



Building professionalism in project management.™

Project Management Institute

Eastern Iowa Chapter

100's NUGGET

2005 Issue 6

June 2005

P.O. Box 1811
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Managing Change

See page 5 .

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Our Next Chapter Meeting - June 14th

The program for the June 14th breakfast meeting will be presented by Nancy Wendler. 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. 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 <http://www.freedomfestival.com>.

Our Buffet Breakfast will include:

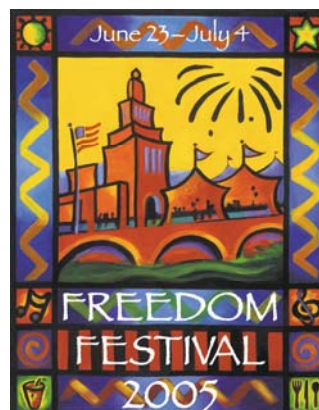
- Assorted chilled fruit juices
- Golden scrambled eggs with Cheddar Cheese
- Crisp bacon & sausage links or Ham
- Breakfast potatoes
- Pancakes or French Toast with Butter and Maple Syrup
- Assorted Fresh Pastries with butter and preserves

Program:

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

Please RSVP no later than Friday, June 10th to
ProgramRegistration@pmieasterniowa.org.

Stephen Schmitz,
VP of Programs



President's Corner - by Bob Sanders, PMP

PMP Certification Exam Changes

PMI has announced some significant changes to the application and testing process for the PMP examination.

Some highlights of these changes are the following:

- The exam content will be based on the Third Edition of the PMBOK that was published late in 2004.
- The exam will still be 200 multiple choice questions, but 25 of the questions will be pre-test questions that will not be included in the pass/fail determination. The 25 questions will provide PMI data necessary to understand the efficacy of the questions before they are included in future exams.
- The passing score for the exam will be raised from 69% to 82%.
- More questions will be focused in the process areas

- The application process will involve a new and improved on-line form, collection of contact information for past projects, instant notification if you are selected to be audited, and a more thorough review by PMI to verify experience and education of applicants.

August 29th will be the final day to submit your application to take the existing exam. Applicants will have until September 24th to take the existing exam, testing space permitting. Anyone failing the exam at that time will have one year to retake and pass the exam in the old format. For others taking the exam for the first time after September 30th will experience the new test.

To apply for PMP certification, visit http://www.pmi.org/info/PDC_CertificationsOverview.asp.

Sincerely,
Bob Sanders, PMP

**PMP®
Certification
Exam
Changes
Coming
Soon!!**

May Program Recap - by: Stephen Schmitz

Thirty four chapter members and four guests were greeted by Peg Schmitz VP/GM of the Print Operations group at Gazette Communications. Peg gave a brief description of the print plant business functions, throughput, and workflow relating to commercial and newspaper printing. Ken White then talked about the transition from printing at the downtown facilities to printing at a new print plant complete with new equipment, processes and customers. Ken's candidness impressed many in attendance. The project offered many opportunities to apply good project management techniques as well as learn from not applying PM techniques. Steve Schmitz then

talked about how that experience lead to the birth of a formal PM process with a dedicated Project Manager position at the corporate level of Gazette Communications.

In addition the May meeting survey results indicated that the group approved of the tour meeting format . The general suggestion was that two tours per year would be a good mix. Based on that feedback the Programs committee would like your suggestions on other PMI member businesses that would be interesting as tour sites .



Date	Time	Location	Topic
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	"Who Moved My Cheese - How to work with different attitudes towards change" Bob Lohr, Gazette Communications Training Department.
Aug 9th	7:30 - 9:00 am	Clarion Four Points Cedar Rapids	TBD

Web Site Statistics - by Darin A. Hart, PMP

May 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	159	4.63 KB	98	42		
/calendar.htm	50	16.90 KB	5	19		
/Dixon.htm	38	9.19 KB	36	29		
/Bertling.htm	35	5.59 KB	24	22		
/newsletter.htm	35	8.30 KB		5		
/Dendurent.htm	34	3.64 KB	12	22		
/docs/newsletter/PMI+Eastern+Iowa+Newsletter+April+2005+All.pdf	33	146.09 KB	12	21		
/TestTips.htm	33	2.34 KB	3	6		
/pdu.htm	31	22.33 KB	13	9		
/Membership.htm	31	17.76 KB		8		

Membership Update - by Darren Benzing, PMP

PMI Eastern Iowa Chapter membership stands at 232, with 84 PMP@s. Our top companies by member count are Pearson (100), Intermec (15), Rockwell Collins (15), Aegon (14), and Shive-Hattery (5).

