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Grow your Project Experience this year!

MESSAGE from the President

By Brian Gregory, PMP
PMI ROC President
president@pmirochester.org

Servant Leadership

Recently, while browsing through articles over lunch, a tag line caught
my eye. It read "I'm tired of hearing about servant leadership!" I stopped scrolling, clicked
the link and read the rest of the quote by Patrick Lencioni. "I'm tired of hearing about
servant leadership … because I don't think there's any other kind of leadership!" This quote
inspired the President's message this newsletter. Robert K. Greenleaf was quoted as saying
"the servant-leader is servant first… It begins with the natural feeling that one wants to
serve, to serve first. Then conscious choice brings one to aspire to lead. That person is
sharply different from one who is leader first, perhaps because of the need to assuage an
unusual power drive or to acquire material possessions."

Since becoming involved with the PMI Chapter, I have experienced servant leadership on
many levels. Our chapter leaders have focused on leading by serving our project
management community and this has inspired others to give their time and talent to give
back to our members. As a result, the servant leadership occurs at many levels by our ability
to reach out beyond our project management community. It begins by reaching to academic
and corporate partners in the community. We've seen our Professional Development Day
events continue to provide greater value year after year. And other chapters look at our
strategy of offering exciting speakers and venues for our chapter meetings and see us as the
gold standard! There are also servant leaders in the back office who work to ensure your
chapter remains not only viable but thrives! Additionally we foster the relationship with PMI
GOC.

To all of you who have volunteered your time and talent to serve this chapter and our
community at large, I am in awe of your gifts and talents and I humbly thank you for your
service.

NEWS from Ithaca

By Dina Maxwell, PMP
PMI VP of the Ithaca Branch

Hello from Ithaca!

Happy New Year. I hope your 2016 is off to a great start! The new year brings good news from Ithaca: we continue to grow! We have exceeded 60 members (63 at the time of this newsletter). Thank you for spreading the word and bringing greater awareness of our group to the Cortland/Ithaca/ Elmira/Corning areas!

We have had a series of great speakers in Ithaca since our last update:

- October covered The Project Management of the News with Stephen Adams. It was the most engaging presentation, with Q&A going 20 minutes over the presentation. We actually got kicked out of the library. The book recommendation was Gomorrah, by Roberto Saviano. (Not related to project management at all, but a "great piece of journalism" according to Stephen!)

- December covered Negotiation with Industrial and Labor Relations Professor Michelle Williams at a new, trial location. We were a small, but engaged group. Professor Williams gave us many useful tips about how to negotiate at work and in life. The book recommendations were:

  o Ask for it: How Women can Use the Power of Negotiation to Get what They Really Want, by Linda Babcock and Sara Laschever

  o Difficult Conversations, by Douglas Stone

  o Getting to YES: Negotiating Agreement Without Giving In, by Roger Fisher and William L. Ury

January covered the new and improved Ithaca Commons Redesign and Update project that the local community was very interested to hear. The book recommendation was Cradle to Cradle: Remaking the Way We Make Things by German chemist Michael Braungart and U.S. architect William McDonough.

Our upcoming meeting in February will cover Building Trust in Teams with Franklin Covey Trainer and Cornell Information Technologies Manager, Michael Swenson. The date is Wednesday, February 24. Mark your calendars for this meeting!

We welcome your speaker suggestions, topic suggestions, and overall seeing your smiling face at a meeting. We are still looking for a couple volunteers:

Director of Programs, Ithaca Branch

For more information: http://pmirochester.org/content.php?page=Volunteer

FEATURE: Project of the Year Award

By Stacy Munechika, PMP
VP of Outreach

PMI Rochester Chapter 2015 Project of the Year Award

The inaugural PMI Rochester chapter 2015 Project of the Year award (POYA)
was presented to the Carestream HPX-PRO "Indigo" project team at the January chapter meeting. Project Manager Alice Moon accepted the award on behalf of Carestream and the other members of the project leadership team: Product Line Manager: Paul Biver, HW Technical Project Manager: Mike Rogers and SW Technical Project Manager: Ron Wiegand.

In the following text, Alice shares the team's experience in developing the HPX-PRO product:

HPX-PRO (Project Indigo)

The HPX-PRO project was conceived to fill an unmet customer need and to drive growth of Carestream's NDT's Digital Computed Radiography business through the development of a revolutionary new product targeted at the portable oil & gas inspection market.

The HPX-PRO is a compact portable CR scanner weighing in at 35lbs (1/3 the weight of most systems). It processes up to a 6" imaging plate - ideal for welds (target market), has 50 micron resolution (known as 'weld quality'), runs on a variety of power sources including battery pack, can process imaging plates at speeds comparable to conventional film running award winning NDT based inspection software.

Because HPX-PRO was to be targeted at mobile and often extreme inspection environments that Carestream NDT had not targeted in the past, the team had to tailor development and project management approaches to best understand the customers' needs and design for their rugged and varied use environments. This was accomplished through on-site visits to customers with inspection applications in locations ranging from the deserts of Abu Dhabi, United Arab Emirates to the tundra of Alberta, Canada. These site visits were attended by key technical and business leaders on the project team.

Once the target customers were well understood, the scope of the project had to be set. While NDT is an important business for Carestream, it is not large. Budget was limited from the outset and the team had to find creative ways to leverage existing component designs where possible while also meeting new mobile (small and lightweight) and robust design requirements. Design cycles had to be carefully controlled to assure design maturity at the appropriate project phases in order to avoid expensive and time consuming rework. Quality testing also had to be creatively tailored to assure robust performance in extreme environments while also efficiently utilizing limited resources and budget.

