PMI

Building professionalism in project management.™

Project Management Institute
Eastern Iowa Chapter

100'S NUGGET

P.O. Box 1811
Cedar Rapids, IA 52406-1811

http://www.pmieasterniowa.org
communications@pmieasterniowa.org

Read the first installment of a column on Project Management Basics on page A1.

Inside this issue:

Our Next Chapter Meeting - February 8th

Our next chapter meeting is a dinner meeting on Tuesday, February 8, 5:45pm to 8:00pm at the Quality Inn (formerly the Highlander Inn) in Iowa City on Dodge Street (Exit 246) and I-80.

The program for February is "Project Management and Kinnick Stadium Renovation". It will be presented by Hugh Barry.

Hugh Barry is a Civil Engineering graduate of the University of Iowa and a Registered Civil and Structural Engineer. He worked for the Rock Island Corps of Engineers before returning to Iowa City to work for U of I Facilities Management / Design and Construction Services. Hugh has 26 years with the University of Iowa, the majority of that time spent in the construction phase of projects. The last few years Hugh has worked as a Project Manager. Previous projects include the John Pappajohn Business Center, Levitt Center for University Advancement, Newton Road Parking Facility, Kenyon Football Practice Facility and the Karro Hall of Fame.

In addition to managing the U of I Institutional Roads Program and Parking and Transportation projects on campus, Hugh is the Project Manager of the Kinnick Stadium Renovation. His presentation will give us a glimpse into the many challenges of this very public project: funding the project (where will $100 million come from?); gaining support (how do we get the Board of Regents onboard?); managing contracts (how many contractors does it take to renovate a stadium?); and managing the schedule (how do we avoid impacting Hawkeye football during the renovation?).

Our Buffet Dinner will include:
Grilled Chicken Breast
Vegetable Stir Fry
New Potatoes w/Butter & Chives
Tossed Salad w/dressings
Fresh Fruit Salad
Oreo Cookie Dessert
Dinner rolls & Sweet rolls
Coffee, Tea or Milk

Cost:: $20.00

Program:
5:45p – 6:15p   Social Time
6:15p – 6:50p   Dinner
6:50p – 7:00p   Announcements
7:00p – 8:00p   Presentation and Wrap-up

Please RSVP by Friday, February 4th via email to ProgramRegistration@pmieasterniowa.org.

Stephen Schmitz,
VP of Programs

President's Corner - by Bob Sanders, PMP

MAKING A DIFFERENCE

Each new year brings hope and promise for a brighter tomorrow. 2005, however, was ushered in on the heels of a disaster making it impossible for thousands of Tsunami victims to have much hope. While we can't begin to realize their grief and loss, we can make a difference in repairing and reconstructing their lives and their environment.

Early in January, PMI Chief Executive Officer Gregory Balestrero, announced the development of short, intermediate, and long-term responses that contribute to the aid of all Tsunami victims. In his published commitment (http://www.pmi.org/info/Tsunamistatement.asp), he said,

Though the details of our efforts have not yet been finalized, I can tell you that we are currently and will continue leveraging the powerful human and financial capital of PMI to forge an effective response to help the victims of this historic catastrophe.

This was followed by a letter to PMI leaders and staff, where he shared more on his plan to support both immediate, intermediate, and long term plans for aid. The plan includes:

- A $25,000 contribution already made for immediate relief efforts
- The development of a framework for those individuals managing projects in the recovery and reconstruction of the devastated areas, and
- Converting this framework into comprehensive training for emergency relief workers.

In his letter, Balestrero elaborated on how the intermediate plan will harness and leverage the power of the PMI network—members, components, R.E.P.s, and cooperative organizations—in the establishment of the framework. A framework comprised of human capital at its best.

What we must remember is that we are all part of that human capital--through our volunteer and financial efforts as well as through our support of PMI. And we can make a difference. Many of you have already contributed money to this cause, and more will. Your individual efforts are honorable and have no doubt been put to use already. For that, you should be applauded and, more importantly, you are an example of the best the human spirit has to offer.

But more needs to be done. Recent discussions at our chapter's board of directors meeting centered on how we could help at the local level. Obviously monetary donations are needed most and there are many reputable emergency relief organizations and agencies to choose from. They all deserve our respect and support, and it was a difficult decision to make.