New PMP@s: Kurt Pettinger – Rockwell Collins, Mitchell Robinson – SBC

New Members: Don Magee, Wayne Riley, Brad Russell, and Jeff Simoneau from Pearson, Courtney Smock from Rockwell Collins, Mark Uhrich from Exelon, Darcy Vondracek from Intermec, and Tim Watson from Fiserv. We are glad to have you in the PMI Eastern Iowa Chapter!

Renewing Members: Tim Cunningham, Jacqueline Haltmeyer, Thomas Huenecke, Elizabeth Hyde, Meridith Larson, Keun Lee, James Meeks-Johnson, Loras Osweiler, Christine Schulte, Ajay Singh, Joel Thompson, Dixie Trout, and Alina Warner. 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.



Annual PMI HQ Elections - by: PMI HQ

Make your vote count! The annual PMI election will begin the week of 11 July and end 22 August 2005, and all PMI members are encouraged to cast their votes.

As a full body, the Board carries out the purposes and objectives of PMI and is responsible for strategic planning and establishing policy. The Board represents all members and is essentially the face of PMI. Given the magnitude of the Board's roles and responsibilities and its exciting and innovative initiatives, it's important to cast your vote.

e-balloting has made voting convenient, easy and secure. A link to the election site will be delivered electronically to all eligible members with a valid e-mail address in the PMI database. Paper ballots will be postal mailed to members who have previously indicated that preference. All you have to do is carefully read the candidate statements, make your decision and submit your vote!

Strong voter response is a tenet of a strong community...it's key to elect Directors by a popular vote of a wide representation of members. Please, remember to submit your vote by 22 August 2005!

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, no response is necessary. 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.

PMI Friday Facts - Updated Project Management Professional (PMP®) credential examination

Denny Smith, PhD, manager, certification, presented at PMI's Leadership Meeting this past weekend in Edinburgh, Scotland, where he shared important information regarding the updated PMP® credential examination — which will be released on 30 September 2005 — and changes to the credentialing process. Please visit the

news section of the Component Online Community to view the presentation in its entirety and a detailed follow-up communiqué from Dr. Smith. (pmpquestions@pmi.org)

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.



Managing Change - by: Paula K. Martin, and Cathy Cassidy , Associates

March Column: Principles to Live By

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Of course everything new or improved happens through projects and so by definition, projects create CHANGE. That change may be company-wide or it may be localized in a department or a division. All projects, IT implementation, process improvement, new product development, etc. create some kind of change for either a company, a department or a group of individuals.

Project leaders must, therefore, not only lead the team through the project management process and the team process (to develop the team), but he or she must also manage the change that is being created by the project. How much time do you spend managing change? How familiar are you with the stages of change and how to effectively manage it? Being able to anticipate and deal with the reaction to the change a project creates is a skill every project leader needs to acquire.

In order to anticipate stakeholders' reaction to change, you need to take three steps:

Step 1. Identify the types of change your project will create. At each phase in the project process, work with the team to define the changes in the organization that will occur as a result of the project deliverables. Look past the obvious changes – such as, "There will be a new system," or "There will be a new process," and identify changes that impact the people side in the business. Some examples include, "The new process will require people to do their jobs differently," or, "The new system will require employees to learn new skills." Involve stakeholders in identifying the changes that might occur as they will have the most knowledge about how your deliverables will impact them.

Step 2. Conduct a resistance risk assessment for each change identified. During planning, the team normally conducts a risk assessment to identify scope, schedule and budget risks. Brainstorm all the types of resistance that you might encounter based on the changes identified in step one. For each type of resistance, analyze the impact to the project if you are not able to overcome the resistance. Rate the probability of the resistance. Finally, identify risk responses for high and medium level resistance risks. Assign accountability for implementing each risk response from step two. Set up a means of tracking risk responses.

Step 3. For each of the changes identified in step one, continually measure the level of actual resistance you are experiencing to the project. Resistance comes in many forms: complaints, disengagement, disappointment or customer dissatisfaction. It can be displayed by project team members, stakeholders, end-users and even the sponsor. The sooner you recognize resistance and begin to deal with it, the more likely you are to be successful in overcoming it. Here are some tips for dealing with resistance:

- Tip 1: Recognize resistance formally. Resisters don't always realize they are in fact resisting. Addressing resistance formally gives them a way to recognize and change their behaviors and, even if they are not willing to change, at least it's out in the open.
- Tip 2: Deal with it immediately. Don't push resistance under the carpet with the hope that it will take care of itself. The longer it lingers, the greater the risk that the resistance will spread. Strong resistance makes it hard for the project to move forward. Catch it earlier and deal with it early so it doesn't build to a level that's unmanageable.
- Tip 3: Use it to your advantage. Resistance can be a signal that something isn't right. View it as an opportunity to make some changes, to improve the final deliverable of the project so that it's more acceptable to the stakeholders who are resisting.

