Business Roundtable. She holds a degree in communications with emphasis on public relations and advertising.

"PMI is at the forefront of providing the knowledge and expertise to assist government agencies in reaching their goals of effective and efficient programs and projects that serve their citizens," Ms. Carter said. "I am excited about the opportunity to advocate and educate both government and its benefits throughout the U.S. and Canadian governments, and I know we can make a difference in these areas. I look forward to working with the many people within government as well as PMI’s members in this endeavor."
Peter W. G. Morris, head of the School of Construction and Project Management at University College London and Director of the Centre for Research in the Management of Projects, was presented the 2005 PMI Research Achievement Award at the PMI Global Congress 2005—EMEA, held in Edinburgh, Scotland. Dr. Morris has been a member of PMI since 1976. He presented his first PMI conference paper in Los Angeles in 1978, and in 1979 published his first paper in the Project Management Quarterly. The paper, on interface management, was later adapted for the 1983 Project Management Handbook.

In 1984, Dr. Morris was awarded a research fellowship in major projects at the University of Oxford, and in 1987 published jointly with George Hough, The Anatomy of Major Projects (John Wiley & Sons). This work, which included eight longitudinal studies of major projects in different industry sectors, summarized all the data that was then available on project success and failure (over 3,500 projects). The study found that overruns of between 20 percent and 200 percent were the norm, and that the reasons for this high failure rate were “generally to be found in areas which have traditionally not been the concern of project management.”

This insight led to a lifelong interest in understanding what managers really need to know and do; what competencies they need to have—in order to manage projects successfully. The book was followed in 1994 by The Management of Projects (Thomas Telford), which proposed a reformulation of the way projects and project management are thought about, recognizing that attention needs to be given to managing the way the project is defined and developed, as well as to the more traditional areas of project execution.

Since 1996 Dr. Morris has combined his academic career with a busy consulting schedule. He is recognized as an academic authority on the management of projects, serving first as professor of engineering project management at the University of Manchester (England) Institute of Science and Technology, and later as professor of construction and project management at University College, London. His consulting work is centered on his role as executive director of INDECO, a leading management consultancy in project and program management.

2004 saw Dr. Morris deliver two important research-based books. One was The Wiley Guide to Managing Projects (Wiley), co-edited with Professor Jeffrey Pinto, a 1,550-page statement of best practice in the field from practitioners and scholars in the United States and Europe. The second book was a PMI publication, Translating Corporate Strategy into Project Strategy, which was the result of a PMI research project grant awarded in 2003. This work explores how corporate strategy and project management interact via portfolio and program management.

Dr. Morris’s abiding interest is in asking ourselves what we need to know and do to manage projects better. With over 110 papers to his credit, he continues to promote the discipline wherever he can.

Dr. Morris was chairman of the Association for Project Management from 1993 to 1996, and a vice president from 1996 to 2000. He was deputy chairman of the International Project Management Association from 1995 to 1997.
Fast-Growing PMI Corporate Council Holds Executive Forum

MEMBERS OF THE PMI CORPORATE COUNCIL HELD AN EXECUTIVE FORUM RECENTLY IN KEY BISCAYNE, FLORIDA, USA. THE CORPORATE COUNCIL IS COMPOSED OF LEADING ORGANIZATIONS WITH A PRIMARY INTEREST IN IMPLEMENTING PROJECT MANAGEMENT TO IMPROVE TACTICAL EFFICIENCIES, STRATEGIC COMPETITIVE ADVANTAGE, AND ORGANIZATIONAL TRANSFORMATION. THE MEETING ENABLED SENIOR-LEVEL REPRESENTATIVES TO INTERACT DIRECTLY AND TO SHARE BEST PRACTICES AND INNOVATIVE IDEAS.

In 2005, the Corporate Council has grown rapidly. It now includes 18 members, with BAE Systems, Capital One Financial Corporation, Deloitte, Huawei Technologies Co., SAP America Inc. and Siemens Business Services recently joining the group.

PMI Reaches Out to Business Entities

PMI is continuing its outreach to business organizations with the appointment of Marianne Fray as Organization Relations Specialist. Ms. Fray is responsible for promoting the awareness and utilization of project management with business entities, predominantly multinational organizations.

In addition, she has been given responsibility for building global grassroots networks, and is responsible for all aspects of the PMI Corporate Council, including the strategy for its growth and the group's Executive Forums.

