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## *A Message from your chapter President....*

Welcome Back! Your board returns from our brief summer off, refreshed and truly excited about chapter activities for the year. As you look through this month's issue of the newsletter, you'll see much evidence of our focus on professionalism in project management.

For starters, we're really pleased with the slate of program events that Mary Lonski and the program committee have put together for the coming year. We're sure you'll be impressed with the quality of the topics and presenters. This doesn't happen by accident. Your support through attendance and membership in our chapter make it possible to attract speakers from a wider area. The result? Higher quality project management education for everyone.

On the education front, you'll notice a distinct focus in this issue on the topic of project management professional (PMP) certification. We're really proud of the 31 members of our chapter who have made the commitment to self development through attaining PMP certification. We expect that 20 to 30 additional PMPs will add their names to the chapter list this year after our certification review session in November.

Why is certification receiving renewed emphasis? Many companies have begun to require PMP certification of their practicing project and program managers as a condition of employment. Some very large companies like IBM, have recently begun to recognize that the art and science of project management is a skill set that can be standardized and learned, and the result is higher quality projects brought in on time and within budget. This is something many of us have known for years, but it's finally being recognized in the marketplace. Is it time to ask yourself if YOU should be considering investing some effort in your continuing education and perhaps joining our certification review class in November? Dick Spigarelli, VP of Certification and Education would be happy to discuss your options with you.

Looking forward to seeing each of you at our first dinner meeting of the new program year on 14 Sep to renew old friendships and begin some new ones with the members who've joined our chapter over the summer!

Dan Schulz, PMP, President



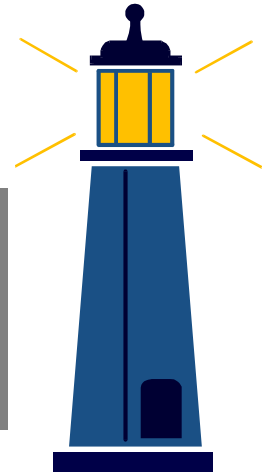
## *Remember...*

Bring a friend and win a chance for a free dinner. To increase the membership, the board has decided to provide an incentive to the members willing to invite their coworkers to learn what we do at the Project Management meetings. The more colleagues you invite, the greater your chances to win become. For more details contact any board member.

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# LIGHTHOUSE



“Lighthouse” will be a regular section of *On Target*. It’s goal is to allow local members to share experiences in project management, and in the process make us all just a little more aware that what we encounter in our jobs is not necessarily unique. Lighthouse will also provide the opportunity for you to obtain points toward PMP certification each time one of your articles is published. We look forward to receiving your article for use in this section. Please see the last page of this newsletter for forwarding information. When local member project experiences are not available, national articles will be used for education.

## Project Management for Manufacturers: The Finale Frontier of the Financial Statements

By

Kelly Elizabeth McGowan, Project and Planning Manager, CMI Competitive Solutions, Inc.

*Requirements imposed on manufacturers to achieve industry certification over the past decade have produced significant improvements on direct materials and labor items of the financial statement. As improvements level, stockholders will look for the next area to improve to stay competitive. Implementation of Activity Based Cost accounting, is designed to attribute as much indirect labor and materials to specific jobs. As process improvements with the administration overhead increase, so will the demand for project management skills. Successful implementation of ABC accounting, and increased efficiencies of indirect labor and materials, will require a shift from general management to project management structure.*

As one of the many individuals who are beginning to pursue PMP certification, I find myself evaluating what this will mean to my personal career goals. As most of my experience is in manufacturing, I search the databases of information for an indication of the applications for upper level management positions. I, like many others in manufacturing, am finding it challenging to locate companies which have a true commitment to the project organization structure. My initial research has lead me to believe that the industries where PM makes logical sense, are those that are progressive in recognizing the importance that the Project Managers continue with PM education. Since there are not many educational institutions that are offering full blown PM graduated studies, or even comprehensive undergraduate paths, I am thankful for the availability of many resource text books, self study courses, and the PMP exam.

General Manufacturing seems to be an industry where project management is not always elevated to the global level that it should be. Unless it is clearly identifiable that there is a project as in the construction of a new facility, or the design of a new product, PM is not yet recognized as a process or structure for the management of the organization. So what are the opportunities for Project Management with manufacturers?

Manufacturing has gone through some very radical shake ups in the past ten years or more. Manufacturers, especially those that are suppliers to OEM’s which stands for Original Equipment Manufacturers, have been required to make some difficult changes to the way they do business. OEM’s require ISO or QS 9000 certification from their suppliers, and non - compliance means being removed from the vendor list. Leading consultants like Eli Goldratt have created certified Jonahs to teach organizations how to increase their efficiency with better inventory and capacity management. Many new buzz words have emerged including; bottlenecks, continuous improvement, theory of constraint, just - in - time, zero defects, and enterprise resource planning, to name just a few. Compliance certification is certainly a major project in its self. Although there are numerous goals and objectives that are accomplished through the process of industry certification, I feel that by examining the path this trend has taken, we can see an opportunity that might not be so apparent, for creating a project management structure within these manufacturing organizations.