Finishing a project on time and under budget is only one measure of a successful project. Having the customer and stakeholders embrace and implement the changes created by the project is the final measure of success. Make sure you've got the skills to lead others through the process of change.

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.



2004 BOARD OF DIRECTORS

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VP Programs:

Steve Schmitz
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VP Special Projects:

Leo Bertling, PMP
SpecialProjects@pmieasterniowa.org

External Training Opportunities

Are you aware of external training opportunities that might be of interest to chapter members and guests? If so please let me know by sending an e-mail to editor@pmieasterniowa.org. All postings have to comply with the chapter guidelines for posting of training opportunities.



Chapter Sponsored Professional Development

The following chapter sponsored professional development opportunities are available.

- **Project Planning and Execution using MS Project—June 3rd**
- **Proactive Risk Management Class—None currently scheduled**

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

Important Terms

Baseline
Calendar
Protocol
Standard
Status

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 com-

WBS TASK 1.2: Project Definition - Planning

WBS TASK 1.2.4 Build objective status reporting using metrics and standards

Scenario: The project you are working on has been operating for several months. You, the project manager, remember the weekly status report is due today by noon. You scurry around to the project leads looking for team progress updates. You make the usual phone calls, look at prior status reports, and think of the events you encountered during this review period. While reviewing the final version, you realize that there is a gap between what has been promised and what is being reported. You ask yourself what to do, improvise project results or delay reporting?

Related to deliberate communications (discussed in an earlier column), status reporting obstacles can be lessened. Using appropriately established project tracking metrics and presentation standards, status reporting can be more automated, reliable and objective. Review the following sections to improve status reporting within the Project Definition - Planning context.

Coming Up Next

PLANNING

- Skills and Work Analysis

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 status" communication standards - choose last six months

"status report" template filetype:doc - choose last three months

"status report" dashboard - choose last year

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WBS TASK 1.2: Project Definition - Planning (continued)

WBS TASK 1.2.4 Build objective status reporting using metrics and standards

As we discussed in a prior column, deliberate communications is a critical practice area for project managers to engage. Project status reports should be considered an excellent deliverables category within deliberate communications and should therefore be governed by a protocol (of standard practices, consistent formats, tamper-proof data sources, and predictable publishing frequencies). Absent of a protocol, project status reports can easily become less reliable and scarcely trusted. Using a protocol, project status reports are legitimized as being a sole source of project progress accounts, which ultimately diminishes project communication errors. This section describes the basics of establishing a standard project status reporting protocol while performing Project Definition - Planning.

Understand basic project status reporting objectives

Whether setting up a new project or revisiting existing project practices, consider the following important objectives regarding establishing more effective status reporting protocol.

- To develop a standard audiences definition.
- To develop standard project progress topics.
- To determine consistent, relevant, and trusted topic data sources.
- To determine inbound data flow practices.
- To determine outbound summary information flow practices.
- To determine appropriate quick-read, “dashboard” indicators.
- To establish standard publication styles, formats and frequencies.
- To limit (as much as possible) subjective status contributions.

These objectives should always be applied relevant to the entire project life, from initiation to formal closure. They should be reconfirmed periodically when used with larger, long-term projects. Task order of fulfillment is implied with the listing.

Develop a standard audiences definition.

As part of the status reporting protocol set up, it is important to identify and categorize the standard project status audiences that may contribute, consume, and govern project data. Consider Figure 1 as an example of project status audiences and how they may own, contribute, consume, and govern project data.

