



Pittsburgh Chapter of the PMI

www.PittsburghPMI.org

October 2007

What's Inside

Chapter Meeting.....	1
Election Announcement.....	2
Special Announcements.....	3
Project Nuggets.....	6
Practical PM Tips	8
Event Schedule.....	11
New Chapter Members	12
New Chapter PMPs.....	12
Chapter Contacts.....	12

Monthly Chapter Meeting Schedule

Date: October 11, 2007

Agenda:

- 5:00 Financial Services LIG
- 6:00 Dinner
- 7:00 Chapter Meeting and Presentation

Location:

Engineering Society of Western Pennsylvania (ESWP)

337 4th Avenue
Pittsburgh, PA 15222

To make meal selection and reservations, please call 412-261-4300 before noon on Wednesday, October 10, 2007.

Back by Popular Demand – Free Chapter Meetings!

Beginning with the September meeting and continuing throughout the program year, the Chapter meeting will be FREE to all Chapter members. Dinner will be provided.

RESERVATIONS ARE REQUIRED.

Call ESWP at 412-261-4300 by the day before the meeting to make a dinner reservation.

October Chapter Meeting

Project Management Panel

Do you have the "project from hell" to manage? Here's your opportunity to get advice from your peers and your questions answered by a panel of experienced PMPs!

2007 Election Announcements

Elections for the following Chapter Board of Directors positions will occur at the annual Chapter Business Meeting held on Thursday, November 8, 2007:

- President
- Vice-President of Treasury & Finance
- Vice-President of Education & Certification

The Nominations Committee is pleased to announce the following slate of candidates:

- Michael Rapach, PMP for President
- Ray Luncher, PMP for Vice-President of Treasury & Finance
- Susan Keaney, PMP for Vice-President of Education & Communication

Mike is currently serving his second term as VP-Programs for the chapter.

Ray is currently serving his first term as VP-Treasury & Finance for the chapter.

Susan has volunteered in support of various educational activities for the Chapter.

Candidate profiles will be provided with the 2007 Election Ballot in next month's newsletter, and will also be posted on the Chapter website as soon as available.

Any additional members of the PMI Pittsburgh Chapter that may be interested in being nominated for one of the Chapter Board of Directors positions listed above should contact Ed Rosenstein, PMP – Past President – PMI Pittsburgh Chapter by e-mail at: ExOfficio@PittsburghPMI.org

Further details of the responsibilities of the above positions can be found in the Chapter Bylaws and the Chapter Officers' Handbook, and links to both documents can be found near the bottom of the Board of Directors page of the chapter website, www.PittsburghPMI.org.

Want to add articles or important information to the Newsletter?

The Chapter encourages its members to submit articles, tips, humor, or other important information.

Submission Deadlines:

November Newsletter	October 16
December Newsletter	November 16
January Newsletter	December 16

Submit by e-mail to: newsletter@pittsburghpmi.org

Special Announcements

From the Desk of the Vice President of Education

CARL PRITCHARD RETURNS TO THE PITTSBURGH CHAPTER

The Pittsburgh Chapter is pleased to announce that Carl Pritchard, renowned lecturer, reseacher, and author is making a return visit to the PMI Pittsburgh Chapter. He will be presenting an all-day seminar on Thursday, November 8, 2007, entitled "Advanced Risk Management". Please see the abstract and outline on the next page for the course information.

The seminar will be held at the Regional Learning Alliance in Cranberry Township. The cost for the session is \$250 for PMI members and \$350 for non-members. For those who are PMP-certified, this seminar will provide 7 PDUs toward re-certification.

In addition to course materials provided at the session, Carl's published white paper "Alternative Perspectives on Risk Management" will be provided to all participants. Also available at the session at an additional cost of \$30 will be Carl's book "Risk Management: Concepts and Guidance".

After the seminar, join us at the Engineers' Society for the chapter meeting where Carl will also be the speaker. His topic will be "The End of Project Management as We Know It."

To register for the seminar or for more information, see the insert in this newsletter or go to the PMI Pittsburgh Chapter website at www.pittsburghpmi.org. All registrations, with payment in full, must be received by November 2, 2007. Contact VP_Education@PittsburghPMI.org with any questions.

