



Nashville PMI Newsletter

Volume 2009, Issue 4

Nashville Chapter Stats for Oct. 2009

Global Members: 306,180
Nashville Chapter: 873
Nashville PMPs: 534
Nashville CAPMs: 13
Nashville PgMPs: 1
Oct. Luncheon: 89

President's Message - Q4 2009

The chapter continues to weather the economy's downturns with a strong membership. As of October 31st, the chapter stands at 873 members with 534 PMPs, 13 CAPMs and 1 PgMP. Over 774 have joined the LinkedIn group, and the chapter volunteers number 56 for 2009 to date.



Annual board elections were held last month and the results are in. The new board consists of some new faces. Ruby Reyes as VP of Membership, Angie Bates as VP of Local Interest Groups, several returning faces, and one blast from the past, Joanne Bertone as VP of Marketing and Publicity. We will be introducing the incoming 2010 board at the November 17 luncheon at the Holiday Inn Select Vanderbilt and position transitions will take place over the next 45 days in preparation for the new year.

The annual scorecard draft was submitted in September to PMI Global who accepted/approved the three-year draft. Overall, the chapter has met its goals and we will submit the final version in late January. Member satisfaction scores are at 82%, or the numerical equivalent of "Very Good", with over 187 professional development hours offered in 2009. In support of the scorecard initiative, new surveys were rolled out for the LIG events and New Member Breakfasts, and marketing brochures will be distributed at the November luncheon. Within PMI Region 14, our chapter stacked up well compared with other chapters. We were one of only 7 (out of 25) to meet the regional goal of scorecard submission before the annual October leadership meeting in Orlando.

One of the board's goals for 2010 will be to grow the chapter volunteer team to 100 contributors. We will be emphasizing the "free" PDUs people can earn by spending as little as 1-5 hours per month, the networking opportunities, and the experience gained by participating as a volunteer. The chapter has over 25 approved, director-level positions for 2010 and a major emphasis will be on helping our membership realize the value of volunteering. If you are interested, send an e-mail to volunteer@pminashville.com, fill out an interest form, and we'll get you on the 2010 team. The chapter has been blessed with great volunteers and we can only get stronger.

Sincerely, Charles Lebo
President, PMI Nashville Chapter

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2009 Strategic Alignment Scorecard (SAS)

The PMI Nashville Chapter completed and submitted its first strategic alignment scorecard (SAS) to PMI global in September 2009. The PMI Strategic Alignment, Planning and Reporting (SAPR) process is a 5-step process that has been developed as a means for PMI to ensure that all components are aligned to the PMI Strategic Plan and the Balanced Scorecard. This alignment is to be determined by components providing a set of services, each of which are associated with a PMI Strategic Plan Objective. This will ensure that the community's services will be aligned with the PMI Strategic Plan and supports the overall direction of PMI. All chapters are responsible for annual reporting of their scorecard.

We received the following positive feedback from Nicole Ritz, PMI Global Operations Center:

It is great to see the value being received by the PMI Nashville Chapter. The survey results were positive for your chapter. The chapter is meeting or exceeding most of the core services. We are very impressed with all the work the chapter has done over the past year. It is a great tribute to the leaders of the chapter. It is apparent that value is being received by the members in areas such as events, communication with members and overall member satisfaction.

From the PMBOK



Duration: (DU or DUR) The total number of work periods (not including holidays or other nonworking periods) required to complete a schedule activity or work breakdown structure component. Usually expressed as workdays or workweeks. Sometimes incorrectly equated with elapsed time. Contrast with *effort*.

Effort: The number of labor units required to complete a schedule activity or work breakdown structure component. Usually expressed as staff hours, staff days, or staff weeks. Contrast with *duration*.



2009 PMI Leadership Institute Meeting - Orlando, Florida

The annual PMI Leadership Institute Meeting was held in Orlando, Florida on October 8th - 10th. The PMI Leadership Institute Meeting is an opportune time to introduce and reinforce PMI leaders to the duties they assume and the skills they must possess to manage and lead a volunteer organization. At the meeting, PMI's global leaders collaborate with colleagues in productive Educational Breakout sessions and build relationships through networking opportunities.