One of the first major trends to surface was a concentration on reducing inventory. In other words: reduce our inventory because it costs way to much to buy it, finance it, store it, hire additional people to figure out where it is located, and possibly lose it. A VP of operations recently told me that expeditors in many organizations are being considered non-value added positions. I am aware of an OEM that has not only farmed out to a third party distribution firm the storage and shipment of finished goods; they also use a third party firm that manages their raw materials, organizes them into production packets and ships to the OEM their WIP (work in process) every two hours. With increased efficiencies in inventory or “materials management”, manufactures could achieve significant cash flow results and allow them to stay competitive with their foreign competitors.

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The second trend to pick up speed is for manufacturers to increase the efficiencies of resources, better known as capacity management. This includes not only people, but equipment as well. With the help of the same experts who have led the way to better inventory controls, the standards have definitely been raised when it comes to delivery and quality required by OEMs. Machine rates have been scrutinized, normal work schedules challenged and quality control departments have worked diligently to develop new and better processes.

One of the underlying benefits that has taken place during this time, is that new and strong partnerships have been formed between the OEMs and their suppliers. Relationships between Tier 1 suppliers and Tier II suppliers and down the supply chain have also strengthened. Customers have figured out that in order to have a good supplier, you must be a good customer, so everyone works together as a team to accomplish common goals. In addition, customers are skinning down vendor lists, and enjoying the benefits of not having to maintain so many suppliers. I am convinced that the financial rewards have been so significant that it will lead the stakeholders to look for the next phase of improvement.

If the improvement in inventory management has benefited direct materials, and improvement in capacity management has benefited direct labor, what is left is that black hole most commonly known as overhead. I am encouraged that overhead; or in-direct labor and in-direct materials, will become the final frontier in the manufacturers battle to beat out its foreign competitors.

Over the past few years, a fairly small, but significant chapter has been appearing in the accounting text books introducing ABC accounting. ABC stands for activity based cost accounting and I believe at this time only a hand full of organizations are utilizing the practice in full implementation. Although many CEOs and stockholders would support the reporting results of ABC accounting, many educators are not spending too much time on the topic, primarily because implementation requires very sophisticated processes of gathering the data, storing the data and reporting the data. What ABC accounting attempts to do, is to attribute as much indirect labor and materials to jobs as possible. I doubt the overhead line item will disappear altogether, but the goal is to get it as low as possible by assigning the costs to a specific job. ABC accounting utilizes cost drivers which when calculated can attribute anything from the lights to the engineering costs over specific jobs that are produced. Certainly some applications are easier to identify as a cost to a job. Design work and quality control are just a couple examples that come to mind. But what about those general management functions that are not so easily defined. The amount a time a purchasing person spends purchasing materials or components for a specific production. Or the janitors time to clean, or

marketing's time designing promotional material. And what about indirect materials. The first remark I always hear when discussing this is, "you mean you think we are going to have to account for our pencils and pens"?

If Activity Based Cost Accounting is the next wave of continuous improvement, I believe that the most effective approach to implementation is with strong project managers and a commitment to project management organizational structure. Normal everyday types of activities will need to be identified and processed as projects and tasks, with both time and materials attributed to the activity. The general management population is going to require a transition into understanding and utilizing the very basic project management areas of study including scope, time, risk, quality, and procurement just to name a few. Time and event tracking tools will increase in functionality, as well as consultants will need to switch gears a bit as the PM community will need to train the general management consultants.

I have been presented with dozens of reasons why my theory will not come to fruition. Requiring documentation of maximum efficiency from the white collar world will simply not fly. It has been suggested that such an implementation would stifle creativity, however most if not all service firms have had to attribute their activities to a specific job or task since the beginning of service firms; this is their direct labor line item, and how they bill the client. So far, the most compelling argument is that such an implementation would require far too much administration and reporting. It would require additional personnel not only to set up the structure, and define the cost drivers, but the maintenance would be challenging as well. Although I agree with this rebuttal, I believe that there was a time, when we thought such organization and collection of information from the production arena would be overwhelming. There are only a few software packages and consulting firms that are set up for ABC accounting, however, as we have seen the Enterprise Resource Planning software organizations develop sophisticated MRP (Materials Resource Planning) and CRP (Capacity Resource Planning) components, they can and will integrate full blown ABC accounting functionality, as well as integrated project management into their ERP systems.

I believe that the production personnel of manufacturers who have been involved in the efficiency improvements over the past ten years have paved the way to this next step. In addition, I feel those manufacturing facilities, and especially those individuals who have been on the front lines of certification, are going to become intolerant with administrative inefficiency and waste. The next wave of improvements will require close evaluation of the overhead line item; indirect labor and materials. As project managers, we should be ready.



