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

Newsletter name meaning contest. See page 4 to win a prize.

Inside this issue:

2005 Issue 3   **March 2005**

Our Next Chapter Meeting - March 8th

Our next chapter meeting is a breakfast meeting on Tuesday, March 8, 7:30am to 9:00am at the Clarion Hotel and Convention Center at 525 33rd Ave SW in Cedar Rapids.

The program for March will be a presentation by Douglas K. Williams, PMP (a.k.a. Dugger) a Senior Consultant.

His topic will be "Troubled Project Analysis - Common IT Project Failure Triggers". Reaching into the Information Technology industry's history, the Standish Group International has analyzed project-centric success rates. As documented within The CHAOS Report (1994), nearly one-third of all IT projects were cancelled before completion, close to one-half ran almost twice over budget, and less than one-quarter were delivered on-time and within budget. Their update, Extreme CHAOS (2001), showed that nearly one-fourth of projects failed, almost one-half were challenged, and just over one-quarter were successful.

With this in mind, consider your project portfolio. Will one or more of your most critical projects succeed, or disappoint? The industry statistics demonstrate the latter is much more likely. Doug's project management presentation reviews a checklist of common project failure triggers one should consider when looking at a project and its ability to succeed.

Our Buffet Breakfast will include:
Assorted chilled fruit juices
Golden scrambled eggs with Cheddar Cheese
Crisp bacon & sausage links or Ham
Breakfast potatoes
Pancakes or French Toast with Butter and Maple Syrup
Assorted Fresh Pastries with butter and preserves

Cost: $10.00

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

Program
7:30 - 7:50   Breakfast/Social time
7:50 - 8:00   Opening by President Bob Sanders
8:00 - 8:50   Presentation
8:50 - 9:00   Final Announcements and Wrap-Up

Stephen Schmitz,
VP of Programs

President's Corner - by Bob Sanders, PMP

Planning was the priority at our January and February Board of Directors meetings. Board members came prepared to set shared goals and discuss the direction of the Eastern Iowa Chapter of PMI and some real strides were made. Underlying themes throughout were better communication through a formal communication plan, enhanced learning, and improving services. These efforts naturally play into the planning and implementation of our Ten Year Celebration scheduled for October 2006. Following are some highlights of specific areas that will lead to change over the coming year

- Enhanced record keeping and a policy for record retention
- Accurate and timely financial information and reporting
- Development of a training plan and coordination of educational courses
- Increased public awareness of PMI and more active recruitment by organizing and empowering a Publicity Committee
- Improvements in communicating PMI via newsletter and web design and enhancements
- Become more responsive to member needs and adjust program meeting times and locations to reflect member survey results

As your President, I will continue supporting the chapter's vision and mission and promoting the principles of the PMI as well as evaluate opportunities to restructure the chapter leadership so that tactical and strategic goals are realized. I also want to nurture the development and implementation of a volunteer program that encourages excellence and is a model for volunteering efforts.

Any and all member ideas are welcome and your help is needed. If you would like to foster a member's efforts toward that goal, it would be greatly appreciated AND recognized. Certainly let us know if you can serve on any of a number of projects/efforts including publicity for the organization, efforts toward the Ten Year Anniversary celebration, or share your insights as a columnist in the monthly newsletter. PMI members are some of the most talented individuals in a variety of industries/businesses and have much to offer, either as technical experts, mentors, or promoter of the organization.

Get on board with the Board and make this a banner year for PMI initiatives.

Sincerely, Bob Sanders, PMP

Failing to plan is planning to fail

Proverb

Date	Time	Location	Topic
March 8th	7:30 - 9:00 am	Clarion Cedar Rapids	Douglas K. Williams, PMP - Senior Consultant "Troubled Project Analysis - Common Project Failure Triggers"
April 12th	5:45 - 8:00 pm	Quality Inn Iowa City	"Panel discussion"
May 10th	5:45 - 8:00 pm	Cedar Rapids	TBD

Web Site Statistics - by Darin A. Hart, PMP

February's web site statistics are included at the right.

