



# THE PROJECT MANAGEMENT STANDARD

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## WHAT IS PROJECT MANAGEMENT?

by David Green, New South Wales Department of Commerce

I've been looking lately at the *PMBOK® Guide*. In our work here in the New South Wales Department of Commerce, we model projects according to seven parameters. I'm getting someone to "map" the nine areas of knowledge in the *PMBOK® Guide* to our seven "key success factors."

Project management models neglect the fact that projects are humanistic endeavors, done by and for people, and thus are constrained primarily socially.

### Seven Success Factors

**Service delivery** (the Dept. of Commerce is in public administration)  
**Affordability**  
**Sustainability**  
**Governance**  
**Risk**  
**Change** (the change the project will bring about)  
**Stakeholders** (related to 'change')

I've taken a look at other models of project management recently and am coming to the conclusion that the (mechanistic) models are generally flawed because they concentrate not on the project, but on "project management" as though this activity of bringing projects to fruition has an independent importance. They also neglect the fact, in my view, that projects are humanistic endeavors, done by and for people, and thus are constrained primarily socially.

*Continued on page 2*

## What Is Project Management? Continued

I looked at [Max Wideman's web site](#) where Wideman summarizes the state of project management in the 90s by commenting on how it has expanded since the 70s:

“... Conceivably (project management) could still be expanded further by such potential additions as stakeholder management, cash flow management, data management, document storage and retrieval management, management of cultural differences, and even vocabulary management ... With a little imagination, and research reading, one could add several more, such as critical chain buffer management,[27] customer relations management, issues management, public relations management, and even knowledge management[28] itself — the list seems almost endless.”

Not only is this an example of thinking that seems to be more Fayol than Flores (or even more Fayol than Ford!), it misses the point of what project management is. It's surprising that project management in traditional thinking gets hooked up on the secondary game, and simply seems to take to itself more and more descriptors which are more about the project manager than the project.

[As I write this I also am calling to mind what Mintzberg writes about management proper. Management, as I understand his analysis, is about facilitating productive relationships. This entails a heap of “managements” of course (finance, people, stakeholders, change, training, meetings, etc.), but that is the fundamental organizational responsibility of a manager. refer, e.g. Mintzberg, H., *The Manager's Job: Folklore and Fact*, HBR March-April 1990 p163ff]

You could go on forever saying that project management includes [something] management, but that would achieve nothing more than statements of the *bleedin' obvious* and not be of any great help.

### It helps me to think of project management as being about three things:

1. **Defining the outcome that is to be achieved** (finished product, organizational change, etc by a certain time for a certain cost. Quality of performance is implied in the basic requirement).
2. **Facilitating activity to effect the outcome** (getting the right people, resources and knowledge to work in an effective co-operative sequence).
3. **Taking steps to avoid or prevent harms to the outcome** (i.e. risk, change and stakeholder management, and developing metrics to forewarn of potential problems to allow corrective action to be taken).

It goes almost without saying that the project manager role is to achieve the identified outcome with the minimum expenditure of resources and within the minimum time possible. Any trade-offs which have to be managed must be done so to maximize the “outcome position” agreed by the “community of intention” (the project team and its stakeholders) for the benefit of the “community of interest” (the project recipients, users or customers).

*Continued on page 3*

## What Is Project Management? *Continued*

It is merely trivial to say that this entails “time management,” “communication management,” “issues management” or any other particular “management, because the project manager is looked upon to do what ever is required to effect the outcome, administering and managing the project as appropriate; and that’s the main demand upon the project manager. The project management models are strong on the administration and management minutiae, I think, without providing a theoretical or practical core value for project management.

Project management is facilitation of communities of productive intent to achieve desired outcomes.

As a corroborating illustration, a production manager in a factory doesn’t define his/her role as a whole bunch of “managements” to effect production, but as doing that which is necessary to effect production. Project management can be seen, I think, as production management where the purpose is one product which is somewhat individually characterized with respect to the relationships it affords with its “community of interest” (those who will be affected by the project) and those it requires of its “community of intention” (that is those doing the project, those who are its “owners” and those who are its “customers”). To be less abstract, compare a building to a toaster or a public policy innovation, to buying photocopier paper.

