



Building professionalism in project management.™

Project Management Institute

Eastern Iowa Chapter

100's NUGGET

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P.O. Box 1811
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Region 2 Meeting Attendance Recap.

See page 4.

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Our Next Chapter Meeting - May 10th

The program for May will be a tour of the Gazette print plant with opening comments by Peg Schmitz, VP/GM of Print Operations followed by Ken White presenting "Project Management – The Building of a Print Plant". The content will relate to the actual building remodel, the press installation and startup, the resulting teambuilding and culture change efforts and the most recent packaging equipment installation.

These are the safety procedures that must be followed during your visit to The Gazette Communications print facility at 4700 Bowling St. SW.

- All visitors must wear shoes that enclose their entire foot. No open-toed or open-backed shoes are allowed.
- All visitors must wear hearing protection in the production area when the production equipment is in operation. Ear plugs will be provided.
- It is important to understand that production work may be ongoing during your time in our plant. Please be aware of forklift and pallet moving equipment traffic while you are in the plant. Visitors must stay with their tour guide and on the tour path at all times.
- For security reasons, the head of the tour group must sign in at the front desk.
- Confidentiality is vital to our customers. Therefore you may not remove any printed material from the plant nor convey the content of any printed material you may view in the plant to anyone.

All visitors must follow the above policies. If any visitors are not prepared to follow the above policies when they arrive or violate the policies during their visit, they must remain or return to the lobby of the facility.

If you have any questions about these policies or your visit to Ken White, at ken.white@gazettecommunications.com or please call me at 319-368-8639.

Thank you in advance for your cooperation.

Hor'dourves will be served along with: Coffee, Pop, and Water

Cost: \$20.00

Please RSVP by Friday, May 6th via email to ProgramRegistration@pmieasterniowa.org

Stephen Schmitz,
VP of Programs



President's Corner - by Bob Sanders, PMP

Support your local PMI chapter by becoming a volunteer!! Volunteers are always critical to the success and survival of organizations like ours. We need volunteers, above and beyond your officers, to help out in many ways.

Many levels of commitment are available to suit your life style. One can volunteer for a short term or longer commitment. Some roles may take only one or two hours per month while other roles require a varying commitment from four hours to as much as twelve hours per month. Some roles are on teams that are only active for a few months while others involve a one year commitment.

In the upcoming months we will be searching for more volunteers than ever before. We will be posting volunteer opportunities on the chapter website along with a Director of Volunteers position, a new role within the chapter.

If you are interest in lending a hand from time to time, please give me a call or send me a quick note. We would like to maintain a master list of potential volunteers, and we will plan on recognizing these important people every year at our annual meeting.

Sincerely,
Bob Sanders, PMP
President

**Support
your local
PMI
chapter by
becoming a
volunteer!!**

April Program Recap - by: Stephen Schmitz

Thirty chapter members and guests were treated to a candid discussion of "PM Skills - Current and Future" at the April dinner meeting.

Suzie Nielsen, PMP (Pearson), Geoff Eastburn (Ryan Companies), and Doug Lloyd (Rockwell Collins) put on "hiring manager" hats, and shared with us the skills they value in employees and project managers. All agreed that candidates must possess strong communication skills, be problem solvers, and have basic leadership abilities.

Soft skills are difficult to teach and difficult to coach, so in these organizations, project managers are expected to

come in the door with highly developed soft skills. The ability to understand the client's business is important in building trust relationships. Project Managers have to be comfortable communicating with stakeholders at all levels of an organization.

One of our panel members uses the PM position as a job rotation prior to assuming leadership roles. The skills we hone as project managers serve us as leaders too - conflict management, negotiation, business analysis, and presentation skills.

Thanks to Suzie, Geoff and Doug for helping us identify areas of focus - for today and the future.



Date	Time	Location	Topic
May 10th	5:45 - 8:00 pm	4700 Bowling St. SW Cedar Rapids	Gazette Print plant tour
June 14th	7:30 - 9:00 am	Clarion Four Points Cedar Rapids	Nancy Wendler speaking about the Freedom Festival
July 12th	7:30 - 9:00 am	Clarion Four Points Cedar Rapids	TBD

Web Site Statistics - by Darin A. Hart, PMP

April web site statistics are included below.