**ON TARGET**

# IWANNA B. APMP --- IAM IAM APMP !!!

by  
Mary Lonski, PMP

## Background

I first heard about the Project Management Institute (PMI), and its project management certification program in 1992 when I began my masters degree program in Project Management at Keller Graduate School of Business in Chicago. I immediately joined PMI as a student in order to plug into the information available about the project management profession. Over the next two years during my course work, I found the PMI resources to be an excellent supplement to my graduate educational offerings.

In June of 1994, I obtained my Masters of Project Management degree, with Distinction, in addition to capturing a National Award from Keller for my final Capstone project course work. My success with my graduate work prompted others to encourage me to pursue the PMI certification status as a Project Management Professional (PMP). However, after reviewing the PMP qualifying criteria in effect in 1994 (see Exhibit 1), I determined that I needed a few more years of project management experience and 'service' before moving forward in accomplishing that distinction.

### Exhibit 1

#### Education and Training Qualification:

Minimum Points = 50 Maximum Points = 600

#### Experience Qualification:

Minimum Points = 200, Maximum Points = 750

#### Service Qualification:

Minimum Points = 50, Maximum Points = 250

#### Total Qualification:

Minimum Points = 1,000

Up to 6 years to obtain required points

PMP Exam administered as 8 separate sections to match PMBOK, 40 questions per section; exam 6.5 hours; possibility to re-take failed sections

Now, four years later, I have indeed met that goal. I am now a certified PMP having been awarded that distinction on June 23, 1998.

Looking back on my journey to this goal, I have chosen to share my experiences for others to reflect upon, to be encouraged by, and to have a benchmark against, with which to mark their own journeys towards this same goal.

My journey itself, was a project. It was a "temporary endeavor undertaken to create a unique product or service" (i.e. PMP certification). And as a project, it had five processes: Initiating, Planning, Executing, Controlling, and Closing. It is within these

processes that I will reflect upon my experiences and share my journey to a successful project completion: PMP certification.

## Initiating

In late 1995, I moved from Chicago to Grand Rapids, MI to work for a software consulting firm, Keane, Inc. as a project manager. I was extremely pleased to find a local PMI chapter in Grand Rapids and immediately pursued active involvement as a committee member, and subsequently as a board member. I recognized that this involvement would aid me in meeting the 'service' requirement for PMP certification, as well as assist me in promoting Project Management as a profession.

In late 1996, I recognized that I was very close to meeting the qualifying point requirements for PMP certification, so I felt it was time to begin thinking about taking the PMP certification exam. In the next several months I made two unsuccessful attempts to take a PMP exam preparation course, but both classes were cancelled. Then I received a new challenging project management work assignment that prompted me to place pursuit of my goal on hold for about another nine months.

Late in 1997, I again began to turn my attention to initiating the process to obtain PMP certification. At this point, I had been talking about PMP certification for a quite awhile and was pleased to discover that my company was willing to support and provide backing to complete the process. It was at this point that I felt my 'project' was viable and ready to proceed with some serious planning efforts.

Lessons learned: Be persistent; get others involved in support of your goal; do not give up on your goal even if you have several false starts!

## Planning

During my project Initiation process, PMI as an organization was not idle. They had undertaken review of the PMP certification process and were implementing new PMP certification procedures and guidelines (see Exhibit 2). Therefore, when I began preparation planning for taking the PMP exam, I was faced with two choices: escalate my timeline to pursue PMP certification under the old guidelines, or schedule my timeline to pursue PMP certification under the new guidelines. After review of both the old and new PMP certification guidelines, I chose (and was encouraged by PMI National) to pursue certification under the new guidelines.

Although I have the initiative to follow through on self study, I felt that my plan should also include some formal preparation to 'jump start' my own study efforts. I researched several PMP

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### Exhibit 2

#### Qualifications for Option 1

- Category 1 (baccalaureate degree plus at least 4,500 hours of project management experience within the five process groups within a period of 3 to 6 years prior to application)
- Category 2 (no baccalaureate degree, but at least 7,500 hours of project management experience within the five process groups within a period of 5 to 7 years prior to application)

#### Qualifications for Option 2

- Education and Training Qualification  
Minimum Points = 50, Maximum Points = 600
- Experience Qualification  
Minimum Points = 200, Maximum Points = 750
- Total Qualification  
Minimum Points = 950  
Up to 6 years to obtain required points

PMP Exam administered as one test (no sections) with 200 questions taken within 4.5 hours; exam to be taken within 90 days of approval to schedule exam

certification exam preparation courses, including their associated costs, and identified a two day course offered by ESI International as one that would meet my needs without being an excessive financial burden to myself or my company. With this strategy, in January 1998, I was able to put together a high level plan to present to, and review with, my company supervisor to gain approval and support to proceed.

My high level plan consisted of:

- 1) Participate in a formal PMP certification exam prep course to better understand the exam requirements and strategies for preparation
- 2) Complete and send in the PMP certification application to gain approval to schedule and take the PMP certification exam, and to start the process of obtaining approval of my qualifications (education & experience) under the new PMP certification guidelines
- 3) Schedule and take the PMP certification exam by the end of June 1998

This high level plan was supported by my company, so therefore I began to develop it into a more detailed (and aggressive) plan from which I could measure my progress weekly. But I was ready, mentally prepared and focused on the challenge, having support of my company, co-workers, family and friends, and recognizing the time was right to move to this level of my profession.