Like general management, project management is facilitation of communities of productive intent to achieve desired outcomes. With “projects” noted as being more customized than reutilized, relying on a temporary community for their realization rather than an established or semi-permanent one.

But on the other hand, most projects have similarity with other projects. When I worked as an architect (registered), I did every project more or less the same: talked to the client, analyzed needs, produced a “brief,” did a design, documented it, got approvals, estimated it, called tenders, and administered the contract. It was more like production management with the “box” we produced changed to meet customer needs. The production system itself was almost identical each time.

This article was previously published in **Reforming Project Management**.



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# MESSAGE FROM THE CHAIR

by Robb Gries, PMP, Chair

## In the Beginning...

This is the first of many "Message from the Chair" columns, and it is my intent that this section will provide additional information on the state of our SIG, insight as to where we are headed, and issues affecting our industry. With that in mind, I appreciate your comments and feedback.

## With Thanks

I want to extend a fond farewell to our good colleague, Jim Dawson. Jim was our past Newsletter Editor and he did an excellent job of keeping all of us informed on the latest developments within our SIG. Jim's current job has given him new challenges and a new direction for his career. We wish him well in his future endeavors.

I want to thank our Administrator, Paula Anderson, and VC Finance, Ed Asci, for resolving the recent problems we experienced with the DPC SIG web site. Our site was offline for a week and all the e-mail redirectors were deleted. Ed quickly and diligently notified the vendor and corrected the problem and Paula quickly uploaded the web site and fixed the e-mail links.

## Leadership Meeting Report

I thoroughly enjoyed participating in the North American Leadership meeting in Toronto 8-11 September. I was able to meet some DPC SIG members as well as many officers from other SIGs, Colleges, and Chapters. It was refreshing to learn that so many of our colleagues in the other Components are willing to share their lessons learned. I strongly encourage all of our board members to reach out and network with counterparts in other Components.

*Continued on page 5*

## **PMI® Contributes to Hurricane Katrina Recovery Relief and Encourages Members to Contact Local Components for Assistance**

PMI has made a contribution of \$25,000 (US) to the recovery efforts being undertaken in the devastated Gulf States region. The Institute has also already rallied the broad PMI project management community to provide the knowledge foundation to efficiently and effectively support global relief agencies with the rebuilding of the region through the soon to be completed **Post Disaster Rebuild Methodology and Training Project**.

For immediate and local assistance, PMI urges members affected in the Gulf States region to contact local PMI Component organizations (Chapters, Specific Interest Groups and Colleges). PMI Components are eager to help with professional support and in any other way possible.



*Canal Street, New Orleans, LA*

## Message from the Chair *continued*

While at the Leadership meeting, I had the great opportunity to meet with two representatives from PMI's Global Operations Center (GOC). Marianne Fray is a new employee, and she is reaching out to specific industries in an attempt to provide better service. Valerie Carter is also a new employee, and she is reaching out to government agencies. During our meeting, they informed me that GOC recently completed a marketing study and PMI has targeted the construction industry as the #2 industry that is being underserved. We discussed various ways to identify the needs of our industry, and our SIG in particular. I am very optimistic about this opportunity, and I will keep you all informed of the initiatives that will affect us.

### Board Activities

#### **Key initiatives for 2005 and 2006:**

1. Increase Professional
2. Expand Global Reach
3. Facilitate Communication.

**Bylaws** – The Board is making a few procedural changes to the Bylaws regarding elections and certification by charter. Revised Bylaws will be available for member review very soon.

**Organization Chart** - The Board is creating an org chart which will be posted on the SIG web site.

**Planning** - The Officers are becoming familiar with the 2002-2012 Strategic Plan and will be developing Annual Operating Plans (AOPs) that align with our Strategic Plan. Additionally, specific project plans will be developed for each activity outlined in the AOPs.