Marianne Fray to Work With Corporate Council and Business Leaders

Ms. Fray brings more than 17 years of marketing, sales, training and operational experience to PMI, including experience with Verizon Wireless and other firms in the career services, publishing and engineering industries. For the past four years, she served as a consultant and trainer for Lee Hecht Harrison, a global career services firm, providing career transition services, publishing and engineering industries. For the past four years, she served as a consultant and trainer for Lee Hecht Harrison, a global career services firm, providing career transition services, publishing and engineering industries.

Boeing Group Presents on Project Management at Company Conference

MEMBERS OF THE BOEING PROJECT MANAGEMENT INTEREST GROUP (PMIG), A GRASSROOTS NETWORK OF PROJECT MANAGEMENT PRACTITIONERS, REACHED OUT TO THEIR COMPANY COLLEAGUES AT THE EIGHTH ANNUAL BOEING TECHNICAL EXCELLENCE CONFERENCE EXHIBIT AND POSTER SESSION ON 23 FEBRUARY 2005. THE THEME OF THE CONFERENCE WAS "TECHNOLOGIES TO SUPPORTBoeing STRATEGY IN A GLOBAL ENVIRONMENT." MORE THAN 100 CONFERENCE PARTICIPANTS VISITED THE PMIG BOOTH TO LEARN MORE ABOUT PROJECT MANAGEMENT AS AN ELEMENT OF TECHNICAL EXCELLENCE AT BOEING.

Presentations given by the group at the conference included material on A Guide to the Project Management Body of Knowledge (PMBOK® Guide), the nine Knowledge Areas and the project management skills necessary to succeed at Boeing. The group also addressed issues related to training, including PMI certifications, critical chain project management and managing multiple projects.

PMIG has more than 1,300 members across Boeing. The group provides education, training and resources to support and promote project management and Boeing. Berne Mathison of the group says the PMIG has adopted the PMI model as the means of providing training.
PMI Today Deadlines:

SEPTEMBER 2005 ................................................... 15 JULY

OCTOBER 2005 ...................................................... 15 AUGUST

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

PMIAction

13 August 2005 Anaheim, Calif., USA. Hosted by PMI Orange County Chapter, the day will include a unique opportunity for software development teams to compete and develop a product in one day while attendees watch. Speakers will address project management, IT, and software products. Earn up to 4.5 Professional Development Units (PDUs) for maintaining your Project Management Professional (PMP) credential. Exhibit hall and networking. Visit www.pmi-oc.org for details.

PMI Global Congress 2005 – EMEA Papers Now Available

The complete collection of papers presented at PMI Global Congress 2005—EMEA, Edinburgh, Scotland, is now available in CD format for purchase through the Knowledge & Wisdom Center. Member price for the CD is $120 (U.S.). Proceedings are also available within Areas of Focus for $50 (U.S.) per area, or as single papers at $10 (U.S.) each. Find a link to an order form and the list of papers presented under the “Purchases” link on the Knowledge & Wisdom Center home page, or send your order to documentdelivery@pmi.org. Citations and abstracts to papers are searchable by subject keyword and author name in the Knowledgebase at http://www.pmi.org/info/PIR_KWCOverview.asp?nav=0603.

Statistics through 31 May 2005

Total Members 171,080

% Increase May 2005/2004 28.4%

New Members 8,820

Copies placed in circulation* 851,148

Component Memberships

Chapters 127,102

SICs 50,303

Colleges 3,288

New PMPs (YTD) 18,522

Total PMPs 114,842

www.pmi.org

May 2005 Visitors 688,089

YTD Total 3,288,688

Publishing


Copies placed in circulation* 4,120

Total copies in circulation* 851,148

PMBOK® Guide—Third Edition

Copies placed in circulation* 14,275

Total copies in circulation* 242,265

Copies of 1996, 2000* and Third* Ed. of PMBOK Guide in circulation 1,665,621

*includes official translations


CAPM® exams are based on the PMBOK Guide—Third Edition.

Visit the Knowledge & Wisdom Center on the web for all your project management information needs. Go to the PMI Web site (www.pmi.org); click on Publications & Information Resources, and then choose Knowledge & Wisdom Center. To request information or search assistance, send your inquiry to kwc@pmi.org.
EMEA Congress: Hundreds Come to Edinburgh for Learning, Networking and Professional Growth

Continued from page 1

from PMI CEO Greg Balersten, including an announcement of PMI’s new alliance with Det Norske Veritas (DNV) for furthering organizational project management maturity (see article on page 8).