But I am pleased to announce that the Board will match chapter members' combined personal contributions made to the **American Red Cross—Tsunami Relief Fund** DOLLAR FOR DOLLAR UP TO A COMBINED MAXIMUM TOTAL OF $500 FOR ALL INDIVIDUAL CONTRIBUTIONS. The only requirements are that your donation be made between February 1 and February 28, 2005 and they are sent directly to the American Red Cross. To ensure your tax deductible donation is matched, you'll need to make a copy of your receipt and send it to:

PMI Eastern Iowa Chapter,
ATTN: Bob Sanders, President
PO Box 1811
Cedar Rapids, IA 52406-1811

For more information, go to: https://www.redcross.org/donate/donation-form.asp

Sincerely, Bob Sanders, PMP

> *"...the Board will match chapter members' combined personal contributions made to the American Red Cross—Tsunami Relief Fund DOLLAR FOR DOLLAR UP TO A COMBINED MAXIMUM TOTAL OF $500 FOR ALL INDIVIDUAL CONTRIBUTIONS.*
>
> *Eastern Iowa Board*
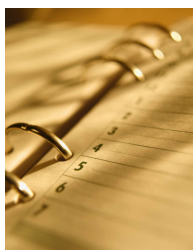
Date	Time	Location	Topic
February 8th	5:45 to 8:00 pm	Quality Inn Iowa City	Hugh Barry talking about project management relating to the University of Iowa's Kinnick Stadium Renovation.
March 8th	7:30 to 9:00 am	Clarion Cedar Rapids	Douglas K. Williams, PMP - Senior Consultant "Troubled Project Analysis - Common Project Failure Triggers"
April 12th	5:45 to 8:00 pm	Quality Inn Iowa City	"Panel discussion"

Web Site Statistics - by Darin A. Hart

The web site statistics for the month of January continued to show that our Test Tips are one of the most active pages on our web site. The calendar page appeared near the top of this months list I suspect partially in regards to the bad weather we had during last months meeting time. The documents and contacts pages also appeared within the top 10 most accessed pages this month.

We hope the website continues to provide valuable information to our chapter members and guest. These statistics continue to help us identify what people do and don't access on the web site.

Pages-URL (Top 20) - Full list - Entry - Exit				
39 different pages-url	Viewed	Average size	Entry	Exit
/index.htm	124	4.33 KB	84	36
/Dixon.htm	55	8.30 KB	47	43
/calendar.htm	49	14.72 KB	7	20
/TestTips.htm	48	2.27 KB	19	10
/Dendurent.htm	45	3.62 KB	22	25
/Nielson.htm	40	2.49 KB	7	12
/pdu.htm	37	23.16 KB	17	14
/Bertling.htm	34	6.06 KB	20	21
/documents.htm	26	3.07 KB		6
/contacts.htm	23	3.96 KB		12

Chapter Logo Merchandise - by Leo Bertling

PMI Eastern Iowa Chapter has several *really cool* and *fashionable* logo items that are offered for sale at each chapter meeting. The following is a list of some of the items available:
- Mugs $5
- Canvas bags $15,
- Polo shirts from $15,
- Pads: Free,
- Pens: Free (one per chapter member)
- and more!

Photographs and other details can **now** be found on our website: http://www.pmieasterniowa.org/merchandise. To purchase merchandise, contact Leo Bertling: SpecialProjects@pmieasterniowa.org, or come to the next chapter meeting.

Membership Update - by Darren Benzing

PMI Eastern Iowa Chapter membership stands at **224**, with 77 **PMP©s**. Our top companies by member count are Pearson (98), Rockwell Collins (15), Intermec (13), AegonUSA (9), Shive Hattery (5), and MCI (5).

New PMP©s: Brian Cigrand – Intermec, Keith Marshall – Pearson, Kris Rife - MCI, Rajeev Maravettickal - MCI

New Members: We welcome: Viraj Anavkar, Keith Luegering, Saif Sami, Jacqie Trainor, and Melanie Viner from Pearson, Keith Brown from Iowa Health System, Sanjeev Mudhaliar from Rockwell Collins, James Ross from IBM, Stephen Sawyer, and Julie Sorensen from Waterloo Industries. We are glad to have you in the PMI Eastern Iowa Chapter!

Renewing Members: Lisa Eggers, Gregory Ennis, Michael Harks, Wayne Henderson, David Henkhaus, Laura Hershberger, Robert Hogarty, Dennis Kozich, Jeff Kramer, Craig Landa, Michael Larson, Shawn Maynard, Jackie McMahon, Amy Mills, Christopher O'Connor, and Kurt Pettinger. Thank you for renewing your membership for another year.