My detailed plan entailed:

- 1) Participate in formal PMP certification exam prep course from ESI International on April 6-7, 1998 in Atlanta (no local PMI chapter study course available in my timeframe)
- 2) Complete and send in the PMP certification application within two weeks of completion of exam prep course
- 3) Conduct self study for the exam, up until scheduled exam date in June 1998, on two levels:
  - Primary level: study on weekends with minimum of 7 hours to max of 16 hours, for most likely target of 12 hours per weekend
  - Secondary level: utilize unassigned work time for PMP exam preparation (as available)
- 4) Schedule and take the PMP certification exam by the end of June 1998, at Sylvan Learning Center in Grand Rapids, upon approval to proceed from PMI National

Lessons Learned: Be as aggressive and dedicated to your goal as you can (the longer your timeline, the more likely for intrusions and disruptions to your plan); communicate and gain support of your plan.

### Executing

Wow - how do I explain execution to you? Basically it boils down to - just do it! However, I can provide some strategies, anecdotes, tips and techniques used in executing my plan. I can also categorize the plan execution:

- Formal exam prep course
- PMP certification application process
- Self study strategies and resources utilized
- Taking the PMP exam

### Formal Exam Prep course

While I chose to attend a two day ESI International PMP exam prep course, my first choice would have been to attend a comprehensive course offered by my local chapter. However there was none offered within my timeline. The ESI course, though, was very helpful. Although the course had not been revamped since the decision to change the PMP certification exam guidelines, it still provided the foundation for what was needed to prepare for the exam, namely the specific topics to focus on from the nine Project Management Body of Knowledge (PMBOK) areas. Additional material was also supplemented from outside of the PMBOK, for topics or areas of focus that had appeared on past PMP exams. Sample tests were part of the materials provided by this course.

This course also gave me the opportunity to network with other project management professionals from numerous companies. I discovered that many companies are beginning to require their project managers to become PMP certified within a specific time frame, or before they can be considered for management related activities, projects or advancement.

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# ON TARGET

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Key concepts that were obtained from this course:

- 1) Put on your “PMI” hat for preparation and taking the PMP exam, since much of the material is based on what “PMI says” even though you and/or your company may do it another way
- 2) BCWP (budgeted cost of work performed, a.k.a. earned value) almost always comes first, or is on top, in calculations that are required to compute variances, percentages or completion estimates
- 3) PMBOK is the basis for preparation, but other sources must also be utilized
- 4) Try to benchmark yourself, in terms of your project management knowledge, prior to studying in order to accurately measure your progress
- 5) Determine the study habits that suit you best

Lessons Learned: A formal seminar, class or course offering is highly recommended; check with your local chapter for offering prior to looking elsewhere; leverage experience of others who have been through the process; open your mind to PMI terminology and definitions, even though they may be different than your own.

### PMP Certification Application Process

I found that the new PMP Certification Application and Project Management Experience Verification forms were a bit confusing. Since these were new applications and procedures, I think PMI will fine tune them over time to make them easier to understand and complete. I found that I needed to communicate with PMI National two times for direction and advice on how to complete the forms.

One area of confusion was the need to make the choice between Option 1 and Option 2 on the application. After explanation from PMI National, I understood that Option 1 meant pursuing the PMP certification under the NEW guidelines, and Option 2 meant pursuing PMP certification under the OLD guidelines. Based upon this, I selected Option 1. This confusion should be eliminated in the future as PMI eliminates the choice of options when the old guidelines are no longer accepted.

The second area of confusion came with completing the Project Management Experience Verification forms for Option 1. These forms are needed to demonstrate that you have the appropriate qualifying project management experience, which is one of the criteria for PMP certification. You need to complete one form for each project you worked on within the specified time period of Educational Category 1 (baccalaureate degree ) or Category 2 (no baccalaureate degree). The confusion here is trying to identify ‘% of time’ per project for each of the five Project Management Process Groups. PMI National needs to share more guidelines to assist in completing this section of the verification forms. I found this section to be the most difficult to complete, with the exception trying to remember Project Start/Completion dates, number of hours worked on the project and the supervisor’s name and title for each project.

My funny story here is that I obviously had some supervisors that did not have a tremendous impact on me, and therefore I couldn’t recall their names. I could visualize their faces, but their names were alluding me. On two separate evenings, during the week I was completing these forms, I was preparing for sleep and as my body and mind were beginning to relax, the names automatically popped into my head. I would subsequently get up and run to my work room (laughing all the way) and write down the names of these elusive ‘face-but-no-name’ managers.

I completed the forms and mailed them on April 27, 1998. My schedule for this activity had slipped by five days, as I originally planned to have this task completed two weeks after completion of the formal PMP certification exam prep course.