Pages-URL (Top 20) - Full list - Entry - Exit					
58 different pages-url	Viewed	Average size	Entry	Exit	
/index.htm	133	4.12 KB	87	27	
/calendar.htm	47	13.92 KB	6	23	
/pdu.htm	45	18.95 KB	12	16	
/TestTips.htm	44	2.38 KB	7	9	
/Bertling.htm	42	6.00 KB	25	19	
/Dixon.htm	40	9.44 KB	25	28	
/Dendurent.htm	39	3.92 KB	12	17	
/Nielson.htm	30	2.75 KB	4	6	
/Membership.htm	30	17.46 KB	5	6	
/jobs.htm	29	4.15 KB	4	11	

Membership Update - by Darren Benzing, PMP

PMI Eastern Iowa Chapter membership stands at **229**, with 84 **PMP**®s. Our top companies by member count are Pearson (97), Rockwell Collins (15), Aegon (14), Intermec (14), Shive-Hattery (5), and MCI (5).

New PMP®s: Greg Laffey – Pearson, Sanjeev Mudhaliar – Rockwell Collins, James Ross – IBM, Ajay Singh – Primus Telecommunications

New Members: We welcome: Kathy Dunkel from Iowa Health System, Tiffin Gregory from New Zealand Elements, LLC, and Tim Wendt from Intermec. We are glad to have you in the PMI Eastern Iowa Chapter!

Renewing Members: Darren Benzing, Chuck Bries, Stanley Bryant, Melissa Cantrell, Jan Chambers, Rochelle Claude-Lux, Ali El-Zein, James Heires, Dick Holaday, Denny Knudtson, Ann Krall, Greg Laffey, Darla Petersen, Carol Ross, Steve Rucker, Jennifer Ruppert, Peter Ryder, Ed Scheetz, Amy Short, Connie Smith, Sandy Spengler, Sung Soon Stultz, Anna Warner, Arthur West, and Jo Ann Winkie. Thank you for renewing your membership for another year.



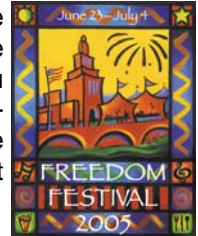
Want to join PMI and/or our Chapter: Check out: <http://www.pmieasterniowa.org/Membership.htm>

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.

June Program Preview - by: Glenda Dixon, PMP

June 14th, 7:30-9:00 am, Clarion Hotel, Cedar Rapids. The Cedar Rapids Freedom Festival is June 23-July 4. In its 22 years of existence, the celebration has grown from a long weekend of activities, into twelve days of food, fun, and family entertainment in Cedar Rapids and Iowa City. Nancy Wendler, Executive Director, will share the scope, schedule, and resource challenges of this community event, and give us a look behind the

scenes at the magnitude of this "yearly project". Those in attendance will have an opportunity to purchase \$3 festival buttons, which give you free or reduced entry to all of the festival events. Read more about the event schedule at www.freedomfestival.com



Meeting Reminders, RSVPs and Cancellations - by: Programs Committee

The Program Committee strives to make the meeting registration process as easy as possible for our members and guests. When you register for a meeting by sending your "RSVP" to ProgramRegistration@pmieasterniowa.org, the email system sends an auto-response "thanks for your reservation" to indicate that your reservation was received. The system doesn't read what you wrote; it just replies "message received". So when you send an email saying "I can't come" or "I need to cancel", the same auto-response

comes back "Thanks for your reservation". This has caused some confusion, and rightfully so.

Effective immediately, if you cannot attend a meeting, do not respond to the Meeting Reminder email. If you registered for a meeting, and then find that you must cancel, write to programs@pmieasterniowa.org to cancel your reservation. This will ensure that your cancellation message is received and processed.

April Chapter Training - by: Jamie Northrup, PMP

In April of 2005, the Eastern Iowa PMI Chapter offered 2 project management courses to enhance the toolboxes of Eastern Iowa project managers. The 2 classes were "Project Planning and Execution using MS Project" and "Proactive Risk Management".

The Project Planning class helps Project Managers Initiate, Plan, Execute, and Control a project using MS Project. Participants earned 4 PDUs or 4 CCRs for the course.

The Risk Management provides tools to help Project Managers Understand Risk Planning, Identify Risks, Perform Qualitative and Quantitative Risk Analysis, Conduct Risk Response Planning, and Monitor and Control Risks. Participants earned 4 PDUs or 4 CCRs for the course.

