

PMI Today

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These days, it's easy to become overwhelmed with the vast amount of information available about project management. And when it comes to ways to access or share this information, there are more options than ever. It can be a challenge to determine what method of learning works best for you and your schedule.

Both PMI and ProjectManagement.com, part of the PMI family, offer many ways to learn, share ideas and connect with project professionals around the world.

As workloads increase and the pressure on your time intensifies, more and more people are choosing to learn virtually—particularly through online events and webinars. And according to an estimate by the Cisco Visual Networking Index, 80 percent of the Internet's total worldwide

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"Worldwide, organizations will embrace, value and utilize project management and attribute their success to it." – *PMI Envisioned Goal*

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PMI and members of the influential Global Executive Council believe that project, program and portfolio management deliver a strategic advantage that helps organizations do more with less. The elite organizations selected for participation in the Council are well-positioned to have the most direct influence on the direction and future of the project management profession.

To learn more, please visit www.PMI.org/Business-Solutions/PMI-Global-Executive-Council.aspx.



from the Board



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DEMONSTRATING COMPETENCE The Value of Certification

PMI Today: What differentiates PMI certifications from other certifications and credentials for project, program and portfolio practitioners?

Mr. Maxsen: The difference lies in the eligibility requirements that will (or will not) allow the professional to even take the exam, plus the breadth of the process that one needs to go through. In order to take the exam, PMI certifications require not only a sound knowledge of the best practices, but also the experience in applying and working in that domain.

PMI Today: Why does holding a PMI certification—other than the Certified Associate in Project Management (CAPM)[®]—demonstrate competence, rather than just knowledge?

Ms. La Tona: PMI certifications are comprehensive and holistic in nature, giving the certification holder a solid credential to successfully work in this profession. In roles, it isn't often understood what it really takes to succeed. The nature of PMI

certifications requires the individual to have knowledge and experience in all the facets of the role, enabling the credential holder to truly understand the requirements of the role.

PMI certifications provide employers with a recognized standard of background, experience and capabilities

of an individual. Organizations looking to hire project managers often make the Project Management Professional (PMP)[®] certification a requirement, filtering talent right up front so the best make the list.

The maintenance required by PMI certifications is such that the individual

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From the Board *Continued from page 3*

needs to continue to develop and strengthen skills and abilities, remaining up to date in the profession and more marketable.

Mr. Maxsen: If you think of a PMI certification in its whole life cycle, you can see that it addresses the profession in a comprehensive manner. This starts with the requirements that need to be met before one can take the exam, the content of the exam, which demands knowledge of the best practices plus the experience in working in the profession, and later the never-ending requirement to continue to learn, apply the best practices and improve so that the certification can be maintained.

Global Recognition

PMI Today: What are some of the leading benefits of earning a PMI certification?

Ms. La Tona: PMI certification is globally recognized, opening up a world of opportunities to practitioners. PMI certification is seen as the gold standard in the field. Many organizations require it, as they recognize the value and qualifications of the individual who holds it.

Mr. Maxsen: Being able to demonstrate a standard knowledge and practical experience is a door-opener to new

opportunities and challenges in the field, be those in the same organization or anywhere in the world, as PMI certifications are recognized and valued worldwide. This is also one of the reasons why many organizations from all over the world require professionals to hold a PMI certification when they apply for a position. Furthermore, though holding any certification does not equal guaranteed success, as is the case with any profession or domain, it increases exponentially the speed required to build and maintain high-performing teams because the common language and knowledge is already there.

PMI Today: How will holding a PMI certification aid practitioners who wish to work in other countries or change to a different industry?

Ms. La Tona: The global recognition of PMI certifications enables greater opportunities to work in other countries or with global teams. As PMI certification transcends industries, you can fulfill your interests in multiple industries or shift as roles become available.

Mr. Maxsen: PMI's bodies of knowledge and standard practices, knowledge of which is necessary for certification, were created and are continuously maintained considering the best practices that can be applied to projects, programs and

portfolios of different industries and countries. These are used as a base reference to create a methodology or approach that will be fit for purpose to address specific needs, constraints and complexity. Holding a PMI certification means that the professional can adjust the best practices and his or her experience to the local context.

PMI Today: How do organizations benefit from hiring certified practitioners?

Ms. La Tona: Organizations can count on a standard set of knowledge and experience the certified individual is walking in the door with, and they can begin operating with a higher level of expertise. Organizations don't need to spend time and money training individuals who may or may not have an aptitude for the profession.

Mr. Maxsen: Organizations can greatly benefit from the fact that certified practitioners have demonstrated the knowledge of standard practices that have proven to be useful in all sorts of scenarios. Additionally, it not only simplifies and accelerates the hiring process, as these professionals can speak a common project management language, but it also helps to build standard capacity in project teams and other involved stakeholders.

PMI Fact File

Statistics through **31 July 2015**

Almost **5 Million** PMBOK® Guide Editions Now in Circulation!

TOTAL MEMBERS

466,645

...in **202** countries and territories



PMI has **276** chartered and **16** potential chapters

CREDENTIALS/CERTIFICATIONS

Total Active Holders of:

CAPM ® Certified Associate in Project Management	29,038
PMP ® Project Management Professional	665,651
PfMP ® Portfolio Management Professional	NEW IN 2014 245
PgMP ® Program Management Professional	1,356
PMI-RMP ® PMI Risk Management Professional	3,266
PMI-SP ® PMI Scheduling Professional	1,381
PMI-PBA ™ PMI Professional in Business Analysis	NEW IN 2014 398
PMI-ACP ® PMI Agile Certified Practitioner	9,355

PUBLISHING



4,980,501

Total copies of all editions* of the PMBOK® Guide in circulation

*includes PMI-published translations

Hiring Trends

PMI Today: What hiring trends are occurring in regard to organizations and governments placing value on practitioners who have certifications?

Ms. La Tona: If you thought projects were large and complex before, you'll need to hold on tight. Project size and complexity are growing exponentially and the ability to manage them successfully will be paramount. Certified practitioners will be highly sought after for their expertise and will continue to be highly valued.