Project of the Year Award

The Project of the Year award is a PMI Rochester chapter corporate outreach initiative. The purpose of the award is to:

- Provide recognition of PMI chapter members to their respective organizations
- Allow chapter members to share their best practices and lessons learned.
- Help PMI Rochester promote project management as a driver of business success.

The 2016 POYA award will be accepting applications from march 2016 until November 2016 for project that have been completed in the June 2015 to November 2016 timeframe. For more information, visit PMIRochester.org ->programs menu or contact Alex Chelebian at corporate@PMIRochester.org

Although project budget was limited from the start of the project, the largest challenge to the team was provided by management during the verification phase of the project. Although the project was originally estimated to launch in July of 2015, more than halfway through the project, senior management challenged the HPX-PRO team to bring project launch into 2014. For both the hardware and software portions of the HPX-PRO project, this proved to be a significant hurdle which necessitated the use of project management discipline and schedule compression across the project.

In particular, the software leadership team utilized a disciplined change control board process to evaluate customer feedback and requests late in the project in order to incorporate only those critical changes in requirements that could be accommodated within schedule and budget. The hardware quality assurance team utilized a design maturity model to help assess design maturity and provide confidence to the manufacturing team for early purchase of production parts. This allowed the project some of the fast tracking it needed to pull in product launch without elevating the risk to undesirable levels. Iterative simulations were run with the project schedule using Monte Carlo techniques in order to assess the impact of key uncertainties on meeting project timelines and objectives. This provided the areas of critical focus to the team in order to mitigate or avoid risk that would prevent the team from meeting this highly accelerated timeline.

In the end, a great project team and the disciplined use of project management tools helped Carestream NDT to launch the HPX-PRO in early December 2014, 7 months ahead of the original schedule and roughly $700 K under budget.

Carestream HPX-PRO Portable Computed Radiography System

Special Management Methods

While scope is progressively elaborated throughout a project in most cases, project managers implement processes in order to manage and control change. For the Carestream HPX-PRO project, extreme discipline was required in the management of change in order to meet the challenge of dramatically shortened timeline without sacrificing quality halfway through the project. For the software team, a strict Change Control Board process of change request evaluation and approval was tailored and implemented. While some changes in software customer requirements were included late in the project, this process enabled only the most critical changes be included that could be incorporated without significantly impacting project schedule or risk.

FEATURE: Project of the Year Award Con't

This Change Control Board best practice was shared as a lesson learned at one segment of Carestream's annual Project Management Meeting earlier in 2015. In addition, project leaders from the HPX-PRO team have discussed with key team leaders of other Carestream projects how this Change Control Board process could be tailored for Program and Portfolio Management as well.

On the hardware side of the project, the key to fast tracking the schedule was confidence in the design maturity in order to pull forward procurement of production parts at significant cost without unmanageable risk. From the start of the project, the philosophy was to have a very strong customer focus by the technical team prior to building the concept / feasibility model so that all of the important features and functions could be captured in the concept phase. Because all of the key features were implemented and industrial design included as part of the initial feasibility models, the form, fit and function was very similar to the engineering models. In that way, the engineering models became more about design details and not about major inventions or subsystem changes. The engineering models were also nearly the same as the First-From-Production units and showed reliability in the growth phase of quality testing. The design stability at design transfer was shown to be 99%.

The HPX-PRO team was one of the first several projects at Carestream to utilize the new design stability metrics utilized by the Quality Assurance group at Carestream. The utilization of these metrics was also shared at Carestream's annual Project Management Meeting earlier in 2015. This annual project management meeting at Carestream provides a forum for Carestream project managers around the world to get together for several days in one location to discuss lessons learned, hear from key corporate leaders, and learn new project management tools and trends. This forum of sharing and learning provides an excellent opportunity to not only improve the skills and sharpen the tools of Carestream project managers, but also advances the image of the project management profession.

During the Optimization Phase of the project (immediately post launch), a Tiger Team was formed to efficiently manage any post launch issues (customer complaints or manufacturing related issues) and proactively assess both dealer and end customer satisfaction through phone interviews. Not only did this provide extremely useful customer satisfaction metrics for the product (including installation and training), but also provided rapid resolution of any early launch problems.

Project Team Performance

This highly successful project team had multiple forums for communication across functions. A weekly core team meeting was held by the project manager and consisted of key team members from all functions, including the product line manager, the software technical project manager and the hardware technical project manager. In addition, the design team had twice weekly stand up meetings and the project leadership team met once a week to resolve key project issues. Key project objectives as well as critical short term milestones were kept front and center at each meeting and roles and responsibilities were identified at the outset of the project and for all action items and deliverables (including risk mitigations) for the duration of the project.

Timely project meeting notes and action registers were important in keeping things moving and on schedule. Special sub-team meetings were called when critical path items needed more attention (e.g., parts procurement). Although there were several changes in key team members (e.g., manufacturing quality engineer and design QA engineer) throughout the course of the project, discipline in maintaining the key project processes (change control, risk management and core team meetings) helped the new team members come up to speed quickly without the team faltering. Maintenance of the project resource spreadsheets (as described in the cost management section above) enabled efficient discussions with functional managers if any resource changes were required by the team or requested by management.

FEATURE: Project of the Year Award Con't

Project Stakeholder Management

The stakeholder expectations were started at project Charter and better defined at commercialization Gate 0 (Concept Definition). The commercialization process at Carestream is a phase-gate process with Gates as the key project milestones. Prior to the actual Gate meetings, "pre-gate meetings" are held with functional management to assure alignment prior to asking for the Gate Keepers approval to pass through the milestone. This enables better overall alignment of stakeholders throughout the project life cycle. In the interim between formal project Gates, a monthly Project Development Dashboard is prepared by project managers for organization management where single page MBFs are   tracked for each project in the organization.