The event’s keynote speaker, author David Taylor, then came to the podium. Mr. Taylor, the 2004 European Business Speaker of the Year gave an inspiring talk on success, leadership and achieving your dreams.

Mr. Taylor’s key success formula, cited subsequently by a number of session presenters, was, “Know where you want to go, know where you are now, know how to get there, and then do it!”

Pointing out that, “everything you need to have everything you want is within you right now,” Mr. Taylor emphasized that the “what” is more important and should be separated from the “how.”

“When you have dreams and positive attitude, the ‘how’ becomes unimportant,” he said.

Eight Timely Areas of Focus
Over the course of the next two-and-a-half days, attendees filled the rooms for about 70 individual presentations. The sessions were grouped under eight areas of focus:

- Education and Certification
- Globalization and Outsourcing
- Marketing Project Management in All Industries
- Problems With Projects
- Project Management Basics
- Project Management in the EMEA Region
- Project Management Maturity
- Project Management in Specific Industries

Some sample presentations included:

- Critical Success Factors in Project Management—To Fall or Not To Fall; That is the Question!—Seweryn Spalek, PhD. Director IPO of the Polish publishing company Helion, explored what makes a project fail or succeed, using a survey done for his doctorate. Dr. Spalek’s conclusion continued on the Hamlet theme: “Whether ‘tis nobler in the mind to suffer the slings and arrows of outrageous fortune (ignoring risks), or to take arms against a sea of troubles, and by opposing end them (managing risks)?”

- Collaborative Project Management: Mark Franklin of Primavera Systems Inc. in the United Kingdom, used the example of Richard Noble, the British entrepreneur who broke the land speed record, to explain the benefits of collaboration and a flatter matrix organization, rather than a culture of control and a traditional organizational chart.

- Going Global: A Practical Guide to Implementing Software Process Improvement Across Six Continents: Paul Morgan, PMP, and Jurek Malecki, PMP, from the professional services company GTECH, explored a “five-year journey of blood, sweat and tears” to translate A Guide to the Project Management Body of Knowledge (PMBOK® Guide) into software needs. The company, which manages the software behind lottery games around the world, handles more transactions per year than all credit card companies combined.

- The Executive Sponsor—The Hinge Upon Which Organizational Project Management Maturity Turns?—Terence Cooke-Davies, PhD, who was involved in creation of PMI’s Organizational Project Management Maturity Model (OPM3), began the presentation with an understatement: maturity is not a straightforward subject. Dr. Cooke-Davies noted that the project sponsor is a critical player in maturity, being in between senior management (those who concentrate on “business as usual”) and those in the business of change (project managers). He cited research figures on the sponsor’s role, which were released at a recent meeting of the PMI Pharmaceutical SIG.

Planning Has Merit—It Costs (A Project Manager Analyzes the Construction of the Scottish Parliament in Edinburgh): Not far from the site of the congress is the new Scottish Parliament building, a project that ballooned from £25 million to almost £400 million, and was completed some four years behind schedule. Crispin “Kik” Piney, PMP, analyzed what went wrong. “Project management was a passen- 
ger in a car crash,” Mr. Piney said, saying the scope changes were beyond almost anyone’s control and authority.

Program Management of the 2006 Olympic Winter Games: Alberto De Marco, PhD, presented as a case study the preparation for the 2006 Olympic Winter Games in Turin, Italy. Working with a consultancy that was involved in the 2000 Summer Games in Sydney, Australia, the Italian team created a program management model that has succeeded to date in keeping cost overruns to 7 percent, compared to the single-project model used for the 1990 Football Championship event in Italy, which ran 90 percent over budget.

Spacious Exhibition Area
The spacious exhibition hall was well used by congress attendees who wanted to learn of the latest products and services for practitioners of project, program and portfolio management. In addition to 16 commercial vendors, PMI staffers were also present to answer ques-

Continued on page 8

As an icebreaker, PMI component leaders created a map of the world on the floor.
As is the custom with PMI global congresses, the main part of the program at PMI Global Congress 2005—EMEA was framed by a Leadership Meeting, working sessions for the PMI Research Program and PMI Standards, and a session of SeminarsWorld®.