Due to the overwhelming response, some potential participants had to be turned away. Additional courses will be offered in June 2005 and October 2005 for interested parties.

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)

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.



PMI message hits the mark in Chicago— from Friday FACTS 29 April 2005

PMI CEO Gregory Balestrero recently made three different presentations to three different PMI audiences in Chicago as part of PMI's outreach efforts to advocate globally for both the profession and the Institute. As part of PMI's ongoing efforts to support its global component organizations, Balestrero presented to members of the PMI Chicagoland Chapter on the future of the project management profession and PMI.

Balestrero also presented PMI's strategic plan to advance the profession at the Region 2 Leadership Meeting in Chicago, which included chapter members from Illinois, Indiana, Wisconsin, Minnesota and Iowa.

Also, in line with PMI's commitment to carry the message on the value of project management to business

executives in organizations worldwide, Balestrero gave an Executive Briefing at a PMI Executive Breakfast Forum, attended by many high-level Chicago-area executives, government officials and academicians and well as PMI Chicagoland Chapter representatives. Balestrero discussed the importance of the executive level in the Institute's efforts to convince CEOs and other upper management personnel that project management provides the essential bridge between organizational strategy and business results.

Among the organizations represented at this breakfast forum were the State of Illinois (USA) Central Management Services Agency, the U.S. Navy, the Illinois State Toll Highway Authority and Chicago Public Schools.

PMI Region 2 Attendance Recap - by: Darin A. Hart, PMP

Bob Sanders, PMP and Darin Hart, PMP represented the PMI Eastern Iowa Chapter at the PMI Region 2 conference April 14 thru April 16 in Chicago. Twice a year Region 2 holds a regional conference where board members from the PMI chapters gather to share ideas and work on Region 2 goals.

I am sure that many of you are wondering what Region 2 is. Region 2 is comprised of PMI Chapters located in 8 North Central US states as well as 2 regions in Canada. A map of Region 2 can be found on page 6 of this newsletter.

The 2 day regional conference was attended by over 56 board members from more than 10 chapters located within the region including representation from 2 Canadian Chapters. This was the largest and broadest attendance ever at a regional conference.

The April Region 2 conference included a great presentation by PMI CEO Gregory Balestrero as indicated in the article above as well as presentations by fellow Region 2 chapters and breakout sessions. A copy of the presentation will be posted on the chapter website once it has

been received.