- The project management team audience should be considered as 100% status data owner and 10% status data contributor. Project data access is not restricted. This audience should be considered a general consumer of all status information.
- The project team leads audience should be considered as 80% status data owner and 40% status data contributor. Project data access is restricted by 20%. This audience should be considered a general consumer of all status information.
- The project sponsorship audience should be considered as 60% status data owner and 10% status data contributor. Project data access is restricted by 40%. This audience should be considered a general consumer of status information, but restricted to high-level project progress summaries.
- The project team active participants audience should be considered as 40% status data owner and 40% status data contributor. Project data access is restricted by 60%. This audience should

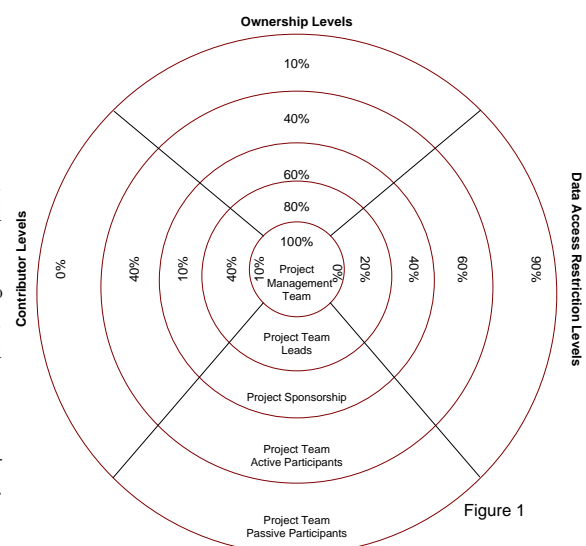


Figure 1

WBS TASK 1.2: Project Definition - Planning (continued)

also be considered a general consumer of status information, but restricted to group work topic relevant project progress summaries.

- The project team passive participants should be considered as 10% status data owner and 0% status data contributor. Project data access is restricted by 90%. This audience should also be considered a general consumer of status information, but restricted to only general outward-facing (end-client oriented) project progress summaries.

Important Notes:

Percentage values used in the example are for illustration only and may vary by project situation. Percentage values should be determined based on a “need to know” classification within the audiences.

Develop and maintain standard project progress topics.

Establishing standard project progress topics at the beginning of the project requires forethought and education. One should always report on scope, cost, and schedule tracking metrics. One should also report on issues, risks and project change controls encountered. Additional topics may be included based on the project audience needs, but with limits based on the ability of the project management team's ability to manage the inbound data sources, centralized data storage, and outbound information flows. Topics needing exception processes should be avoided.

Consider using the following topics list as a starting point outline of topics.

- The Dashboard (quick review of key statistics)
 - Color Reflection of Scope, Cost, and Schedule
(example color encoding scheme provided at end of the column)
 - Supporting Work Statistics % Complete % Planned % Success Probability
- Scope Summary and Supporting Details
- Schedule Summary and Supporting Details
- Cost Summary and Supporting Details (optional at higher report frequencies)
- Top 5-10 Issues – Summary of Issues Log Detail
- Top 5-10 Risks – Summary of Risk Log Detail
- Helpful People – Recognizing Performance
- Presentations or Open Forums Held
- Subjective Review (limited and optional)

Regardless of the topics used, it is important for the project management team to keep the initial topics selection constant throughout the project timeline. To do otherwise creates opportunity for project results to be taken out context or for progress communication errors to be fostered. There is also a need to keep consistent for the purpose of traceability.

Determine and maintain consistent, relevant, and trusted topic data sources.

Although picking the standard project progress topics is important, one should be equally concerned about establishing matching consistent, relevant, and trusted data sources. Data sources should have consistent update and summary workflows, be aligned specifically to the standard topics, and have access controls to prevent inadvertent change or corruption. When possible, updates and summaries from the data sources should be automated. The project management team's vigilance on protecting and automating the status reporting data sources liberates them from having to defend the status details.

Data sources should always remain aligned to the standard project progress topics, which should remain constant throughout the project timeline. To do otherwise creates a similar opportunity for project results to be taken out context or for progress communication errors to be fostered.

WBS TASK 1.2: Project Definition - Planning (continued)

Determine and maintain inbound data flow practices.

Predefining the inbound data flow practices helps the overall project. Contributing project team members are enabled by having a common process (with pre-defined data values where appropriate) to follow. The project management team is enabled to process status updates with increased levels of automation. Every project member is liberated from the avoidable “how to” questions.

One should consider the following helpful hints when working to align the inbound data flow practices to the standard topics and corresponding data sources.

- ☐ Where and how often should updates be made?
- ☐ What predetermined data element values are to be used
- ☐ What manual update processes are to be used?
- ☐ What automated update routines are to be engaged?
- ☐ Are any loop back processes for errant data submissions being engaged?

Determine and maintain outbound summary information flow practices.

Similar to the inbound data flow practices, predefining the outbound summary information flow practices helps the overall project. Information consumers (aligned to the audiences) are enabled by knowing when, how, and where status information is made available. When different status formats are used, all team members are made confident that the summary information is made from the same data stores. The project management team is enabled to process status summaries with increased levels of automation. Every project member is liberated from the avoidable “how to” questions.