Pages-URL (Top 20) - Full list - Entry - Exit					
39 different pages-url	Viewed	Average size	Entry	Exit	
/index.htm	138	4.16 KB	101	48	
/calendar.htm	66	15.31 KB	9	21	
/TestTips.htm	58	2.46 KB	25	11	
/Dixon.htm	55	8.62 KB	39	32	
/Bertling.htm	51	5.46 KB	28	31	
/Dendurent.htm	42	3.25 KB	14	17	
/pdu.htm	37	24.36 KB	14	12	
/Nielson.htm	37	2.85 KB	2	16	
/contacts.htm	35	4.15 KB	1	11	
/courses.htm	30	2.84 KB	3	6	

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, PMP

PMI Eastern Iowa Chapter membership stands at 228, with 78 PMP$^{©}$s. Our top companies by member count are Pearson (97), Rockwell Collins (15), Intermec (13), Aegon (12), Shive-Hattery (5), and MCI (5).

New PMP$^{©}$s: Himanshu Bhushan - Pearson

New Members: We welcome: Selita Jansen, Candyce Lyman, and Joann Scanlon from Aegon, Ryan Urness from Wyle Laboratories, and Donna Hageman. We are glad to have you in the PMI Eastern Iowa Chapter!

Renewing Members: Tammy Barkoff, Leo Bertling, Brian Cigrand, Meredith Ebert, Angela Harlan, Nita Inani, Max Maddy, Carol Ulch, Sandra Van Wyk, and Carolyn Williams. 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.

2005 Programs Planning - To Eat or Not To Eat - by: Glenda Dixon, PMP

You might have noticed that the dinner meeting price was raised to $20. Catering costs have increased in recent years, but our dinner meeting price has held steady at $15 since 2001. In an effort to be fiscally responsible with chapter funds, the board recognized the need to pass on the cost increase, and we thank you for your understanding in this matter.

Most hotels don't charge for use of a meeting room, as long as they have revenue from catering. However, the 2005 Programs Committee is considering all options, and we would like your feedback. Would you attend a meeting (breakfast or dinner) if food was not included? Would dessert and coffee be acceptable for evening meetings? Let us know what you think, at programs@pmieasterniowa.org.
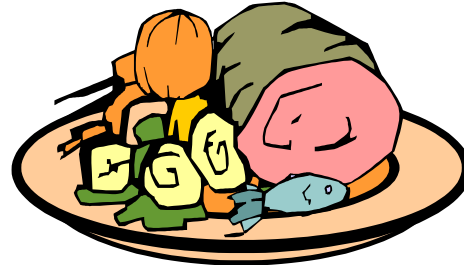
February Meeting Recap - by: Glenda Dixon, PMP

The February chapter meeting was attended by 46 members and guests . Hugh Barry, Project Manager from the University of Iowa Design and Construction Services gave us an inside look at the Kinnick Stadium Renovation project. From scope to schedule, from resources to sponsors, Hugh presented a "view from the top" of this high-visibility project. The original stadium was built in 1929, in less than 6 months, for less than 500,000. Although there have been some updates over the years, anyone who has attended an event at Kinnick would not need convincing that the plumbing dates to the 1920s, the press boxes date to the 1950s. The renovation project is a two-year effort, with a project budget just under $87 million dollars. Multiple contracts, multiple contractors, many challenges and many rewards are the cornerstones of this University project.

For more details of the project, visit
http://www.uifoundation.org/campaign/kinnick/index.shtml
or check out the webcam at
http://www.fsg.uiowa.edu/kinnickcam/kinnickcam.htm

Newsletter Name - by: Darin A. Hart, PMP

Did you notice that our newsletter now has a name? After many months of going un-named we have formally named the chapter newsletter "100's Nugget".

The question many of you will have is what does the name mean. Rather than just providing the meaning we thought it might be fun to have a little contest to see who can provide the best/closest meaning behind the name.

The person to respond to editor@pmieasterniowa.org with the best answer to the question will receive a small prize from the chapter. If multiple people get the answers correct we will put all the names in a hat and draw out a winner.

External Training Opportunities

Priority Management

Priority Manager - WEBSHOP   **7 PMI PDU credits.**
Start Date   End Date   Time   Location
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
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
April 29, 2005   June 05, 2005   1:00 PM

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. Look for details to be distributed very soon.

- **Project Planning and Execution using MS Project**
  April 1 (1:00pm – 5:00pm)

- **Proactive Risk Management Class**
  April 6 (1:00pm – 5:00pm)

Please send questions to ProfessionalDevelopment@pmieasterniowa.org

WBS TASK 1: Review the Project Management Basics

By: Douglas Williams, PMP   EMAIL DKWILLAIMS@WITSYSTEMS.COM

In today's fast-paced business climate, project managers are often burdened with an onslaught of

Opening Dialogue

Important Terms

Baseline

Budget

Cost

Equilateral Triangle

Iterative

Schedule

Schedule

Scope

Coming Up Next

PLANNING

- *PROJECT CHANGE MANAGEMENT*

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®.