Research Working Session

The Research Working Session discussed two projects funded by the PMI Research Department, with an overview by Dr. Janice Thomas titled, “Understanding the Value of Project Management.” The session also included a paper on an exploratory study of the patterns of virtual projects, presented by Dr. Ilze Zigurs and Dr. Deepak Khazanchi of the University of Nebraska at Omaha (USA). Following the paper, award-winning author Dragan Z. Milosevic, PhD, PMP facilitated a discussion, in which participants agreed that virtual projects are on the rise and that there are innate complexities involved. According to PMI Research Manager Ed Andrews, PhD, the paper theorized that patterns could be identified in virtual projects that were “lean,” “hybrid” or “extreme.” Theories were validated through interviews with personnel at multinational companies, and resulted in a classification of problems by project type along with the authors’ suggested solutions to the problems.

Standards Working Session

The Organizational Project Management Maturity Model (OPM3®) and Work Breakdown Structure (WBS) were the two topics covered by the Standards session. The OPM3 group discussed best practices within the program and portfolio management areas of the maturity model. The best practices gathered in this meeting will be incorporated into the next release of OPM3. The goal of the WBS discussion was to ensure input from the EMEA region for the next update of the WBS Practice Standard. The group walked through and drafted a program-level example of a WBS.

Leadership Meeting

The two-day leadership meeting was attended by more than 80 component leaders, primarily from Europe, the Middle East and Africa. The highlight of the meeting was a Community Transformation Workshop facilitated by Seth Kahan. This event was previously held with PMI Specific Interest Group (SIG) leaders, and has also been held with Chapter leaders in several other places. The workshop engaged participants in a discussion on creating new meanings for “community.” The assembly broke into small groups to discuss ideas for the forthcoming community framework (see article on page 1). The topics of the discussions were:

- Worldwide acceptance of project management;
- Superior practice;
- Professional advancement opportunities;
- Ensuring that organizations value project management;
- Ensuring that members’ skills are “state-of-the-art”; and
- Component structure.

The conclusions of the group discussions and balloting on the most important points were that “one size does not fit all” for community structure. PMI communities will have to be customized nationally and culturally. Additionally, governance must evolve to a structure of central, regional, national and local levels. Participants also stated that PMI should be the center of excellence, with Chapters as the local touch points, giving members a face-to-face experience.
PMI Enters Alliance for OPM3 Ancillary Products and Services

T
he Project Management Institute has entered into a strategic alliance with Det Norske Veritas (DNV) to provide a suite of training and certification tools related to the Organizational Project Management Maturity Model (OPM3®). PMI CEO Greg Balestero announced the alliance at the general session of PMI Global Congress 2005—EMEA.

Established in 1864, DNV is an independent foundation with the objective of safeguarding life, property and the environment, and is a leading international provider of services for managing risk. Headquartered in Oslo, Norway, DNV is a global provider of management, product and personnel certification services, and is accredited by over 20 national governments or their agencies. It employs more than 6,400 people in 300 offices in 100 countries.

The purpose of the alliance is to develop a group of PMI-approved assessors and improvement specialists who are qualified in OPM3 ancillary products and services (APS). DNV will develop and deliver global training, certification and registration of these OPM3 APS assessors and improvement specialists.

OPM3 APS assessors will work with organizations in performing OPM3 assessments. According to Tony Gray, DNV project manager for APS, “Assessors will utilize a robust and effective assessment methodology and software tools to analyze OPM3 implementation in a usable and objective manner.”

Gray says the objective is to equip assessors to help organizations through the complexity of OPM3, and to provide an objective assessment of organizations’ project management maturity.

OPM3 APS improvement specialists will work with companies to address the gaps identified by assessors, and to implement the best practices of OPM3 itself to bring about improvement. Both assessors and improvement specialists will come from the ranks of independent service providers, and will also include internal corporate personnel. The entire APS product will be launched by the end of 2005. More details on OPM3 Ancillary Products and Services and the alliance with DNV can be found online in the form of Frequently Asked Questions. Go to www.pmi.org/OPM3APS/OPM3APSFAQ516.pdf.