One should consider the following helpful hints when working to align the outbound information flow practices to the standard topics and corresponding data sources.

- ☐ Where and how often should information summaries be published?
- ☐ Will there be any manual distribution processes?
- ☐ Will there be any automated distribution processes?
- ☐ Are any loop back processes for errant summary details being engaged?

Establish and maintain standard publication styles, formats and frequencies.

Creating the standard publication styles, formats and frequencies requires forethought. Consideration to the information consuming audiences needs to be made. Group preferences, educational levels, and other summary presentation needs should be accounted for. Common usage needs to be promoted and group or individual tailoring needs to be avoided. Frequency of publication needs to be deliberately chosen and representative of project size or activity level; not everyone needs to provide a weekly status report. Consistent with the other status standards, this standard needs to be maintained for the project timeline.

Limit (as much as possible) subjective status contributions.

Avoid subjective status reporting as much as possible. Subjective status information tends to be based on perception instead of measurable events. It tends to create (sometimes very odd) opportunities for communication errors. It sometimes tempts project management teams or relevant contributors into stating unsubstantiated truths, which when checked against available metrics are proven to be less than truthful.

Important Reminders

Where possible, standardize status reporting.

Where possible, base status reports on measurable events and control logs and avoid subjective inputs.

WBS TASK 1.2: Project Definition - Planning (continued)

Project Status Color Definitions and Evaluation Criteria

Project status colors can be used to quickly indicate a status of the project scope, cost or schedule topics. When used with predefined criteria, the colors can help liberate the project management team from deciding a status color. The criteria liberates the project management team from having to defend a color selection. The criteria also reinforces accountability when some project management teams opt to select a color for getting off or on the in-trouble-projects listing. When used with a project portfolio, the colors and their criteria help many management teams isolate less successful projects so that corrective actions can be applied. Standard status colors and the corresponding sample criteria for color rankings are included below. Note that the percentages are chosen for illustration and may vary by project management environment.

Red - If the project meets any one of these criteria, it must reflect a Red status for the appropriate .

- Critical project issues have been identified and escalated, but are irresolvable within the project's timeframe or budget.
- A project milestone or deliverable (project artifact) has missed completion and will jeopardize final product deployment.
- Management (Owner, Executive Sponsor, or Sponsor) has not authorized a known or impending cost variance (+/- 10%).
- Any additional funding needed to complete the current project's scope cannot be secured from Management.
- Management has not authorized a known or impending schedule variance (+/- 10%).
- Any additional time needed to complete the current project's scope cannot be approved by Management.
- One or more defined project success factors are not being fully met and will result in an unsuccessful final deployment.
- Project Controls are not functional or abandoned to a point where critical issues or customer impacting risks are unknown.

Yellow - If the project meets any of these criteria and does not meet any of the Red criteria, it must reflect a Yellow status.

- Critical project issues have been identified and are being worked, but have risk of not being resolved within the project's scheduled timeframe or budget.
- A project milestone or deliverable (project artifact) is going to miss completion, which in turn will likely jeopardize final deployment.
- Current project analysis predicts more than a 5% unauthorized cost variance (+/-).
- Current project analysis predicts more than a 5% unauthorized schedule variance (+/-).
- One or more defined project success factors are not being fully met and may likely result in an unsuccessful final deployment.
- Project Controls are functional, but where critical issues are being resolved too slowly, the risk of adverse customer experience is rising, and/or no mitigation plans are being developed.

Green - If the project meets all of these criteria, it may reflect a Green status.

- Project issues are being identified and worked appropriate to resolutions being made within the project's scheduled timeframe.
- Milestones or deliverables (project artifacts) are being completed as planned and in order to meet the final product deployment.
- Current project analysis predicts less than a 5% unauthorized cost variance (+/-).

WBS TASK 1.2: Project Definition - Planning (continued)

- ☐ Current project analysis predicts less than a 5% unauthorized schedule variance (+-).
- ☐ Scope definition is stable and unchanging.
- ☐ Defined key project success factors are being fully met.
- ☐ Project Controls are functional and appropriately worked within the context of the project's issue resolution and risk management needs

Black - If the project meets all of these criteria, it may reflect a Black status.

- ☐ Project is brand new
- ☐ Project plans are being defined and reviewed.
- ☐ Project has not yet been color rated.

Grey - If the project meets all of these criteria, it may reflect a Grey status.

- ☐ Project is not brand new
- ☐ Project is stopped from previous planning or execution work progress being made.
- ☐ Project plans are being reviewed and/or redefined.