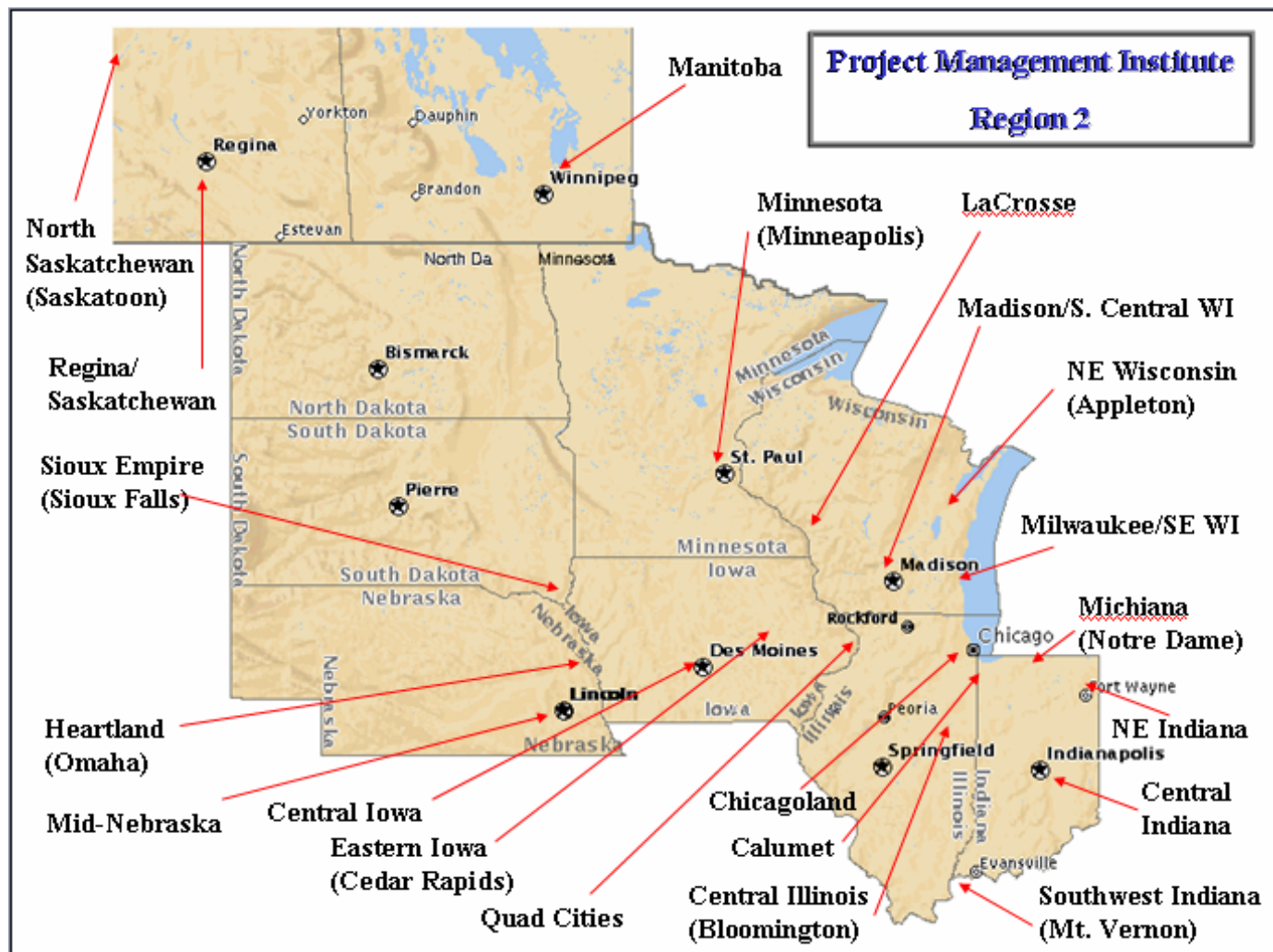
Bob and I both learned a lot and have many new ideas that have been brought back to the other board members. Attendance at this Region 2 conference will help our Board of Directors make changes and implement



new ideas into the chapter so we can continue to deliver on our chapter mission to "Provide a forum for professional project managers to promote the principles of the Project Management Institute through networking with other project managers, sharing project experiences, providing and receiving training, and supporting project managers in their certification efforts."

supporting project managers in their certification efforts."

Region 2 Map



Website Update - by Darin A. Hart, PMP

Updating the chapter website has been on the list of items to do for over a year and although implementing a new website is still a ways away I am happy to report that there has been some progress.

During my attendance and the Region 2 meeting last month I was able to talk to many of the officers from other chapter regarding the issues they face with their websites and how they have or have not been able to address those issues. These discussion have given us some very good ideas regarding improvements to our chapter website.

The first step in this direction has been to implement Microsoft Windows Sharepoint Services as a document

management mechanism for the Board of Directors. This will provide the board with an easy and secure way to exchange and collaborate on documents. In addition to this we have also implemented a secure page on the website for the Board of Directors.

Both of these capabilities will be able to be utilized in the future to help provide better service to you, our chapter members and guests.

Thanks for your patience and support on this initiative. If you have any ideas or suggestions for enhancements to our website please send your feedback to webmaster@pmieasterniowa.org.



2004 BOARD OF DIRECTORS

President:

Bob Sanders, PMP
thePres@pmieasterniowa.org

President Ex-Officio:

Steve Rucker
Ex-Officio@pmieasterniowa.org

VP Communications:

Darin Hart, PMP
Communications@pmieasterniowa.org

VP Finance:

Connie Smith, PMP
Finance@pmieasterniowa.org

VP Membership:

Darren Benzing, PMP
Membership@pmieasterniowa.org

VP Professional Development

Jamie Northrup, PMP
ProfessionalDevelopment@pmieasterniowa.org

VP Programs:

Steve Schmitz
Programs@pmieasterniowa.org

VP Special Projects:

Leo Bertling, PMP
SpecialProjects@pmieasterniowa.org

External Training Opportunities

Priority Management

Priority Manager - WEBSHOP

Start Date	End Date	Time	Location	7 PMI PDU credits.
May 13, 2005	May 13, 2005	01:00 PM	Web sessions	

Working Smart with Lotus Notes - WEBSHOP

Start Date	End Date	Time	Location	7 PMI PDU credits.
May 09, 2005	May 09, 2005	1:00 PM	Web sessions	

Working Smart with Microsoft Outlook - WEBSHOP

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

For more information:

rsmith@prioritymanagement.com
<http://www.prioritymanagement.com/rsmith>

Chapter Sponsored Professional Development

The following chapter sponsored professional development opportunities are available.