This column continues the intention to present ideas, concepts, tools, and definitions to help you

WBS TASK 1.2: Project Definition - Planning

WBS TASK 1.2.1 Understand scope, schedule and cost at a very high-level

We begin with "What are the very basics of project scope, schedule, and cost?" By experience and training, every project participant (project sponsor, project manager, subject matter expert, constructor, inspector, end-client, etc.) understands that scope, schedule, and cost are identified and manipulated within a project's life. Most understand that scope is the intended "to-do" list of tasks and deliverables identified as fulfilling overall project requirements. Most understand that schedule is the recognizable and measurable calendar of events as a project is worked towards completion. And, most understand that cost is the monetary value (s) associated with labor, services, materials, fees, taxes and other items needed to support scope completion.

Generally, this very basic understanding fulfills the knowledge and practice area needs of many project sponsors and observers. For more active project participants, elaboration along the PMBOK® standard and supporting project management practices is required. Review the following to better understand the scope, schedule, and cost definition basics as they are treated individually within the Project Definition - Planning context.

Some Google Strings For More Information

Go 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.

project scope definition basics filetype:pdf - choose last three months

project cost and estimating basics filetype:pdf - choose last three months

project schedule development basics filetype:pdf - choose last three months

project management glossary comparative - choose last six months

® PMI and PMPOK are registered in the U.S. Patent and Trademark Office by the Project Management Institute.

WBS TASK 1.2: Project Definition - Planning (continued)

WBS TASK 1.2.2 Understand scope definition basics

Scope definition specifically states what will and will not be included as part of the intended project results. It provides a discreet understanding of the project boundaries, or limits. It can be described by many data-driven reference points like organizations involved, processes manipulated, systems worked, data collected, buildings constructed, roads built, ground cleared, channels dug, and so many others. It includes a defined (and hopefully) fixed list of deliverables, which can also be inspected for completion, completeness, and pre-established quality levels. It includes as outputs an activities listing, a series of (early) project estimates (durations and dollars), and a known order/sequence of work execution. It should always be presented together with assumptions, constraints, and risks that have been used or identified during scope definition creation.

The PMBOK® represents Scope Definition as a singular step (PMBOK® step 5.2) within the Planning Process Group. For small projects, the "implied" one-step approach often works well. However, the one-step approach begins to realize process flow deficiencies as larger and more complex projects are pursued. It also begins to demonstrate increasing dependencies to other scope related PMBOK® steps, as listed below.

Caption describing picture or graphic.

> Scope Planning (PMBOK® step 5.1)
> Create WBS (PMBOK® step 5.3)
> Activity Definition (PMBOK® step 6.1)
> Activity Sequencing (PMBOK® step 6.2)
> Activity Resource Estimating (PMBOK® step 6.3)
> Activity Duration Estimating (PMBOK® step 6.4)
> Plan Purchases and Acquisitions (PMBOK® step 12.1)

As a counter-balance to these deficiencies and dependencies, one should plan on cycling through these steps. This repeated or iterative processing approach often refines and confirms the "in and out of" scope items. The iterative approach tends to reveal a quantity of either missing (but essential) or extra scope items, which the project team would otherwise need to resolve as change management topics later in the project's Execution Process Group. Most importantly, the iterative approach enhances the scope definition "known s" foundation and its overall definition stability, which (in turn) improve the schedule and cost development and definition results.

Regardless of how scope is approached, it is important to recognize that basic tests for thoroughness and completeness are needed. Consider using the following set of questions to evaluate a project's scope definition and each deliverable's overall viability.

> What project result will be provided?
> Who benefits from the project results?
> When is the project result required?
> Who will provide the project result?
> Where will project result be delivered?
> Who will confirm the result meets a corresponding requirement?
> How will the project result be inspected for completeness?

By reviewing the basics of scope definition, repeating the definition process for "oops" omissions/inclusions, and checking scope definition completeness, one can raise the likelihood of overall project success. A cleaner scope definition simply allows the project team to understand more about what is needed and what is not needed. It also allows the project to lessen future project change management needs. The resulting project scope definition stability allows the project to start with more stable project baseline at the end of the PMBOK® Planning Process Group.

WBS TASK 1.2.3 Understand schedule development and definition basics

The schedule definition essentially displays durations and milestone events as work to fulfill scope is planned and worked over time. It is directly related to the scope definition outputs, as created by the scope definition steps discussed earlier. It is

WBS TASK 1.2: Project Definition - Planning (continued)

often established freely as to reflect scope related work demands, but is then transitioned into being a project constraint (as exemplified by the manifestation of date specific deadlines). Although a preliminary schedule can begin when scope definition starts, the final schedule cannot be completed and confirmed until scope definition is also completed.

