

PMI *today*

PROJECT MANAGEMENT INSTITUTE

"Making Project Management Indispensable for Business Results"® | A Supplement to PM Network® | December 2005

New PMP Publication to Offer...

PASSPORT TO SUCCESS


If you have earned the Project Management Professional (PMP®) credential, watch your electronic mailbox for *PMP Passport*, a new e-newsletter exclusively for PMPs.

Scheduled to be delivered 16 December, this new quarterly communication vehicle will deliver important information for your career, your credential and your success.

The first issue will lead with an article by Lee Lambert, PMP, who was part of a team that helped develop the PMP credential in the early 1980s. Mr. Lambert asks, "Where are they now?" and follows the lives of some of his teammates, tracking their current pursuits. Another feature story will look at the Certification Governance Council (CGC) and what role it plays in the credentialing program.

Each issue will include regional focuses on project management news from North America, Latin America, the EMEA (Europe-Middle East-Africa) region and Asia Pacific. Plus there will be professional development information and tips on how to earn Professional Development Units (PDUs) toward maintaining your PMP credential.

PMP Passport will also have a Certification Corner, featuring your questions and answers. The first issue will list some of the most frequently asked questions fielded by PMI customer care specialists. In future issues, readers will have a chance to send in queries to be answered in the newsletter. If you are a PMP and PMI has your correct e-mail address, you will receive this benefit automatically, whether you are a PMI member or not. Members can update their contact information in the Members Area of www.pmi.org. Non-member PMPs who have registered on the new Certification System can use their user name and password in the Certification Area to change their contact information. If you are a non-member PMP without a user name and password, contact PMI Customer Care at customer@pmi.org to establish an account.

PMI offers its appreciation to International Institute for Learning, Inc. for its sponsorship of *PMP Passport* through the end of 2006. 

- Quarterly e-newsletter
- Scheduled for 16 December 2005
- Regional focuses on project management
- Professional development tips
- Questions and answers
- And much more....

Screen image is an artist rendering and may be subject to change before publication.

A FRAMEWORK FOR UPDATING AND UNIFYING PMI's Ethics Standards



In an age of corporate scandal, increased regulations and a focus on accountability, ethics is an especially important issue. In 2005, the PMI Board chartered an Ethics Standards Development Committee (ESDC) to revise PMI's ethical standards and present its work to the PMI Board of Directors for approval.

Additionally, the committee was assigned to identify ethics standards best practices, and to complete focus groups, a member survey and benchmarking. This work was the basis for the successful ESDC recommendation to the PMI Board in September 2005 to develop one standard for all PMI members, certificants and volunteers.

The next steps for the ESDC are to develop the proposed ethical standard and annotations. These are planned for completion in October 2006.

PMI Today looks at the purpose of ethics standards and the work done so far, interviewing three key people in the

process: Louis J. Mercken, MBA, PMP, chair, PMI Board of Directors; Debbie O' Bray, chair, PMI ESDC; and Marty Taylor, vice president, organizational services, Institute for Global Ethics, and a member of ESDC.

WHY ARE ETHICS ESSENTIAL?

PMI Today: From the viewpoint of a global ethics expert, why do you think ethics are important?

Mr. Taylor: Ethics provide the means for humanity to live together in relative harmony. At the Institute for Global Ethics, we consider ethics to be the voluntary side of human behavior—it's what we do because it's the right thing to do, not because we're forced to it. When ethics diminish in society, we get harmful behavior and, as a consequence, more regulation. An increase in ethical behavior—particularly in organizations—nourishes the growth of trust, which in turn allows for greater efficiency, effectiveness and satisfaction. Simply put, ethics make life safer, easier and more enjoyable.

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

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Subscription rate for members is \$42/year (US) and is included in the annual dues. PMI is a nonprofit professional organization dedicated to advancing the state of the art of project management. Membership in PMI is open to all at an annual dues of \$119/year (US). For information on PMI programs and membership, to report a change of address or for problems with your subscription, contact PMI at the addresses shown below.

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Call for Nominations

FOR 2007-2009 PMI BOARD DIRECTOR-AT-LARGE POSITIONS

Please read the Call for Nominations carefully and in its entirety to ensure full understanding of the process and requirements.

In 2006, members of the Project Management Institute (PMI) will elect five individuals to serve on the PMI Board of Directors as Directors-at-Large for a term spanning 2007-2009. The duties of Directors-at-Large are as defined in the Bylaws of the Institute, Article VI, Section A, Board of Directors; the election process is governed by Section B, Directors of the Institute, as follows:

Bylaws Article VI: Section A. Board of Directors.

- 1. General.** The Institute shall be governed by an elected PMI Board of Directors (PMI Board). It is the duty of the PMI Board to carry out the purposes and objectives of the non-profit corporation.
- 2. Authority.** The PMI Board shall be vested with the powers possessed by the non-profit corporation itself, including the powers, accountability and authority to: uphold and execute the organization's purposes; appoint and remunerate agents and employees; disburse funds of the Institute; purchase, lease, sell, transfer and otherwise convey property; and establish and adopt such policies, rules, and regulations for the conduct of its business, responsibility, and authority as will be deemed advisable, insofar as any exercise or delegation of authority is consistent with, and does not conflict with, the Articles of Incorporation or Bylaws of the Institute (in their present form or as amended), or applicable law. The PMI Board of Directors may establish and maintain boards and similar bodies that will serve as independent boards within the Institute. Any such board may be granted certain autonomous authority and responsibility by the PMI Board of Directors through formal charter, to develop Bylaws, policies, programs and procedures concerning the operation of the autonomous board. All such boards shall operate consistent with these Bylaws and subject to the limitations of their formal charter.
- 3. Functions.** Accountable to the PMI membership, the PMI Board shall be solely responsible and accountable for strategic planning and the establishment of policy with respect to activities of the Institute. The PMI Board shall oversee the management, control and supervision of the business, as well as other lawful activities and affairs deemed necessary to further the objectives of the Institute, including an annual report to PMI members.
- 4. PMI Board Composition.** The PMI Board of Directors shall be comprised of twelve (12) to eighteen (18), at large, voting PMI Board Directors. Three (3) of these voting PMI Board Directors shall be elected and serve as Officers of the Institute consistent with the requirements of Article VII, below.
- 5. PMI Board Limitations/Conduct.** The PMI Board of Directors shall be granted the authority to establish policies and procedures specifying PMI Board limitations and conduct including, but not limited to, the following:
 - a. Compensation For Services. Directors (including Officers) shall not receive any compensation, or other tangible or financial benefit for service on the PMI Board of Directors. However, the PMI Board of Directors may authorize payment by the Institute of actual, reasonable expenses incurred by Directors regarding attendance at PMI Board meetings and other approved activities.
 - b. Compensation From Institute Activities. Directors (including Officers) shall not receive any compensation, or other tangible or financial benefit from any element or activity of, or related to, the Institute, except as reimbursement for actual, reasonable expenses directly associated with such PMI element or

activity, when authorized by the PMI Board of Directors.

c. Corporation and Director Independence/Loyalty. All PMI Board Directors (including Officers) shall act in an independent manner consistent with their obligations to the Institute and applicable law, regardless of any other affiliations, membership, or positions.

