



PMI

WILLAMETTE VALLEY

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Willamette Valley Chapter Leadership Team

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Message From Our President

As I am preparing this newsletter I'm still hearing comments from our presentation in November on Executive Sponsorship. For those of you who were unable to attend last month's meeting, I hope the presentation will be made available on our website and that, when it is available, you will take the time to review the materials. Thanks again to the several project managers who brought their sponsors to the meeting as well making this one of our most successful luncheons of the year.

The end of our 2005 year brings with it lots of activities in the Willamette Valley project management community and internationally at PMI. In September PMI brought out a new exam for the PMP using the updated processes found in the PMBOK Third Edition. Not only were their significant changes but the passing requirements were made much more rigorous. On November 30th PMI announced some additional information regarding the PMP® Examination. A copy of that article is included in this newsletter. The key element in the article is that the score required to pass the PMP exam has been adjusted to 61. Again, please review the article attached or visit PMI's website at www.pmi.org for additional information.

Locally at the chapter level three significant events are occurring this month that will have a direct, and what I believe will be beneficial, impacts on our members. The first item is the ongoing process of the presenting and voting upon the new charter for our chapter. This proposed structure will be a pilot at the national/international level and if successful will assist in the development of establishing new 'branch' offices (or local PMI chapters) in other areas of the state such as Eugene and Bend. If you are a member of the chapter and have not yet reviewed and voted on the proposed change, please do so as soon as possible. The proposed charter is still available for review on our website www.pmiww.org. You can mail in your ballot to president@pmiww.org.

The second item concerns the location for our regularly monthly meeting programs. This year was our first year for meeting at the Red Lion Hotel. We believe that they've done a great job in their food and meeting accommodations and it has been much easier for many of our members to attend for meetings. In moving to the Red Lions the board made a decision to absorb some of the increase in lunch costs for the first year in an effort to ease the transition. For 2006 we will budget for more of a breakeven point for our lunch programs which will mean a slight increase in the cost for the lunch. The cost for the lunch and education program for chapter members will go to \$15.00 and the cost for lunch for non-members will be \$17.00.

The last item deals with our lunch program and officer elections for December. In addition to electing new officers for the 2006 term a round table discussion will also be held. The topic for discussion will be around the chapter direction and goals for 2006 and how the members of the board will support the needs of the chapter and the promotion of the principals and practice of project management. If you have any questions or comments concerning our December lunch program, please feel free to contact me at president@pmiww.org.

Robert D. Davis, PMP

December Lunch Program

2006 Officer Elections, Round Table Discussion of Chapter Direction and 2006 Goals

When: Friday, December 16, 12:00-1:00pm (Networking, 11:45)

Where: Red Lion Hotel, 3301 Market Street NE, Salem OR 97301

Topic: 2006 Officer Elections, Round Table Discussion of Chapter Direction and 2006 Goals

December is the month for electing our officers for the next year. This year's candidates are as follows:

President - Robert Davis

VP for Membership - Cyndi Smith

VP for Programs - Tara Hansen

VP for Education and Professional Development - John Doan

VP for Special Projects - Laer Haider

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PM Wisdom From the Ancients -- Case Study

Rebuilding the Walls of Jerusalem

By Robert Merritt, PMP

One of the better documented projects in antiquity is the rebuilding of the wall around Jerusalem between 400 and 500 BC. The event, which is described both in the Hebrew Scriptures and by Josephus, yields some useful tips when viewed through the lens of a project manager.

Obtain a Charter, Sponsor, and Project Manager

While exiled in Persia, a Jew named Nehemiah approached King Artaxerxes with a plea that he be allowed to lead a project to rebuild the city walls in Jerusalem. The king granted a rescript authorizing the building of the city's walls and directing that materials for the purpose be provided from the royal forests. Nehemiah was also appointed governor of the Jerusalem province.

By obtaining sponsorship from the king, Nehemiah became the appointed project manager. When oppositions

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Membership Corner

PMI WV Lunch Program

Third Friday of every Month
 Red Lion Hotel
 Time: 12 - 1 PM.

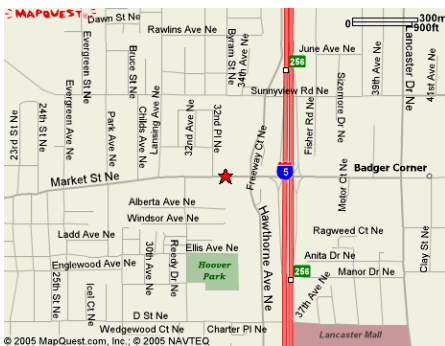
December 2005

SUN	MON	TUE	WED	THU	FRI	SAT
				1	2	3
4	5	6		8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Directions to Luncheon Meeting Location:

From Downtown Salem: Proceed east on Market Street, NE approximately 1.4 miles to Red Lion Hotel. Turn left to proceed into the hotel parking lot.