This year, six PMI Nashville board members traveled to Orlando to participate in the leadership meeting. The meeting reinforced some of the 2009 board objectives already in flight and spawned new ideas and objectives to pursue in 2010.

The top 3 areas of focus for the incoming 2010 Nashville PMI board are:

- ⇒ ***Membership growth and retention***
- ⇒ ***Volunteer base growth via director-level chapter positions***
- ⇒ ***Improving chapter value and service to our members***

The Nashville PMI Board of Directors is setting the bar even higher in 2010.

We require your feedback and involvement to succeed!



PMI Nashville Luncheon Programs

Programs at a Glance:

November: Driving Toward a High Performance Team

December: Stop Playing Games!

January: TBD

NOTE:

Most Luncheon Programs are the 3rd Tuesday of the Month.

Time: 11:30 a.m.

**Where: Cool Springs Marriot,
Millennium Maxwell House Hotel,
Select Hotel by Holiday Inn**

The November Program - Holiday Inn Select location



Topic: **Driving Toward a High Performance Team**

Presented by: John T. Mason

PDU: 1.5

The increase in demands on Project Managers and Project Management Offices continues to grow. Projects are coming at a faster pace, and the demands for better results hinge on the performance of the PM.

How can you meet these demands and improve the performance of your team? The key is to hire well and assess their performance regularly. At HCA, we have implemented several new initiatives that have helped increase the performance of our teams and improved the outcomes of our programs and projects. New hiring processes to assess candidates, along with specific and measureable capabilities are allowing us to see improvements in customer satisfaction and employee engagement.

This presentation will give an overview of the new initiatives and some of the results we have seen based on these practices.

The December Program - Cool Springs Marriot location



Topic: **Stop Playing Games!**

Presented by: Rick A. Morris

PDU: 1.5

Rick identifies and discusses the day to day world of a Project Manager. PM's have the unique ability to find shortcuts or work-arounds in dealing with projects, sponsors, etc. Rick, in his humorous way, will try to help PM's avoid the playing of games through his years of experience and help them with getting stronger, more process oriented, and more respect for the work they do. Rick will offer real world advice, gain proper techniques that you can immediately use to impact your projects, learn how to influence without authority, to stop end rounding projects and get back to the basics that will help create a PM that will do the right things the right way.

The January Program - Holiday Inn Select location

Topic: TBD

Presented by: TBD

PDU: 1.5



PMI Nashville LIG Activities

Join us for the next **PMI Healthcare LIG meeting**:

Date: Thursday, December 3, 2009

Time: 5:30pm – 6:45pm, networking before and after with light refreshments.

Location: HCA Healthcare, Bldg. 3, Room 110, 1 Park Plaza, Nashville, TN 37202

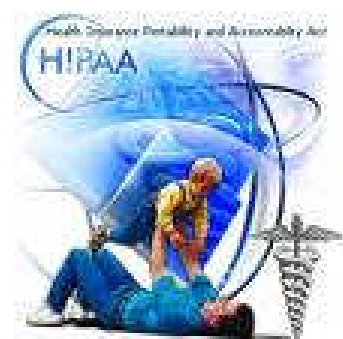
More Info: Contact Cheryl Austin at cherylaustin@comcast.net or 615.293.8443

Registration: \$5 online (members), \$10 online (guests), or \$10 at the door

Topic: *Implementing Security Compliance Projects: HIPAA, HITECH, and CMS*

Summary:

The HIPAA Privacy and Security regulations have been around since 2003, and compliance by healthcare entities has been a requirement since then. But earlier this year, a portion of the American Recovery and Reinvestment Act (ARRA) - known by the acronym HITECH (Health Information Technology for Economic & Clinical Health) – ratcheted up the requirements even more! Mandatory media publicity of violations and increased fines are just a few of the things that have healthcare organizations feverishly re-evaluating their security compliance. Today, there is renewed emphasis on HIPAA compliance as never before. Electronic security projects are being launched by organizations in an effort to close the gaps and reduce risks. As a consultant with Austin Strategic Partners, Cheryl Austin has personally led security compliance projects for three organizations in the last year. We will hear some of the lessons she has learned along the way and ways to make security compliance projects more effective. If you are in healthcare and work with electronic data, this topic will be very relevant to you.