- **Project Planning and Execution using MS Project**
- **Proactive Risk Management Class**

Please send questions to ProfessionalDevelopment@pmieasterniowa.org



WBS TASK 1: Review the Project Management Basics

By: DOUGLAS WILLIAMS, PMP

EMAIL DKWILLIAMS@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®.

This column continues the intention to 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 writings are presented within the simple PMBOK® phase context: initiating, planning, executing, controlling and closing. Most are presented with industry independence in mind, but some may include industry specific references to improve overall clarity. Your comments and thoughts are always welcome to the email address listed above.

WBS TASK 1.2: Project Definition - Planning

WBS TASK 1.2.3 Understand the project's "Deliberate Communications" needs

Scenario: The long-term project you are working on has been operating for several months. A small, easily managed internal project issue surfaces, but before you, the project manager, can have it settled, a new project participant highlights it with one of the primary stakeholders. You react to quell the sudden scrutiny and to refocus the involved project participants on how insignificant the issue is within a greater project context. Regrettably, your time devoted to the issue causes the project impact of two others to grow. You resent what could have otherwise been managed and move along to quell the other two. Sound familiar?

Handling project communications within projects is often hard and unpredictable. Using ad hoc workflows, many project managers (and project management teams) often meander through a project's life without really understanding that unpredictable project communications can be tamed in order to make the overall project seem easier. Review the following sections to better understand and begin to set up a Deliberate Communications practice 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 communication standards - choose last six months

establishing standards - choose last six months

changing organizational communication patterns - choose last year

communicating change rumor mill - choose the last year

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

Important Terms

Communications

Deliberate

Matrix

Coming Up Next

PLANNING

- Standardizing
- Status Reporting

WBS TASK 1.2: Project Definition - Planning (continued)

WBS TASK 1.2.3 Understand the project's "Deliberate Communications" needs

Project communication successes and failures tend to be directly related to project size, project length, and number of project participants. For smaller project efforts, project communications seems easier to manage because a more precise work focus is present, less time is allowed to get bogged down with too many details, and fewer participants are involved. By contrast, project communications within larger project efforts seems to eventually become burdened by a diminishing work focus, by having many details to navigate, and by having more project participants to keep informed.

Regardless of size, project communications seems to eventually degrade over time. Project communiqués (direct and indirect) often become jumbled and commingled, and especially within the context of the larger audiences, which may expand to include the targeted clients, the public, company management, project sponsors, and many other project participants. Sound too complex? It can be.

Consider Figure 1. A project is made up of a project communication audience set—the collection of all project participants interested in the project results, either for good or bad. Each primary (fixed outline) box represents one project communication participant within the project communication audience set. Each secondary (dashed outline) box represents a communication channel or pathway between participants. For simplicity, Figure 1 does not extend to represent multiple level pathways / relays where more than one person is involved in a single communication channel.

Consider how a project issue may be communicated and how the original meaning may break down due to the likelihood of errors.

- Participant A understands the first context of a project issue.
- Participant A communicates the project issue to participant B, but with one missing fact.
- Participant B understands the second context of the project issue, with the missing fact.
- Participant B communicates the project issue to participant C, but with an embellishment to make up for the logic / understanding gap created from the missing fact in the original message from A.
- Participant C understands the third context of the project issue, with the missing fact and with the embellishment.
- Participant C communicates the project issue to participant D, but absent several other facts.
- Participant D understands the fourth context of the issue, but is generally confused from the missing facts and the embellishment. Not wanting to look incompetent to or offend A, B, or C, he quietly looks to the "rumor-mill" to resolve his confusion.

This example demonstrates communication errors progressing through only four project communication participants. Consider and expand this example within the context of your typical project, which may have 10, 20, 30, 50, or 100 plus project participants. As the communication chain includes more participants (adding more boxes to the matrix in Figure 1), the propensity for message errors and mishandling grows greatly (and quickly). The rate of expansion may be best described by the curve in figure 2.

What to do?