From I-5: Leave the freeway at exit 256, Market Street. Turn west onto Market Street, NE toward downtown Salem. Proceed to Red Lion Hotel. Turn right to proceed into the hotel parking lot.



Parking:

Parking is available in the parking lot behind the building.

Calendar of Events

December 2005

16 PMIWV Lunch Program, 12:00-1:00 pm
 Topic - Election of 2006 Officers, Round Table Discussion
 Location: Red Lion Hotel
 3301 Market Street NE, Salem OR 97301

January 2006

12 Eugene-Metro Chapter, 5:45pm-8:00pm
 Topic—Jeff Crow—*A 12 Step Program for Project Managers*
 Location: Symantec
 555 International Way
 Springfield—I-5 and Beltline, Exit 195

20 PMIWV Lunch Program, 12:00-1:00 pm
 Topic - TBD
 Location: Red Lion Hotel
 3301 Market Street NE, Salem OR 97301

Breakfast Roundtable for Portland, PMI Chapter is held on the first Friday of every month Location: Mentor Graphics in Wilsonville.
 Contact Person: George Walker (Director of Breakfast Roundtables)
 Contact Email: georgewalker0614@aol.com

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and problems arose, the “charter” provided by the king enabled the project to continue.

Set a Time Frame

From Nehemiah 2:

6 Then the king said to me (the queen also sitting beside him), "How long will your journey be? And when will you return?" So it pleased the king to send me; and I set him a time.

Procure the Necessary Resources

PERMITS

Although we currently deal with many bureaucracies to get approval for activities, it was also necessary in ancient times.

7 Furthermore I said to the king, "If it pleases the king, let letters be given to me for the governors of the region beyond *the River, that they must permit me to pass through till I come to Judah...

MATERIAL

Jerusalem at the time was basically in ruins, so there were no significant material resources therein. Nearby forests were available with authorization.

and a letter to Asaph the keeper of the king's forest, that he must give me timber to make beams for the gates of the citadel which *pertains* to the temple, for the city wall, and for the house that I will occupy." And the king granted *them* to me according to the good hand of my God upon me.

PERSONNEL

The Hebrew scriptures indicate that in approximately 440 BC the first portion of the labor force was assembled from exiled Jews in Babylon and moved to Jerusalem.

Gather Requirements

Since there was serious opposition by local ethnic groups to the rebuilding of the walls, security became an overriding requirement. Caution was necessary, since Nehemiah and his workers were being threatened. Upon his arrival in Jerusalem, he did not rush out and get all the people excited to build the walls. He would have fallen into the trap of his enemies. Instead, he arose secretly at night and rode around the walls to survey the ruins.

Plan

With the onsite survey complete, Nehemiah developed his project plan, based on the requirements, historical data, local policies, and constraints.

Work Breakdown Structure?

The major milestones appear to have been the repair of each of the nine gates and the joining of the wall around the city. Doubtless there were other major work elements, such as providing food, water, and tools to the builders. In addition, as the project progressed, providing security became a significant part of the work.

Involve Stakeholders

Nehemiah then revealed his charter from the King of Persia and divulged his plan to the local Jewish leaders.

And they said, Let us rise up and build. So they strengthened their hands for [this] good [work]. (Nehemiah 2:18).

We learn, first of all, that the people were willing to work; second, that they became involved and immediately started doing something. Nehemiah, in his wisdom, set each of them to work building whatever part of the wall was nearest to each of their own houses so that they were personally involved in the work, their security being contingent upon the rapid completion of the wall.

Manage the Risk

The risk derived largely from the opposition of politically powerful foes who resented Nehemiah's presence

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and authority, and who wasted no chance to put obstacles in his way. Their obstacles and tricks included:

- Contempt – mockery with the hope of undermining the morale of the workers and leaders. Nehemiah's response: **Acceptance**.
- Conspiracy – When the work continued, they incited bands of Arabs, Ammonites, and Philistines to make raids against the Jews. Jerusalem was harassed, outlying towns were terrorized, and, according to Josephus, many Jews lost their lives. Nehemiah's response: **Mitigation**.
 - o He divided his crews into two shifts, one to stand guard while the other worked. Everyone had their weapons, armor, and shields nearby.
 - o He also withdrew Jews from the surrounding country into Jerusalem, both for their own protection and to strengthen the defenses of the city. It seems that they were on duty 24/7, since they did not take off their clothes except for washing.
 - o Elements of a communication plan include the use of a shofar (ram's horn trumpet) to call everyone to fight anyplace along the wall when an enemy might probe.
- Cunning – Nehemiah's enemies tried to lure him from the city, supposedly for a parley, but actually with the intention of murdering him. Nehemiah's response: **Avoidance**. Nehemiah made sure the project plan did not include any meetings with local bigwigs thus:

So I sent messengers to them, saying, "I *am* doing a great work, so that I cannot come down. Why should the work cease while I leave it and go down to you?" (Nehemiah 6:3)
- Contradiction – A threat to accuse Nehemiah of sedition to the Persians. Nehemiah's response: **Transference** (using the term broadly). Nehemiah effectively dared his foes to do it, the likely outcome being their own punishment rather than his. The charter he had obtained from the king was doubtless of great comfort.