Biography of Presenter:



Cheryl Austin is an experienced project manager, consultant, and IT strategic planner. She has worked in every facet of information systems technology in a wide variety of healthcare environments. She holds a Master of Science degree in Biomedical Engineering and Computing from Vanderbilt University, and a Bachelor of Science degree in Chemistry and Mathematics from Middle Tennessee State University. Cheryl Austin has been the managing partner of Austin Strategic Partners for the last three years, the Director of the PMI Healthcare Local Interest Group for the past two years, and is a frequent contributor to the Nashville PMI Newsletter.

What if you get audited on your PMP Exam Application?

By **Cornelius Fichtner, PMP**

By applying to take the Project Management Professional (PMP)® exam you also automatically agree to comply with the Project Management Institute's (PMI)® audit terms. The PMI writes about this in the PMP credentials handbook as follows:

"To ensure that only qualified individuals attain credentials from PMI, we routinely conduct audits of candidate applications. The audit process is primarily random however, PMI reserves the right to audit any candidate or PMI credentialed individual at any time."

Here is what you can do in order to make a possible audit go smoothly and what to expect.

First of all, start out by reading the PMP Credentials Handbook to gain a basic understanding of the audit process. You can find this handbook on the PMI website in the Career Development section. While it doesn't list all the details of the audit process it is the only official information that PMI has published about it.

Now it's time to proactively avoid any possible issues should your PMP Exam application be selected for an audit: As you fill in your application for the PMP certification exam simply answer all questions truthfully. The intention of the application is to show that you fulfill PMI's eligibility requirements. The intention of an audit is to ensure that only viable candidates apply. Consequentially, if you fill in your PMP application truthfully, then you will have nothing to fear from the audit. This audit process is one of the reasons that the PMP credential retains its high regard.

The audits are completely random and you will be informed via email that you have been selected. This email is usually sent to you the moment that you submit your application. Along with the statement that you have been selected for an audit, the email also contains detailed audit instructions for you.

At this point, it is important to realize that once you are being audited the "clock stops". By this I mean that you have 1 year following the submission of your application to take the PMP exam. But during the audit, this "clock stops" and does not continue until after your audit has been processed. So if your audit takes 6 weeks, then you have 1 year and 6 weeks to take the exam from the moment that you submitted the application.

After informing you that you are audited, the PMI will prepare the "audit package" for you. Log on to your account at PMI to find it. This package contains the details that you have submitted for each of your projects on your application. It also contains further instructions. You will now have to do the following:



What if you get audited on your PMP Exam Application? (continued)

In your application you named a primary contact person for each of the projects that you had worked on. Forward the appropriate section of the package to each of your primary contacts. They now have to verify that the information listed is correct, print and sign the document, put it into a sealed envelope and then put another signature across the sealed flap of the envelope. And yes, the PMI is very serious about this last one.

You will also have to make photocopies of the certificates you received from your training courses, to show that you have received 35 Contact Hours of training related to the 9 PMBOK® Guide Knowledge Areas.

Once you have gathered all this information you have to send the sealed envelopes and your certificate copies to PMI for review. I recommend that you send everything as one package and request a delivery receipt from the postal service.

PMI will inform you about their decision via email. Should you fail the audit, then PMI will refund the money that you paid minus an administrative fee of \$100.

It is important to realize, that you have the power to expedite the audit process. The sooner you respond, the sooner it is processed. PMI is usually rather quick in processing your audit documents after you send them in. In some cases it can take as little as 4 days.