In addition to the formal project Gates, key stakeholders were involved with the approval process for requirements changes as part of the Change Control Board process. This allowed any changes from the project baseline to be communicated and expectations adjusted accordingly. When senior management challenged the team with accelerating the project, weekly status meetings were held with the purpose of communicating with the stakeholders and requesting management support for removing roadblocks when required (approval of overtime, setting of manufacturing priorities, etc.). While these updates were challenging to prepare, the meetings were essential to assuring problems did not linger or questions remain unanswered. Only with this complete open communication across management was the team able to succeed in such an accelerated and highly visible environment.

Finally, at Gate 3 (Product Launch) the key project metrics were set for post-launch monitoring and Gate 4 (Optimization). In this way the project team tracked manufacturing, service and business performance against project commitments. The HPX-PRO team was able to meet or exceed nearly every metric (manufacturing quality, sales volume, and service calls) set at Gate 3 at the Optimization Gate held on November 12th of 2015.

FEATURE: Project of the Year Award Con't

Project Risk Management

The HPX-PRO team identified project risk early in the life cycle of the project and used a probability and impact matrix to estimate the impact of each risk on the project. The risk register also was used to identify potential responses to the project risks as well as the risk response owner. The register includes both qualitative and quantitative analysis of the risks as appropriate. These assessments were used to prioritize the project risks and focus the team on mitigation plans for key project risks. Key project risks were also included in the monthly Project Development Dashboard for management where single page MBFs are tracked for each project and symptoms and warning signs of items on the risk watch list are monitored.

When a project is on an accelerated path, it becomes very difficult but critical to be diligent about maintaining focus on risk mitigation. However, with an eye on the critical path for the project schedule, key risk areas become obvious. Part availability was a key project risk for the HPX-PRO project, and regular status meetings and daily critical parts updates were required to stay on track.

Success Factors

At the outset of the project the critical success factors were identified as early completion of VOC feedback and customer requirements definition, continuing design team semi-weekly huddles, continued flexible resource support from manufacturing and managing the reader frame design and component fit. These were largely from the product design perspective, but all were met and the team delivered a high quality product with an award winning design 7 months ahead of schedule and $700 K under budget. This was a successful project by nearly any definition.

Other critical success factors that became apparent as the project progressed were diligence in both change and risk management processes as well as clear and frequent communication with stakeholders. It was these final three success factors that enabled the team to meet the highly accelerated schedule and delivery nearly $1M of revenue to Carestream in 2014.

Marty Graen, Alice Moon, Mike Urban

Career Corner

By Audra Gavelis, PMP
VP of Marketing & Communications

Failing to plan is planning to fail.

That's a common quote we love to use in project management – but have you ever thought of it in terms of your career planning? Whether you are just starting out – or have been around the block a few times – career planning should never end.

Why? For a few reasons...

1) Job security is a myth

   - In today's business world of private equity or downsizing   - you can never be too prepared for change to occur. If it does – do you have any idea of how you would handle it?

2) My company needs me

   - One of the first lessons I learned as a young engineer is that a company is more than 1 person – no matter how incredible that person is. The loss of a key individual may slow down certain projects – however a company will keep moving on – with or without out you. Because of this – you need to think about how valuable you could also be to other companies and what additional skills you may want to acquire.

3) Personal development & satisfaction

   - This does not mean that you need to focus only on getting some additional PMI certifications (although that's not a bad idea). In this culture of changing careers (I'm an engineer turned project manager turned marketing director) – you should always think about different areas you are interested in learning more about. You never know when a new opportunity may arise and because you took that class or webinar – you have insight to a new challenge presented at work. Broadening your knowledge helps you grow as a person – as well as shows versatility to your current (or future) employers. In the end – it is about personal satisfaction.

Career Corner Continued

So how do you make a career plan?

1) Formal training

    - PMI is sponsoring a free webinar called "Your career as a project". It's scheduled for February 24th. Register today! http://www.projectmanagement.com/webinars/312241/Your-Career-As-A-Project- Remember you can log into project management.com by using your PMI log in credentials.

2) Talk to a Mentor

    - Is there someone who you admire in terms of their career? Ask them to lunch or a cup of coffee. Even if it is just to be inspired and open your mind to possibilities – ask your mentor about how they have led their career through successful and challenging times.

3) Take a step back and time to really think about it

    - Taking the time to plan to effectively execute a project is always a good thing – so why not apply that same principle to your career? Taking some time out of your busy life and spending a few hours really thinking through the following questions:

        - What are some areas that I am interested in learning more about?

        - What type of a role do I really want to have in the future?

        - If I had the perfect job – it would look like....

Career planning is no different than a successful project – you want to be doing the right job at the right time and have a lot of personal satisfaction so that you are living to your fullest potential!

If you like this article and have any questions or comments please send them to communications@pmirochester.org.

Be sure to check out Career Corner on the PMI ROC website. Local companies are always contacting PMI ROC to recruit you!

News You Can Use!

Scholar Dollars!!

Scholarships, Grants and Awards

by Manisha Mande, Director of Scholarships and Awards

"What sculpture is to a block of marble, education is to the human soul." - **Joseph Addison**

The PMI Educational Foundation is a charitable nonprofit organization leveraging project management for social good. PMIEF develops, implements and delivers innovative programs including scholarships, awards and grants as well as educational resources that strengthen both teaching and learning. There is help for those who need it. We have made the process of finding PMIEF scholarships and grants an easy process provided you pay attention to the requirements.

Finding PMIEF scholarships, grants and awards with eligibility criteria you meet is key to receiving them. Scholarship, Grant and Award providers set their own rules about who can and cannot apply and applicants should not waste their time applying for scholarships, grants and awards for which they are not eligible. Don't ever cross your fingers hoping the provider won't notice that you didn't follow one tiny little rule. The more applications providers receive, the more likely they are to toss aside those students who don't match their target profile, no matter how good the essay or project. Here are some important details to consider before sending out the applications.