Many methods can be engaged to manipulate schedule determination. Simple PMBOK® identified estimating methods allow the project team to determine singular task related schedule durations. Waterfall (serial) analysis allows the project team to determine the longest duration needed if the project were performed by very limited resources - almost like doing an entire project by oneself. The activity-on-node (AON) and activity-on-arrow (AOA) methods are two approaches that help project team members identify the scheduling effects of dependent and concurrent processing. Schedules can be displayed using varied views: calendars, Gantt charts, critical path method (CPM) charts, or program evaluation and review technique (PERT) charts.

Project teams should consider several project schedule definition improvement areas. Project teams should first consider the work being performed and then consider the schedule impacts. To do otherwise may cause critical scope definition items to be overlooked, ignored, or dismissed. Projects should never start with a dictated deadline when limited scope and cost analysis has been performed. To do otherwise will manifest higher risk of project failure, as caused by incomplete scope, schedule, and cost analysis. Project teams should remember that once schedule is linked to scope, which is the initial formation of the workable project baseline, changes to scope imply changes to schedule.

**WBS TASK 1.2.4 Understand cost definition basics**

Cost definition normally represents the tangible investment value to initiate, plan, execute, control, and close a project. It is directly related to the scope and schedule definitions. It directly reflects the investment needed (or expended) for labor, services, materials, fees, taxes and other items to support scope completion. It indirectly represents other intangible cost areas like revenue opportunities gained/lost and risk management areas gained/lost.

Regrettably, cost often becomes a negative influence within projects. Since the project cost definition is not normally determined with an "open checkbook" in mind, it does tend to be used as rigid project constraint. Also, it often sets a "must do cheaper" operations mood within the project team's work culture. For example, resource managers will likely opt for several cheaper and lesser skilled staff members rather than focus on fewer more expensive and skills savvy ones. As another example, vendor managers may inadvertently rank a vendor higher during services selection because their bid is cheaper but the quality of work reputation is lower. The project team may follow a similar selection pattern when buying project specific equipment, materials or supplies.

Project teams should consider some cost definition improvement areas. Costs should always be displayed using accounting standards and methods, preferably GAAP supported, as a means to shorten the project workflow transition between planning and execution/controlling. Costs should be maintained in pre-determined reporting periods and categories, which are most easily aligned to a scope definition's work breakdown structure (WBS). Project teams should remember that once cost is linked to scope and schedule, which is the initial completion of the workable project baseline, changes to cost imply changes to both scope and schedule.

Quick summary and analogy

Once a project's scope, schedule, and cost baseline is formed, always be able to treat scope, schedule, and cost as inter-related. A useful change analogy to consider is the *equilateral triangle* and its change behavior; to remain an equilateral triangle, changes to any one ray of the triangle requires adjustment to the other two rays. When viewed in this context, changes to either scope, schedule, or cost always implies changes for the other two.
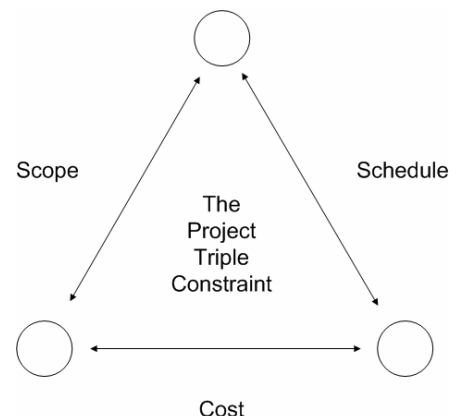
Project Planning and Execution using MS Project

Course Description:

Project Planning and Execution using MS Project This course integrates project management theory and practice by introducing project managers to PMI endorsed project planning and execution while teaching students some of Microsoft ® Project's more powerful capabilities. The class demonstrates how those capabilities can be used to transform project concepts into a manageable project schedule. It also demonstrates powerful and practical ways to track a schedule. The class is instructor led and includes many hands-on labs. The topics covered "Successful Project Planning and Execution using MS Project" are as follows:

- Describe Project Planning and Tracking Concepts.
- Create a Work Breakdown Structure in MS Project.
- Create a Project Network Diagram in MS Project.
- Build an MS Project schedule with typical columns based on the Project Network Diagram.
- Identify Critical Path and Critical Dependencies in the schedule.
- Manage a Project Schedule to Critical Path.

