2011-2012 Board of Directors
PMI-NNV Home
Events Calendar Login

President's Message
Monthly Dinner Meeting
Monthly Lunch Meetings
Intl Project Mgmt Day
PMI Cert Exam Updates
PMI Volunteer System

Presidents Message

Team Member Transition

Ask the Questions and Take the Actions for a Seamless Transition

My team received unfortunate news recently – the resignation of a talented and essential member of the team. When you've got a cohesive team in place and moving along smoothly, the last thing you want is for one of your key resources to leave! And no Project Manager wants to think about that possibility or be faced with the reality of replacing an important member of your team. A teammate may need to be replaced for any number of reasons: advancement opportunity, valuable resource required on another project, poor performance, personal choice to leave the company; possibly even a change in your project – downsize in scope or reduction of funds. In this case, my teammate has been offered an opportunity to take on a leadership position within a sister entity of the corporation. And this promotion will move him and his family to Texas, closer to their families. So I'm happy for him, sad for us, and we're really going to miss him!

This situation can happen at any time, on any project. As a PM, what do you do when a key member of your project team leaves midstream? Regardless of the reason, losing a key member can certainly have an impact. Will you have the opportunity to replace the outgoing member? Will you inherit a new person with little or no input? Or will you be forced to "make-do"? This is often the case today with positions eliminated through attrition, as our companies attempt to survive until the economy turns around. And whether responsibilities must be transitioned to the remaining members of your project team or to a new member, it's the responsibility of the PM to effectively orchestrate the transition to minimize the disruption. Strive for a seamless transition.

When faced with this reality:

- Communicate with the project's sponsor or primary point of contact.
    - Often in my world as a government contractor, a retention

commitment for key positions is provided, allowing client participation in replacement of any team member designated as key. Even if this isn't the case, it's important to tell your customer. And this is vitally important if the person has been a visible contributor to your customer. Most important is to maintain your stakeholder confidence and satisfaction; therefore full disclosure as soon as possible is the best approach.

- Ask questions before replacing.
  - I always say "Time keeps moving to the right." And as time goes by, there is always change. This is an opportunity for the PM to bring a needed skill set into the project, and exactly what that might be can change over time. So, before you replace the team member, I recommend you think about what the project really needs at this juncture. What skills are needed for the remainder of the project? How critical is the existing role – do you need more expertise, less, or is a totally new skill set now required? How involved has this person been with your client? What are the impacts of this departure to your deliverables and timeline? How can you get a new person quickly up to speed? How much interface with your departing team member is needed or even possible? All of these can impact your decision-making to select the best possible replacement.
- Immediate action for knowledge transfer
  - There is always an impact regarding the loss of "institutional knowledge" or "tribal knowledge" with the departure of a team member, especially one that has been a dynamic, longstanding contributor. Sometimes luck is with us – identification of a new resource while the outbound teammate is still available. It goes without saying that the two of them need to be "attached at the hip" to offload as much knowledge as possible about the project and specific task assignments. If this best situation isn't available, then it's up to the PM and your team to fill the gap. This includes working with the person leaving the team when no replacement is yet identified (or ever will be), or working with the replacement that did not have an opportunity to interface with the teammate prior to the departure. The PM must actively involve the team to assure vital information regarding task activities and status, is effectively transitioned.

Successful PMs will see valuable resources leave their teams and move on to other opportunities. And often we are contributors to their success and ultimately, to their departure! We project leaders are impacting their future success through our good example, guidance, mentoring and support.

As we face the inevitable task of filling the void left by the departure of a key resource, it's important to stay focused on making the transition as seamless as possible. Stay focused on maintaining a productive atmosphere. Take actions that result in as little impact as possible to the productivity of the team. And always address any client concerns as quickly as possible to maintain stakeholder satisfaction!