There are three types of Scholarships, Grants and Awards that PMIEF offers. Refer to each for eligibility requirements and application requirements.

Academic Scholarships (Academic Scholarship Program is designed to financially assist qualified applicants in obtaining degrees from accredited academic institutions of higher learning in the field of project management or any field with any relation to project management. The program is open to any student preparing to enter or already attending an accredited degree-granting college or university and pursuing a bachelor, masters or doctoral degree).

Professional Development Scholarships (This training scholarship program is for assisting qualified individuals in learning the fundamentals of project management. The learning from this training will enable the qualified individuals to utilize project management skills in enhancing their effectiveness and efficiency in the execution of their professional and/or volunteer work).

PMIEF Awards (Recognizes individuals who have accomplished different milestones in their academic and/or professional careers).

Members can go directly to the PMIEF website at http://pmief.org/scholarships-grants-and-awards to find additional details for each Scholarship, Grant and Award.

Very soon we will be setting up a section on the Rochester PMI Website where you will be able to quickly determine which Scholarships, Grants or Awards you could be eligible for and apply hassle free! For additional questions, feel free to get in touch with Manisha Mande at mmkriket@gmail.com .

News You Can Use!

What is *Robert's Rules of Order*?

by Lori Gacioch, VP of Governance

Robert's Rules of Order is a book that was first published in 1876, by US Army Brigadier General Henry Martyn Robert. In 1863, General Robert lead a church meeting but felt inadequately prepared for such a responsibility. This piqued an interest in "parliamentary procedures", ways of running parliamentary meetings. Through his research and investigations, he discovered that there was no universally accepted way of running meetings, so he decided to publish a book that would clarify best practice on the subject. In his book, Robert a suggests a structure of how to run meetings effectively.

Why are we talking about it in *News You Can Use*? It turns out that PMI advocates to its chapters the use of *Robert's Rules of Order* in their board meetings. Are you fed up with meetings where nothing gets done? Are you sick of people wandering off-topic and wasting everyone's time? Are you 'done' with meetings that drag on forever because no one knows what is going on or how decisions are getting made? Well, someone over 100 years ago already solved our meeting issues –all we have to do is use the tool!

While the rules are based on parliamentary procedures, they are designed for and intended to be applied to the meetings of any organization. *Robert's Rules of Order* is currently in its eleventh edition, and is still an excellent reference point for those wanting a definitive resource of how meetings should best be run.

Official *Robert's Rules of Order* website: http://robertsrules.com/

There are many websites that reference *Robert's Rules of Order*. They all seem to be good references. There are also many websites or downloadable PDF's of cheat sheets of Robert's rules. I've reviewed many and found them all to have about the same content. Basically you can't go wrong in using any of the references you find when you use these rules to run your meetings.

I've also found YouTube videos if you're geared towards CBT learning. Go to Youtube.com and search "Parliamentary Procedure". You will find many good resources!

News You Can Use!

Happy New Year, everyone! Hoping everyone had a restful, enjoyable holiday season, it's time to get back to work!

Make sure to take a look at the updated Media Library inventory list. At year-end 2015, [PMI.ORG](PMI.ORG) was having a sale of many books in different areas. We have three new additions that we recommend!

Now, taking into account the new PMI Certification requirements, effective December 2015, our goal is to correlate the library to the new PDU areas of focus for the PMI talent triangle:

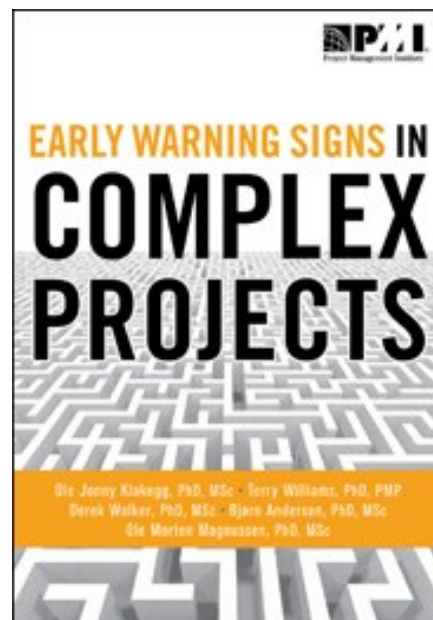Technical Project Management

Leadership

Strategic/Business Management

A focus area that PMI has stressed in the past is Communication. We have a pretty good selection of books and CDs in that area. Two areas that I wish to embrace and enrich myself this year are in the areas of **Leadership** and **Strategic/Business Mgt;** IE: making sure we as PMs not only have PM skills, but can work with our sponsors to achieve their strategies.

Recommended Book for January: Early Warning Signs in Complex Projects, (PMI Institute)

Nancy E Wilfeard, PMP

UPCOMING PMI ROC Chapter Events

PMI Event: PMI Rochester February 2016 Chapter Meeting

Date: February 24, 2016

Time: 5:30 PM to 8:00 PM

Speaker: Bruce Leidal, Carestream

Topic: Executives and Project Management

Venue: Carestream, 150 Verona Street, Rochester

Click here to register for the Rochester February Chapter Meeting

PMI Event: PMI Rochester March 2016 Chapter Meeting (Community Fundraiser)

Date: March 24, 2016

Time: 5:30 PM to 8:00 PM

Speaker: Samantha Tassone, Growth Fuel

Topic: Building Trust and Building High Performance Teams

Venue: St. John Fisher College

PMI Event: PMI Rochester April 2016 Chapter Meeting (Volunteer Appreciation)

Date: April 19, 2016

Time: 5:30 PM to 8:00 PM

Speaker: Patrick Burke, Burke Group / Democrat and Chronicle

Topic: TBD

Venue: Rochester Museum and Science Center

PMI Event: PMI Rochester Professional Development Day

Date: May 4, 2016

Venue: Rochester Riverside Convention Center

PMI Event: PMI Rochester June 2016 Chapter Meeting

Date: June 14, 2016

Time: 5:30 PM to 8:00 PM

Speaker: Aimee Kaplin

PMI ROC Financial Update

By Peggy Priest, PMP
PMI ROC VP of Finance
finance@pmirochester.org.