From the Desk of the Vice President of Education

Advanced Risk Management

Abstract and Outline

Risk Management is an evolutionary topic with new developments on a regular basis. In the Advanced Risk Management seminar, Carl Pritchard, PMP® takes participants through the advanced concepts of setting organizational thresholds and triggers, building risk models and working with the newest concepts in risk management, including David Hillson's Risk Breakdown Structure. Through hands-on case practice, the course examines alternative means to ensure consistent risk management practice and protocols, and to apply metrics to project risk as project go from feasibility to implementation and change. As a component of the program, participants will build a sample risk model.

Advanced Risk Management Outline

- What constitutes "advanced?"
- Risk Metrics
- PMO Applications
- Monte Carlo for schedule and cost
- New Approaches
- Organizational Risk Parameters
- Setting risk thresholds
 - Probability / Impact
- Building risk triggers
- Identification
- Construction
- Communication
- Risk Modeling
 - PMO roles in Risk Modeling
 - Setting Critical Areas
 - Weighting a Model
 - Model Construction
 - Modeling and Contingency Budgeting
- Metrics in Risk Identification/Prioritization
 - Risk Breakdown Structure
 - Risk by Volume
- Metrics in Quantification
 - Monte Carlo
 - Schedule Applications
 - Cost Applications
- Strategies, History, Templates

Educational Opportunity

Topic: **Project Scene Investigation**

When: October 16, 2007

Where: The Pinnacle
1772 Indian Wood Circle
Maumee, OH 43537 [\[Map\]](#)

Join the [Western Lake Erie Chapter](#) as we investigate the scene of the project. This PDD will have you bagging the evidence for closer inspection, and promises to provide you the tools to help you to dissect your projects.

- 8:00AM - 8:30AM: Registration and get acquainted.
- Morning Session: Creating and Using Effective Control Plans. Nancy Blumenstark Mingus
- Afternoon Session: Integrating Project Schedule, Cost, and Risk into Project Execution. Tom Sheives



[Register Online Today!](#)

Project Nuggets – Quality Assurance

Gettin' Better: Quality Assurance

Alan S. Koch, Global Knowledge Instructor

Quality assurance (QA) is the application of planned, systematic quality activities to ensure that the project will employ all processes needed to meet requirements... QA also provides an umbrella for another important quality activity, continuous process improvement.

Even with that quote from the *Project Management Body of Knowledge (PMBOK) Guide*, many readers, seeing "Quality Assurance" (QA) in the title of this article, will expect to read about testing and reviews. Sorry! That's another article.

Quality Assurance has nothing to do with testing or reviews. QA is the proactive things we do before and while we are building the product to assure that we will achieve our quality goals.

Proactive or Reactive?

There are many quality-related activities that we may be including in our projects. Why aren't they all considered to be Quality Assurance? Don't we include them in our projects to assure that our product will be of good quality? The difference between Quality Assurance and Quality Control is that QA is proactive, while QC is reactive.

Testing, reviews, code analysis, and automated testing are all activities that we engage in after something has been built. The code must be written before it can be reviewed or analyzed. The system must be executable to run tests. And all of these things are designed to look at what was built to determine if it meets quality standards.

Quality Assurance activities happen before the product is built (or in some cases, as it is being built). They are proactive in that they alter what we build instead of just assessing it after the fact. They assure that quality will be built instead of checking to see if it was.

The reactive QC activities are important, and must always be included in any project. But they can only take us part of the way to our quality goals. To reach the level of quality that is required, almost all organizations must add QA to the mix and become proactive about quality.

Process Audits

As the *PMBOK Guide* alluded, one important QA activity involves process audits. For most people, this conjures up the image of the Process-Police looking over your shoulder and hitting you with a big stick (an audit finding) if you are being "bad." While ensuring that processes are being followed is important, this is far from the only (or even the most important) part of process audits.

Process audits, when done well, are our primary tools for process improvement. When the auditor finds that someone is not following applicable processes, the first order of business is to find out why! Beating people into compliance is rarely necessary. There is usually a good reason why a person will circumvent an established process. If we understand the motivations, we can improve the process.