Carmen Jones
PMI-NNV President

Monthly Dinner Meeting

Agile Development - A Journey and How it Works for Clients

In early 2011, after nine months of deliberation, One To One Connect company decided to migrate from a Waterfall product development model to an Agile approach. There were some bumps and bruises, as well as a lot of learning. For a geographically distributed team, Agile can be very challenging. But by applying a lot of common sense, implementing a few tools and defining some new processes, One To One made it work. As a result of its implementation the company brought their latest product, an enterprise level Social Media Management System, to market in four months. This was about three months sooner than expected based on their previous Waterfall approach. They also acquired a Fortune 100 client within four months of launch and added two Global 500 companies within the next nine months of operation. In addition, they continue to satisfy their client's insatiable appetite for more functionality by releasing a new version every six to seven weeks. Product Manager TJ Crawford will describe the transformation, the challenges and benefits of an Agile approach.

TJ Crawford is Vice President of Product Management for One To One Connect. The company helps customers examine their messaging options (social media, apps, email, widgets, mobile and others) and determine which are best for their organization. TJ has been in the advertising, marketing and technology industries since his studies and Bachelor of Fine Arts at Sam Houston State University. He offers breadth and depth of experience in creating, managing, delivering and enhancing online solutions. TJ joined One To One through the acquisition of Twelve Horses where he was responsible for overseeing their product development efforts. Previously he had been responsible for managing and overseeing the project management and account management teams. Prior to Twelve Horses, TJ worked within software startups as well as established companies like American General Financial Group, Enron, Bowne Business Solutions and Ridgeway's, helping enhance their online, multi-media and traditional media presence.

Meeting Time and Location
The presentation is scheduled for the March 27 meeting of the Project Management Institute's Northern Nevada Chapter. It will be held at Firkin & Wolf restaurant (13971 S. Virginia St in the Sierra Summit Mall, Reno). Networking begins at 5:30pm, dinner and announcements begin at 6:15pm, and the presentation begins at 7:00pm. The charge for dinner and presentation is $25 ($20 members); $10 ($5 members) for the presentation only. Register on-line at http://www.pmi-nnv.org/. One PDU can be earned for attending. Additional information can be obtained from Wynnlee Crisp, NNV PMI Program Director, (425) 681-7887.

Monthly Lunch Meetings

In addition to the PMI-NNV monthly evening meetings, we will continue having two lunch time meetings so that you may attend the location most convenient for you. The format will be the same for all lunch meetings: relaxed with lots of discussion about real-life experiences in project management.

March- Useful Project Management Templates

March 13th
Our monthly Carson City lunch forum will be held every 2nd Tuesday of every month at High Sierra Brewing Company at 11:30 to 1:00pm.

March 20th
Our monthly Reno lunch forum will be held every 3rd Tuesday of every month at Firkin & Wolf at 11:30 to 1:00.

International Project Management Day

We are looking for a proactive program manager volunteer to help us with the Governor's office, local city and counties to formally recognize November 1, 2012 as International Project Management Day. This volunteer will:

- Coordinate closely with PMI-NNV and PMI-SNV (Southern Nevada) to make this a single effort between both groups.
- Reach out to local city and counties and the governor to have a signed proclamations supporting this effort
    - Washoe County
    - City of Reno

    - City of Carson
    - Governor's office (coordinate through PMI-NNV VP of Marketing for contacts)
- Keep the International Project Management Day organization informed of plans
- Work with PMI-NNV and PMI-SNC's VP of Marketing and Presidents to coordinate a media event for the signing of the proclamation by the Governor of Nevada.

Earn PDUs and a feather for your resume of program management leadership in the State of Nevada. Impress local contacts for future job opportunities.

If you are interested and would like more information, please contact volunteer@pmi-nnv.org.

Newly Launched Information Technology and Telecommunications Community of Practice

You are invited to check out the new Information Technology and Telecommunications Community of Practice where technology professionals can meet online, network, exchange knowledge and advance project management practices in the information technology and telecommunications fields.

This community focuses on emerging industry trends, opportunities, and challenges worldwide. Technology and telecommunications are important to mission-critical projects which create real business advantage, value and change. Join the experts now to get the support and tools you need for success.

To get started:

1. Visit the community and log in using your PMI.org username and password.
2. Click "subscribe to this community".
3. Get involved by posting a question or sharing your advice.

The new Information Technology and Telecommunications Community of Practice replaces the former Information Technology and Telecommunications Specific Interest Group (SIG).