PMI Finance Group Updates!

The finance team was very busy in 2015 working on many changes and updates as we move towards becoming a more efficient group for the Rochester PMI team. Below are a few changes that have occurred:

Expenses are now virtual using Google Drive.
Paperless reporting has also moved into Google Drive.
Quick Books went online which helped streamline the financial processes.
Credit cards are now used by the Board to make processing and tracking easier for the team.
Documented Financial process descriptions are underway as all processes are captured for the team and Board.
2015 Expenses snapshots are shown below and going forward 2016 snapshots will be in future newsletters.
George Hadgis, Director of Finance, joined the team in October and is working diligently on all credit card transactions along with other Rochester PMI Finances.
Debra Jacyszyn, Director of Income, joined the team in December and is now working with the PDD team for 2016 along with all income transactions.

We are also looking forward to 2016 and will be providing updates in the newsletter quarterly. Moving into 2016 we will continue to work on improving our processes as the team works together with our Rochester PMI members to help 'demystify' our group and assist the Rochester PMI members throughout the year.

To give you a glimpse into our 2015 expenses, here is a breakdown of how our budget was used in 2015. PDD expenses can be further broken down where 63% of the PDD expenses went towards funding facilities and another 26% to speakers. The President's expenses can also be broken down as 60% for LIM2015 and 38% for LIM2016 planning.
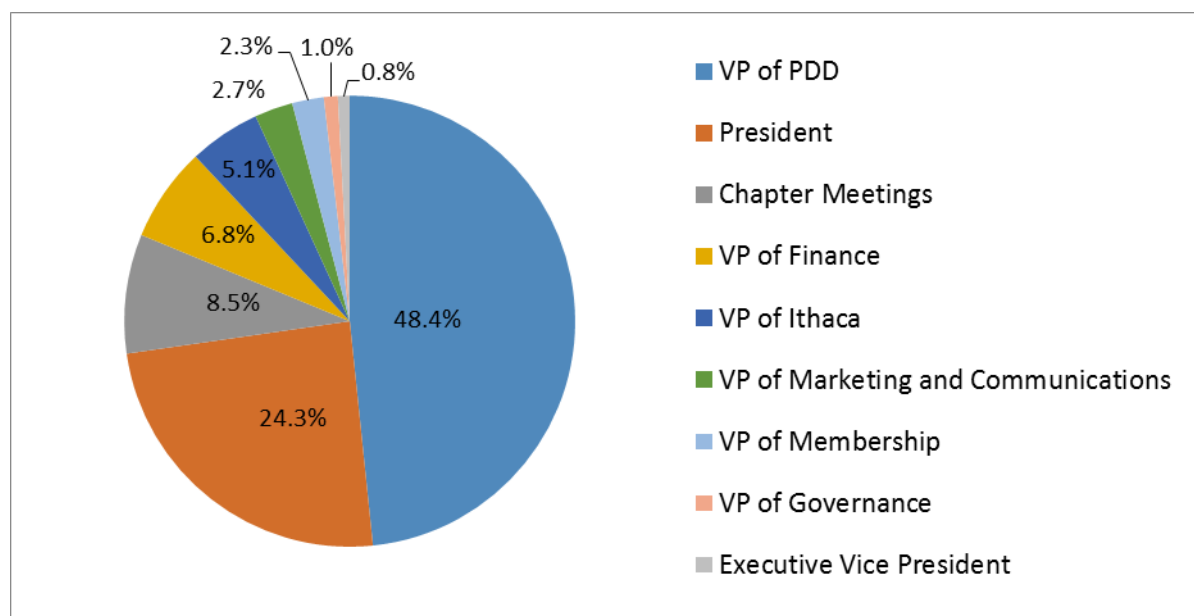
Here's to a fantastic 2016 with Rochester PMI!

What would you like for future newsletter Finance Ideas? Please send feedback and ideas to rocpmifinance@gmail.com J

Membership News

What's New in PMI's Continuing Certification Requirements (CCR) Program
The CCR Program was designed to help active PMI certification holders grow and develop with the profession. As the global business environment and project management profession evolves, the program must adapt to provide development of new employer-desired skills.
Employers need project practitioners with leadership and business intelligence skills to support long-range strategic objectives that contribute to the bottom line.

The ideal skill set — the PMI Talent Triangle — is a combination of technical, leadership, and strategic and business management expertise.

<u>Effective December 1, 2015</u> the CCR program will be aligned with the employer-identified skills depicted in the PMI Talent Triangle to ensure PMI certification holders are equipped to remain relevant in a continually changing business environment.co
The updates to the CCR program are as follows:
Educational PDUs transition from solely self-determined professional development to learning in three skill areas (Technical Project Management, Leadership, Strategic and Business Management) identified by employers as critical skills
The number of minimum PDUs in Education activities has increased and align with the three skill areas reflected in the PMI Talent Triangle
The number of maximum PDUs for activities that give back to the profession has decreased
Improve the current online CCR system so that it is easier to navigate when claiming PDUs and tracking progress
New PDU Requirements within 3-year cycle:

Below are links to additional resources that will give you more details about the changes to the CCR program and what you can expect.

[FAQs for Certification Holders](#)
[Download](#) this PDF that explains why the PMI Talent Triangle is important and provides examples of leadership, technical and strategic and business management skills.