As a project size grows, the need to standardize and centralize communication sources, methods and protocols becomes more important. Consider again Figure 1. Creating a standard communication source (i.e. one status report format) establishes a singular source reference, which will help diminish communication messaging chain expansion. Creating standard

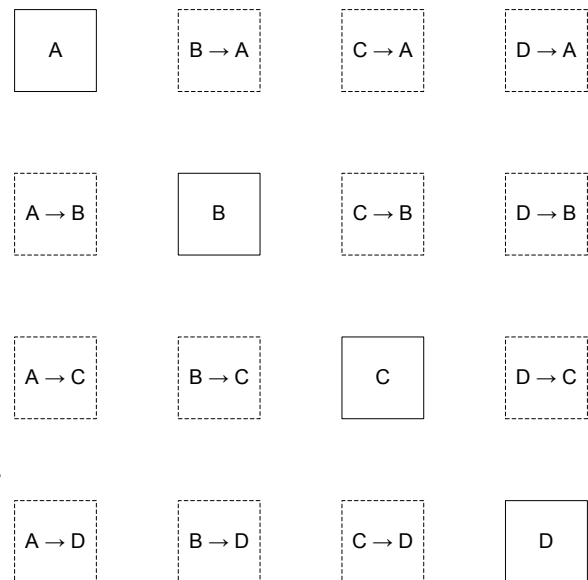


Figure 1

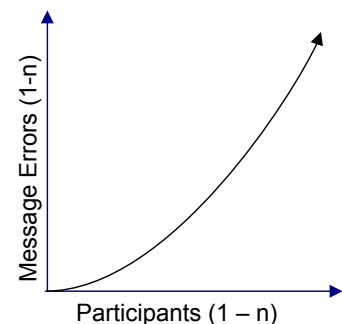


Figure 2

WBS TASK 1.2: Project Definition - Planning (continued)

communication methods (i.e. predefined status report format, access location and assigned point of contact for questions or clarifications) establish controlled communication channels, which also helps to diminish communication messaging chain expansion. Creating, monitoring, and reinforcing related project management communication protocols forces the project communication participants to develop work habits in support of a more singular message source and communication channel approach. This standardization can be referenced as Deliberate Communications, where the project has all communications managed by purpose of the project and not by project communication participants.

When is a Deliberate Communications focus needed by a project?

Clearly, every project needs some part of a Deliberate Communications workflow pattern engaged within the project life cycle. Some projects survive without much of it and others do not. Some projects learn what should have been managed earlier when trying to add Deliberate Communications practices mid-stream in the project. As a quick guideline, some common indicators of a growing communication problem are listed below:

- Suddenly increasing audiences by less involved project participants to meetings.
- Suddenly increasing demand for status report-like updates by managers and less involved project participants.
- A sudden urge by one or more management teams to get “a” project’s progress message out.
- A sudden and growing tone to “get-something-going” within the project communication context.
- Increasingly desperate desires to provide status reports or other communiqué at less predictable times.
- Reactionary responses to oddly-timed events and rumors.
- More frequent occurrences of product feature gold-plating (over-promises).
- Sudden inclusion of project participants who were not previously part of the project participants populations.

How is a Deliberate Communications focus initiated within a project?

Setting up a Deliberate Communications practice is often difficult for many work situations, and especially where work groups have worked in an ad hoc work environment. The requisite standards, methods, and protocols set up takes effort and should be completed without many other project planning and execution steps being started.

It is important to understand that Deliberate Communications is dependent on the Project Management Team’s ability to establish a varied “need-to-know” information flow model. Simply, all groups may contribute to the data collection aspects of Deliberate Communications. However, not all groups will have equal access to either the data or specific communications constructed from it. As Figure 3 attempts to represent, the Project Management Team is 100% owner and controller of all project data being collected, tracked and reported for communications consumption. The Project Team Leads group is a possible second owner at 80% (or another value) possession, the Project Sponsorship group is third, and so forth. Corresponding to each level, the Project Management Team sets standards, methods, and protocols so that the end result is an accepted Deliberate Communications model for the