Update to PMI's Certification Exam Rescheduling and Cancellation Policy

PMI is implementing a new fee for the rescheduling and cancellation of certification examinations. Effective 1 April 2012, at noon (Eastern Daylight Time), test takers who reschedule or cancel their exam within 30 days of their scheduled appointment will be charged a fee of US$70.

The rescheduling/cancellation fee is a means to better serve certification candidates by allowing for greater seating availability at Prometric Testing Centers.

Today, test center seating is available on a first-come, first-served basis, and there is no current rescheduling/cancellation fee. Candidates are able to reschedule or cancel their exams at any time as long as they do so before they are within two days of their scheduled exam appointment, at which point, the entire exam fee is forfeited if they cannot make the appointment. While many candidates take their exams as scheduled, those who wait until the last minute to reschedule or cancel are "reserving" seats that could be used by others. Based on testing industry best practice, this fee will help keep more seats open for those who intend to take their exams as scheduled.

The new rescheduling/cancellation fee applies to all of our certification exams and to computer-based tests (CBT) only, not to paper-based tests (PBT). Please note that the existing full-fee penalty will continue to be applied to candidates who do not reschedule or cancel their exam before two calendar days prior to their scheduled appointment.

PMI will endeavor to be flexible with candidates who cancel within the 30-day window due to extenuating circumstances, and will evaluate these situations on a case-by-case basis.

We want to make you aware of this update should questions arise. Please review this FAQ document if you need more details. Candidates are encouraged to contact Customer Care with additional questions.

Improving the PMI Volunteering Experience: PMI Launches the Volunteer Relationship Management System

In a continuing effort to improve the support that PMI provides to nearly 8,000 volunteers around the world, the Institute launched the Volunteer Relationship Management System (VRMS) on 28 February.

The system is a searchable, centralized and integrated volunteer database containing current and prospective volunteer records and volunteer opportunities.

The VRMS offers many valuable capabilities for volunteers, volunteer coordinators and PMI staff.
Volunteers:

- Can create a volunteer profile and maintain their service history in one easy place.
- Can search and apply for posted volunteer opportunities on the global and local level.

Volunteer coordinators representing the community:

- Can post volunteer opportunities for their community or chapter so that they can be searched by prospective volunteers.
- Can access a centralized, integrated and searchable volunteer database of prospective volunteers and volunteer opportunities.

PMI staff and volunteer coordinators:

- Can proactively recruit volunteers for specific roles.
- Can maintain continuous engagement with volunteers.

"We are very excited about the launch of the VRMS and the incredible benefits it will bring to PMI's dedicated volunteers and volunteer coordinators," said Joanne Lynch, manager of PMI's Volunteer Programs and Services Department. "This new system will undoubtedly improve the process and user experience for volunteers to interact with PMI."
Prospective volunteers are now able to establish a volunteer profile and use the online system to search and apply for volunteer opportunities that meet their interest and experience levels. Once volunteer profiles are added to the tool, coordinators representing their communities or chapters will be able to search for potential volunteers that meet the requirements of the position.
"Our staff has been trained to assist our volunteers and our communities adopt the system. We have live training sessions scheduled, on-line system support and webinars that can be accessed 24/7. If you are a community leader, we encourage you to contact us to review the benefits of adopting this system to manage the volunteer recruitment process for your community. The VRMS is easy to use and will unquestionably simplify the volunteer recruitment process for everyone: our global volunteers, our community leaders and our staff," said Ms. Lynch.
To utilize the VRMS, please visit the "Get Involved" page at PMI.org. If you are a volunteer leader interested in adopting the VRMS to support the volunteer activities in your PMI community, please contact us at volunteer@pmi.org for more information on how to get started.
You may also join us for webinars scheduled for:
Tuesday, 6 March - 8 a.m. - 9 a.m. EST
Wednesday, 14 March - 7 p.m. - 8 p.m. EST
Tuesday, 20 March - 12 p.m. - 1 p.m. EST
If you are interested in participating in one of these webinars, please specify which webinar you are interested in.

Our Sponsors:

Safe Unsubscribe