Section B. Directors of the Institute.

- 1. Director Qualifications.** All Directors of the Institute shall be eligible members in good standing for the past two (2) consecutive years. The PMI Board of Directors may, in its discretion, determine additional qualifications for Directors consistent with these Bylaws.
- 2. Length of Terms.** Each Director shall be elected by the voting membership of the Institute and shall serve a term of three (3) years. Unless otherwise and specifically authorized by these Bylaws, no PMI Board Director shall serve more than two (2) consecutive terms nor more than six (6) consecutive years.
- 3. Nomination/Election.** Candidates for election may be nominated by petition, or by selection of the Nominating Committee. The terms of the Directors shall be staggered to ensure that approximately one-third of the Director terms of office expire each year. All PMI Board Directors shall be elected by secret ballot by the voting membership of the Institute, the results of which shall be announced at the Annual Membership Meeting.

PMI Election Activity and Candidate Communication (per Chapter 6.0 Rule of the Board, Nomination and Election of Directors of the Board)

All candidates are obligated to abide by the established Nomination and Election Directors Rules of the Board as follows:

- **Use of PMI Funds or Resources.** No funds or resources of the Institute, or its Components or employees, shall be used to support the nomination or election of any candidate or group of candidates except for information posted on the official PMI Election & Nominations Site or published through other PMI media in direct support of the election process.
- **Candidates' Communication.** Candidates may communicate, one-on-one, regarding their candidacy only if the communication focuses on their qualifications. Mass communications are prohibited. The candidates may not make reference to any other candidate or any existing or past Directors.
- **Campaign Materials.** No candidate or PMI member may utilize any campaign materials such as posters, buttons/lapel pins, group activities or sponsorships to promote a candidate.
- **Candidates' Communications with the Institute.** Candidates should discuss the position with former Directors or a member of the Nominating Committee. Specific requirements of the position in terms of time, expense, meeting schedules, and administrative assistance should be explored.
- **PMI Promotion of Particular Candidates.** PMI and its components may not participate in any activity or provide opportunities at any PMI-sponsored or PMI component functions that promotes or negatively impacts a particular candidate.
- **Election Material Acceptance.** The Chief Executive Officer will accept only election material provided by the Nominating Committee.
- **Compliance with Election Activity Rules of the Board.** The Nomination Committee will ensure that all nominees, as a condition of expressing their interest in being a nominee, will submit a signed copy of this Rule of the Board verifying that they have read, understand and agree to abide by these policies and rules. This includes the following statement:
"As a condition of my potential nomination or candidacy, I agree that I will not initiate, encourage, accept or endorse conduct on behalf of my potential nomination

or candidacy which is in violation of the policy relating to the election as adopted by the PMI Board of Directors. To violate this policy may result in revocation of my nomination by petition or candidacy for office."

■ **Nominating Committee & PMI Communications with Candidates.** The Nominating Committee Chair, with the Chief Executive Officer's assistance, shall supervise all communication to potential nominees, nominees and candidates, including any requests for the completion of the Nominee Qualification Form and the candidate package.

■ **Violation of Election Activity Rules of the Board.** Any alleged violations of these Rules shall be addressed in accordance with PMI Bylaws Article VI, Section C, 6: "Disputes."

Nomination and Election Action Items & Timetable

- Recommendations for nominees, including a biographical statement of the nominee on the required template found at www.pmi.org/info/ap_callfornoms06.pdf, must be sent to the Nominating Committee Chair no later than **10 February 2006***. Please be sure to stress what qualifies the candidate to serve on the PMI Board, especially in terms of leadership and strategic planning experience.
 - Members seeking self-nominations via petition (Petitioners) must submit to the Nominating Committee Chair their biographical statements (on required template) and vision statements for posting on the Nomination and Election Online Community. It is incumbent on Petitioners to submit their interest and statements in a timely manner during the open nomination period. Eligible members may register support for Petitioners by visiting the PMI Election & Nomination Online Community <http://nomination.pmi.bluestep.net>.
 - Members considering a self-nomination require the support of at least 1% of the eligible voting membership. The number of PMI members as of **31 December 2005** will determine the number of required signatures and that number will be posted on the Nomination and Election Online Community. The required signatures for members seeking a self-nomination must be acquired and submitted to the Nominating Committee by **10 February 2006**.
 - Nominating Committee Chair informs all candidates who are placed on the ballot the week of **12 July 2006**.
 - Candidate information, including a color photograph, policy and biographical statements must be received no later than **28 June 2006**. Failure to comply may invalidate candidacy.
 - Election information will be electronically transmitted to all eligible voters who have a valid e-mail address in the PMI database as of **29 July 2006** during the week of **21 August**.
 - Election information will be postal mailed during the week of **21 August** to those eligible voters who specifically request a paper ballot by **29 July 2006**. To register your preference to receive a paper ballot, please visit www.pmi.org/members.
 - All postal and electronic ballots must be submitted by 5:00 pm (US Eastern Time) on **2 October 2006**.
 - Election results will be announced at the PMI North American Congress on **22 October 2006**.
- *Note that the Nominating Committee will be working throughout the open nomination period on developing a potential list of candidates and it is suggested that nominations be submitted to the Nominating Committee Chair as early as possible.
- Please address all nominations and inquiries to:*
2006 Nominating Committee Chair
c/o Project Management Institute
Four Campus Boulevard
Newtown Square, Pennsylvania
19073-3299 USA
e-mail: chair@pmi.org

A Message of Condolence to Victims of the Pakistani Earthquake

On behalf of its global leadership, members and staff, PMI wants to express its deepest sympathy and concern for the victims of the massive earthquake on 8 October that ravaged parts of Pakistan. This quake, measuring 7.6 on the Richter scale, left more than 53,000 people dead and more than 3 million Pakistanis homeless.