Want to join PMI and/or our Chapter: Check out: http://www.pmieasterniowa.org/Membership.htm

Chapter transfers: If you have a need to transfer to another chapter because you have moved or relocated due to changes in employment or work locations, please contact chaptertransfer@pmi.org.

Kicking-Off a Project - by: Paula K. Martin, CEO, Martin Training Associates

January Column: Kicking-Off a Project

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In my article entitled, *Curing Meeting Madness*, I talked about taking control of your meetings and one of the most important meetings you have on a project is the kick-off meeting. Kick-off sets the stage for the entire project. Kick-off is the first opportunity the entire project team has to get together and in some cases, it's the first time a team member has met you or the other people on the team. And, kick-off is where the project planning begins and it's also the first step in the team development process (forming).

What is the key characteristic of the forming stage of team development? Questions. Everyone begins a project with lots of questions such as:

• What is this project all about?
• What will my role be in the project?
• What will be required of me? How much work will I have to do? Will I have time to do it?
• Will I be successful?
• Who is the project manager? What will he/she be like to work with?
• Who else is on the team? Do I know any of them? What will they be like to work with?
• Are they bringing in coffee? When's lunch?

It is during the kick-off meeting that team members begin to get these questions answered and usually they are answered based on first impressions. That is why the kick-off meeting is different than any other meeting in the project; opinions are formed and they are very slow to change once formed.

The kick-off meeting is your opportunity to set the stage for the entire project or at least to launch the project in the right direction. Here are some tips for running an effective kick-off meeting:

1. Take the time to plan the meeting properly.
2. Include team introduction and development activities in the agenda.
3. Conduct a meeting that's interactive, having people actively participate in the meeting. Participation helps people feel a sense of ownership and commitment to the project.
4. Be conscious of the tone you are setting for the project. People will be listening less to what you say than how you say it.
5. Be conscious of the management style you want to use for the entire project and make sure you're effectively using that style at the kick-off meeting. For example, if you're going to make all the decisions on the project, make that clear from the beginning. People appreciate consistency – it's predictable. What people don't like is surprises.
6. Lay out the ground rules for the project. If your style is to be collaborative, then have the team work together to come up with the ground rules. If your style will be directive, then you'll want to hand out the ground rules and review them with the group.
7. Make sure you clearly convey why this project matters to the organization. Have the sponsor or other members of management attend the meeting if this will help the team members understand why they should care about this project.
8. Set expectations.
9. Explain the planning process so they know what to expect.

All too often, the project manager is eager to just get on with planning and skips some of the more important elements of getting the project off on the right foot. These elements include launching the team process by addressing who is involved and how they will work together, making sure everyone knows the destination for the project and why it's important to get there, together; and setting expectations for how the project will be run and how people will work together.

So, the next time you get ready to launch of a new project, invest in the time it takes to plan and conduct a really successful kick-off meeting. It's one of the most important meetings you'll have for the entire project.

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Paula Martin is the CEO of Martin Training Associates (MTA), the developers of the Project Management Evening Certificate program at Northeastern University. MTA offers in-house training in project, matrix and meeting management. For more information call 866-922-3122.

**Project Management Institute
Eastern Iowa Chapter**

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External Training Opportunities

Priority Management

Priority Manager - WEBSHOP   **7 PMI PDU credits.**

Start Date	End Date	Time	Location
February 07, 2005	February 07, 2005	01:00 PM	Web sessions
May 13, 2005	May 13, 2005	01:00 PM	Web sessions

Project Management Breakthroughs   **21 PMI PDU credits.**

Start Date	End Date	Time	Location
March 14, 2005	March 16, 2005	08:05 AM	Cedar Rapids

Working Smart with Lotus Notes - WEBSHOP   **7 PMI PDU credits.**

Start Date	End Date	Time	Location
January 28, 2005	February 5, 2005	1:00 PM	Web sessions
May 09, 2005	May 09, 2005	1:00 PM	Web sessions

Working Smart with Microsoft Outlook - WEBSHOP   **7 PMI PDU credits.**

Start Date	End Date	Time	Location
January 24, 2005	January 24, 2005	1:00 PM	
April 29, 2005	June 05, 2005	1:00 PM	

