



## Willamette Valley Chapter Leadership Team

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## Message from our President: Deadlines

Deadlines are a fact of life that most of us could live without. But as Project Managers deadlines are something we live with every day. Author Douglas Adams says "I love deadlines. I like the whooshing sound they make as they fly by." Well I can relate with Adams as I have been trying to get this article written. That whooshing sound has become almost a constant gale.

Whether writing an article or progressing through a project plan, as those seemingly innocent milestones approach the stress level invariably rises. People do not like to fail and a missed deadline is one of those indicators that problems are on the horizon. It is often the gauge by which we are measured, especially as Project Managers. If a person has a track record of meeting or beating the deadlines on their projects, that person has more worth than someone who blows them off.

The American Heritage dictionary defines deadlines as:

1. A time limit, as for payment of a debt or completion of an assignment.
2. A boundary line in a prison that prisoners can cross only

at the risk of being shot.

I have met some people who view deadlines as a challenge to their very way of life. They kind of live life with the attitude that "A perfect method for adding drama to life is to wait until the deadline looms large." What ever your motivation in life deadlines play a big part. Last month I wrote about contingencies. Contingencies and deadlines are close relatives. Usually contingencies are kicked off when certain deadlines are not met. So what is your attitude towards deadlines? Whether you view deadlines as a way to increase the drama of life or as a necessary evil, how we deal with them speaks volumes as to the way we approach all of life. Thanks for listening to my ramblings. That whooshing sound of another deadline fast approaching is loud in my ears...

*John A. Doan*  
*Willamette Valley Chapter President*

### Requests:

1. Please send your email address to admin@pmiww.org in order to receive timely messages regarding upcoming opportunities, and
2. If you no longer wish to have a paper version of our newsletter mailed to you, please let us know at admin@pmiww.org so we can use our financial resources and time wisely.

# February Lunch Program

## Project Management and High Performing Teams

***Jim Joyce,***  
***MMIS Replacement Project Manager,***  
***Department of Human Services***

Many projects require the Project Manager to lead a team of individuals from across an organization to meet stated project objectives and outcomes. The success of a project may well hinge on the effectiveness of those teams to come together, collaborate, synergize and create new systems and processes. In this presentation, Jim will present several methods that have been used to build and sustain high performing teams on large, complex projects.

Jim is the Project Manager for replacing Oregon's Medicaid Management Information System (MMIS). The Department of Human Services (DHS) has defined their future MMIS requirements and is currently in the process of planning the acquisition of a replacement system that meets their business and systems needs.

Jim has over 25 years experience developing, implementing and maintaining major information systems including 15 years experience as Project Manager on multiple efforts. He received a BS in Computer Science from Oregon State University and a MS in Information Systems from the Air Force Institute of Technology.

In addition, Jim has received extensive training in developing high performing teams and has worked with over 50 teams. Jim has received several certifications in team building methods.

Jim is a dedicated Oregon State beaver.

Jim.joyce@state.or.us

## Membership Renewals

Well, its that time of year -- roughly half our memberships will expire in the next three months. If you have not added it to your task list yet, please make an entry to renew your membership. It's easy as 1,2, 3:

1. Go to the PMI web site at:

[www.pmi.org/members](http://www.pmi.org/members)

2. Login

3. Click the "Renew" button near the top of the page and follow the directions.

If your employer pays this membership for you, check your expiration date and plan to complete the necessary paperwork as needed.

# Membership Corner

## PMI WV Lunch Program

Third Friday of every Month  
 Location: McNary Restaurant  
 Time: 12 - 1 PM.

## February 2004

SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29						

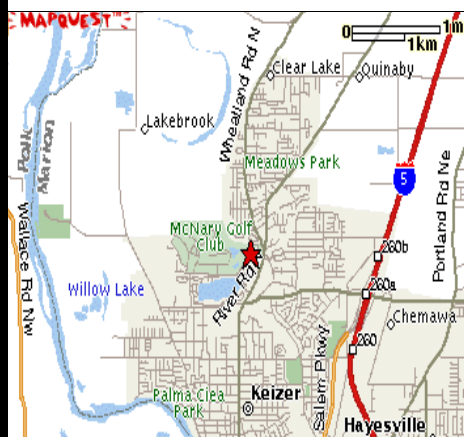
### Directions to Luncheon Meeting Location:

#### From Downtown Salem:

Proceed north on High Street. This street will change its name to Broadway. Continue north. As you enter Keizer the road changes to River Road. Continue north to McNary Estates Dr. Turn left at the signal and proceed to the restaurant.