In response to this natural disaster of almost unimaginable proportions, PMI is acting through the power of its volunteerism and personal generosity, which has been a hallmark of its culture throughout its 36-year history. As done before with other disasters of this magnitude, the Institute is matching the generosity of its leadership and staff by making a \$25,000 cash contribution to relief organizations as they continue to focus on providing medicine, food, clothing and housing to those Pakistanis in such dire need.

The PMI Board of Directors has also committed to establishing a more enduring legacy for the project management profession, a commitment dating back to the tragic tsunami that struck parts of Southeast Asia late last year. The Institute has worked with nearly 80 volunteers representing nearly 20 countries, as well as with a select group of representatives from Learning for International NGOs (LINGOS), in a project to support relief agencies. The soon-to-be-released Post Disaster Rebuild and Training Methodology will provide the knowledge foundation to effi-

ciently and effectively support relief efforts and the rebuilding of regions, such as Pakistan, that are impacted by natural disasters.

In the meantime, PMI asks each of you to find a way to contribute to the relief effort through your time, talents or treasure to support the victims of this devastation. For those PMI stakeholders who have not yet made a cash contribution but would like to do so, feel free to consult the listing of recommended groups on the relief organizations page of the PMI Web site. This page will provide a hyperlink to those organizations where instructions for making your donation can be found.



A Kashmiri earthquake survivor collects clothes for her family in Muzaffarabad, capital of Pakistan-administered Kashmir.

Thank you for your continued support of PMI and for those in need who will benefit so greatly from your generosity.

With deepest appreciation and regards,

Louis J. Mercken, MBA, PMP
Chair of the PMI Board of Directors

Gregory Balestrero
PMI Chief Executive Officer

What does Project Management have to do with THEATER?

Who says project management is not a creative profession? Jão Carlos Boyadjian, director of CPLAN, a consulting and planning company in São Paulo, Brazil, has developed a creative way to introduce a project management culture to large companies.

In April 2002, while implementing an IT project for an important customer, Mr. Boyadjian recognized there could be more interesting ways to promote project management awareness for all areas of his client's company. At that moment, some theater scenes started coming to his mind.

Soon Mr. Boyadjian made his dream come true by building a "special project"—a project management play, *A Project Day By Day*. He formed a company, Boyadjian and Associates, which joined actors, a theater director, and sound and light professionals to produce this "deliverable."

The play is a didactic comedy showing a big organization hiring two companies to build business centers in different parts of the city. The first company plans minimally and moves quickly to the execution, but the second company takes time to understand the project and the scope, and to detail the planning. The second company plans how to manage risks, and uses PMI processes and recommended practices.

During the performance, some comparisons are made between the two projects, showing the different results and progress. As you may expect, the second company finishes the

project ahead of schedule and below budget, while the first company is over budget and late, and the project remains incomplete until the end of the play.

The play is written in such a way that it can be customized for a specific company and the context can be oriented to its culture and language.

As Mr. Boyadjian began writing the script, he started training the actors in project management in May 2002. He finished the script in July 2003; auditions began in February 2004; and by May 2004, the execution and product delivery were started.

The grand premiere took place in August 2004 during the third PMI São Paulo Chapter Seminar at the Technology Research Institute of São Paulo University. Other exhibitions took place in São Paulo (Kimberly-Clark, August 2004) and Brasília (Brazil Central Bank, May 2005). Another show is planned in Salvador (Petrobras).



The cast of *A Project Day by Day* includes Roseli, Thaís, Boyadjian and Márcio.



A scene during the performance of *A Project Day by Day* conveys the importance of project management.

Feedback from audience members indicated 75-80 percent thought the performance was excellent or good, and a number of participants wrote "rave reviews."

Among them was Russell D. Archibald, PMP, PMI Fellow, who wrote, "Your PM Theater... was very creative ... I will be looking forward

eagerly to my next opportunity to visit São Paulo." Similar sentiments came from Paul Campbell Dinsmore of Dinsmore Associates, who wrote, "I liked very much your initiative in 'thinking out of the box' communicating your message. Congratulations on the innovation and professionalism!"

More information on the show can be seen on the Web at www.teatrogp.cjb.net or www.cplan.com.br/teatro.

2005 PMI Board of Directors

Your comments to the Board or Chief Executive Officer can be sent to CustomerCare@pmi.org.

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PMI Educational Foundation Announces 2005 Scholarship Recipients and Award Winners

Congratulations to the winners of the 2005 PMI Educational Foundation Scholarships and Awards! These students were chosen from a field of very qualified applicants. The Educational Foundation wishes them well in their future studies and endeavors. You can read more about the recipients and the awards at www.pmi.org/pmief.

SCHOLARSHIP/AWARD	RECIPIENT/SCHOOL ATTENDED	SCHOLARSHIP/AWARD	RECIPIENT/SCHOOL ATTENDED
Gaylord E. Christle Scholarship (Endowed by the PMI College of Performance Management)	John Estrella Capella University	Southwest Ohio Scholarship (Sponsored by the PMI Southwest Ohio Chapter)	Lindsay Saurber Xavier University
James Rankin Memorial Scholarship (Sponsored by the PMI Dallas Chapter)	Katherine Sikes University of Texas at Arlington	Robert J. Yourzak Scholarship Award (Sponsored by the PMI Minnesota Chapter)	Yin Daniel Wong ESC Lille
Matthew H. Parry Memorial Scholarship (Endowed by the Project Management Institute)	Sonali Goonetillek Ryerson University	Wilson-Zells Scholarship (Sponsored by PMI Information Systems SIG)	Thais de Costa Lago Alves University of California, Berkeley
Orange County Chapter Charles Lopinsky Memorial Scholarship (Sponsored by the PMI Orange County Chapter)	Pornegin Merikhbayat California State University Photo Not Available	2005 Donald S. Barrie Award (Endowed by the Design-Procurement-Construction Specific Interest Group)	Faisal Manzoor Arain National University of Singapore
PMI Fellows Scholarship (Endowed by the Project Management Institute)	Edrin Rouse Northcentral University	2005 Student Paper Award (Undergraduate)	Emily Gray Metropolitan State University (Minnesota)
PMI Founders Scholarship (Endowed by the Project Management Institute)	Ara Mazmanian Ryerson University	2005 Student Paper Award (Graduate)	Guru Prakash Prabhakar, PMP, PhD Scholar ESC Lille
Project Management Scholarship for Minority Students (Sponsored by Lowell Dye and Tricon Consulting)	Meena Bharwani Xavier University	<p>Full biographies of the scholarship recipients and award winners can be found online at www.pmi.org/pmief. This Web page also provides information on how to apply for one of these scholarships or awards.</p> 	