Announced at Congress...
Building a Framework for the Future

Continued from page 1

PMICOMMUNITIES

been contracted as the project manager. Wheeling, CAE. Ed Rosenstein, PMP, has engaged in collaboration and cooperation, global knowledge sharing across expressions of PMI communities. The team is identifying trends that are impacting project management, PMI and its communities, such as global expansion, multiculturalism and the desire to improve the current component structure. The framework being built by CTP will embrace ways communities can evolve to meet member and market needs, and demonstrate partnership and collaboration throughout all levels of the Institute.

Meetings have been held with Chapter leaders in Benelux, Germany, the Asia Pacific region and multiple U.S. locations, and an entire day of the recent Leadership Meeting at PMI Global Congress 2005—EMEA was devoted to CTP (see article, page 7). An April meeting gathered 26 SIG and two College leaders to discuss the future of PMI communities. Discussion in these meetings centered around three topics:

1) What is holding us back from success?
2) What emerging trends do we need to consider?
3) What new capabilities can be imagined?

At the SIG and College meeting, leaders expressed a desire for a common infrastructure, global knowledge sharing across PMI processes for collaboration and cooperation, and centralized strategy, resources, “e-sources” and approaches.

Reexamining Relationships

Wayne Abba, a past president of the PMI College of Performance Management (CPM) and a participant in the SIG and college meeting, explained one stakeholder’s perspective of CTP. The PMI College of Performance Management (formerly the Performance Management Association) joined PMI as its first college in 1999, Mr. Abba said. Despite CPM’s successes since then—a robust growth rate and publication of the PMI Practice Standard for Earned Value Management under the College’s leadership—the ‘college’ concept remains unclear vis-a-vis PMI SIGs. Only one other college (College of Scheduling) has been created, while some SIGs, such as Risk and Quality, meet the ‘college’ definition.

Stakeholder Engagement

The Community Transformation Project is under the purview of PMI Manager, Component & Community Relations Linn Wheeling, CAE. Ed Rosenstein, PMP, has been contracted as the project manager. Ms. Wheeling and her team have been conducting research both internally and externally, as well as gaining extensive stakeholder engagement over the past several months. The team is identifying trends that are impacting project management, PMI and its communities, such as global expansion, multiculturalism and the desire to improve the current component structure. The framework being built by CTP will embrace ways communities can evolve to meet member and market needs, and demonstrate partnership and collaboration throughout all levels of the Institute.

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Rosenstein Serving as Project Manager for CTP

PMI Pittsburgh Chapter President Ed Rosenstein, PMP, has been named project manager of the Community Transformation Project. Mr. Rosenstein has been a PMI member since 1997 and a leader within the PMI Pittsburgh Chapter for the last six years. “Ed has excellent project management skills and great knowledge of PMI through his component and PMI Leadership Institute experience,” said Ms. Wheeling. “I am confident Ed will excel in studying PMI communities and examining new models, and building a framework to support stakeholder needs.”

Mr. Rosenstein said he signed on to CTP because of his great interest in “implementing project management fundamentals in support of organization processes.”

“ICTP involves changes to organization processes, and allows me to put my Leadership Institute learning to work in support of organizational change,” he said, adding: “On a personal note, this project gives me the opportunity to create something of lasting value while working with people I like, admire and respect.”

Stay Informed

To stay up to date with the latest information and status reports on the Community Transformation Project, visit the CTP Web site at http://componentleadership.pmi.org/ctp/ctp.htm

CTP Volunteer Action Team

EMEA, Mr. Gallagher said, “While some component leaders have looked at CTP as a threat to the current community structure, this initiative should be considered an opportunity to meet community needs. Involving component leaders in the early stages of the process will ensure that their ideas and needs are thoroughly addressed.”

“The PMI Board looks forward to receiving the CTP team recommendations at its September Board meeting in Toronto,” Mr. Gallagher added.

James M. Gallagher, PMP, PMI Director-at-Large and External Relations and Volunteer Involvement (ERVI) Committee member, serves as the ERVI liaison to the CTP. Speaking after the Leadership Meeting held prior to PMI Global Congress 2005—EMEA, Mr. Gallagher said, “While some component leaders have looked at CTP as a threat to the current community structure, this initiative should be considered an opportunity to meet community needs. Involving component leaders in the early stages of the process will ensure that their ideas and needs are thoroughly addressed.”

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EMEA, Mr. Gallagher said, “While some component leaders have looked at CTP as a threat to the current community structure, this initiative should be considered an opportunity to meet community needs. Involving component leaders in the early stages of the process will ensure that their ideas and needs are thoroughly addressed.”