**Survey** - Officers are developing a list of questions to determine the needs of our members and develop projects and/or programs to address those needs. This will be an online survey via [surveymonkey.com](http://surveymonkey.com), and we appreciate your participation and input.

If you would like to provide feedback to the board, please contact me at [chair@dpcsig.org](mailto:chair@dpcsig.org).

## Jobs Needed for PMI<sup>®</sup> Members Displaced by Hurricane Katrina

PMI has asked each local PMI Component to contact employers in their local area for job opportunities and organize local PMI members to provide assistance to displaced members with résumé preparation, interview coaching, proactively extend all local networking contacts to these guest members, and provide mentoring for these displaced PMI members as they adjust and settle into our local community (on either a temporary or permanent basis).



In an effort to assist our fellow PMI members in finding employment in the aftermath of Katrina, the DPC SIG is asking our community leaders and corporations to forward any and all employment opportunities to [administrator@dpcsig.org](mailto:administrator@dpcsig.org). Opportunities will be posted on the **DPC SIG web site**.



## Finance Report

by Ed Asci, PMP, Vice Chair Finance

Total Income \$18,150  
Total Expenses \$8,908  
Current Balance \$65,716

### Detailed Expenses

Bank Charge	\$ 20.00
Board Conference Calls	\$ 130.88
Leadership Conferences	\$ 2,340.70
Website hosting annual	\$ 95.40
Admin support	\$ 4,417.76
Insurance	\$ 200.00
Postage	\$ 14.80
CII Conference	\$ 1,688.75
<b>Total Expenses</b>	<b>\$ 8,908.29</b>

## Membership Stats

1807 Members (thru September)  
663 PMPs

### New Members

July 2005 – 50  
August - 60  
September - 33

View the listing of new DPC SIG members  
on the web site or go to page 7.



# WELCOME NEW MEMBERS AND NEW PMPs

## July 2005

Mr. Shane H Anderson  
Mr. Olumide Ashley-Dejo  
Mr. Alexander G. Baldwin  
Mr. Abdul Bari  
Mr. Don R Brown, PMP  
Mr. John R Brown, P.E.  
Mr. Rolando C Canseco  
M. Mauro Costantini  
Mr. Finbarr J Curran  
Mr. Scott DeGaro  
Mr. Sudhindra Desai  
Mr. Prakash Y Deshmukh  
Mr. Kaan K Ekermen, M.D.  
Mr. Mohamad G. Gebriel  
Mr. Neil C. Gosch  
Mr. Allen S Hagood  
Mr. Nathan M. Hardy, RCDD  
Mr. Aaron J Hiller  
Mr. Eric Holestin  
Mr. George W Kelly, III  
Mr. Gavriilo V Kovacevic  
Mr. Cesar A Leal  
Mr. Massimiliano Mansueto  
Mr. Miguel R. Manzano  
Mr. Walter E Mata  
Mr. José A Mendivil, P.E.  
Mr. Wilfred Misener  
Mr. Akram H. Mohamed  
M. Hammam Bekhiet  
Mr. Marios A. Myrianthopoulos  
Mr. Stephane A Ouimet  
Mr. Munir C. Parikh  
Mr. Cliff H. Parmer  
Mr. Andres Pereyra  
Mr. David S Porreca, P.E., PMP  
Mr. Otello Raccosta  
Mr. Ashwani Randev  
Mr. Flavio A Rivolta  
Mr. William A. Roozenboom  
Mr. Daniel Salazar  
Mr. Charles F. Sharpe, P.Eng.  
Mr. Zach Shoher  
Ms. Kori L. Slagle  
Mr. Sunday F Soboyejo, P.E.  
Mr. Ralph K. Sullivan  
Mr. Jose M Tavarez, M.D.  
Mr. Alexandre Thomas  
Mr. Adrian Tinkler  
Mr. Peter H Tooker, Esq.  
Mrs. Anyibuofu Ugbodaga  
Mr. Pablo Tiberio Vasquez  
Quiroz, Sr.