**From I-5:** Leave the freeway at exit 260-A coming from the north or exit 260 coming from the south. Turn west toward Keizer. Follow Lockhaven to River Road and turn right (north). Proceed to McNary Estates Drive. Turn left at signal and proceed to the restaurant.



## Calendar of Events

### February 2004

- 17 Board Meeting, 11:30, Location: Revenue Building Cafeteria
- 20 PMIWV Lunch Program, 12:00, McNary Restaurant  
 Topic: Jim Joyce — Project Management and High Performing Teams
- 23-25 \*DAS Fast Start in Project Management, Cost \$723

\*STEPS classes—please contact, Cyndi S. Smith, STEPS Operations Manager  
 Statewide Technical Education Provider Source (STEPS)

Phone: (503) 378-3099, Email: [cyndi.s.smith@state.or.us](mailto:cyndi.s.smith@state.or.us)

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](mailto:georgewalker0614@aol.com)

## Request for Volunteers

*PMIWV Wants You!*

PMI Willamette Valley Chapter has many volunteer opportunities available now. Examples include, but are not limited to; marketing, membership promotion, and planning or organizing events.

If you would like to offer your service, feel free to contact any board member, or the PMI Willamette Valley Chapter at:

[admin@pmiww.org](mailto:admin@pmiww.org)



## MANAGING PROJECTS THROUGH ORGANIZATIONAL TRANSITIONS

Whoever said change is good for the soul obviously wasn't an application development manager. The very idea of organizational change drives fear and worry into the hearts of IT development teams. Reorganizations, mergers, acquisitions, layoffs, resignations, or even team reassignments can have a major impact on the success of ongoing application development projects.

Reacting to such changes often becomes an exercise in risk management, but you don't typically plan for organization transition during the early project contingency stages. This puts project managers in the immediate position of damage control in an attempt to limit the negative impact the change may have on their projects. This change could run the gamut from negatively impacting employee morale to the early termination of the project.

### KEY ELEMENTS TO SUCCESS

To be successful, an application development manager should focus on the following key elements to help minimize the impact of the change:

- \* **COMMUNICATION:** Communicate early and often with all project stakeholders as information becomes available regarding this change and its possible impact on the project.
- \* **VERIFY STATUS:** Meet with senior management and project sponsorship to ensure the project continues to receive support and is in alignment with organizational strategy.
- \* **CREATE CONTINGENCY PLANS:** Activate applicable contingency plans as necessary.
- \* **APPLY RISK MANAGEMENT:** Manage the changes using the standard risk management paradigm of identify, evaluate, plan, implement, and monitor. You should do this in a cyclical manner throughout the process.

\* **MANAGE PROJECTS' LOGISTICS:** Maintain team structure, validate budgets, revisit project timelines and milestones, verify contract obligations, and identify the impact on government, regulatory, or legal requirements, and so on.

\* **TERMINATE PROJECTS:** Shut down any project that is no longer in alignment with strategic goals, or where the ROI is no longer advantageous to continue.

\* **LOOK FOR OPPORTUNITY:** Seek opportunities for new projects or enhancements to the scope of current initiatives.

\* **RAISE THE RADAR:** Regardless of the initial impact of an organizational change, there are usually cascading consequences that may be hidden and show up later. Take a proactive approach to discern as many of these "hidden consequences" as possible.

\* **ADDRESS EMPLOYEES' INDIVIDUAL NEEDS:** Use emotional intelligence techniques to keep everyone's head in the game. Notice how these changes are affecting your project team members and be open to discussing issues privately with individuals.

Remember that organizational changes bring an increased anxiety level to your staff. Worries about staff reductions, team reassignments, or management changes can escalate quickly in an environment of gossip and innuendo. This can have serious consequences as employees begin to look for alternatives to the situation.

*Scott Withrow has more than 20 years of IT experience, including IT management, Web development management, and internal consulting application analysis.*