eREADS & REFERENCE—YOUR ROUND-THE-CLOCK MEMBER BENEFIT

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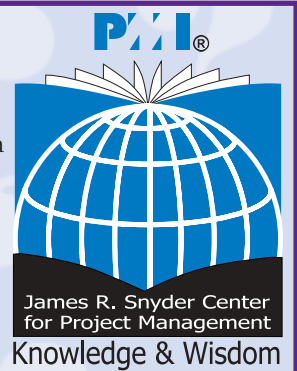
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eReads & Reference makes it easy to read up on project management, leadership, teams, communication skills, cross-cultural business and much more. Visit the Members Area of the PMI Web site (www.pmi.org) and choose "eReads & Reference" from the blue menu on the left side of the page. For information, assistance, or to give us your feedback, e-mail: kwc@pmi.org.



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PMI FACT FILE

Statistics through 31 October 2005

Total Members	207,428
% increase October 2005/2004	43%
New Members	4,378
October 2005	
Component Memberships	
Chapters	149,410
SIGs	54,646
Colleges	3,706
New PMPs (YTD)	82,577
Total PMPs	
Entire Program	177,941
www.pmi.org	
October 2005 Visitors	832,061
YTD Total	7,548,106

Publishing	
PMBOK® Guide—Third Edition	
Copies placed in circulation*	
October 2005	25,255
Total copies in circulation*	363,294

Total copies of 1996, 2000* and Third* Editions of **PMBOK® Guide** in circulation 1,798,696

*includes official translations





Simply the Best

Help Us to Identify the Brightest Lights

PMI Professional Awards for 2006—Nomination Season Is Open

As each year's elegant PMI Awards Ceremony comes to a close, planning begins for next year's awards. PMI encourages all stakeholders to participate in this project by nominating meritorious projects and individuals for a 2006 PMI Professional Award. The deliverable is well-deserved recognition for individuals and projects that have contributed significantly to the project management profession and the Institute.

The number of categories and subcategories reflects the richness and variety of project management practice. Read this supplement to find out more about all the honors, including the Distinguished Project Award, new for 2006. In three categories—Project of the Year, Research Achievement, and Community Advancement Through Project Management—nominations are due by **27 January 2006**, so please act now.

For detailed information and guidance, visit www.pmi.org and select "About PMI," then "Professional Awards Program," and click on "2006 Award Nominations."

Celebration: PMI Award Recipients Shine in the Limelight

All successful projects should end with a celebration, and so it is each year with the PMI Professional Awards Program. Here's how it was in 2005: The formal opening of PMI Global Congress 2005—North America got off to a roaring start in Toronto, Canada, with the lights, camera and action of the PMI Awards ceremony on 10 September.

A performance by the multicultural Toronto Celebration Gospel Choir set an expectant mood. The uplifting theme song was a soaring expression of the achievements to be honored, as its lyrics proclaimed:

*"I believe I can fly ... I believe I can touch the sky
... just see me running through that open door ...
I believe in me ..."*

PMI Chair Louis J. Mercken, MBA, PMP, set the stage by saying, "We are here to recognize people whose accomplishments have quite literally changed the face of the globe." Mr. Mercken and PMI Vice Chair Iain Fraser, PMINZ, PMP, presented the prestigious PMI Fellow and other professional awards in 14 categories.

Award recipients crossed a dramatic, white-draped stage splashed with colored light and pulsing with live music to receive plaques denoting their achievements. Many recipients had crossed continents and time zones to be present for the event. An audience of more than 1,000 attendees heard highlights of the recipients' professional history and viewed their accomplishments on huge video screens.

PMI Fellows were announced and called onstage individually. Each has had a long and distinguished career of achievement and contribution to the profession. PMI Fellows inducted in previous years were gathered onstage to congratulate the new honorees and welcome them to their elite and growing circle.

Announcement of the 2005 PMI Project of the Year recipient, Quartier international de Montréal, submitted by PMI Montréal Chapter, was exciting and heartwarming, especially since the recipients hailed from the neighboring

province of Québec. Quartier international was lauded for its extraordinary redevelopment project in the midst of downtown Montréal. The project succeeded despite multiple challenges ranging from interruption from the 11 September 2001 terrorist attacks on the United States to the need for cooperation among all stakeholders including business, government, local organizations and area residents. The project team received a sparkling crystal bowl to be displayed in Montréal's city hall, a symbol of achievement that Quartier international Directeur General Clement Demers, OAQ, OUQ, PMP, said belongs to all the people of Montréal.

Following a triumphant reprise of "I Believe I Can Fly," the ceremony concluded and the doors were opened to a spacious reception filled with fine food, beverages and live music. It was time to relax and savor the successes of 2005.

Behind the Scenes: Hard Work By Volunteers Makes Award Program Possible

It took a little over an hour for the 2005 PMI Awards Ceremony to convey special recognition to some of the greatest achievements in project management for the past year. It took much longer—days, even weeks—to evaluate the excellent nominations from all over the world and select the final recipients.

PMI would like to thank and congratulate the 2005 PMI Professional Awards Program Member Advisory Group (MAG) for answering the challenge of such a daunting task. Frank Gorman, Esq.; James Hessel, PMP; and Jan Willem Post, PMP, renewed their commitment by returning for the 2005 MAG, while Donna Brighton, PMP; Naomi Caietti, PMP; and Mike Rapach, PMP, made their marks as first-year members of the group.

Through these volunteers' exceptional dedication to PMI and the project management profession, the global project management community was able to properly acknowledge and celebrate the accomplishments of project managers in 2005.

PMI 2006 PROFESSIONAL AWARDS PROGRAM

"We are here to recognize people whose accomplishments have quite literally changed the face of the globe."

PMI Chair Louis J. Mercken, MBA, PMP



Frank Gorman, Esq.