## August 2005

Mr. Albert S Agbemenu  
Mr. Rohit S Aggarwal  
Mr. Ashfaq Ahmed  
Miss Alev Akin, PMP  
Mr. Omar S Al-Fazza  
Mr. William B Barclay  
Mr. William V Beattie, P.E.  
Ms. Lesley Ellen Beneteau  
Mr. Shamir M Bhatia  
Mr. Darrel R Boles  
Mrs. Frances L. Brooks  
Mr. Sterling D Brown, Jr.  
Mr. Steven C Buhler  
Mr. Yazan A Darwazeh, PMP  
Mr. Stephen Dean  
Mr. Jim Diamond  
Mr. Ihab M El-Zeiny  
Mr. Val C Fagre  
Mr. Mark D Fechtelkotter  
Mr. Phillip C Gaspar  
Mr. Jose R Gaya Gil  
Mr. Pablo J Gil Rodriguez, P.E.  
Mr. Sana Ullah Gill  
Mr. Thomas A Gillam  
Mr. Hansel B Gotcher  
Mr. Ronald Hine  
Mr. Jonathan L Howard  
Mr. Gustavo Jacobs, P.E.  
Dr. Chukwuma Katchy  
Mr. Johan H Kok  
Dr. Scott William Kramer  
Mr. Ricardo A Leal  
Mr. Michael H Lee  
Mr. Scott A Maguire  
Mr. Pradip Manchanda  
Mr. Robin M Mikaelsson  
Mr. David V. Moore  
Mr. Carlos A Morales Rodriguez, P.E.,  
Mr. Ansor Muchtar  
Mr. Jotinder Mudhar  
Mr. Josh Nabozny  
Mr. Oladeji O. Oladiran, MSC  
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Mr. Craig E Wilcox  
Ms. Judy E. Wilks  
Mr. Jonathan D Williams  
Miss Kymberlee N Williams

## September 2005

Mr. Yousif Al Sheryani  
Mr. Nikhil Ambani  
Mrs. Sheryl Sanford Anderson, PMP  
Mr. George E. Baram, PMP  
Mr. Richard E Basso  
Mr. Emilio Bracho Gonzalez, PMP  
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Mr. Suhel P. Rahman  
Mr. Bennett N. Ritter  
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Mr. Miguel A Silva  
Ms. Vera Silveira  
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Mr. Hua Zhuang



**158 New PMPs**

Click on the icon  
to view the list of PMPs



## CII Offers Discount to DPC SIG Members

CII is offering a series of on-line courses for self directed learning from home or office. The **DPC SIG has negotiated a discount with CII of 15% off the published price of \$295 US for a bundle of the 12 courses currently on line.**

For the number of PDUs potentially available from this bundle of on-line courses, the price is really a great bargain as compared to many other course offerings available on-line. For the discounted price of \$250 US, DPC Members can purchase 90 days access to any or all of the available courses.

[Learn more...](#)

## CII Holds Annual Conference

by *Les Prudhomme, PMP,*  
*DPC CII Joint Steering Committee*

CII held its annual conference in July at the Gaylord Texan Hotel in Grapevine, Texas. The conference drew nearly 500 owners, contractors, and academics to Texas in the midst of a blistering hot summer. However, once inside the confines of the Gaylord, attendees had little need to venture outside into the heat.



H. Ross Perot  
addresses the  
conference

The 2005 conference theme was **“Leadership of Tomorrow – Bridging the Gap”** and the speakers and the content were right on target with the theme. Addressing the conference were a range of distinguished Industry and Government Leaders, including: H. Ross Perot, Chairman Emeritus of the Board – Perot Systems Corporation; LTG Carl Strock, Chief of Engineers – U.S. Army Corps of Engineers; David M. Walker, Comptroller General of the U.S./Director of Government Accountability Office; Rex Tillerson, President – ExxonMobil Corporation; James B. Porter, Vice President – Safety, Health & Environmental, Dupont Engineering; Stephen G. Hanks, President and Chief Executive Officer – Washington Group International, Inc.; and David Wyss, Chief Economist – Standards and Poors.