Learning Objectives: In this class you will learn many powerful features of Microsoft ® Project. Each student will understand the concepts necessary to create a manageable project schedule. Though a series of very helpful "hands on" labs, participants will gain insights into how to Microsoft ® Project 'thinks' about project tasks, resources and calendars, and how to avoid common scheduling problems.   Attendees who are Project Management Professionals (PMPs) will receive 8 Professional Development Unit credits with the PMI under category 4. For those who are not PMP certified, this class carries 8 Contact Credit Hours with the PMI. Please retain this registration and instructor bio with your records along with your certification for PMI auditing purposes.

Course Date & Location:

April 1 (1:00pm – 5:00pm)
Kirkwood Community College
Nielsen Hall Room 122
6301 Kirkwood Blvd. SW
Cedar Rapids, Iowa 52406

Instructor:

Jamie Northrup, PMP is a Program Manager and Process Engineer at NCS Pearson in Iowa City, Iowa. A graduate of the University of Iowa, Jamie holds a BA Degree in Business Administration: Management Information Systems. He is certified as a PMP through the Project Management Institute and a core team member of the OPM3 Second Edition team. He is trained in CMMI through the Software Engineering Institute at Carnegie Mellon University and has taught technology classes as an adjunct professor with Kirkwood Community College.

Cost:

The *special introductory price* of the April 1 class is **$99.00** for chapter members and **$150.00** for non-chapter members. There are no prerequisites to this course and all of the materials will be provided. Please make checks payable to: PMI, Eastern Iowa Chapter. Please mail checks to: P.O. BOX 1811, Cedar Rapids, IA 52401-1811. **This form must be completed, mailed, and received by COB 25 March 2005. Please forward any questions or concerns to** professionaldevelopment@pmieasterniowa.org.

Required Sign-up Information	
PMI Identification #:	**State:**
First Name, MI, Last Name:	**Zip:**
Address:	**Phone #:**
City:	**E-mail:**

Proactive Risk Management Class

Course Description:

Proactive Risk Management This Risk Management class examines project risks from both a top-down and bottom-up perspective using a proven five-step risk management process. Participants will learn how to evaluate and respond to risk at the project and task levels using effective tools and a highly regarded assessment model. Included in the class are a number of real world exercises that take you from risk identification at the beginning of a project through the challenges of ongoing assessment of risks throughout the project. You will practice a proactive approach to risk management - based on a clear understanding of the powerful nature of both qualitative and quantitative approaches to risk management.

Learning Objectives: In this class you will learn to: 1. Use a practical five-step process to manage project risk. 2. Identify risks and weigh their relative value in your project. 3. Control multiple risks using mitigation and contingency strategies. 4. Overcome psychological barriers to risk in stakeholders and team members. 5. Make ongoing risk management an integral component of your next project plan.

For attendees who are Project Management Professionals (PMPs), this class carries 4 Professional Development Unit credits with the PMI under category 4. For those who are not PMP certified, this class carries 4 Contact Credit Hours with the PMI. Please retain this registration and instructor bio with your records along with your certification for PMI auditing purposes.

Course Date & Location:

April 6 (1:00pm – 5:00pm)
Kirkwood Community College
Nielsen Hall Room 122
6301 Kirkwood Blvd. SW
Cedar Rapids, Iowa 52406

Instructor:

Jamie Northrup, PMP is a Program Manager and Process Engineer at NCS Pearson in Iowa City, Iowa. A graduate of the University of Iowa, Jamie holds a BA Degree in Business Administration: Management Information Systems. He is certified as a PMP through the Project Management Institute, and is trained in CMMI through the Software Engineering Institute at Carnegie Mellon University. Jamie has also taught technology classes as an adjunct professor with Kirkwood Community College.

Cost:

The *special introductory price* of the April 6 Proactive Risk Management class is **$99.00** for chapter members and **$150.00** for non-chapter members. There are no prerequisites to this course and all of the materials will be provided. Please make checks payable to: PMI, Eastern Iowa Chapter. Please mail checks to: P.O. BOX 1811, Cedar Rapids, IA 52401-1811. **This form must be completed, mailed, and received by COB 24 March 2005. Please forward any questions or concerns to** professionaldevelopment@pmieasterniowa.org.

Required Sign-up Information	
PMI Identification #:	**State:**
First Name, MI, Last Name:	**Zip:**
Address:	**Phone #:**
City:	**E-mail:**