James Hessel, PMP



Jan Willem Post, PMP



Donna Brighton, PMP



Naomi Caietti, PMP



Mike Rapach, PMP

2005 PMI Professional Awards Program Member Advisory Group

2006 AWARDS AT A GLANCE

Here is a streamlined overview of the 2006 PMI Professional Awards. For more detailed descriptions and other important information, please visit the Awards Program page at the PMI Web site.



PMI Project Of The Year Award

PURPOSE: To recognize and honor the accomplishments of the PMI Project of the Year and the project team involved for superior performance and execution of exemplary project management.

ELIGIBILITY: Projects from everywhere in the world are eligible to participate, regardless of size, industry type or location. PMI affiliation is not necessary, and other professional associations are invited to encourage participation. The project must be essentially complete at the time of nomination and accepted as complete by the owner/client prior to nomination.

NOMINATION DEADLINE: Preliminary deadline 27 January 2006. (There are three successive tiers of competition: preliminary, semifinal and final. See the Web page for other deadlines, nomination forms and steps.)

PMI Fellow Award

PURPOSE: To recognize and honor PMI members who have made sustained and significant contributions to the Project Management Institute and project management for more than a decade. This is PMI's highest and most prestigious individual award. Designation as a *Fellow of the Institute* is an honorary recognition for PMI members in good standing, and confers no other specific individual or collective responsibility.

ELIGIBILITY: Current PMI member in good standing; sustained and uninterrupted service to PMI for a minimum of 10 years; demonstrated service to the Institute as a whole, as well as professional achievement.

NOMINATION DEADLINE: 28 April 2006

PMI Linn Stuckenbruck Person Of The Year Award

PURPOSE: To recognize and honor one PMI member for outstanding contribution(s) to the development and advancement of the project management profession completed in the previous calendar year (2005).

ELIGIBILITY: The candidate must be a PMI member in good standing.

NOMINATION DEADLINE: 28 April 2006

PMI Distinguished Contribution Award

PURPOSE: To recognize and honor a particularly significant achievement of sustained performance by an individual who contributes to the advancement of the project management profession or the Project Management Institute.

ELIGIBILITY: Any individual making a contribution to the Institute or the profession. The nominee may or may not be a PMI member.

NOMINATION DEADLINE: 28 April 2006

PMI David I. Cleland Project Management Literature Award

PURPOSE: To recognize and honor the best project management literature published during the previous calendar year (2005). This award recognizes the author or authors for significant contributions and for advancing project management knowledge, practices, procedures, concepts or other advanced techniques that demonstrate the value of using project management. The publication may be on historical, current or future endeavors.

ELIGIBILITY: Any person or persons who have formally published an article, book or other information in the field of project management. The nominee may or may not be a PMI member. Publication was released/published during the previous calendar year (2005). PMI Standards are excluded from nomination.

NOMINATION DEADLINE: 28 April 2006

PMI Eric Jenett Project Management Excellence Award

PURPOSE: To recognize and honor an individual who makes outstanding contributions to the practice of the

project management profession through an act or acts that demonstrate leadership and initiative while advancing project management concepts, techniques, practices or theories. The work must transcend the organization in which the acts were performed.

ELIGIBILITY: Any individual performing an act that has the perceived potential to make an outstanding contribution to the practice of the project management profession.

NOMINATION DEADLINE: Nominations may be received at any time throughout the year.

PMI Research Achievement Award

PURPOSE: To recognize and honor an individual or individuals who have significantly advanced the concepts, knowledge and/or practices of project management through professionally conducted and authored project management research.

ELIGIBILITY: Any individual or group who, through project management research, has made a significant contribution to the advancement of the Project Management Body of Knowledge (PMBOK). Eligible contributions include, but are not limited to, innovative tools, techniques and concepts that further the practice of project management. Nominees may or may not be PMI members, and may work in any field such as business, government, nonprofit, academia, research, consulting, training, etc.

NOMINATION DEADLINE: 27 January 2006

PMI Community Advancement Through Project Management Award

PURPOSE: To recognize and honor a particularly significant achievement or sustained performance that improves the well-being of a community by completing a project or multiple projects, or by applying project management principles to the pro bono delivery of goods and services. Awards are given in three categories: *Individual, PMI Component and Organization*.

Pro bono is defined as "volunteer work and related materials provided without any form of compensation, whether financial, in-kind or business advantage."

ELIGIBILITY:

- **Individual** may be a volunteer or leader in the community, industry, business, academia, not-for-profit organization, or any other movement who is recognized for advancing the well-being of communities through the application of project management principles.
- **PMI Component** is any chartered PMI component organization in good standing, such as a PMI Chapter, PMI Specific Interest Group (SIG) or PMI College.
- **Organization** may be a business, a not-for-profit organization, government agency or any other entity that does not fall under any of these categories, which undertakes projects that contribute significantly to the social good without any type of compensation.

NOMINATION DEADLINE: 27 January 2006

PMI Professional Development Product Of The Year Award

PURPOSE: To recognize and honor exceptional professional development instruction and/or training material for project management students, trainees or practitioners. This award may be given to a *PMI Component, Corporate/Government/Association, Individual/Business or Academic Institution* that is responsible for creating and producing the instruction.

ELIGIBILITY: Nominated instruction/training material must be current with accompanying endorsement letters dated within the previous calendar year (2005). PMI offered programs (such as SeminarsWorld®) are not eligible for this award. Registered Education Providers (R.E.P.s) are eligible for this award.

- **PMI Component** is any chartered PMI component organization in good standing, such as a PMI Chapter, PMI Specific Interest Group (SIG) or PMI College.
- **Corporate/Government/Association** includes in-house training departments which produce appropriate project management professional development products for their own employees or members.
- **Individual/Business** includes those sole proprietors and organizations that charge a fee for the delivery of project management training. This includes for-profit training and development consultants and businesses.

■ **Academic Institution** includes those who produce project management professional development materials and/or training products that are separate from the institution's formal education curriculum.

NOMINATION DEADLINE: 28 April 2006

APPLICATION FEES: Please note there are application fees for this award:

- Regular – \$75 (U.S.)
- R.E.P. – \$50 (U.S.)
- No application fee for PMI Components.

Please see the awards section of the PMI Web site for further information.

PMI Professional Development Provider Of The Year Award

PURPOSE: To recognize and honor a PMI Component as well as providers of professional development materials in the *Corporate/Government/Association, Individual/Business and Academic Institution* realms who have demonstrated exceptional skills in the delivery and implementation of a professional development program in project management.