Certifica-tions	Total	Minimum Edu-cation PDUs	Maximum Giving Back PDUs
PMP PgMP PfMP PMI-PBA	60	35	25
PMI-ACP PMI-RMP PMI-SP	30	18	12

Beginning December 1, 2015 PMI Rochester will indicate what part or parts of the PMI Talent Triangle our chapter sponsored events are aligned.
If you have any questions regarding the upcoming changes to the CCR program please send your inquiries to membershipvp@pmirochester.org

VOLUNTEER Opportunities

Volunteer Opportunities in the Rochester & Ithaca Branch

WHY VOLUNTEER? There are many benefits to volunteering with the PMI Rochester Chapter. You can earn up to 25 PDUs per cycle for volunteering with the PMI Rochester Chapter. You make a difference in the PMI Rochester Chapter by helping your fellow members and the Project Management professional community throughout the Rochester chapter including the Ithaca Branch. You learn new project management skills in the process as well as have the opportunity to share your knowledge and experiences and it's a great way to meet new people in your profession and to network!

The key to any effective organization is people who are committed to the common mission. The PMI Rochester Chapter has been fortunate to have many capable and motivated people participating in building and maintaining the chapter from the early days through to our most recent accomplishments.

As such PMI Rochester is led by volunteers, run by volunteers and utilizes volunteers for most of the tasks needed to make it the organization that it is.

If you are interested in serving as a volunteer for the PMI Rochester Chapter there are volunteer opportunities that range from assisting with event planning to work supporting the chapter website to serving our project management community as a member of the board. Many positions require as little as two to four hours per month. The amount of time that you spend as a volunteer is up to you and your availability. It is through the dedication of our volunteers that a 700+ member organization can remain strong!

If you would like to discuss any of the open positions listed below in greater detail please contact Porchia Stewart, our Director of Volunteers, at volunteers@pmirochester.org or Denisia Carden, the VP of Membership, at membershipvp@pmirochester.org.

Share your passion with others by considering serving one of these open volunteer positions today!

For more information contact Porchia Stewart, Director of Volunteers, at volunteers@pmirochester.org.

VOLUNTEER Opportunities Cont'd

Director of Professional Development: This position reports directly to the VP of Professional Development and collaborates the PD team. The DoPD main duties include the following:

> Coordination of Professional Development Activities:
>> Budget , Site selection, Online registration, All print materials and Audio visual
>
> Keeping updated on venue developments.
> Post event wrap up including Lessons Learned.
> Continue to develop the new position.

Professional Development Day Project Manager: This position reports to the VP of Professional Development. The PDD P.M. duties and responsibilities will include the following:

Logistics Team Lead
- Ensure and facilitate on-site provision of necessary equipment
- Manage list of vendors engaged for various logistics needs
- Work with Finance Manager to determine budget and monitor expenses

Materials Coordinator
- Manage production of printed conference materials e.g. conference kits, signage, posters, banners or similar
- Work with Sponsorship Lead to ensure that sponsors are recognized where appropriate

Hotel Coordinator
- Source for appropriate accommodation for speakers and attendees
- Work with Speaker Coordinator to make travel arrangements and hotel reservations
- Work with hotel to ensure that speakers' accommodation expenses are appropriately charged

Venue Coordinator
- Manage event catering needs
- Manage food and beverage requirements and dietary restrictions
- Work with venue to ensure requirements are met e.g. audiovisual equipment, space allocation
- Manage transportation needs for speakers and off-site activities (if any)

The expected effort for the PDD P.M. position will require an estimated time commitment of 6-8 hours per month.

Director of Communications, Ithaca Branch: Reporting to the VP of the Ithaca Branch, the Director of Communications will be responsible for: coordinating marketing and communication activities for the Branch and producing and distributing electronic communications for the Branch membership and prospective members. Communications experience would be a plus. The expected effort will require a time commitment of 1-5 hours per month.

Director of Programs, Ithaca Branch: Reporting to the VP of the Ithaca Branch, the primary responsibility of the Director of Programs is to obtain speakers for monthly Ithaca chapter meetings. The DoP will work with the Executive VP and Director of Programs in Rochester, along with the VP of Ithaca to solicit speakers. Speaker topics should be varied across disciplines and interests. The DoP will communicate with the speakers regarding location, directions, and ensure the speaker has a pleasant experience. The

VOLUNTEER ANNOUNCEMENTS

Volunteer of the Quarter

Volunteer of the Quarter Award Winner - Suzy Ahrens

Suzy has been an active member of the PMI Chapter for many years. She has been the backbone of all chapter communications and is the person who creates, distributes, and drives the timelines to ensure that communication is occurring in a timely manner. She has demonstrated true team spirit by always being supportive and helping guide the marketing team and leadership when there are transitions at the new chapter year. We would like to thank Suzy for her dedication and support of the PMI Rochester Chapter.

EVENTS

SAVE THE DATE 2016 PDD

May 4, 2016

Rochester Riverside Convention Center

More details coming soon...

EVENTS—Meet your PDD Speaker

Jeff Tobe, CSP _is_ cOLOriNg OUtsiDe tHe LLiNes™

ABOUT YOUR PRESENTER...Jeff Tobe, M.Ed., CSP

Certified Speaking Professional, Jeff Tobe's credentials are impressive. His keynote to the 2015 PMI LIM in Orlando was the hit of the conference. Readers of Convention & Meetings Magazine chose him as one of their favorite speakers for 2015 with other celebrities including Bill Clinton, Anderson Cooper, Condoleezza Rice and Daniel Pink. He is a creativity and customer experience expert, professional speaker and best-selling author who works with companies and organizations who want to increase their bottom line by changing their customer experience and retaining great talent.