To make an audit go as smooth as possible I always recommend that PMP exam aspirants take one more step to resolve any possible issues should they get audited. After all PMI advocates that we project managers must be proactive, so let's apply this concept here as well. My recommendation is that once you are ready to submit your application to PMI, submit it first to your primary contacts. Allow your primary contacts to review your application and confirm that they agree with the information that you have listed. If they don't agree then you can make changes before you send it off.

Many of my students have been audited by PMI. And they tell me that if you are prepared and if you know what's coming then being audited is simply a formality and nothing to be worried about.



Cornelius Fichtner, PMP is a noted PMP expert. He is the host of *The PM Podcast* at www.thepmpodcast.com where you can hear his free interviews with PM experts from around the world. His *PM Prepcast* has also helped over 6,500 project managers to prepare for the PMP exam. You can access the *PM Prepcast* online workshop via the PMI Nashville site @ www.pminashville.net and click on the **PM Prepcast** banner link.



By **Mike Denison, PMP** (with excerpts from Google)

History of Google Books (snippet from <http://books.google.com/intl/en/googlebooks/history.html>)

In the beginning, there was Google Books.

Well, not exactly. But one can certainly argue that the project is as old as Google itself. In 1996, Google co-founders Sergey Brin and Larry Page were graduate computer science students working on a research project supported by the Stanford Digital Library Technologies Project. Their goal was to make digital libraries work, and their big idea was as follows: in a future world in which vast collections of books are digitized, people would use a "web crawler" to index the books' content and analyze the connections between them, determining any given book's relevance and usefulness by tracking the number and quality of citations from other books.

The crawler they wound up building was called BackRub, and it was this modern twist on traditional citation analysis that inspired Google's PageRank algorithms – the core search technology that makes Google, well, Google.

Even then, Larry and Sergey envisioned people everywhere being able to search through all of the world's books to find the ones they're looking for.

Google seems to have an Internet knack for “all things useful”. books.google.com continues Google’s mission to organize the world's information and make it universally accessible and useful. It includes the ability to search for books, browse books via full or limited view, book reviews, references, and, of course, links to purchase books. Google book content comes from two sources, a Partner Program for publishers and authors, and the Library Project partnering with renowned libraries around the world.

I entered a search in Google Books on the subject of “Project Management” and applied the “Limited Preview and Full View” filter and 6,479 books were found. The majority of the results were “Limited Preview”, containing samples of most of the chapters in the book with some missing pages, but definitely enough insight into the book’s content and personal relevance. If I filtered on “Full View”, the result list was trimmed down to 878 books, of which, some of the content was actually from project management articles from magazines such as Network World, InfoWorld, CIO, etc.

There are also many non-Project Management “Full View” books within the Google Books domain. I quickly found a couple of books that I enjoyed reading such as *Sailing Alone Around the World* by Captain Joshua Slocum and *Relativity* by Albert Einstein. If the book is out of copyright, you’ll be able to view and download the entire book. In all cases, you’ll see links directing you to online bookstores where you can buy the book and libraries where you can borrow it.

A mobile version of Google Books can be found at <http://books.google.com/m>



Continuing Education Opportunities

Scope, Schedule and Cost

Instructor:	Don Wessels, PMP
Date & Time:	Monday and Tuesday, November 23 & 24, 2009 8:30 am to 4:30 pm
Location:	Belmont @ Cool Springs The Dover Centre 117 Seaboard Lane, Suite F-170 Franklin, TN 37067
Cost:	\$450 per PMI Member / \$490 per Non-Member
PDUs:	14 Professional Development Units (PDUs) will be given for participation in this seminar.
Enrollment:	Register at: http://www.pminashville.com Or contact education@pminashville.com for more information

Course Description:

Every project struggles with resource limits: time, personnel, budget and materials. Be proactive and in control of your project by implementing cost and schedule management. Determine how best to plan project scope based on stakeholder budget and schedule constraints. Establish the performance measurement baseline. Gain proficiency in the tools and techniques used to compare actual work accomplished against established plans. By identifying early warning indicators, you will gain greater insight into potential risk areas and take the necessary corrective action to keep the project in control