Mr. Maxsen: Organizations of all types and governments are facing an increasing need to do more with less, while still being able to deliver products and services which are fit for purpose. Being able to find capable professionals who can understand what it takes to embed best practices is a valuable time and cost saver.

PMI Today: The requirements for maintaining credentials are changing. How do these changes better equip certification holders to help their organizations deliver results and achieve strategic objectives?

Ms. La Tona: As the profession has matured, so has the set of skills and abilities required to be successful in the profession. The PMI Talent Triangle™ is a reflection of that progression. Nowadays, a project manager needs a combination of leadership, technical and business/strategic skills to be successful. Maintaining the credentials will now align with the PMI Talent Triangle so that practitioners and organizations are confident that credential holders can address the increasing expectations of today's business environment.

Mr. Maxsen: As with all products and services, there is a need to evolve. When it comes to professional credentials, PMI has the duty of constantly ensuring that

our credential holders understand and embrace the best combination of skills, attitudes and knowledge to achieve better results. In that regard, certification holders will need to demonstrate that they are continuously focusing on an ideal skillset, the PMI Talent Triangle, to allow them to maintain their credentials. The PMI Talent Triangle represents the technical, leadership, and strategic and business management expertise that organizations need to drive projects to success.

Focusing on What Really Matters

PMI Today: What are the benefits for the practitioner of the changes to the continuing certification requirements?

Ms. La Tona: The changes to the continuing certification requirements align with organizational expectations and are key to a practitioner's ability to succeed in the profession. In my role as PPM (Program/Project Management) Capability Lead in HP, the characteristics and experience we required of our project managers focused on the facets of the Talent Triangle and were used in the hiring and promotion process. Development and training in the leadership and strategy/business skills are recognized as critical factors of success for a project manager.

Mr. Maxsen: Practitioners benefit from the fact that their efforts in improving their careers will be even more focused on what really matters to bring better results to organizations and leading high performing teams, which makes their certifications more valuable.

PMI Today: What PMI volunteer opportunities are available in the world of certification?

Ms. La Tona: There are multiple opportunities in the area of certification. As a new certification is being developed, subject matter experts

(SMEs) are needed to define the experience, knowledge, skills and abilities that define the area of focus. As certifications move further toward the sitting examination, questions are developed and vetted by SMEs. Periodic reviews and updates are required to ensure the certification remains current, and SME volunteers are pulled in to work through that process.

Mr. Maxsen: PMI offers many opportunities related to certifications as these are continuously revised to better reflect current personal and organizational needs. Reviewing or creating exam questions, participating in the development of standards and role delineation studies are some examples of volunteer opportunities that are closely related to certifications and that subject matter experts can actively engage in.

Please note: The updated PMP® exam, previously scheduled to launch 1 November 2015, will now launch in January 2016.

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Learn at Your Desk with Webinars and Virtual Events

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traffic will be video by 2019. That's an impressive statistic and indicates that the popularity of video content isn't just a passing trend.

1,200 On-Demand Webinars

PMI members have full access to more than 1,200 on-demand webinars on ProjectManagement.com, with new offerings added each week. Developed to fit the needs of the new project manager, the experienced project manager and the PMO director, these webinars are presented by experts, industry analysts and business leaders.

They share a comprehensive perspective on the trends, issues and technologies that are important to you—today's project management professional. Most importantly, they make learning more convenient and, in many instances, give you the opportunity to earn Professional Development Units (PDUs).

"People are busy and calendars can fill up quickly. We understand that. It doesn't mean they shouldn't have the chance to learn new skills or techniques," explains Danielle Ritter, community engagement manager at PMI. "ProjectManagement.com makes learning more flexible. Being able to do things at your own pace and in a comfortable environment can be very empowering."

Webinars are sorted into categories such as agile, communications management, change management, innovation and requirements management. If you haven't already, take some time and watch one (or two) webinars to enhance your knowledge or learn about something completely new to you.

Below are just some of the titles available in the ProjectManagement.com online library:

- The Decisive Project Manager: Make Better Decisions At Work And Get Ahead
- A Day in the Life of an Agile Team Webinar
- Avoid the Three Major Mistakes of Organization-Wide Change
- Change Management Basics
- Communicating to Connect and Influence
- There is No Shortcut to Innovation
- Forward Thinking for Tomorrow's Projects: Requirements for Business Analytics

Live Webinars

New live webinars are scheduled regularly and then added to the on-demand library. These live webinars give attendees the unique opportunity to ask questions during the presentation, connect with the presenter, discuss what they learned and share their own insights with peers.

For more details, visit ProjectManagement.com and select Webinars from the menu at the top. From this page, you can also access the on-demand webinars or register for an upcoming online event.

More than a Website

ProjectManagement.com is more than a website—it's an active, global community that connects you with your peers, helps you find answers and lead successful projects. In addition to the wealth of webinars and videos, you can find information about live events happening near you, build a trusted network, read articles written by experts and facilitate discussions with your peers around the world.

"Our mission is simple," says Ms. Ritter. "We want to make project managers more successful and give them an experience bridge that fills in gaps. That's why we're so committed to providing these types of resources and encouraging our members to join the conversation—participation makes the community and the individual stronger."

PMI's Virtual Events

In addition to the resources on ProjectManagement.com, our global congresses and other in-person events, PMI offers exclusive virtual events for members.

On 15 September, we are hosting the **PMI Organizational Agility Conference 2015: Setting the Stage for Innovation**. This is a free virtual event designed to help attendees better prepare for and react to fluctuations in organizational climate.

If you participate in this valuable virtual event, you will learn how to position your organization to remain successful and competitive, gain tips and techniques from agility experts, engage and share ideas with your peers and earn PDUs.

Register for this PMI member-only event by visiting **PMI.org/OrgAgility**.

On 30 September, you are invited to take part in the PMI Information Systems Technology Symposium 2015. Learn more at **PMI.org/ISTech**.