ELIGIBILITY: Eligibility rules and application fees are similar to those listed for the PMI Professional Development Product of the Year Award. Categories of eligibility are PMI Component Provider, Corporate/Government/Association Provider, Individual/Business Provider and Academic Provider.

NOMINATION DEADLINE: 28 April 2006

APPLICATION FEES: Please note there are application fees for this award:

- Regular – \$75 (U.S.)
- R.E.P. – \$50 (U.S.)
- No application fee for PMI Components.

Please see the awards section of the PMI Web site for further information.



PMI Distinguished Project Award

PURPOSE: To recognize successful projects that have advanced project management concepts, techniques, practices or theories through the effective application of project management principles.

ELIGIBILITY: Projects of any size are eligible to be nominated for this award. PMI affiliation is not required. The project must have an approved scope, schedule and budget as evidenced by a letter from the client, owner or organization, and have been accepted as complete and meeting or exceeding needs. Nominees submitted for the PMI Project of the Year Award competition are not eligible.

NOMINATION DEADLINE: Nominations may be received at any time throughout the year. Nomination must be received no more than one year after project completion.

IMPORTANT NOTE: Currently employed PMI staff are not eligible for PMI Professional Awards. Acts performed under contract to PMI by contractors and/or consultants directly or indirectly are not eligible for consideration for PMI Professional Awards.



For official eligibility and submission requirements, as well as further details about the nomination procedures and other important information, visit the awards program page on the PMI Web site at www.pmi.org.

Component Awards Program Recognizing 2005 Achievements

PMI Components and their volunteer leaders do amazing things. They conduct programs that change members' lives, get them jobs, enhance their careers, help their communities and promote the profession. If your Chapter, Specific Interest Group or College is doing something noteworthy, now is the time to get the recognition you are due!

The Project Management Institute honors the many PMI Components and volunteers who have helped develop and implement PMI's strategic vision and mission, and who have worked in support of the Institute's envisioned goal—"Worldwide, organizations will embrace, value and utilize project management and attribute their success to it."

PMI Components range in size from fewer than 30 members to more than 14,000. All strive to offer PMI members a consistent, high-quality, interactive membership experience.

In recognition of the key role they play, PMI Components are recognized annually for exceptional achievements and noteworthy contributions to their members and to the global project management community. A list of the Component Award categories can be found below.

Component officers can find information and award applications on the Component Leader Online Community. They are encouraged to take time to review the PMI Component Awards application carefully, keeping in mind programs and services executed in 2005 to benefit the Component's membership. The deadline for applying is **30 April 2006** and the application is based on 2005 programs.

For further information on the Component Awards Program, please contact the Component & Community Relations Department at +1-610-356-4600, ext. 1038.

Component Award Categories

Component of the Year Award

Chapter Category I: 25–300 members

Chapter Category II: 301–1,000 members

Chapter Category III: 1,001 or more members

SIG Category I: 25–1,000 members

SIG Category II: 1,001 or more members

College: No size categories

Component Award for Collaboration

Component Award for Community Involvement

Component Award for Volunteer Program

Component Award for Volunteer Leader of the Year

Component Award for Component Leadership

Simplifying the Recognition of Excellence

Tips for Nominating the Best and Brightest

The nomination process can look daunting to the first-time nominator. Here are some tips to help your nomination go smoothly and increase the likelihood that your candidates may earn the recognition they deserve:

- Designate an award team with a lead nominator to act as a liaison between PMI and your team. The lead nominator is responsible for monitoring the completion of all required documents and checking deadlines. The lead nominator might also be responsible for recording achievements for the past year to create a list of

possible candidates to present to the team for consideration.

- Read through the application package carefully, and pay special attention to your specific award description.
- If you need clarification, seek assistance through the PMI Brand Development Department or the PMI Component & Community Relations Department as early as possible to have your questions answered.
- Start the process early (January 2006). You can always be too early, but you don't want to be too late.

For more information on the nomination process, please contact PMI Manager, Brand Development Neil Douris at neil.douris@pmi.org or Oxana Ahern, PMI Marketing Planner, at oxana.ahern@pmi.org. For more information on the Component Awards Program, please contact the Component & Community Relations Department at +1-610-356-4600, ext. 1038.

A Digital Gallery and Tribute PMI Hall of Leaders Honors the Best of the Profession

In the 36 years since PMI's inception, its members and volunteer leaders have propelled project management from a nascent, little-known function to a globally recognized conduit to business results. The PMI



Hall of Leaders digital gallery and tribute recognizes the volunteer leaders and award recipients who have done so much to guide project management to global stature.

The service and commitment of PMI volunteer leaders are exceptional. They contribute incredible amounts of time and energy to PMI and the profession, guide the Institute, and advocate for project management on a global stage. Many volunteer leaders have been engaged in important projects to advance the profession for many years, even decades. These activities include leadership of PMI Components, standards and advisory committees, action groups and other venues.

Among those recognized in the Hall of Leaders are the founders of PMI, PMI



Fellows, PMI Chairs past and present, PMI Board members past and present, and past recipients of PMI professional awards. All are or were leaders in project management through the results of their work, their innovation and effectiveness, and the inspiration they provided to so many others to strive and achieve.

Project management inspires passion among its practitioners and proponents. For some, the passion to practice becomes a

passion to lead the profession into the future. Please visit the Hall of Leaders gallery and tribute online at PMI's Web site and join us in honoring those who blaze the way.

View the Hall of Leaders through www.pmi.org by clicking on "About PMI," then on "Hall of Leaders."

Localized Projects to Gain Recognition

New Award Honors Distinguished Projects

There is a new addition to the PMI Professional Awards Program for 2006. The PMI Distinguished Project Award is the latest award designed for recognizing excellence in project management.

The PMI Distinguished Project Award will recognize successful projects that have advanced project management concepts, techniques, practices or theories through the effective application of project management principles. This award will give localized achievements the global recognition they deserve throughout the calendar year.

Recipients will be selected from what is anticipated to be a large pool of projects from around the world. Nominees are not required to have PMI affiliation, and there are no size requirements or limits to the number of awards granted each year.

Projects nominated for the PMI Project of the Year Award are ineligible for the PMI Distinguished Project Award. Nominated projects must demonstrate innovative application of project management techniques, practices and methods in the areas of team-building and effective communications.