I received two responses from PMI National on May 13<sup>th</sup>. One was a letter indicating that I had met the qualification requirements (education and experience) for PMP certification. The other response was the packet of information authorizing me to take the PMP certification exam at a Sylvan Learning center. The exam needed to be scheduled and administered within 90 days of the receipt of the letter. The packet included all information needed to schedule the exam, as well as cancellation and re-scheduling policies and procedures.

Upon authorization to take the PMP certification exam, I contacted Sylvan Learning Centers, per the instructions, and scheduled my exam for Monday, June 22, 1998 at 11:00 am. I now had a specific target end date and it was less than six weeks away!!!

Lessons Learned: Keep detailed records of projects you worked on, even though you weren’t the project manager. Key data: project start/completion dates, your effort hours on the project and within which project management process group, supervisor’s name and title. Ask for assistance if you have trouble completing the application forms; be sure you are committed to taking the exam within 90 days of submitting application (or you lose out financially).

### Self Study Strategies and Resources Utilized

The strategies I used in my self study process were:

- Never lost focus on my target date of June 22 (placed posters of the date in strategic locations)
- Dedicated majority of my weekend time to self study, between the formal exam prep course and exam date
- Communicated my goal and target date to anyone and everyone, to gain support (and also commit myself to making it happen)
- Utilized a variety of study methods, including reviewing PMBOK, preparing presentation material on all nine sections of the PMBOK, practicing with a variety of sample PMP exams, reviewing PMI terminology and definitions, referencing books from my Project Management masters degree program, obtaining other books and study materials from PMI or friends, and reviewing my own experiences

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with project management

- Utilized PMIQ CD-ROM study program (available through local PMI chapter) for final validation of self study knowledge

Some of the resource materials I utilized included:

- Guide to Project Management Body of Knowledge (PMBOK)
- ESI International PMP certification exam prep course material, including study guide and supplemental reading, sample exam book with answer key and reference to where answer came from, flash cards of PMP subject matter and answers
- *PMBOK Q&A, A Pocket Guide of Questions & Answers*, obtained from PMI Bookstore
- *Project and Program Risk Management*, obtained from PMI Bookstore
- *PMI Personal Study Program VII*, Infotech Management, 1996
- *Project Management, A Managerial Approach*, by Jack R. Meredith and Samuel J. Mantel, Jr.
- *Juran on Planning for Quality*, by J.M. Juran
- *Purchasing and Materials Management*, by Donald W. Dobler, David N. Burt & Lamar Lee, Jr.
- *ProjectManagement IQ*, CD-ROM, International Institute for Learning, Inc.

Lessons Learned: Use a variety of study materials and methods; you lose interest and focus if you do the same thing, the same way, repetitively.

### Taking the PMP Exam

Was I ready? I think I was about as prepared as I could be given my timeline.

I reported to the Sylvan Learning Center at around 10:30 am for an 11:00 am exam on Monday, June 22<sup>nd</sup>. There was a roomful of people also waiting to take exams. I discovered that most were there to take nursing or other medical related exams. I was the only one there for the PMP exam. We were kept waiting for more than a half hour because they were having computer problems! If you weren't nervous to begin with, that started to increase the anxiety! Several people went back out to their cars to do last minute studying. Hey, if you weren't prepared walking into the exam, another couple of minutes won't save you!

Be sure to come prepared for different temperatures in the testing room. I was assigned a testing station next to an air conditioner vent and I was very cold. I finally got them to give me a phone book to cover the vent because I was having trouble focusing on the test.

The computerized test was very easy to use. You were given up to 15 minutes to play with a sample test. You can go forward and backwards in the test, skip questions, mark questions for review or simply just answer the questions and continue. One question, and the related multiple choice answers are displayed on the screen at a time. Contrary to many of the sample tests that abound to practice by, the PMP exam only has four answers to chose from and there are no multiple choice answers that say: All of the above, Only A or B above, etc. However, you do need to select the best answer for the question and sometimes it may take VERY CAREFUL reading of the question to get to the BEST answer.

The exam consists of 200 questions that are randomly generated from a much larger pool of questions. Therefore exams are not exactly the same for all. Also, the questions are not segmented into the 5 process groups around which the PMP exam is focused (see Exhibit 3). Based upon the exam I took, I had less than 20 questions where I actually had to do any formulas or calculations. Many of the questions indicated that I needed to choose the FIRST thing a project manager should do given a certain scenario, or the LAST activity to be performed by the project manager. All the answers were tasks that needed to be done, but you had to understand the order of tasks within a given activity. I think that approximately one third to one half of my exam was application of project management knowledge, rather than definitions, formulas or knowing processes. Many of the questions were in the form of describing a situation and asking the project manager what the best response to the situation would be, or what action should be taken.