CII is a consortium of leading owners, engineering and construction contractors and suppliers who have a singular mission: to improve the cost effectiveness of the capital facility project life cycle, from pre-project planning through completion and commissioning. By collaborating on important industry issues and by providing guidance on best practices discovered through research, the CII members are collectively an industry forum for the engineer-procure-construct process.

[Learn more about the conference and download the presentations...](#)



## PMI® Launches Community Transformation Project

During the PMI Leadership Institute Meeting in Toronto, Canada, Greg Balestrero, CEO, Ed Rosenstein, PMP, Community Transformation Project Manager, and Linn Wheeling, Component Manager, presented to the PMI Board of Directors the **Community Transformation Project (CTP) Framework**. The framework result presented an organizational approach to align the various communities within PMI to PMI's envisioned goal and strategic objectives. The CTP framework presented to the PMI Board is based on the following principles:

- Normalize value at all levels of community
- Provide flexible models for community formation to encourage interaction and growth
- Develop communities only when the business case and the projected outcome clearly demonstrates value to the member and customer
- Moving forward, the CTP will entail implementing change to community formation in the following ways:
  - Revise criteria and/or business cases for community formation
  - Provide more variety in structures for both geographic and non-geographic communities
  - Evaluate Associate member category as an entry point for new communities
  - Create a community development model to accelerate maturity

Next steps in the CTP will be to establish the Community Transformation Project Action Team (CTPAT). As announced in Toronto, applications for the CTPAT will be collected through the PMI web site. Please review the CTPA volunteer position description, purpose, deliverables, and selection requirements. [Click here](#) if you would like to be considered as a member of the CTPAT, complete the volunteer application.



### Changes Being Made to DPC SIG Constitution and Bylaws

Since the SIG constitution and bylaws were last reviewed and updated, many changes in the SIG structure and mission have occurred. The VC Administration, Sherrill Mc Donald, and the Past Chair, Doug Kaiser, have been working to bring these documents up-to-date. Draft forms of both are nearly ready to be sent to the Board for review. After the changes are approved, the revised documents will be posted on the DPC SIG web site.

## DONALD S. BARRIE AWARD

by Sherrill McDonald, PMP, VC Administration

As previously reported, there has been difficulty in getting a good number of papers to choose from since PMI eliminated the Construction Track. We have been working with PMI and the Educational Foundation over the past several months to see if we could come up with a process that would yield a number of quality papers from which to judge an award winner. The process we jointly developed was put into action this year with good results.



This year at the North American Congress in Toronto, the Donald S. Barrie Award was presented by the PMI Educational foundation and the DPC SIG to **Faisal Manzoor Arain** for his paper ***Strategic Institutional Building: Leveraging on Information Technology***. Faisal Arain is a research scholar in the Department of Building, School of Design and Environment of the National University of Singapore. Mr. Arain attended the Congress, received his \$500 award and presented his paper to an audience that proved to be very interested in the methods he describes. His study presents a developed Knowledge-Based Decision Support System (KBDSS) based on the data collected from 79 institutional buildings, for making timely and more informed decisions for management of variations. More information on Mr. Arain and the complete paper he presented is available on the PMI Educational Foundation web site.

There is no question that this is a more complex process than the one that was geared to the Construction Track but assuming that there are still project management practitioners in the design construction industry interested in submitting papers we should continue to have a lot to choose from.



### Management of Building Projects A practice manual for all lead roles in managing projects from concept to completion

DPC SIG members can now order the Management of Building Projects Manual at a discounted price of only \$80 (US).

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"[The Task Force has] produced a complete and thoughtful work that can help improve the management of building construction in general anywhere." - Sherrill McDonald, VC Administration, DPC SIG and Project Manager – Construction Extension to the PMI® PMBOK® Guide.



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