Award recipients will be notified of their selection as soon as possible following approval of the award. A letter indicating the final decision on the submitted nominations and signed by the PMI Chief Executive Officer will be sent to the lead nominator.

The presentation can be made at the recipient's location by an appropriate PMI representative (e.g., Chapter president or Specific Interest Group chair), or by a corporate or organization officer from the recipient's place of employment. While it is ideal for the award to be presented within the appropriate workplace, some presentations are also arranged at a specified PMI event, such as a PMI Global Congress, or in some other suitable manner.

The PMI Distinguished Project Award is a timely recognition. The recipient's accomplishments will be publicized in PMI communication vehicles and on the PMI Web site at the earliest opportunity.

Do you know of a project that is deserving of the PMI Distinguished Project Award? Visit the PMI Professional Awards Program Web site (through www.pmi.org, follow the drop-down menu for "About PMI" and click on "Professional Awards Program") to be among the first to submit nominations.

Inspire



PMI Today chatted with the four newest PMI Fellows. These four leaders were recognized at PMI Global Congress 2005—North America in Toronto, Canada.

Rebecca (Becky) Ann Winston, Esq.

Becky Winston was on the PMI Board of Directors for several years as the Institute started growing rapidly and the Board concentrated on long-range strategic planning. When asked what was most beneficial for her about her experience, Ms. Winston cited networking with fellow program and project managers around the world.



"There isn't an issue about program or project management that I've faced that someone else hasn't faced," she said. "There's always someone to bounce ideas against. When I started a consultancy, I didn't have to re-create the good wheel or create a bad wheel."

Leadership has risen to the top of important characteristics to be displayed by up-and-coming project managers. Ms. Winston says that leadership "is not the business of making friends. It is a future endeavor, whether five minutes or 30 years down the road, so a future leader should keep an eye to the future. It means continual learning."

When asked what kind of learning she is doing, Ms. Winston replied that she is "constantly in the mode to gather new information about project, program and portfolio management. I set up systems for my clientele and I need to constantly look on the Web, in books and in magazines for information. There isn't a *PM Network* that I haven't ripped articles out to read and share."

Ms. Winston encourages all PMI members interested in personal and professional growth to make room in their lives to volunteer in their professional organizations.

"It's too easy to get engrossed in day-to-day things," she said. "You need to find the time and educate your management structure on the importance of being involved in professional associations."

Growing in an organization like PMI can help you with leadership and management skills, and

Legacies of Leadership

The Stories Behind the New PMI Fellows

that can only benefit a volunteer's employer. "But the members have to be their own marketers," advises Ms. Winston.

What got her nominated as a PMI Fellow? "Willingness to work passionately for the profession, dedication to be in a constant learning mode, vision for the future of the Institute and the profession, and teaming with other professionals to reach a commonly held objective for the profession and the Institute," said Ms. Winston.

Helen S. Cooke, PMP

Helen Cooke, who has 20 years experience in project management and 18 years as an active member in PMI, considers herself a team player.

"As I interact and grow, I see benefits to everyone in the profession," she said. "I don't have to put myself up front. I can allow others to come to the forefront."

"PMI is an organization where you are allowed to contribute fully," Ms. Cooke said, adding, "If you are motivated, energetic and persistent, PMI will let you be your best." She remembers helping make the Council of Chapter Presidents into a self-governing body in which participants could make decisions and use their ability to help lead and make things happen.

Leadership to Ms. Cooke is creating a vision of many different viewpoints representing those whom you are leading, or speaking with their voice and leading where they want to go.

"It's a consensus, but it also needs to be linked and integrated with the direction of the Institute or the greater body," she said. "Leadership also involves articulating so team members hear their voice."

Ms. Cooke considers herself an experiential learner. "I validate my learning by reading books, but it is by experience that I have grown from leading projects and teams to programs, portfolios and organizational implementation of vision through governance bodies." Currently, Ms. Cooke is learning how project management works in other countries, and how that fits into the global picture of project management.

Being a volunteer leader within PMI helped her grow professionally.

"It helped me gain experience for growing into management," she noted. "I would get to try out different leadership behaviors."

Ms. Cooke encourages everyone in the field to take advantage of the many personal and professional opportunities that are opening up as project management and PMI continue to expand and grow.

Hugh Woodward, PMP

Hugh Woodward says a passion for project and program management, and the desire to see the discipline become a profession, were the primary drivers behind the fact that he has devoted much personal time to the profession and is now a PMI Fellow.



There has been a dividend for Mr. Woodward: "The opportunities to network with and develop friends across the world

have been most satisfying," he said. "I've learned about different cultures by working with the contacts I've developed in Japan, Russia, Brazil, France and elsewhere. I know that the friendships will last beyond my career in project management."

Mr. Woodward said he's become increasingly convinced that the ability to lead is what makes a good project manager, and that leadership is as critical or more critical than processes and techniques.

"I used to think things like setting up processes and programs were solely important to success," he said. "Now I realize that good leadership is essential."

For those in project management who aspire to leadership, Mr. Woodward advises, "Observe others in practice. Have a passion for what you're trying to achieve and for the people you are leading. Make sure you represent their interests. And volunteer for PMI at the local level. Chapters and Specific Interest Groups are always looking for volunteers. They represent an unparalleled opportunity to develop leadership skills."

Mr. Woodward added that the good thing about volunteering with PMI is that you work with people who care about the same things as you do. In addition to vast opportunities, there is an excellent support network.

Saralee Newell, PMP

Saralee Newell's road to Toronto to accept the PMI Fellow award featured a major detour: The eye wall of Hurricane Katrina went over her house, destroying it. "PMI has been wonderful," said Ms. Newell. "We have friends from all over the world offering help."

Commenting about the PMI New Orleans Chapter, which she helped found, Ms. Newell said, "Until two weeks ago, there were 400 members. Now the chapter is in limbo. We don't know where people are. We sent out a poll and haven't heard results yet, but people are starting to get in touch. There is now a disaster relief coalition of PMI members helping members through the Risk SIG. We have a good project management brain trust to draw from."

Ms. Newell said project management is finally being recognized. "Most executives and businesses didn't know what we were talking about in 1995" when her chapter helped organize a PMI Seminars & Symposium. "It's a life skill, and there's lots more opportunities now. People are joining and looking to the future. PMI will grow and grow and grow."

"Project managers develop good skills that will stand by us," she said. "They use a logical, sensible way to get things done. So when someone asks you what do project managers do, you can say, 'We get things done.'"