For example, if a person does not follow the proper process because he or she doesn't know about it, or doesn't know how to do it, then there is an opportunity to improve our training process. We need to find out why the training failure happened, correct the training process, and provide supplemental training to that person, and possibly other people as well.

If, on the other hand, the person knows the process, but found him- or herself in a situation where it would not work, or would be over burdensome, then we may need to improve that process. We should look at how the process applies in that sort of situation and figure out how to adapt it to meet those special needs.

If the person chooses to ignore the process because they see little value in it, then our education process may need attention. Have we clearly communicated why the organization values the process, and how it contributes to the organization's over-all goals?

If the person simply refuses to adhere to an efficient process that they understand, only then is action directed at that person warranted. But those situations are rare, because most people are willing to do what is necessary to help their organization to thrive.

Process Analysis

From the prior discussion, it is clear that process analysis is at the heart of true QA. But those examples are all reactions to compliance problems. QA also must include proactive process analysis. This includes watching metrics to ensure that the processes provide the benefit they are designed for. Making sure they are as efficient as they can be. Ensuring that the proper methods and tools are available and working well.

This analysis can give rise to significant quality improvements. For example, if system design defects are costing the organization a lot of time, then perhaps the adoption of a new design methodology is in order. If regression testing is a burden, perhaps automation will help.

Whatever challenges the organization is facing, addressing those challenges will likely require adaptation of our processes (and their handmaidens, methods and tools). Making sure that our processes and tools meet our needs, and that we use them consistently and properly is the essence of Quality Assurance. It is our proactive way to assure the quality of what we build.

About the author

Alan S. Koch, PMP, is a writer on effective Project Management methods and instructor for Global Knowledge. His 29 years in software development include over five years in Quality Assurance (including establishing & managing a QA department), and eight years in Software Process Improvement.

This article was originally published in Global Knowledge's *Management in Motion* e-newsletter. Global Knowledge (www.globalknowledge.com/PMILocal) delivers comprehensive hands-on project management, business process, and professional skills training. Visit our Knowledge Center at for free white papers, webinars, and more.

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Practical PM Tips to Give You a Competitive Edge Fast

Buying Time: How to Put More Hours in Every Day

by Michelle LaBrosse, PMP®, Chief Cheetah and Founder, [Cheetah Learning](#)

How often do we say to one another: I just wish there were more hours in the day? Well, there can be. When you use Project Management techniques to your advantage, you can be singing the Rolling Stones classic, *Time Is on My Side*.

Here are some of my favorite time-saving tips that you can apply both to your business and home life.

1. **Avoid the Long, Rambling To-Do List.** One thing that gets many of us in trouble is when we have enormous To-Do lists that have no prioritization, and they just continue to grow like a pile of laundry. What's dangerous about this, is that we get overwhelmed and the To-Do list starts to become the enemy instead of our ally.
2. **Prioritize.** At the beginning of every day, look at what you have to do and prioritize it. What's red hot and time specific? Do that first. What do you need to do today to move forward on some of your Big Hairy Audacious Goals? What's at your Bus Stop? These are things you are waiting for from others. What's on your passion list? This is what you will do to recharge your batteries and give you energy.
3. **Eating Your Spinach.** It is human to dive into what is fun, but think of all the procrastination time you save when you tackle the tough stuff first. It's like eating your spinach before you can have the hot fudge sundae for dessert. It's also important to tune in to the time of day when you have the most energy. That's the best time to do your most difficult tasks.
4. **Save Time for Murphy.** When you over-schedule your day, you create stress for yourself because there is no time for Murphy's Law – the inevitable things that go wrong that we might not foresee. Try to leave at least two hours of your workday unscheduled.
5. **Rebooting Your Brain.** Sleep deprivation might have been a sport in college, but when you're working and trying to be effective in all aspects of your life, you need to get enough sleep. If you think of your brain as your own personal hard drive, it needs time to sleep to function at its best and keep all the data in the right places. When you're rested, you give your brain the white space it needs to do its best work. Nothing is a bigger time waster than when you're not in top form, and you have to keep doing the same things over and over again.
6. **Know Where your Time Is Going.** If you don't think you know where your time is going, spend a week logging it, and then evaluate the results. This simple exercise will often give you insight into what you should NOT be doing.