Tobe founded Coloring Outside the Lines _in 1994 and since then has worked with hundreds of clients ranging from Fortune 500 companies to ones with less than 20 employees including Microsoft, PepsiCo, Bank of America, ReMax International and many more!_

Jeff Tobe's most requested programs focus on CREATIVITY/INNOVATION, CUSTOMER EXPERIENCE and EMPLOYEE ENGAGEMENT. His high-energy, high-fun and high-content programs create the ideal presentation for any kind of corporate or educational forum.

His articles have been read in hundreds of publications and he is the author of the hugely popular book, Project Management Professionals _are_ Coloring Outside The Lines! He is the co-author of three other books and his newest book, ANTICIPATE: Knowing What Customers Need Before They Do is quickly becoming one of the hottest business books on the market.

cOLOriNg OUtsiDe tHe LiNes!™
...Creating a NEW Project Management Experience

This high-energy, participatory, humorous session has received outstanding reviews from diverse PMI groups around the world. Certified Speaking Professional, Jeff Tobe, challenges you to **step outside your comfort zone** in positioning yourself more creatively than ever before. He provides the insight you require to give yourself the '**competitive edge**' for which we all strive in the PM world today!

To be effective in today's marketplace, you must force yourself to **look at your organization's EXPERIENCE from a different perspective.**

Tobe is not just entertaining—he provides real 'tools' to creatively ENGAGING your internal and external stakeholder. With the push to agile methodologies, Jeff gets PM's to focus on scope flexibility and team input in a whole new way.

He believes in the power of creativity to look at business from a new perspective and accept that customer service is no longer the bar that distinguishes us from our competitors. We now have to consider our internal and external customers' EXPERIENCES from the minute they make contact with us to the minute they are done!

Jeff encourages PM's to "*start considering every one of your TOUCH POINTS--those opportunities you or your people have to affect the customer/stakeholder experience. Allow people to 'tweak' their own touch points and, collectively, change the experience.*

He addresses the concept of seeing the world through their eyes—from their perspective! Most important, his sessions are upbeat, interactive and FUN!

ARE YOU WILLING TO COLOR OUTSIDE THE LINES?

Join Jeff to learn:

How to spark innovative thinking—in yourself and others

Motives for making the shift from a service to EXPERIENCE culture in PM today

Techniques to effectively manage the change that comes with innovation

The benefits to challenging your existing "boundaries"

How to tweak individual 'touch points' in your organization

Methods to getting your internal and external *customer* more engaged at what they do everyday

Jeff Tobe/PMI Interview Questions

What do you want your audience to take away from your Keynote Session?

With the Rochester group, I hope to provide real 'tools' to creatively ENGAGE your internal and external stakeholder. With the push to agile methodologies, I want PM's to start to focus on scope flexibility and team input in a whole new way.

Without giving away too much what will be the main focus of your presentation?

My presentation is going to include three main points: (a) Creative thinking (b) customer experience (c) customer engagement. The three are inextricably connected. I use the word customer because it is the only way I can include both your 'internal' and 'external' customer. PM's have an awesome responsibility to get their customers, their teams and all stakeholders past the "*but that's the way we've always done it*" syndrome. So, in a nutshell, the focus is "creative thinking when it comes to the customer experience by engaging our internal and external customer!"

If you were a member of the audience what questions would you ask Jeff Tobe?

How do you keep so young and handsome? Is that what you meant?

Seriously, it's not about the questions I want them to ask me, it's about the questions I want them to ask themselves. Questions like, "What's coming down the road ahead in this crazy profession?" "How do I anticipate the needs of my customer before they do?" or "What can I do to affect the customer experience in my organization?"

You're a new addition to the crayon box, what color would you be and why?

Crayola™ makes 120 standard colors of crayons. I want to be whatever color we come up with when we mix all of those 120 colors together. That's been the goal of this career-long journey I call Coloring Outside the Lines; it's about taking the risk of seeing what we come up with and creating things that have never existed before but without changing the basic ingredients. (this is also why my wife rarely let's me cook! I just like to mix ingredients and see what we end up with)

Jeff Tobe/PMI Interview Questions Con't

In your book, "Project Managers _are_ Coloring Outside the Lines", one story about The Harvey Principle, really stands out. Can you give us a little insight?

The Harvey Principle hits at the very core of my message. Basically it's about seeing invisible opportunities where everyone else says it can't be done! I am not sure why, but I have always been able to do this in my life—for better or for worse! I think the year was 1983 and I received paycheck in a corporate job only to realize that I could not afford to live on that meager salary. I made tickets that day and walked around and sold them for a chance to "_win my paycheck_". I made $1200 the first week, $1500 the second week and on the third week, they fired me for starting an illegal lottery!

When you're not at work what do you do for fun?

Cook! No, I like anything outdoors but my wife of 34 years and I like to hike and bike especially. I also have taken up painting on glass—specifically on old windows. It's a great hobby because the windows cost about $3.00 each in a local restoration warehouse so when I mess up, I don't mind throwing them away!

Obviously you've been asked to speak all around the world for different PMI events this year, what is it that everyone is enjoying?

Hard to answer that humbly! I think PM's around the world enjoy my high-energy, high-fun and high-content style. I talk about engagement and experience so I have the responsibility to make them both memorable for all of my PM audiences.

What can Project Managers learn from the Customer Experience to make them better at work? At home?

Wow! How much time or space do we have? There is so much to learn about Customer Experience in this profession. If I had to narrow it down to one thing, it would be to better understand our professional and personal touch points. What do we do every day—those little things—that affect our stakeholder's, our family's experience with us? How can we 'shatter the stereotype of the experience people EXPECT to have with us?

VOLUNTEER Today!