“The PMI Board looks forward to receiving the CTP team recommendations at its September Board meeting in Toronto,” Mr. Gallagher added.

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Credential Candidates to See Significant Improvements in Online Service

On 1 September 2005, PMI will launch a new, Web-based online certification application. Among the features this new application will include are automated reminder notices and the ability to download appropriate forms. In addition, the online application will enable users to know their status throughout the credentialing process.

The project to create the certification application was managed by Roger Larson, PMP. Mr. Larson has over 30 years experience as a project manager, project office director, software developer, consultant, CIO, operations director and entrepreneur in a number of different industries. Since 1972, he has managed a wide variety of projects in software development, vendor selection, enterprise package implementation, construction and business analysis. He designed and implemented project offices for several organizations.

Mr. Larson has a degree in economics from Macalester College in St. Paul, Minnesota, USA, and a masters in business administration from the University of Wisconsin-Milwaukee (Executive Masters in Business Administration from the University of Wisconsin-Milwaukee, and a master’s degree in computer science). He is a member of the PMI Delaware Valley Chapter and the PMI Information Systems Specific Interest Group.

“Certification is an important part of a project manager’s continual education and career development. It helps to document one’s experience and skills, and it is a way to demonstrate your commitment to the profession.” Mr. Larson said.

“PMP stands for Project Management Professional. It is an internationally recognized certification that demonstrates an individual’s knowledge and experience in the field of project management. It is a professional credential that is highly valued by employers and clients alike.”

The PMI certification application development team Front row (left to right): Shelley Candy, GA specialist; Mahesh Chand, developer; Viney Bansal, developer; Scott Ocampo, QA lead; second row: Isha Brown, PMI certification process supervisor; Sergio Ora, developer; Bernard Smith, GA specialist; Joe Ciccone, GA specialist; back row: Bill Turner, DBA; Brent Endcott, developer; Paul Nield, project manager; Roger Larson, PMP project manager; Ashoj Choudhary, developer; James Bright, technical architect/lead developer (quinty nobbs) and Chris Howell, reporting specialist (red shirt).

The updated Project Management Professional (PMP) credential examination will be available 30 September 2005. This monthly series of PMI Today articles aims to inform you about PMI’s professional credentials and why they are valuable.

As discussed in the June issue of PMI Today, the Project Management Professional (PMP) credential is evolving to support the changing profession of project management. One of these important changes is that candidates will have to document their project management experience more concretely in order to be eligible to take the PMP exam.

In addition to meeting the existing project management education and experience requirements, the minimally qualified candidate for the PMP exam must be able to perform the tasks that have been identified in the Project Management Professional (PMP) Examination Specification, a blueprint of the examination. The candidate’s experience should be in a role where he or she led and directed cross-functional teams to deliver the project scope within the constraints of schedule, budget and resources.

The new test, to be introduced on 30 September, will incorporate 25 pretest questions, which will be randomly placed throughout the 200-question examination, but will not be graded. Pretest questions are a best practice used in test development to gather statistical information on questions that may be used on future examinations.

To pass the PMP examination, candidates must correctly answer a minimum of 141 questions (81 percent of the 175 scored questions). This pass rate is established by a statistical method using volunteer PMPs who independently assess the difficulty of each test question. The chart at right demonstrates the total percentage devoted to testing each Domain, or area of practice, and the specific tasks against which test questions are written.

A series of articles in PMI Today, beginning in May 2005, will explore the changes that will occur to the PMP credential examination. This first article will look at the changes that occur to the exam overall. The following articles will discuss the changes in each Domain, or area of practice.


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Chapter Members Get Firsthand View of Cutting-Edge Physics Research

Members of the PMI Switzerland Chapter recently viewed some of the world’s most advanced physics research facilities as the chapter toured CERN, the European Laboratory for Particle Physics. Located on the French border outside Geneva, Switzerland, CERN is the world’s largest particle physics laboratory, and is also the birthplace of the World Wide Web.

On 29 April 2005, the chapter visited the laboratory and toured the construction site of what will be the world’s most powerful particle accelerator, the Large Hadron Collider (LHC). When the LHC is operational in 2007, scientists hope to recreate for the first time the conditions that existed just a fraction of a second after the big bang.

More than 40 project managers attended the event. They were greeted by Dr. Robert Aymar, the director general of CERN, and Erhard Zingg, PMP, president of the PMI Switzerland Chapter.