7. **One of These Things Is not Like the Other.** When you group like tasks together, you can save an enormous amount of time and really get momentum going. Look at what you have to accomplish, and set up the flow so that it builds logically and saves you having to back track.
8. **Make Technology Work for You.** If you feel like you're doing the same things over and over again, automate or standardize those tasks. Learn how to manage your e-mail so it is a productivity tool, not a time waster. If you find that you spend all day responding to e-mail, but not enough time completing tasks, you need to evaluate how you're spending your time, and build an e-mail culture that works for your team and organization.
9. **Make Meetings Matter.** Someone once told me about a CEO of a company in New Hampshire who had conference room tables with no chairs. The message was clear. Get to the point, and make the meeting matter. Don't have a meeting if it can easily be handled in an e-mail or a conference call. Have a meeting when being face-to-face has an important impact on the outcome, and set the expectation that everyone's time is valuable, so no meeting can be called unless there is an agenda and a clear objective.
10. **Stretch.** Building in breaks for exercise and stretching is critical to maximizing your time and making sure your brain is working at its peak performance. We see this time and time again in our training, and that's why we believe strongly in integrating stretching and breathing into our classes.
11. **Know Your Shine Time.** If you're a morning person and that is prime time for you, make the most of that time, and get up a little earlier to maximize your shine time. Likewise, if you're a night owl or get a burst of energy in the late afternoon, recognize your energy surges and take advantage of them.
12. **Recharge Your Batteries with Passion.** Passion creates energy. When you are passionate about something, whether it's fly-fishing or doing the tango, it helps you recharge your batteries. Make sure to leave space on your calendar for something that you love.
13. **Don't Put Off Professional Development.** When you invest time in your professional development, you save time because you often accelerate your career. Take the time you have to invest in yourself, and get your [PMP® certification or take a Project Management course](#) to beef up a skill set that will help propel you forward. Look at the options available to you – online and offsite – and commit to making every minute matter more.

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About the Know How Network

The Know How Network is a monthly column written by Michelle LaBrosse, the founder and Chief Cheetah of Cheetah Learning. Distributed to hundreds of newsletters and media outlets around the world, the Know How Network brings the promise, purpose and passion of Project Management to people everywhere.

About the Author



Michelle LaBrosse, PMP, is the founder of [Cheetah Learning](#), and [author](#) of *Cheetah Negotiation* and *Cheetah Project Management*. The Project Management Institute, www.pmi.org, recently selected Michelle as one of the 25 Most Influential Women in Project Management in the World, and only one of two women selected from the training and education industry. She was featured in the October 2006 issue of PM Network Magazine, and also graduated from the Harvard Business School's Owner President Managers (OPM) program in March 2006.

She created the origins of the Cheetah Project Management methodology as an Air Force Officer in the mid 80's. In 1995, she prototyped the concept of accelerating learning using "virtual classrooms," to accelerate the way people learned and applied core business skills. As a corporate research scientist in systems engineering and adult learning for a large multinational corporation, she later created and tested a one-day approach to teaching Project Management. This approach would later evolve to become Cheetah Project Management, a fast and effective way of launching projects.

Today, she is the leader of the course development team at Cheetah and sets the strategic direction for the company. Using the Cheetah Project Management techniques, LaBrosse has grown the company from three employees in 2000 to more than 100 in 2006. Cheetah is now the global leader in Project Manager Professional Development.

Her articles have appeared in publications such as: *European CEO Magazine*, *Plant Engineering Magazine*, *Industrial Engineer Magazine*, *Control Engineering Magazine*, *Journal of the American Association for Medical Transcription JAAMT*, *NSSEA Essentials Magazine*, *ASTN Network Magazine*, *Radio Sales Today*, *Sprinkler Quarterly & Technology Magazine*, *The Federal Credit Union Magazine Online*, *Business Quarterly Online American Society of Landscape Architects*, *ACRP Wire Association of Clinical Research Professionals*, *American Council of Engineering Companies Association* and more.

With a B.S. in Aerospace Engineering, and an M.S. in Mechanical Engineering, LaBrosse has done extensive postgraduate work with the Massachusetts Institute of Technology Center for Advanced Educational Studies and with the University of Washington Industrial Engineering Program in accelerating adult learning with respect to meeting core business objectives.