Learn How To:

- Perform a requirements analysis & develop a deliverable breakdown
- Establish project scope with the work breakdown structure (WBS) & identify work packages
- Perform cost roll-up & scheduling techniques
- Balance the competing demands of scope, time & cost
- Negotiate project scope, schedules & budgets
- Establish and integrated scope/cost/schedule performance measurement baseline
- Monitor project status & take corrective action

About the Instructor:

Don J. Wessels, PMP, is an Associate Director for Professional Development with the PMI IS SIG and a Senior Consultant with Management Concepts, Project Management Division, headquartered in Vienna, Virginia, USA. Mr. Wessels has over 25 years experience as a Project Management consultant, trainer, and public speaker. He facilitates Project and Program Launches, conducts Project Management Assessments, and assists clients in establishing Project Management Methodologies and Project Management Offices.



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PMI Nashville Member Spotlight - Bob Woolf

The 2009 PMI Nashville Board of Directors would like to congratulate former Nashville Chapter President and Board Member

Bob Woolf on his 25th Anniversary with PMI !

Bob first joined PMI on November 10th, 1984 and was a founding member of the PMI Nashville Chapter in 1996. Bob also designed a logo which features the Parthenon, Athens of the South, representing one of Nashville's most famous architectural landmarks.

Congratulations Bob!



New Nashville PMI Members/PMPs

New PMPs (13 new PMPs)

August: James Howard, Paul Hutcherson, Elizabeth Harris, Vikramjit Sidhu, and Douglas Tice **September:** John Rogers, Paul Moret, John Chesnut, Rajesh Sankaran, Jeff Cantrell, and Chris Dondanville
October: Mark Robertson and Justin Graham

New Members (52 new members)

August: Mary Beatty, Ken Buettner, Joseph Chester, Teresa Clay, Greg Dillard, Karen Harris, Kristen Hudson, Sharon Justice, Jerry Knight, Jeffrey Kursave, Amy Lieberg, Janet McDowell, Kala Shihady, Vikramjit Sidhu, Cynthia Uhl, Christia Victor, and Ty Wilmore **September:** Brenda Adkisson, William Bailey, Alicia Blevins, Pamela Clippard, Kelly Craig, Christa Cruikshank, John Edwards, Eric Elliott, Tendai Gatsi, Erika Graves, Chandler Henn, Thomas Jackson, Keith Kerzel, Michele Miller, Thomas NeSmith, Kim Pettit, Jose Ramos, Abigail Smith, Sheryl Thomas, Tara Verble, and Timothy Wade **October:** Michael Assink, Aimee Baker, Kamadi Camp, Troy Craig, Martha Davis, Anita Dial, Marcela Guerrero, Caroline Hanrahan, Kathy Ingham, Steven Jenkins, Gregory McCormack, Wade Sims, Christopher Willis, and Mary Zanco

Welcome to all the new members and congratulations to the new PMPs.



**PMI Nashville, TN
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Board of Directors for 2009

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Immediate Past President	Laura Klepper, PMP
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Education	Anita Speck, PMP
Interest Groups	Craig Stevens, PMP
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Membership	Wendy Kiepek, PMP
Metrics	Matt Martin
Newsletter	Mike Denison, PMP
Programs	James Mitchell, PMP
Professional Development	Ron Hooper, PMP
Technology	Bill Tomlinson

Editor's Closure

The Pareto Principle: Do you know your 20%?

The Pareto Principle, or Pareto's Law, states that 80% of the effects come from 20% of the causes. Quality Management pioneer Dr. Joseph Juran defined this as the vital few and useful many. The 80/20 rule can be applied to almost anything.

As project managers, we should always seek out and focus on the 20% that really matters and devote 80% of our valuable time and energy on the vital 20%. If something has to give in the quality, cost, or schedule or your project, make sure it is not part of your 20%.

Mike Denison
Newsletter Editor, PMI Nashville Chapter