Journal Article on FIFA World Cup Stadium Program Scores Attention

By Megan Pettingill

In May 2015, several FIFA officials were arrested in dawn raids at a hotel in Zurich, Switzerland. They were later charged by U.S. authorities over allegations of racketeering, wire fraud and money-laundering conspiracies spanning 24 years. Breaking news about the unfolding corruption scandal roiled the world of soccer.

Just days before, an issue of *Project Management Journal*®, PMI's academic and research quarterly, was published. Inside the *Journal* was an article titled "The Rocky Road to Legacy: Lessons from the 2010 FIFA World Cup South Africa Stadium Program."

Authored by Eamonn Molloy, PhD, tutorial fellow in management studies, University of Oxford, and Trish Chetty, the article details how FIFA officials identified serious issues with South Africa's 2010 World Cup bid two weeks before choosing it as the host nation, but did nothing about it, leaving taxpayers to shoulder the burden of the expensive stadiums years after the tournament concluded.

Dr. Molloy's research focused on how the management and organization of the South African 2010 FIFA World Cup stadium program shaped the current legacy of an oversupply of overdesigned and underutilized stadiums. It concluded that the 2010 World Cup and its host country (and future host countries) would have benefited from a clearly defined stadium program at the central government level with effective leadership and capability to manage the demands and influences of such a large event while ensuring a positive post-event legacy.

Global Attention

Following the arrest of the FIFA officials and the resignation of FIFA President

Paper of the Year Announced

The 2015 *Project Management Journal* Paper of the Year was announced at the International Research Network on Organizing by Projects Conference (IRNOP) in June. The winning paper, "What You Should Know about Megaprojects and Why: An Overview," was written by Bent Flyvbjerg, PhD, and published in



Bent Flyvbjerg, PhD

the April 2014 issue of *Project Management Journal*. It examines megaproject management, an emerging field of study critical because of the costs involved. Dr. Flyvbjerg is the first BT Professor and founding Chair of Major Programme Management at Oxford University.



Sepp Blatter, Dr. Molloy's *Project Management Journal* article garnered media attention from around the globe. Several news outlets, including BBC World Service, Cape Town radio and the Independent interviewed Dr. Molloy, and South African newspapers published stories about the impact his article was having on the FIFA scandal.

"Outside of the academic community, research and academic papers are often overlooked or ignored, which is unfortunate," said Dr. Molloy. "The kind of work academic researchers do provides rigorous, informed context around real-world issues and around new or evolving theories and techniques. We believe that our contribution to *Project Management Journal* and all the articles published in it demonstrate that research is

valuable and relevant to the work of project managers and decision makers. By combining insights from research and practice, the *Journal* brings a unique perspective and value to practitioners."

The Value of Academic Research

We know that projects are fundamental to strategic change and the creation of value and innovation—but we also know that not all projects are successful. Through peer-reviewed academic research articles, *Project Management Journal* addresses conceptual issues in the project context and presents the empirical results of studies on the technical, behavioral and strategic aspects of managing projects, programs and portfolios.

Papers in the *Journal* encourage the development and application of novel

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I would recommend PMstudy Classroom Program to anyone wanting to ensure the best preparation for the PMP® certification exam. I followed the instructions provided by PMstudy; took the course, completed my homework, scheduled the exam the day after completing the training, did not study 12 hours prior to the exam, and PASSED the exam.

Kudos to PMstudy! Thanks,

Barry L Herman, PMP®

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- **08 PMI® PDUs:** Improving Negotiation Skills \$ 600 only

Project Management
for Social Good.



Grants Bestowed for Career and Technical Education, Disaster Management

In abidance with its mission to leverage project management for social good, the PMI Educational Foundation (PMIEF) recently launched two special initiatives totaling US\$644,567 for its efforts on behalf of Project Management–Knowledgeable Youth and Project Management–Capable Nonprofits. The Foundation’s career and technical education (CTE) initiative will deliver project management training to secondary school teachers to prepare them to integrate customized curricula into classes across the United States. Concurrently, its disaster management initiative will deliver project management training to three leading organizations to better enable them to provide services in the aftermath of catastrophe.

MBAResearch Initiative

PMIEF will deliver professional development as well as ongoing technical assistance to approximately 70 U.S. CTE teachers during the 2015–16 academic year through a US\$309,750 grant to MBAResearch & Curriculum Center. This will enable teachers to integrate PMIEF’s new project management-rich CTE curricula into business management, finance and marketing secondary school classes nationwide. The grant will reach

an estimated 2,000 young people and aligns with PMIEF’s goal to prepare Project Management–Knowledgeable Youth.

PMIEF has long recognized that CTE is a viable entry point into secondary school education through which the foundation can accomplish its goal to integrate project management into the curricula of students ages 13 to 19. This is because CTE courses offer project-based, experiential learning opportunities that prepare young people for college and career in the 21st century. The foundation has examined how best to achieve CTE curricula integration since 2013, including commissioning a nationwide study to understand teachers’ perceived value of project management and to

gauge their willingness to integrate it into their instruction.

A key finding of that study revealed teachers’ interest in integrating project management into existing coursework, which led the foundation to create project management-rich CTE curricula for these three courses. This grant not only leverages the study’s findings, but also permits PMIEF the opportunity to pilot and to refine its curricula based on teachers’ and students’ experiences. In addition, an external evaluation of this grant is currently underway to help PMIEF understand the successes, challenges and implications of this initiative as well as to inform the foundation’s next steps in CTE.



PMIEF Disaster Management Grants Initiative

PMIEF recently awarded three grants totaling US\$334,817 to the American Red Cross, CARE USA and Plan International to support disaster management and to respond to the PMI global community’s interest in this area of work. The initiative will allow PMIEF to understand how best to leverage project management to benefit the disaster management sector through grants that offer insight about what is required to meet its needs. The grants build on PMI’s previous work in this area, including its 2005 publication, *Project Management Methodology for*



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Events Calendar

congresses | conferences | seminars | symposiums | e-Learning

PMI Today Deadlines:
NOVEMBER 2015 15 SEPTEMBER
DECEMBER 2015..... 15 OCTOBER

Free listings in the *PMI Today*® Events Calendar are reserved for activities organized by PMI, its communities and its cooperating organizations. For information on how to advertise in this calendar, please email advertising@pmi.org. Please see PMI's online Events Calendar for more events, including those sponsored by Registered Education Providers and other suppliers of related goods and services.