By Porchia Stewart
PMI ROC Director of Volunteers
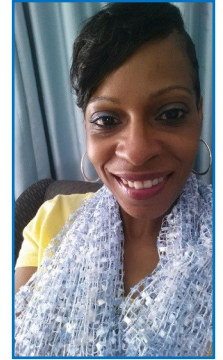
EXCITING STUFF HAPPENS WHEN YOU VOLUNTEER WITH ROCHESTER PMI!!!

In celebration of our outstanding volunteers, Rochester PMI Chapter is pleased to announce the official launch of its "Excellence In Volunteer Award Program"!   The "Excellence In Volunteer Award Program" honors individuals who have demonstrated, at a minimum, one or more of the following characteristics or behaviors:

- Increased our ability to meet the needs of our customers when delivering services, initiatives or projects that support the chapter's strategic objectives

- Exceeds our customer expectations in delivering clear, concise, timely communication

- Works extensively to promote or improve the practice of project, program and portfolio management

- Provides exemplary leadership to fellow volunteers

- Demonstrates superior collaboration and teamwork when working with fellow volunteers

- Promotes mentorship, coaching, and learning to ensure the continual growth and evolution of project, program and portfolio management

At the end of each Quarter, the Director of Volunteers will send an email to the PMI Rochester Board requesting nominations of a Rochester PMI Chapter Member Volunteer who must be in good standing in the active quarter.   Each Board Member may nominate a maximum of one volunteer from his/her respective area, per quarter for consideration of the "Excellence In Volunteer Award".   In addition on February 1 of each year, PMI Rochester Chapter members will receive a call for nominations to select a candidate for a Volunteer Annual Achievement Award. Nominations will be collated, and a survey will go out to all chapter members to elect the recipient of the Annual Award.

The winner will be announced and spotlighted in the following month's Chapter Newsletter and be the honored guest at the upcoming Monthly Chapter Meeting. The recipient of the Annual Award will be submitted to PMI Global for consideration for PMI's Volunteer of the Year.

To be considered, a nominee must meet the following criteria:

VOLUNTEER TODAY!

Good things happen when you get involved with PMI!

- Be in good standing with PMI National and Rochester PMI Chapter.

- Provide a summary of key contributions with emphasis on impact to PMI Rochester organization; i.e., support our goals and strategies.

- Regularly attends PMI Chapter Meetings.

The more you give the more you get, so Volunteer today. For more information about Volunteering please contact volunteers@pmirochester.org

ANNOUNCEMENTS

Save the Date—Rochester PDD Day

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Rochester Riverside Convention Center

PMI Rochester Mentoring Program

The PMI Rochester Chapter Mentoring Program provides mentoring opportunities for members of the Rochester chapter of PMI. This program is directed toward improving individual project management professionalism in alignment with the PMI Rochester Chapter goals.

Mentoring provides a great way to give back to the project management profession. It gives participants the opportunity to grow their network while at the same time earning PDUs!

The Chapter Mentoring Program Team will facilitate mentor and mentee pairing. The mentoring relationship will be conducted between the mentor/mentee pairs. Meeting times, frequency, and duration will be up to the mentor/mentees to manage. The time commitment will be up to the mentoring pair. Interested chapter members can email networking@pmirochester.org for more information.

WE Need Your Inputs!

Did you know that writing articles for the newsletter is a great opportunity to earn PDUs? If you write an article or book review for our chapter newsletter, you can log one PDU for every hour you spend on the article. What a great way to collect PDUs, share your knowledge and experience with your peers, and see yourself published (which also makes great resume material)!

Project managers in the Greater Rochester area are invited to contribute their experience and expertise to the newsletter in devotion to the art and science of project management and continuing education.

Please email publications@pmirochester.org for more information on how to get published in the next edition of "Hard News From the ROC".

NEW PMI ROC Chapter Members

A warm Welcome to the following new Chapter Members!

Denisia Carden
PMI ROC VP of Membership

October 2015		
Gretchen Bachner	Jesus Melendez	Karl Slentz
Virginia Carr	Ehsan Mojtahedi	Michael Suber
Catherine Cieri	Susan Palermo	Leslie Vaillancourt
Robert LaVeck	Mark Rausch	Christine Warner
Roger Mattice	Carl Schoenthal	
November 2015		
Ruben Colon	Waylon Lunn	Nanette Raimondi
Sean Evans	Anne Leach	Katie Thomas
Chris Foti	Peter McCarthy	Jessica Westcott
Casey Kurz	Jason Moyer	Michelle Wilbert
December 2015		
Sharon Beltaine	Armando Perez	Mary Segnit
Jeffrey Cross	Matthew Ryder	James Sharman
Armando Cross		

NEW PMI ROC Credential Holders
Congratulations to the following members who have received their PMI credential in Q4 2015!

Elizabeth Teegarden	Karin Call	Garrick Krienke
Ruben Colon	Michael Lamb	Chris Foti
Eileen Askey	Robert LaVeck	Jennifer Sahrle
Robert Cavalier	Ravi Marala	Brian Van Auker
Karen Koch	Nanette Raimondi	Jessica Westcott
Casey Kurz	Wendy Ross	

CLASSIFIEDS

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- 24/7 access – learn anywhere, anytime

- Certificates of Proficiency – offered for every course

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- Training Need Analysis – each user gets a personal "training path" of courses relevant to them

As members of PMI Rochester, you are entitled to an exclusive discount of 20% off a monthly or annual membership. Simply enter the following code to receive your discount: PMI Rochester

Advertise With Us!

700+ Active Members in the Greater Rochester Area. 1,000+ Contacts on Mailing Lists in the Greater Rochester Area.

Contact Audra Gavelis, VP of Marketing & Communications for more information.

PMI ROC Thanks Our Annual Gold Sponsors!!

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30 **years** 1985-2015

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For Newsletter information, suggestions or to submit articles, please contact the Communications team at: publications@pmirochester.org.

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