Avoid Scope Creep and Unethical Behavior

Although Nehemiah increased the size of his workforce and thus the population within Jerusalem, he did not wander from the purpose of his project. He resolutely focused on the completion of the wall, avoiding any distractions or opportunities to obtain personal gain. There was an economically tempting opportunity to acquire land from Jews who had mortgaged to survive. He and his team eschewed any advantage they might have taken, whereas greedy men had gotten the poor in their debt and dispossessed them.

16 Indeed, I also continued the work on this wall, and *we did not buy any land. All my servants were gathered there for the work.

On the other hand, he did have fairly large business meals:

17 And at my table *were* one hundred and fifty Jews and rulers, besides those who came to us from the nations around us. 18 Now *that* which was prepared daily *was* one ox *and* six choice sheep. Also fowl were prepared for me, and once every ten days an abundance of all kinds of wine. Yet in spite of this I did not demand the governor's provisions, because the bondage was heavy on this people. (Nehemiah 5:16-18)

Even though he was governor of the province, Nehemiah denied himself his rightful privileges. With the people so low on resources, he would not jeopardize the project for personal gain or comfort.

Celebrate the Close Out

The work proceeded rapidly; within fifty-two days a wall of sorts was up. It was subsequently dedicated with a ceremony and festivities.

Conclusion

The wisdom and techniques Nehemiah used are applicable today. The importance of the sponsor and charter are obvious. The confidential planning and involvement of the locals as stakeholders could easily fit many modern projects. His management of risk was classic. Clearly, Nehemiah was an effective, ethical, professional project manager by our standards.



Additional information regarding the PMP® Examination

30 November 2005

As we have previously informed you, PMI has been actively collecting test scores and results on each question of the new Project Management Professional (PMP®) exam from over 800 candidates since its release on 30 September 2005. Now that PMI has captured sufficient data, we can perform a psychometric analysis that is statistically reliable from which to make conclusions about the performance of questions as well as candidate performance.

Before offering the new examination, PMI assembled a group of volunteers to help establish the passing score. Using a method known as the "Modified Angoff Technique" (a proven exam development method), a group of global PMPs in the summer of 2005 assessed each test question and independently evaluated the questions to determine their difficulty level. Their responses were then sent to PMI's psychometric (exam development) experts and averaged. From that information, PMI's psychometricians recommended that PMI adopt a passing point of 81 percent (141 correct questions).

After the examination was introduced, PMI monitored candidate performance to verify the validity of the passing score. In addition to its analysis of the actual test results from over 800 candidates, PMI sought review by an additional volunteer team. After performing a statistical analysis of the additional data, PMI and its independent psychometricians were able to make conclusions about the performance of questions as well as candidate performance. This second review, initiated by PMI as part of standard exam development procedure, indicated that the passing score should be adjusted. Accordingly, PMI revised the passing score for the exam to 61 percent (106 correct questions). PMI then applied the new passing score to all examinations taken since 30 September 2005 by candidates who sat for the new exam. PMI is in the process of updating the candidates' records. While we remain extremely sensitive to candidate and trainer concerns about such a change in the passing score, these considerations must be weighed in context of the overall purpose of the exam: to provide a consistent global standard that all practitioners must meet to ensure the credential is awarded to qualified individuals. We need to ensure that candidates who do not meet the knowledge and experience criteria do not receive the credential but more importantly, we do not want candidates that are qualified to be prevented from receiving the credential because the exam presents such a strenuous challenge to the test taker.

The steps PMI is taking include:

- Candidates who were not successful on the new exam have had their test re-scored using the adjusted passing score.
- Where the result of this review determined that the candidate's score is above the adjusted passing score, he or she is awarded the credential and notified through a communication.
- Candidates who were granted the PMP Credential will be mailed their new PMP packages and will have their names added to the online PMP registry within 8 weeks.
- Candidates who still have a failing grade after having their test re-scored are advised through a communication and are encouraged to re-take the test.
- Candidates, regardless of whether they have passed or failed, received a communication from PMI advising them of their revised status.
- Prometric has taken steps to adjust the passing score so that candidates who are scheduled to test will be scored against the revised passing score. The complete global deployment of the change in passing score at all Prometric sites will take place between 15 December and 30 December.
- Candidates testing between now and the December deployment will have their test score evaluated by PMI and will receive a communication as outlined above.

PMI understands that the changes to the exam and its passing score raise numerous questions. We invite you to attend a Webinar scheduled for 1 December 2005 to learn more about the process.

We thank you for your support and understanding of the process that PMI follows. PMI recognizes the importance of the credential and the challenges that a pass/fail classification has on the examination preparation effort by candidates and their trainers. If you have any questions regarding this communication, please contact examquestions@pmi.org.