SEPTEMBER 2015

2–4 September
PMI New Zealand Chapter
New Zealand Project Management
Conference 2015

Wellington, New Zealand. PMI New Zealand is pleased to be hosting the 2015 New Zealand Project Management Conference, and invites all those involved in achieving successful project outcomes from around the world and New Zealand to join us in Wellington for the Project Management Conference. Help shape the future of the profession and shape your future as a professional.
www.projectmanagementconference.org.nz.

3 September
PMI Honolulu, Hawaii Chapter
PMI Honolulu, Hawaii Chapter
Professional Development Day

Honolulu, Hawaii, USA. The PMI Honolulu Hawaii Chapter presents its annual Professional Development Day, "Leading Organizations with the End in Mind." Update your project management skills, network and share information with others in the discipline, and learn of additional tools and services. Featured speakers include Dr. Jim Kirkpatrick and Dr. Paul Schempp.
<https://sites.google.com/a/pmihnl.org/pdd/home/2015-pdd>.

4 September
PMI Nicaragua Potential Chapter
First Congress of PMI Nicaragua
Potential Chapter

Managua, Nicaragua. The first meeting about project management in Nicaragua presents opportunities to share knowledge and

experiences with international experts who have led projects in various industries. Theme for the congress is "Education in project management for the development of the society." congreso.pminicaragua.org.

17–18 September
PMI Northeast Florida Chapter
Oceans of Opportunity: 2015
Professional Development Conference

Atlantic Beach, Florida, USA. Maximize your professional skills while expanding your personal horizons. Earn up to 16 PDUs while learning how to improve both your work performance and your personal well-being from experts in the fields of agile and traditional project management, human resources, communications, leadership, time management, business intelligence, and much, much more. Military and student discounts are available.
www.pmi-nefl.org.

22 September
PMI Serbia Chapter
Project Society Conference 2015

Belgrade, Serbia. The second international conference organized by the PMI Serbia Chapter. Its theme this year is "Managing complex projects." Topics include project management in the public sector and EU integrations, project management in formal education and new trends in project management.
www.pmi-serbia.rs/en.

22–23 September
PMI Southern Caribbean Chapter
Project Management for a
Sustainable World

Macoya, Trinidad. The PMI Southern Caribbean Chapter presents its 8th biennial conference. Its theme is "Project management for a

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Date	Location
7–8 September	Madrid, Spain
21–24 September	Denver, Colorado, USA
7–10 and 14–15 October . . .	Orlando, Florida, USA
26–29 October	Cleveland, Ohio, USA
9–12 November	Nashville, Tennessee, USA
7–10 December	San Diego, California, USA

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UPCOMING > PMI® GLOBAL CONGRESSES AND EVENTS

PMI® Global Congress 2015—North America

Orlando, Florida, USA
11–13 October 2015

PMI.org/Congress

PMO Symposium

Phoenix, Arizona, USA
8–11 November 2015

PMOSymposium.org



sustainable world—economic, environmental and social sustainability for successful project delivery.” Earn up to 18 PDUs.

<http://pmiscc.org/event-1850831>.

26 September

PMI Metrolina Chapter

PMI Metrolina Chapter Professional Development Day

Charlotte, North Carolina, USA. The PMI Metrolina Chapter hosts its Annual Professional Development Day. Keynote speakers include David Gill and Andy Crowe. <http://pmi-metrolina.com/meetinginfo.php?id=508&ts=1427118843>.

OCTOBER 2015

1–3 October

PMI Bogota, Colombia Chapter IV International Project Management Congress

Cartagena de Indias, Colombia. The congress is the biggest event for project management in Colombia. Its theme this year is “Managers and Projects to Transform the World.” The conference takes place in the magical city of Cartagena and will offer great networking opportunities with project managers from all over the world and wonderful surprises for all attendees. <http://eventos.pmicolombia.org/events/iv-congreso-internacional>.

2–3 October

PMI Turkey Chapter PM Summit Istanbul

Istanbul, Turkey. This year’s focus is on “New Trends in Project Management.” Participants will have the opportunity to join sessions focused on priority topics such as communication, technology, innovation and methods. www.pmi.org.tr/summit/istanbul.

5–6 October

PMI Silicon Valley Chapter 8th Annual Symposium

Santa Clara, California, USA. This year’s theme is “Learning Organization and Thought Leadership.” The two-day event will feature themed keynote presentations, concurrent breakout sessions, open space discussions and networking opportunities with hundreds of project and program leaders from Silicon Valley and around the world. www.pmisv.org/2015symposium.

6–7 October

PMI Montreal Chapter PMI Montreal Symposium

Montreal, Quebec, Canada. The PMI Montreal Chapter is proud to present its annual symposium event featuring more than

35 speakers and workshops in project management. Due to popular demand, this year’s event is scheduled over the course of two days. Conferences and workshops are available in both English and French. www.pmimontreal.org/symposium.

16 October

PMI Great Lakes Chapter

PMI Great Lakes Chapter 2015 Professional Development Day

Novi, Michigan, USA. The PMI Great Lakes Chapter is proud to welcome Dr. Harold Kerzner to Michigan to speak on Project Management 2.0. Dr. Kerzner will provide the keynote address and will later be joined by several industry leaders for a panel discussion on the PM 2.0 topic. A great day is planned, including learning, networking and sponsor presentations. www.pmiglc.org/pdd.

19–20 October

PMI Indonesia Chapter

PMI Indonesia Chapter’s Project Management Symposium and Exhibition (SymEx) 2015

Jakarta, Indonesia. PMI Indonesia Chapter invites you to attend a two-day symposium and exhibition that will feature speakers from a variety of industries and expertise. This year’s theme will be “Beyond or Behind: Advancing Business Transformation with Innovative Project Management,” based on ASEAN Economic Community goals to have regional economic integration. Enjoy the opportunity to network, share ideas and learn from the experts. www.pmi-indonesia.org/symex.