Initiating	8
Planning	74
Executing	48
Controlling	56
Closing	11
Total	200

At the end of the exam you are presented a summary page that allows you to go back over the entire exam if you so desire (one question at a time), review only unanswered questions, go back over all questions you specifically marked for review, or end the exam. My strategy in taking the exam was to skip questions I was unsure of how to answer and mark questions for review if I was unsure I had selected the right answer. For the most part I did not want to go back to questions where my first response (usually the right response) was fairly quick and certain. Therefore, when I got to my summary page, I had only one unanswered question and 51 questions that I had marked for review. I went through these 52 questions and was able to make a decision on all but 23 in my first pass review. I subsequently went through the review process two more times until I had

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# Officers' Corner



*Messages  
from your  
chapter  
board....*

## **Chapter President**

PMI National has been undergoing many changes. After several years of explosive growth, Executive Office (EO) infrastructure and staff had been stretched to the breaking point. Many of you have expressed concerns over the length of time it took to receive confirmation of membership or responses to correspondence. Hopefully these problems are behind us as PMI EO has moved into new offices and added staff positions.

This growth has prompted opportunities of it's own. By now each member should have received a ballot for national officers and a copy of the proposed new bylaws. The proposed bylaws in particular represent some dramatic changes to the governance of our organization. It would be fair to say that there has not been consensus with some of the rule changes proposed, which would result in a stronger, more centralized PMI governance structure. For this reason, I'd ask you to take the time to reflect upon the proposed bylaws and to cast an informed ballot for both national officers and the proposed changes to governance.

Dan Schulz, PMP, President

## **Membership Update**

### ***SIG – Specific Interest Groups***

Are you a project manager or a project team member with a Specific Interest? Have you always wondered how project management was being implemented in your particular industry? Are you interested in networking with other members of your Specific Interest Group and discussing projects relevant to your job? We are interested in starting local Specific Interest Groups and plan on hosting our first ever Specific Interest Group Meeting during the 5:15 Bonus Session on October 12. If you are interested, please email me at [lnelson@steelcase.com](mailto:lnelson@steelcase.com) to reserve a spot and indicate your special interest area:

- Automotive
- Aerospace & Defense
- Design Procurement-Construction
- Diversity
- Education
- Environmental Management

- Financial Services
- Government
- Information Management & Movement
- Information Systems
- New Product Development
- Manufacturing
- Oil, Gas & Petrochemical
- Phamaceutical
- Quality in PM
- Service & Outsourcing
- Utility Industry
- Women in Project Management

Lisa Nelson, VP Membership

## **Program Committee Update**

Welcome to another program year for the West Michigan chapter of PMI. If you take a look at the program events calendar listed elsewhere in this newsletter, you can see that the program committee has been hard at work to bring you another great lineup of programs for the 1998-1999 year. Please extend a thank you to all program committee members when you see them, for their hard work and efforts in bringing you these exciting programs. Program committee members for the 1998-1999 program year include: Perry Duncan, Rudy Ocampo, William Mosher and Mary Lonski. If anyone has suggestions for future programs or would like to get involved in planning future programs for our chapter, please feel free to contact any board member.

Mary Lonski, PMP, VP Programs

## **Certification and Education Update**

There are approximately 15/20 of you out there who have purchased the project management exam prep self-study package along with the one-day refresher seminar being offered by our Local Chapter. The scheduled date for the next one-day session is Saturday, Nov. 7th, from 8:00 - 5:00. As a result of the complications of having to cancel the spring session, the Board has decided that anyone who has purchased the package and does not attend the November session, will have to pay a re-registration fee to attend the session at a later date. We had a location and 6 presenters lined up for the day only to have to cancel at the last minute. We can not offer a quality program if we continue to operate that way. Thus the direction being taken by the Board.

Relative to the self-study direction we have taken, there have been several requests to set-up a 'Group Study Activity' so that there can be some interaction with a real person or persons. There are times, for example, when it would be nice to interact with someone that has knowledge in a particular area, that someone else could benefit from. Because of everyone's schedules and the distances involved, however, it is difficult to set a meeting time and place that everyone could attend.

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One thought that has come out of this is to set-up an e:mail listing of the individuals studying for the exam, as well as the chapter presentors, who could act as mentors, so that the interaction could be electronic. I will be compiling such a listing and distribute it to the group mentioned. With everyone's approval, we can give it a trial run. My email address is **Richard.V.Spigarelli@JCI.com** I would appreciate hearing from you if you're interested.

As I mentioned above, the next one-day refresher session will be on Nov. 7th. At the bonus-program portion of the September dinner meeting (Monday, 9/14), I will be giving an overview of our refresher session, and our certification program in general, for those of you who are interested in getting a better understanding of the PMP certification process.

In addition, Mary Lonski will be available to answer any questions that you might have on her recent experience of going through the certification process. (You can also see her article elsewhere in this newsletter.)

In other news, Western Michigan University is planning on offering a masters program in project management. Our understanding is, that the candidates will receive an MBA, with a major in Project Management. They will begin offering the program, in the Winter '99 term. As we get more information, we'll keep you informed.

Dick Spigarelli, V. P. Certification and Education

### **Publicity Update**

We would like to formally list all PMP's on our web site. If you would like to be listed, please contact me. We will not list anyone without their permission.