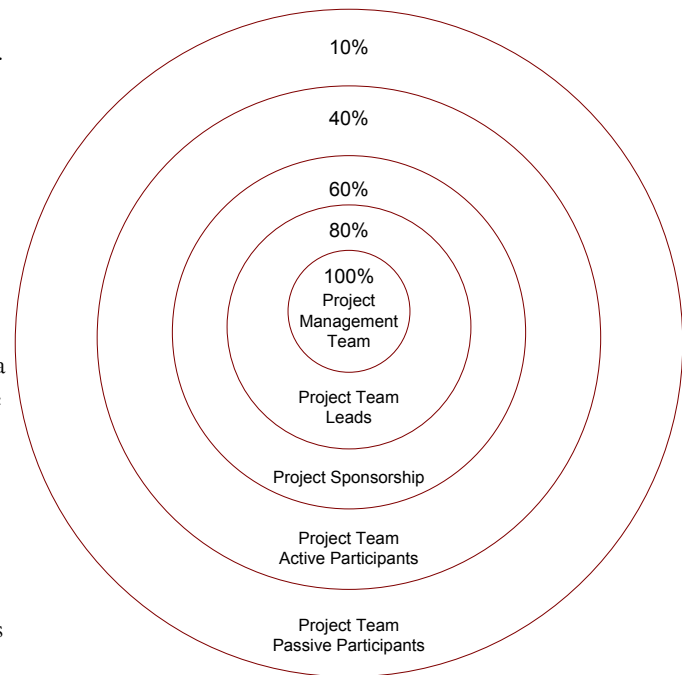


Figure 3

entire project participant base (by the way...this is the hardest part because many participants insist on getting that extra project information which they do not really need for their roles...the foundation of the need-to-know information flow model).

Setting objectives is also important. For example, a project may have the following Deliberate Communications objectives (which should show up in both a project charter and a project operations guide):

- To understand the communications/messages handling required of the project.
- To understand the intended audience profiles to be managed within this protocol.
- To understand the communication/message conduits through which project communications/messages are handled.
- To build and deploy a common and single channel communications/messages model and its associated procedures.
- To mitigate the risk of project communications/messages mismanagement.

It is important to understand the project's Deliberate Communications operating requirements. For example, a project may have one or more of the following requirements:

- To have a single point of contact for collecting, tracking, and reporting project data.
- To have a single point of reference location for all published project summaries.
- To establish controlled access to certain project data reports or summaries.
- To standardize reporting needs so that one report meets the information flow needs of the selected audiences (as depicted in the concentric circles of Figure 3).
- To allow limited ad hoc reports, and only without jeopardizing the integrity and usage of already produced project reports.
- To determine specific communication needs by specific audience category.

How does one set up a Deliberate Communications practice?

Once the overall Deliberate Communications objectives and requirements are established, the set up seems to follow a series of steps as listed below. Although it is best to implement Deliberate Communications practices at the start of a project, they can be done mid-stream, but with greater obstacles to overall acceptance. Keep these steps in mind as you set up your next project.

- Established a Project Management Team membership. This is the core group who shall have 100% ownership of project communication data collection, tracking and reporting.
- Categorize the likely project communication audiences (groups of related project participants), where data relevance can be determined by absolute need rather than preferences/desires. Rank accesses by percentages like those depicted in Figure 3.
- Categorize populations into outward or inward (external or internal end-customer) facing, which will help with language choice and topic selection.
- Determine the communications/messages types to be received or distributed. Internal status reports, external reports, monthly updates, newsletters, executive briefings and others are part of this work area.
- Categorize communications/messages into types like product requirements, project status, marketing announcements, sales support messages, etc. This will aid in getting the right data together for composition and distribution.
- Determine corresponding communications/messages frequencies, and appropriate to the types, associate and standardize composition and distribution frequencies. It is valuable to make these scheduled delivery items within the project plan.
- Determine methods by which communications will be received or distributed. For example, will they be sent in formal memorandum, client letter, email, web page, etc.
- Build a communication model to support communications/messages, audiences, and methods. Ensure a single message channel approach is pursued. A one person – one voice approach works best in all cases. Having the model depicted in a hierarchical and concentric circles format helps with describing a Deliberate Communications story to all project participants.
- Build procedures (who, what, when, how, and where aspects) to support the communications model. When appropriate, be sure to assign procedures to relevant project participants.
- Develop and implement monitoring and reinforcement procedures. When appropriate, assign to project participants.
- Develop “publishable” reference sources to support the project's tailored Deliberate Communications standards, methods, and protocols. If used, a project operations guidebook would be a good place to house this reference material.
- Test the procedures, data collection routes, reporting routes, and message handling.
- Go live with the new process!