23 October

PMI Eastern Iowa Chapter

8th Annual PMI Eastern Iowa Chapter Professional Development Day

Cedar Rapids, Iowa, USA. The 2015 Annual Professional Development Day is a day-long event themed “Energizing Our Profession.” The program includes workshops and exhibits from our local sponsors. It is the perfect forum for networking. www.pmieasterniowa.org.

Continued on page 12

SAP CEO to Keynote PMO Symposium

PMI has announced that Bill McDermott, the first non-European CEO of the German-based software company SAP, will deliver the keynote speech at PMO Symposium 2015. The event, designed for PMO leaders and executives as well as those who direct portfolios of projects, programs and initiatives, will take place 8–11 November in Phoenix, Arizona, USA.

Growing up in a working-class area of Long Island, New York, USA, a 16-year-old Mr. McDermott traded three hourly wage jobs to buy a small deli, which he ran by instinctively applying ideas that would be the seeds for his future success. After paying for and graduating college, he talked his way into a job selling copiers door-to-door for Xerox, where he went on to rank number one in every sales position he held and eventually became the company's youngest-ever corporate officer. In 1997, through his leadership, Mr. McDermott's division received the Malcolm Baldrige Award, presented annually to businesses judged to be outstanding in several areas.

Eventually, Mr. McDermott left Xerox and in 2002 became the president of SAP's U.S. business unit. There, he injected enthusiasm and accountability into the demoralized culture by scaling his deli, sales and management strategies. In 2010, he was named



Bill McDermott

co-CEO, and in May 2014 he became SAP's sole CEO. Mr. McDermott's journey is chronicled in his best-selling book, *Winners Dream*.

As the world's leading provider of business software, SAP's more than 66,000 employees and its vast ecosystem includes 252,000 customers of all sizes in more than 25 industries and 180 countries worldwide. Mr. McDermott was first named to the SAP Executive Board in 2008 to manage global field operations. During this

time, he has been instrumental in re-architecting the company's go-to-market strategy, closely aligning the field organizations with the product development teams.

Prior to his role on the SAP Executive Board, McDermott led SAP's operations in the Americas and Asia Pacific Japan regions.

Mr. McDermott has been recognized for his business leadership by a number of organizations. In 2013, he and co-CEO Jim Snabe were ranked #2 on Glassdoor.com's listing of the Top 50 Highest Rated CEOs, based on their 99 percent approval rating from employees.

In his PMO Symposium keynote, Mr. McDermott will explore the factors that facilitate successful implementation of an organization's most strategic initiatives to drive competitive advantage and differentiation. Using stories and anecdotes drawn from the corporate world, he will address the role of senior leaders in shaping their organization's portfolio management approach.

Mr. McDermott holds an MBA in business management from the J.L. Kellogg Graduate School of Management at Northwestern University and he completed the Executive Development Program at the Wharton School of the University of Pennsylvania.

Events Calendar *Continued from page 11*

NOVEMBER 2015

10 November

**PMI Montreal Chapter
PMI-Montréal Gala élixir**

Montreal, Quebec, Canada. The PMI Montreal Chapter will be celebrating the 10th anniversary of its élixir awards ceremony, highlighting excellence in project management from across Quebec. Join us for an evening

of award presentations and networking with the chapter's top performers.
<https://www.pmimontreal.org/gala-elixir>.

**22–24 November
Dubai International Project
Management Forum**

Dubai, United Arab Emirates. PMI is a cosponsor of this event, which has themes including project management in arts and

sports, PMO, leadership, smart cities, infrastructure/engineering, managing volunteer projects and public private partnerships. The event aims to cast light on Dubai as a leading city for project management. Keynote speakers include PMI President and CEO Mark A. Langley, Human Systems International founder Terry Cooke-Davies and NASA Chief Knowledge Officer Edward J. Hoffman. www.dipmf.ae.

PMI China News

PMI-ACP China Launch Marked with Press Conference

Cater to the growth of agile approaches to project management, PMI in 2015 introduced the PMI Agile Certified Practitioner (PMI-ACP)[®] in China with a paper-based exam that has been available since June. To commemorate this milestone and celebrate their 15-year relationship, PMI China and its government partner TCSAFE (Training Center of the State Administration of Foreign Experts Affairs) co-hosted a press conference in Beijing. Guests included Cindy Anderson, PMI vice president of brand management; Bob Chen, PMI China managing director; Zheng Jie, deputy director of TCSAFE; and Su Yan, TCSAFE division chief of project management.

The press conference started with an introduction of PMI, PMI China, PMI's strategic relationship with TCSAFE, agile and PMI-ACP. Mr. Chen told the journalists how PMI-ACP



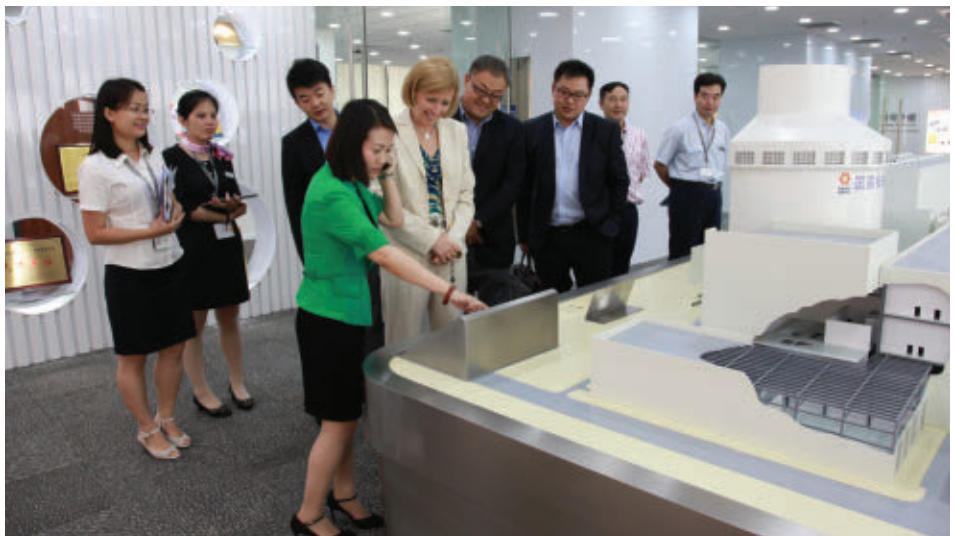
Cindy Anderson, PMI vice president of brand management, speaks at the press conference.

would drive the development of China's industry and enterprises, and how the credential together with PMI's other certifications would facilitate China's growing base of graduates with the skills organizations need.