Also, we would like to have a company web page that lists the companies our members are affiliated with, and if possible, offer a link to that company's web site. To have your company included, please email me at **cindy@progressiveae.com**.

Cindy Stilson, V.P. Publicity

### **Newsletter Update**

Our *On Target* newsletter with a current mailing of over 220 interested parties is a conduit for sharing experiences, advertising related services and products and for keeping in touch.

Please share your project experiences by submitting them to me via E-Mail. Call me to verify that I received your ad or article.. All current and former PMI chapter members have been contacted recently to update their mailing preferences. This issue of *On Target* does not reflect the changes.

My current E-Mail system is being upgraded. Call to verify when you send me information.

Mike Janisse, Newsletter Director

# **ON TARGET**

<b>PMI Western Michigan Financial Report</b>	<b>1998 Budget</b>	<b>Year to Date Jul 31, 1998</b>
<b><u>INCOME</u></b>		
Dinner Meetings	\$8,785	\$5,890
Chapter Membership Dues	\$3,400	\$3,088
PMP Cert. Workshops	\$14,600	\$9,229
Newsletter Advertising	\$300	\$100
Other Income	\$17,500	\$17,612
⇒ <b>Total Income</b>	<b>\$44,585</b>	<b>\$35,919</b>
<b><u>EXPENSES</u></b>		
Dinner Meetings	\$7,730	\$4,415
PMP Cert. Workshops	\$12,700	\$12,008
Newsletter charges <u>ON TARGET</u>	\$400	\$207
Chapter Admin & Development	\$2,460	\$927
Special Projects	\$13,940	\$13,936
Chapter reserves & misc.	\$500	\$0
Advertising	\$1,900	\$0
⇒ <b>Total Expenses</b>	<b>\$39,630</b>	<b>\$31,494</b>
⇒ Excess (deficit)	<b>\$4,955</b>	<b>\$4,425</b>
<b><u>CURRENT ASSETS</u></b>		
Total Assets @ Period End		<b>\$18,237</b>

## **YOUR CHAPTER NEEDS YOU! CALL FOR VOLUNTEERS**

Your chapter is only as good as your involvement in its activities. Choose your level of participation. Share your experiences! Improve the quality of your chapter activities.

- Become a board member.
- Join the Program Committee.
- Assist with speaker selection.
- Submit newsletter articles.
- Help with newsletter assembly
- Attend monthly chapter meetings.
- Recruit new members.
- Volunteer for program presentations.
- Participate in Certification Review sessions.

**CONTACT ANY BOARD MEMBER**

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revisited all questions I was unsure about and had made a final response selection. It had taken me about 2 hours and 45 minutes to get to this point. I still had 1 hour and 45 minutes of time left to work on the exam if I chose. However, I didn't want to begin second guessing my first answers, so I selected the option to end the exam and crossed my fingers to wait for the results. You get your results in less than 2 minutes!

As the results screen was being displayed it showed that I had correctly answered 163 questions. I didn't even wait to review the rest of the screen as I quickly calculated my percentage based upon 200 questions. I calculated 81.5% (you need 70% to pass) and then looked at the screen which now had the word PASS displayed. RELIEF !!!

RELIEF --- that's the key word as I got my papers and pencils together (my hands shaking) and exited the testing room. RELIEF, was the operative word as I was handed a notarized copy of my testing results. RELIEF, was the word that got me out to my car in the parking lot. Relief slowly began changing to excitement as I pulled out of the testing center and headed home. EXCITEMENT and PRIDE really set in when you receive official confirmation from PMI National that you are an official PMP. More on this in the Closing process.

Lessons Learned: You cannot rely just on book learning; lean towards application of knowledge (your project management experience should help). Obtain sample test exams that focus on application of knowledge. Study examples in PM books and periodicals to understand application of PM principles and try not to be nervous, READ the exam questions VERY CAREFULLY!

### Controlling

The controlling processes I used included:

- monitoring the actual time I spent each week on studying v.s. what I had planned
- taking alternate sample tests every two weeks and comparing test scores to previous test scores looking for progressive improvement

Both of these control processes worked very well. I felt they kept me on track to measuring my progress and making sure that I was spending an adequate number of hours appropriately preparing for the exam.

Lessons Learned: Set up some way to measure your progress, otherwise you won't be building the confidence you need to feel capable of successfully passing the exam.

### Closing

I knew that I had met all requirements for PMP certification as soon as I had passed the exam, since I had already received my qualifications confirmation letter and I had my exam results in my hand. However, the official confirmation of PMP certification still needed to be received. I received the official PMP certificate and pin in the mail 7 days after taking and passing the

exam. EXCITEMENT and PRIDE really hit home upon receipt of the official confirmation that you are a PMP! EXCITEMENT and PRIDE were evident as I shared my success with my family, friends and co-workers. I celebrated my EXCITEMENT and PRIDE and the satisfaction of having met yet another of my goals.

In addition to the formal recognition of the PMP certification, PMI National also sends a letter with a detailed breakdown of your test scores within each of the five process groups. The report is provided to help you identify your strengths and weaknesses in the knowledge areas covered in the examination. This is a very useful feedback mechanism provided by PMI.