She lives in Nevada with her family and likes to rejuvenate in Alaska where you'll often find her kayaking, golfing or hiking.

Event Schedule

Please contact Mike Rapach, VP of Programs, at Programs@PittsburghPMI.org if you have a topic you would like to see addressed in a future meeting, if you or someone you know would be interested in presenting, or if you have an advance question for any of our presenters.

Date	Program Type	Presenter	Title	Location
10/11/2007	Financial Services LIG	TBD	TBD	ESWP
10/11/2007	Chapter Meeting	TBD	Project Management Panel	ESWP
11/8/2007	All Day Seminar	Carl Pritchard	"Advanced Risk Management"	Regional Learning Alliance Cranberry Twp. PA
11/8/2007	Healthcare LIG	Mike Rapach	Personal Health Record	ESWP
11/8/2007	Chapter Meeting	Carl Pritchard	The End of Project Management as We Know It.	ESWP
11/19/2007	IT LIG	TBD	TBD	Pittsburgh Tech Council
12/13/2007	Financial Services LIG	TBD	TBD	ESWP
12/13/2007	Chapter Meeting	Judy Umlas	Power of Acknowledgement	ESWP
11/19/2007	IT LIG	TBD	TBD	Pittsburgh Tech Council

New Chapter Members	Chapter Contacts
<p>As of September 30, 2007, the Chapter has 1068 members. Please join us in welcoming the following new chapter members.</p> <p>Edmund Clements Breault John Casey Kimberly Catlin Henry Joseph Clark III Andrew Dean Hamilton Daniel S. Heckert Barry Iddon Louise Marie Judeikis Stefinie Lyn Kelley Laura M .Kimbell Michael D. Klier Rakesh Kumar Rakesh Kumar Elaine Kush Heather Anne Potts Carl L. Pritchard Christopher Ritter Michael Paul Rubin Marwan J. Sadaka Thomas A. Vehec John F. Victor Steven E. Weed Steven E. Weed Renny V. Zajac</p>	<p>President Larry Mack, PMPPresident@PittsburghPMI.org</p> <p>Ex-Officio President Ed Rosenstein, PMP..... ExOfficio@PittsburghPMI.org</p> <p>VP Treasurer Ray Luncher, PMP VP_Treasurer@PittsburghPMI.org</p> <p>VP Membership Vicky Haney, PMPVP_Membership@PittsburghPMI.org</p> <p>VP Communications and Publicity Melanie Connell, PMP VP_Communications@PittsburghPMI.org</p> <p>VP Education & Certification Shirley Waselko, PMP VP_Education@PittsburghPMI.org</p> <p>VP Programs Mike Rapach, PMPVP_Programs@PittsburghPMI.org</p> <p>Executive Director Dick Kimball.....ExecDirector@PittsburghPMI.org</p> <p>IT LIG Maureen James and Sandra Williams.....ITSIG@PittsburghPMI.org</p> <p>Financial Services LIG Kim Mangan..... financialsig@pmipittsburgh.org</p> <p>Healthcare LIG Matt Craig..... HealthcareLIG@pittsburghPMI.org</p> <p>Webmaster John Rose, PMP Webmaster@PittsburghPMI.org</p> <p>Email Coordinator Nancy Cole, PMP Email@PittsburghPMI.org</p> <p>Newsletter Coordinator Christine Morgan Korber, PMP.....Newsletter@PittsburghPMI.org</p>
New Chapter PMPs	E-Mail Address
<p>As of September 30, 2007 the Chapter has 610 PMPs. Please join us in congratulating the newest chapter PMPs!</p> <p>Jason A. Brehm, P.E., PMP Nathaniel L CRAWLEY, Jr., PMP Tamara J. Datri, PMP Richard Franco, PMP Steven Gojsovich, PMP Mary Jane A. Jackson, PMP Joseph V. LaManna, PMP Dean L. Martin, PMP Michaeline Megahan, PMP William A. Pifer, PMP</p>	<p>Just a reminder to keep your contact information up-to-date in the Members section of the national website, www.pmi.org.</p> <p>Your monthly newsletter and all other Chapter communications will be sent to your primary e-mail address listed under your Contact Information.</p>