The outlook for agile in Asia Pacific is promising, given that PMI research states that 70 percent of the industries in the region are suitable for agile approaches and that 22 percent of the more than 8,000 PMI-ACP credential holders are in Asia Pacific.

PMI Senior Executives Visit SNPEC

A delegation headed by PMI Vice President of Brand Management Cindy Anderson and PMI China Managing Director Bob Chen visited the headquarters of State Nuclear Power Engineering Co., Ltd. (SNPEC), a PMI Global Executive Council member. SNPEC arranged an advance tour of its project exhibition center for the PMI visitors to give a better understanding of SNPEC's history, development and project successes, especially the implementation of project management knowledge, tools and methods.



SNPEC's project exhibition center.

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PMI Puget Sound Chapter www.pugetsoundpmi.org

Mentors Help Nonprofit Benefit from Training Program

Solely educating clients on the benefits of project management can work for some organizations, but as the PMI Puget Sound Chapter in Washington State, USA, has discovered, using an integrated mentor program with nonprofits provides the necessary support for these organizations to become project management-capable.

When the chapter initiated their Cares Program in 2010, the goal was to improve project management practices in community nonprofits, small governmental agencies and educational organizations. In time, though, chapter leaders recognized they were not having the organizational impact as intended.

The chapter began to look around nationally for ideas and noticed the PMI Buffalo, NY, Chapter was running an integrated mentor program, said Ron Snell, PMI Puget Sound Cares Program manager. The Buffalo chapter developed a training program, but they marketed it in a way that if someone was to take the training program, they had to be part of the mentoring program as well. "Training alone would not cut it," said Mr. Snell.

What the chapter learned was that it was difficult for the mentors to add value when projects were in flight or at various stages of development. The chapter found Washington Initiative for Supported Employment, or WISE, an organization

that was at a stage of development in which it could really benefit from project management and take its organization to the next level. "Almost everything WISE did was a project," said Mr. Snell.

Chapter volunteers met with Cesilee Coulson, director of WISE, who was

committed to introducing project management to her nonprofit. "I didn't understand project management from a formal standpoint, so the trainers gave me the context and the overall view of what it meant to have really good project managers working here," said Ms. Coulson.

According to Mr. Snell, the Cares Program ran a pilot with WISE and soon realized the basic training using PMI Educational Foundation material

as a baseline had to be customized. The mentors worked with WISE staff to take the existing Cares templates and create WISE-specific templates so WISE could incorporate some of the concepts into their organization. "We shaped it together. We developed it together and turned those things into learning together," said Ms. Coulson.

WISE program manager Monica McDaniels said, "Utilizing the mentor was instrumental in helping me become more proficient as a program manager, but also

implementing the resources, templates and understanding of how to become a project manager, and become more efficient in my programs."

The mentors were also able to coach and guide WISE and help the organization to strategically think how to implement the content they were going to deliver, said Ms.

Coulson. "The next piece of our journey will be fascinating to see how we take the tools and the concepts and strategies and embed those culturally into our organization and in the communities we serve."



Cesilee Coulson



Ron Snell

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PMI Southern Alberta Chapter www.pmisac.com

Reaching NGOs Through Project Management Training

Building strong partnerships in the community continues to enable the PMI Southern Alberta Chapter (PMI-SAC) reach markets it just couldn't reach alone.

In Calgary, PMI-SAC partnered with two organizations to provide free project management training to nongovernmental organizations (NGOs). Bow Valley College and Propellus provide the facilities to reach many NGOs, while PMI-SAC develops the materials and facilitates the sessions. Project manager Paulo Camargo indicated it was important to develop a fresh curriculum and avoid a tiresome approach.

"We were thinking of creating our own PMI-SAC training material," said Mr. Camargo. "We looked around to find something to use and looked at a lot of different project management training, but the PMI Educational Foundation's (PMIEF) Project Management Skills for Life® was the most appropriate for what we wanted to deliver." This no-cost PMIEF educational resource introduces users to the basics of project management and also provides techniques and tools like templates to create a project charter that helps project managers lead successful projects. It is available for download on the PMIEF website (pmief.org) and has been used worldwide to help professionals at

NGOs acquire and thoughtfully apply project management knowledge to their work.

Mr. Camargo integrated the Project Model Canvas tool, which is designed to make the project development process easier and more fun.

It also encourages collaboration and communication between all parties involved, which helps to anticipate possible problems from the beginning. "The good thing about the project tool is its visual," he said. "It's one page, so you can have your entire project plan in there. You can grab the information you need from your communication plan, stakeholder assessment and the risk assessment from the visual tool."

During a six-hour training, the students spend three hours using Project Management Skills for Life and three hours on the Project Model Canvas tool. "We divide the class into smaller groups and they actually work on real projects and create the visual tool based on real work," Mr. Camargo said. "It's completely



Project management training classroom.

aligned with PMI, so it complements the Skills for Life material."

According to Katalina Bardell, Bow Valley mentorship coordinator, the session "gave our 35 community partners the opportunity to learn about project management for the nonprofit sector in a fun, engaging and interactive manner, and another highlight for many participants was the opportunity to work on a real project."

Since the strong partnership enables PMI-SAC to leverage existing connections already in place, "Bow Valley College and Propellus enable PMI-SAC to reach markets that normally we wouldn't be able to alone," said Mr. Camargo.