### Summary

This project was a success! It was done within approved budget, time and with quality results!

PMP certification status was official: Mary Lonski, PMP

The experiences of this project are my own, but I hope that they give others something to reflect upon, to be encouraged by, and to have a benchmark against which to mark their own journeys towards this same goal. Best wishes in your own endeavors to this prestigious and sought after distinction. It definitely is worth the effort to achieve, even if only for your own self-fulfillment or self-actualization!

## IWANNA B. APMP

This month let's try testing our knowledge of some key PMBOK concepts from the Human Resource project management body of knowledge.

1. A project manager's leadership style should be matched to the corresponding developmental level of the project team, and should move through successive steps in the following order:
  - A. Staff planning, team training, and performance monitoring
  - B. Projectized, matrix and functional
  - C. Disciplinary, autocratic and participative
  - D. Directing, coaching, supporting and delegating
  - E. Team building, team development and responsibility assignment
2. According to the expectancy theory of motivation:
  - A. Downsizing companies can expect to have motivation problems
  - B. Poor performance is the natural outcome of poor training
  - C. Managers should not expect too much of workers
  - D. Motivation to act is linked to an outcome that is expected to have value
  - E. Managers should expect that employees who are paid more will work

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### Program Events Calendar

As of September 1, 1998

<u>MEETING DATE</u>	<u>PROGRAM</u>	<u>PROGRAM SPEAKER</u>
SEPTEMBER 14, 1998	Overcoming PM Challenges of Van Andel Arena	Jim Gray, Project Manager
	Bonus Program - PMP Certification	Dick Spigirelli
OCTOBER 12, 1998	Project Management Software Selection Process	Cindy Stilson, Progressive AE
NOVEMBER 9, 1998	Teamwork Tactics During Constant Change	Tess Kirby, Kirby & Lord Associates
	Bonus Program - Budgeting Software for cost/schedule integration	Erik T. Mikisch, Ramdor, Ltd.
DECEMBER 1998	NO MEETING	
JANUARY 11, 1999	Management for Results during Project Change	John Bennett, Lawton Associates
FEBRUARY 8, 1999	Project Management in the Automotive Industry	Craig Keifer & Bruce Lombard
	Bonus Program - PMP Certification	Dick Spigirelli
MARCH 8, 1999	Score R Us (team performance measurements)	Tim Batdorff, Trendway
APRIL 12, 1999	Enterprise Project Management	Don Monteleone, Critical Business Analysis, Inc.
	Bonus Program – Project Management Concepts	
May 10, 1999	Project Support Office	Dennis Bolles, The PCI Group

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3. A mandatory prerequisite for team building is:
  - A. Funding for staff development activities
  - B. Commitment of top level management
  - C. Open discussion of poor individual performance
  - D. Shared work ethics among members of the team
  - E. Collocation of team members
4. Which of the following is an appropriate management style to use when the project manager wants to encourage the staff to pool its knowledge to make the best decision possible?
  - A. Laissez-faire
  - B. Democratic
  - C. Autocratic
  - D. Directive
  - E. Antipodal
5. A key barrier to team development is:
  - A. When formal training plans cannot be implemented
  - B. When major problems delay the project completion date or budget targets
  - C. When members cannot be collocated
  - D. A strong matrix management structure
  - E. When team members are accountable to both functional and project managers
6. Adjusting the timing of tasks so that resources are not over committed is called:
  - A. Pairwise trade-off
  - B. Schedule juggling
  - C. The Multiattribute Utility Theory
  - D. Resource leveling
  - E. Resource infringement
7. A project manager has the highest level of direct authority in a \_\_\_\_\_ environment.
  - A. Strong matrix
  - B. Functional
  - C. Departmentalized
  - D. Weak matrix
  - E. Projectized

Answers

1. D 2. D 3. B 4. B 5. C 6. D 7. E

# ON TARGET

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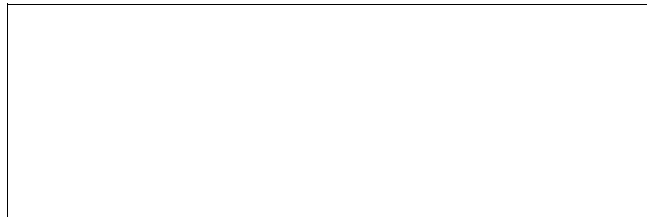
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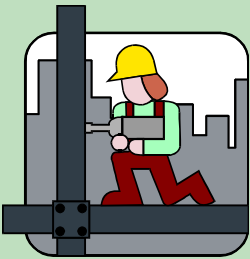
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*"...building professionalism in project management ...."*



# **ON TARGET**

**N E W S L E T T E R**



**Join us at Duba's on September 14th**

Overcoming PM Challenges of Van Andel Arena  
Jim Gray, Project Manager

5:15 PM Bonus Program - PMP Certification  
Dick Spigirelli