Working Smart with Microsoft Outlook   **7 PMI PDU credits.**

Start Date	End Date	Time	Location
January 11, 2005	January 11, 2005	08:05 AM	Cedar Rapids
January 19, 2005	January 19, 2005	08:05 AM	Cedar Rapids
February 02, 2005	February 02, 2005	08:05 AM	Cedar Rapids

Working Smart with Microsoft Project   **8 PMI PDU credits.**

Start Date	End Date	Time	Location
March 17, 2005	March 17, 2005	8:05 AM	Cedar Rapids at PPI

For more information:
rsmith@prioritymanagement.com
http://www.prioritymanagement.com/rsmith

Chapter Sponsored Professional Development

The following chapter sponsored professional development opportunities are available:

- Stay Tuned for our 2005 schedule to be published soon!

WBS TASK 1: Review the Project Management Basics

BY: DOUGLAS WILLIAMS, PMP   EMAIL DKWILLAIMS@WITSYSTEMS.COM

Opening Dialogue

In today's fast-paced business climate, project managers are often burdened with an onslaught of business practice, process and culture change, which is sometimes made more interesting by an abundance of supportive technology change. Project managers (and their support teams) are often wooed by the intensity of change and sometimes overcome by its mob-like excitement. Project management teams are easily distracted by resulting chaotic workflows and are sometimes lured away from simple project management standards and basics, the ones that are the foundation to the PMI-PMBOK®.

Over the next several months, this column will present ideas, concepts, tools, and definitions to help you learn (or reaffirm) many project management standards and basics that make project management tasks easier. These will be presented within the simple PMBOK® phase context: initiating, planning, executing, controlling and closing. Although most will be presented with industry independence in mind, some topics may include industry specific references to improve overall clarity,

WBS TASK 1.1: Project Definition – Initiation

WBS TASK 1.1: Get started by building a Project Definition – Initiation

Project Initiation, and all of its possible steps, should be considered the one work area that creates the foundation for project success (or the prediction for eventual troubles). This work area seems to be the easiest to understand and it applies to all projects. Completing the work for this area greatly depends on one's attention to details, thoroughness of investigation, and completeness of the work results. Notably, the work result should be a documented Project Definition, which can be presented in many forms: Vision, Charter, Statement and others.

Consider using the Project Definition – Initiation Task Checklist as a starting point.

Some Google Strings For More Information

Got to Google's advanced search engine http://www.google.com/advanced_search and try the following search strings with special settings to obtain additional information.

"PMBOK" Project Initiation

Project Start Up Checklist

Project Contact List filetype:xls

Project Issue Management

Project Risk Management

Project Change Management CCB

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Important Terms

Constraint

Assumption

Risk

Issue

Project

Project Management

Sponsor

Stakeholder

Coming Up Next

PLANNING

- *SCOPE*
- *COST*
- *SCHEDULE*

Project Definition – Initiation Task Checklist

○ Define a high-level project goal/vision, which can be represented in a single mission statement.

○ Establish a contact list for the project team membership. Consider tracking name, manager, telephone, email address, role name, etc.

○ Obtain a project topic qualified, competent and willing project sponsor – add to contact list.

○ Obtain all relevant project history material (must align to the supporting reasons for the project).

○ Identify the high-level project scope.

○ Identify the high-level project schedule.

○ Identify the high-level project budget.

○ Determine a set of (6-12) project success oriented objectives with matching acceptance criteria. Review these objectives for SMART* quality attributes.

○ Acquire and/or confirm management support.

○ Define the initial project roles, responsibilities, and requisite skills/experience needs. Be ready to expand to include other roles. For larger projects, it is often handy to categorize these into role sets like business, analysis, builders, training, support and others (relevant by industry).

○ Identify all the necessary stakeholders – add to contact list.

○ Identify all initial project team members – add to contact list.

○ Establish a project issues management process and data store.

○ Establish a project risk management process and data store.

○ Establish a project change management process and data store.

○ Determine any project constraints.

○ Determine any project assumptions.

○ Determine any already existing project issues – add to issues data store.

○ Determine any project risks – add to risks data store.

○ Create and publish project management practice guidelines for the project. This will ultimately allow the project to self-govern and with much less direct project manager involvement.

○ Assemble a Project Definition Summary document and obtain necessary approvals from sponsor, stakeholders, and team members.

○ Once approvals are acquired, get ready for the PLANNING work area topics coming up next.

*SMART = Specific, Measurable, Attainable, Realistic, and Timely