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PMI Manaus Brazil Chapter www.pmi-am.org

Brazilian Teachers and Students Learn Life-Transforming Skills

Students graduating from the Nokia Teaching Foundation Technical School in Manaus, Brazil, are heading into their university and professional lives better equipped for success, thanks to the “Project Management to Transform” program conducted by PMI Manaus Brazil Chapter volunteers using materials from the PMI Educational Foundation (PMIEF).

Directly after the training, one student working on his university applications said he would use what he learned to help him get accepted into university. This is a great indicator that the program achieved what it set out to do: help young people develop the skills of project management for success in all areas of life.

“Project Management to Transform” launched with a five-day training of 26 teachers in March 2015, followed by another event in April when the trained teachers then joined with PMI volunteers to teach project management to students.

Currently, 120 students have benefited from this training, with plans to include more students in the future.

It is a project that Ana Carolina Gaeta, project manager at Quartz Diagnostic Engineering & Management, was very excited to be involved in. “Since learning about project management in college, I have wanted to teach project management to high school youth,” she said. “I have seen that knowing project management can be used to make everything easier in our personal and professional lives.”

Ms. Gaeta serves as the special projects director and PMIEF liaison for the PMI Manaus Brazil Chapter. She was joined by Thiago Maron and Vitor Kurahayashi to teach the “Project Management to Transform” program at the Nokia Teaching Foundation.

The Nokia Teaching Foundation is Nokia’s biggest social project in the world. The Nokia Teaching Foundation has major im-

portance for the Manaus community, as many students do not have the financial resources to pay tuition. Depending on their family income, students can receive substantial discounts on an education that prepares them for jobs in the Manaus Industrial District.

Vitor Kurahayashi, president, PMI Manaus Brazil Chapter, approached the headmaster of the Nokia Teaching Foundation with the idea of offering project management training. The headmaster then arranged a meeting with their board of directors to present the collaboration opportunity. Because the Nokia Teaching Foundation has great interest in providing quality education for both teachers and students, they were very excited to approve the program.

Volunteers translated the Project Management Toolkit for Teachers™ resource, created a theoretical project and developed training videos with segments from former PMI Chair Ricardo Vargas, PMI-RMP, PMI-SP, PMP. The training was very comprehensive and also included warm-up activities related to each project phase the students were working on, as well as case studies.

In addition to making plans to offer the training again at the end of this year, the trained teachers said that they will use the Toolkit on an ongoing basis and that they recognize many ways to apply project management and teach it to their students. Ms. Gaeta also expressed a desire to provide this training to other public schools where most students will not have the opportunity to attend a university that offers this training. She said, “No matter what your goals, they can be better accomplished with project management.”



Nokia Teaching Foundation students.

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PMI Israel Chapter www.pmi.org.il

19th Project Managers' Conference Attracts More Than 1,100 Delegates

In June, the PMI Israel Chapter held its 19th successful "Project Managers' Israel Conference" in Tel Aviv. More than 1,100 delegates met to discuss hot topics in project management and network with leading experts. Many senior executives and thought leaders were present, including specialists from Israeli infrastructure and IT industries, and the PMI Region Mentor for South West Europe, Kris Troukens, PMP.

Two prominent project management experts gave keynote speeches and welcomed the delegates to the event. The first speech was by Professor Boaz Ronen, PhD, from Tel Aviv University, who discussed "Value-Focused Management." A second was given by Israel Tal Saranga, PhD, a spokesman and information department manager for Israel Railways, who explained the importance of communications in modern project management.

Moshe Yona, PMP, chairman of the project of the year award for the PMI Israel Chapter, presented four teams with awards in three main categories.



PMI Israel Chapter board of directors and controllers committee.

The groups were awarded for their innovative implementation of project management principles and their control of stakeholders' expectations. Categories for the awards included megaprojects in defense or infrastructure, projects in education and projects focused on contributing to the community.

Throughout the conference, a selection of speakers discussed important topics in project management during unique breakout sessions. These insightful presentations gave participants the chance to discover a broad range of tools and techniques to help them in their careers. Topics included systems engineering and project management, dealing with crisis as a project, entrepreneurship and the Internet of things.

In the afternoon, a fascinating presentation was given by Ma'ayan Bashan and Tomer Sharon ("Tomash," a renowned Israeli comedian). The topic was body language, and the pair explained how to interpret body language in order to succeed in business.

Two experienced professionals presented closing thoughts. Ran Bar Sella, CEO of Incubit, spoke about "Capturing Innovation Out of the Box." Giving the final presentation of the conference, Yaakov Netanyahu spoke about how to become an influential project manager. He shared insights about influence, persuasion and leadership in general as well as in project management.

The PMI Israel Chapter thanks everyone who attended and made the day such an exciting experience. They look forward to seeing you next year for the 20th Project Managers' Israel Conference in 2016.



A project team receiving the project of the year award from Alex Dan, PMP, president of the PMI Israel Chapter.

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PMI Belgium Chapter www.pmi-belgium.be

Community Outreach Helps Organize Google-Certified School

In May, PMI Belgium Chapter's Community Outreach held an event to showcase a "Google Environment" project at the International School of Flanders (ISF) in Waterloo, Belgium. A presentation profiled the large-scale change project, which involved redesigning classrooms and restructuring the school's IT systems. This included buying Google tablets and Chromebooks, introducing smart boards in classrooms and using Google Apps for services like email and calendars.

Last year, the ISF contacted the PMI Belgium Chapter's Community Outreach for help becoming Google-accredited. The chapter volunteers previously worked with the ISF on an initiative to introduce students to project management. For the new project, Jacques Neyns, the PMI Belgium Chapter's Community Outreach liaison officer, worked with Belinda Yates, the head of the school, to guide her through the process for Google certification.

To kick-start the project, a detailed project plan was created. This included all the steps that had to be taken, who



Belinda Yates (right) with her newly Google-accredited teachers.

had to do them and a strategic timeline, which would ensure the project was delivered on schedule and within budget. As the project progressed, Mr. Neyns worked closely with Ms. Yates to ensure the project was kept up to date. A risk plan was also created to highlight some dangers that the teachers were not aware of.