In the morning, several presentations explained the technology of the particle accelerator and collider, along with the technological challenges involved in building the facility. These challenges include document management and archiving, material management and logistics, test management, vendor management, and stakeholder management. One presentation addressed the production of antimatter, and compared the state of the art with the description in the Dan Brown novel, Angels and Demons.

In the afternoon, the PMI Switzerland Chapter members toured the magnet test facilities, where superconducting magnets are tested before being lowered into the tunnel where the accelerator is being assembled.

Dr. Robert Aymar (left) with Erhard Zingg, PMP, president of the PMI Switzerland Chapter.
PMI Alaska Chapter

Chapter and University Work Together to Support Project Management

The special relationship between the PMI Alaska Chapter and the University of Alaska Anchorage grew even stronger in recent months, as the chapter awarded its first scholarships to students enrolled in the university’s Master of Science in Project Management (MSPM) program. The university introduced the program two years ago, beginning with about 15 students. It has since grown to 100 students who will register for fall courses.

To recognize this achievement and to encourage students to learn project management techniques and methodologies, the chapter has committed to awarding two $1,000 scholarships specifically to students in the MSPM program. The first of these scholarships was awarded at the chapter’s annual banquet in February 2005.

Recipients were Teresa Helleck, IT director of the Anchorage Daily News, and Ezra Kaufman, engineering assistant at the Anchorage School District.

The PMI-Alaska Chapter’s involvement with the University of Alaska Anchorage was further strengthened in 2004 when the chapter presented its Project of the Year Award to Dr. Jang Ra, PMP, professor and chair of the university’s Project, Engineering and Science Management Graduate Program. Dr. Ra received the award for the development and implementation of the Master of Science in Project Management program.

—Tom Sheffrey, MSPM, PMP, President, PMI Alaska Chapter

PMI Great Lakes Chapter

“Going from Mediocrity to Maturity…” Keynote of Successful Symposium

The 370 people who attended the PMI Great Lakes Chapter’s Fourth Annual Spring Symposium were extremely satisfied with the symposium agenda and the amenities, according to initial feedback. The PMI Great Lakes Chapter (PMI-GLC) is the ninth-largest PMI chapter in the world, supporting the project management needs of approximately 2,400 PMI members in the greater Detroit, Michigan, USA area.

Participants at the symposium came primarily from the IT and automotive industries. In addition to local attendees, the event drew PMI members and others from across Michigan, Ohio and Canada.

The symposium’s offerings included a keynote address by Lee R. Lambert, PMP, speaking on “Going from Mediocrity to Maturity—Is it Worth the Trip?” There were 16 additional presentations. Eighteen sponsors lent invaluable support to make this event possible.

The theme of the symposium, “Transforming from Practice into Maturity,” reiterated the chapter’s commitment to building professionalism in project management and bringing high-est value to PMI-GLC membership. It is the chapter’s ambition to make the PMI-GLC Symposium the best project management event in the Midwestern United States. The quality education and insights that were provided have set a very high bar for future PMI-GLC Symposiums.

—Ravi Panuganti, Director, PMI-GLC Symposium Programs

PMI Rochester Chapter

Professional Development Day Marks 20th ANNIVERSARY

The PMI Rochester Chapter held its 20th Annual Professional Development Day on 5 May 2005. Helping to make the 20th anniversary event a success were a number of well-known speakers who have presented at national and local conferences. About 200 participants attended the event.

Starting the day on a high note was Luke Schirmer, the winner of the 2004 Monroe Community College Otis Young Motivational Speech competition. The keynote speakers were author and IT professional Anthony Tardugno, speaking on “Positioning Your Environment to Breed Success” and Communications Services Inc. CEO Michael John Rizzolo, who spoke on “Your Success Formula.”

Session speakers were Dave Wirick, PMP; Carol Dekkers; William Schnauffer; Jeannette Bordelon, PMP; Jack Ferraro, PMP; Eric Verzuh, PMP; Gary Heerkens, PMP; and Judy Shenouda. Their presentations addressed a variety of topics including persuasion and influence, high performance project teams, generating positive energy, communication tune-ups, managing context vs. content, mastering leadership skills, and making a favorable impression.

—Matt Clement, member, Professional Development Day committee

PMI today is available online for PMI members only at www.pmi.org.