The key goal was to have six ISF teachers accredited as Google Certified Specialists by the end of May. The team encountered various challenges throughout the project. At one late stage, Google changed its certification criteria, which led to the exams becoming significantly more difficult. The teachers had to study twice as hard to ensure they met certification standards.

Ultimately, the project managers were able to mitigate the risks involved. Thanks to the tight collaboration between Mr. Neyns and Ms. Yates, the project was completed on time, within budget and

met Google's new high standards. The ISF has now been announced as the first Google-certified school in Belgium.

Mr. Neyns and Ms. Yates shared their experience with PMI volunteers and members at the event. The audience found the presentation valuable, and a follow-up survey indicated that over 80 percent of the participants were very satisfied. A participant at the event said "This was one the best events in recent years. It was very practical, very focused, and it highlighted project management in a real environment."

This project has helped staff at ISF learn a lot about project, risk and change management. It demonstrated that, with professional help, all organizations can take advantage of project management principles. Even those who are not project management professionals, like the teachers at ISF, can learn how to use project management techniques to deliver outstanding results.



Belinda Yates and Jacques Neyns with an award for outstanding project management, presented by Mr. Neyns and Dirk Huyers (not shown) from the PMI Belgium Chapter's board.

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PMI Rio Grande do Sul Chapter www.pmirs.org.br

Event Focuses on PMI-PBA Certification

The PMI Rio Grande do Sul Chapter, Porto Alegre, Brazil, held the first “Certifique-se” event in order to bring more information about PMI certifications to its members and other interested practitioners. This event focused on the PMI Professional in Business Analysis (PMI-PBA)® certification.

The program involved three lectures that demonstrated the role and the relevance of business analysis to project management, including its characteristics, overlaps and synergies between the disciplines, as well as how the project manager can benefit from knowledge of business analysis applied to projects. Guest speakers were Rodrigo Neves, MSC, PMP; Paulo Keglevich, MSC, PMI-PBA, PMP; and Mauro Sotille, PMP.



Mr. Keglevich is one of the first PMI-PBA® certification holders; he earned the certification in 2015 and is one of the three PMI-PBA certification holders

in Brazil. He discussed how business analysis skills can be strategic in day-to-day project management, especially at a time that is marked by rapid change.

Grants Bestowed for Career and Technical Education, Disaster Management

Continued from page 9

Post-Disaster Reconstruction, as well as PMIEF's ongoing collaboration with PMI volunteers who comprise the PMIEF Disaster Management Task Team.

In collaboration with a PMI Registered Education Provider, PMIEF will provide 23 hours of in-person project management training for up to 30 key professionals at each of the three organizations, as well as offer ongoing technical assistance throughout the grant period. The funds will underwrite their thoughtful application of that training to their work as each organization addresses specific challenges it identified in its delivery of services.

These three grants will potentially benefit up to 173 million individuals who

live in these organizations' geographic reach. In addition, PMIEF's external evaluation of this initiative will help the foundation determine how best to support disaster management

through project management in the long term.

To read more about PMIEF and its philanthropic programs, please visit www.pmief.org.

Special thanks to PMIEF's Disaster Management Task Team! These dedicated PMI volunteers have supported the foundation since 2012 for activities preceding the newly launched PMIEF Disaster Management Grants Initiative. These included planning the foundation's 2013 and 2014 disaster management workshops, helping to design research that informed PMIEF's understanding of the sector and vetting grant proposals as subject matter experts. The foundation truly appreciates this team's commitment to this important work!

- Mike Goehring, PMP (Chair)
- James Earnest, PhD
- Sudhir Kumar, PMP
- Victor Orellana, PMP
- Lt. Col. Matt Turpin, PMP
- Tony Van Krieken, PMP

Journal Article on FIFA World Cup Stadium Program Scores Attention

Continued from page 7

theories, concepts, frameworks, research methods and designs within a variety of project management areas, including:

- governance
- strategy
- innovation and entrepreneurship
- organizational change
- complexity and uncertainty
- ethics
- leadership
- teams
- stakeholder management

A "New" Project Management Journal

Over the past two years, *Project Management Journal* has successfully undergone several changes to bring more awareness to the publication and to increase its impact factor, which is a measure that reflects the average number of

"We believe that our contribution to *Project Management Journal* and all the articles published in it demonstrate that research is valuable and relevant to the work of project managers and decision makers."

– Eamonn Molloy, PhD.

citations to recent articles in the *Journal*. The number of paper submissions has doubled during this time period and the impact factor is increasing.

Changes to the *Journal* include:

- Appointing a new editor-in-chief, Prof. Dr. Hans Georg Gemünden, of Technische Universität Berlin
- Recruiting a new editorial board consisting of 14 associate editors who are accomplished scholars in project management or a related discipline
- Creating four thematic departments

- Developing a new mission statement: *to shape world thinking on the need for and impact of managing projects by publishing cutting-edge research to advance theory and evidence-based practice*

- Appointing PMI Academic Resources staff as the liaison between PMI and *Project Management Journal*

As a PMI member, you have access to the current and archived issues of *Project Management Journal*. Visit www.PMI.org/pmj to take advantage of this valuable member benefit.

PMI China News

Continued from page 13

Following the tour, PMI and SNPEC held talks centering on PMI's support to SNPEC for further improvement on its organizational-level project management.

Mr. Zhang, SNPEC's Planning and Project Management director, introduced the history of SNPEC, the company's project team building

and overseas project management. He highlighted the importance of a standard project management platform for SNPEC due to the complexity of their project team component, and indicated that PMI's *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* and the other standards worked well. He mentioned that SNPEC has successfully turned out numerous Project Management Professional (PMP)® certification holders, and plans to launch a three-year training plan for more middle and senior level project managers based on PMI's standards, tools and credentials.

SNPEC General Manager Sun Wenke joined the talks at the end. He recognized PMI's contribution in the project management field and expressed willingness to collaborate in the future with PMI.