For those aspiring to grow within their profession, Ms. Newell advises you to "educate yourselves, get yourselves experience, get certified, look for companies that have a project management career path, and volunteer. We need to show other people how to get things done!"



A FRAMEWORK FOR UPDATING AND UNIFYING PMI's Ethics Standards

Continued from page 1

PMI Today: Ethics standards are often cited as a pillar or hallmark of a profession. What is your view of ethics' contribution to project management as a profession? Why are they so valuable?

Mr. Taylor: Ethics help to establish a level field for professional activity, as well as protection from outside pressure to compromise their standards. Moreover, commonly held ethical principles help to distinguish members of the profession from non-professionals as people willing to commit publicly to superior standards of behavior. And that builds public confidence in the profession. Elevating the importance and visibility of its solid ethical core will boost project management's reputation as a leading profession.

WHY REVISE ETHICS STANDARDS NOW?

PMI Today: Why did the PMI Board of Directors decide that the Ethics Standards need to be revised?

Mr. Mercken: There were multiple reasons for deciding to go ahead with a revision. One is that PMI has too many ethics standards, one for those with the Project Management Professional (PMP®) credential and one for members. We needed to "clean up" and consolidate.

Another reason is that the organization is growing enormously. PMI is not a small club anymore. The larger the "club," the more attention you have to pay to ethics. We also needed to get the ethics code up-to-date, because times change. The ethics standards were last reviewed in the 1990s. We should review them regularly.

PMI Today: How important is reviewing the ethics code?

Mr. Mercken: The Board takes this issue very seriously. We show that by our appointment of Debbie O'Bray to chair the Ethics Standards Development Committee. Debbie is a former PMI Chair and had an outstanding six-year tenure on the PMI Board. This appointment is a clear signal of how seriously we take this effort.

The Board is also looking forward to the leadership of Debra Miersma, who will chair the Ethics Standards Implementation Planning Committee in 2006. Debra is another former Board member and was the PMI secretary/treasurer.

PMI Today: What has the Board stated strategically about ethics?

Mr. Mercken: The Board has said we should do everything we can do to provide a world-class ethics code. PMI has four core values that describe who we are—our nature—and provide the basis for deciding what it is that we do—our actions. One of our core values is professionalism, described as competence, ethical behavior, and honesty. The other core values are knowledge, community and volunteerism, and value of project management to business.

Every profession has a code of ethics. Since we are striving to get more recognition for our profession, it is essential that we have ethical standards that are considered front-running.

Where the Institute is going should be reflected in its standards and ethics. PMI is global. If we are operating like a global organization, our ethics standards should be valid and accepted in all parts of the world, and that is the relationship to strategy. You cannot come up with a strategic plan without a foundation of ethics that allows you to do business in all parts of the world.

We strive for "critical path" or schedule to mean the same thing in all parts of the world. Similarly, ethics should not have any ambiguity; it should mean the same thing everywhere.

HOW IS PMI APPROACHING THE TASK?

PMI Today: The Ethics Standards Development Committee is charged with revising PMI's ethics standards. How is the committee approaching such a daunting task?

Ms. O'Bray: Organizations approach the development of ethics standards differently. At one end of the continuum, you can get a group of experts together and lock them in a room for a few days until they come out with an ethics standard. The PMI Board felt strongly that PMI needed an inclusive process that would allow anyone to participate.

Based on this direction from the PMI Board, the work was broken into two distinct pieces:

A committee called the Ethics Standards Review Committee (ESRC) was formed and it was charged with developing an inclusive process for the revision of PMI's ethics standard. The committee's recommended approach was approved by the PMI Board in October 2004. It called for the benchmarking of other organizations' ethics standards, member surveys, focus groups, the documenting of best practices, as well as an opportunity for anyone who is interested to comment on the draft.

A subsequent committee, the ESDC, was formed and it was charged with carrying out the approved process and ultimately producing the revised standard. In September 2005, the PMI Board approved the ESDC's recommended format for the new ethics standard. The next step in the process is to produce a draft and post it on www.pmi.org for comment.

REFLECTING CHANGES IN PMI

PMI Today: What were the main reasons the Board and members stated that they felt a revised ethics standard was needed?

Ms. O'Bray: The PMI Board felt that the ethics standard needed to be reviewed because it was written when PMI was much smaller in terms of size and scope. The organization is much more global now, and the question of relevance and applicability needed to be addressed. In addition, the practice of ethics is maturing, and our existing standard may not reflect current thinking.

Members were asked for their views on ethics standards. Specifically, they were asked what the benefits of a revised standard would be. They cited the following reasons most often:

- Become more globally understood and respected;
- Continue to raise the standard of behavior for PMI members at work;
- Further elevate the project management profession; and
- Help members make tough professional decisions.

PMI Today: We understand ESDC research showed that the most important ethical values for PMI members are responsibility, respect, fairness and truth.

How do those values compare to the values chosen by other groups?

Mr. Taylor: As you know, the ESDC research was global in scope. The values we discovered through the membership survey and the focus groups are consistent with the values my organization discovers in other organizations around the world. Moreover, those values continue to be acceptable guideposts for ethical behavior everywhere we work.

ONE STANDARD SOUGHT

PMI Today: What was the most surprising discovery from the ethics research conducted by the ESDC?

Ms. O'Bray: A couple of surprises: Members were very clear about wanting one ethics standard. Today we have two: one for PMPs and another for PMI members. Members want everyone held to the same high standard—they do not want anyone to perceive that some people are held to lower standards than others. Of course, there may be specific clauses within the standard that address the unique needs of specific audiences, but they were clear that they wanted one standard. During our benchmarking process, we found a few organizations that have done an outstanding job of meeting the needs of specific audiences within a single standard, and we intend to build on their success.

We were also surprised to learn that members want the standard to apply in both a professional setting as well as a volunteer setting.

PMI Today: Will you be utilizing the American National Standards Institute (ANSI) methodology that PMI uses for the development of other standards, like *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*?

Ms. O'Bray: Although we were not required to do so, we are voluntarily following the rigorous process set out by the (ANSI) in the development of this standard.

PMI Today: Why is using the ANSI methodology important?


Ms. O'Bray: We believe that using the ANSI process will lend credibility to the process and the final product, both within and outside of PMI. In addition, this is a familiar process to the project management community, which should increase participation in the process—ultimately leading to a superior product.

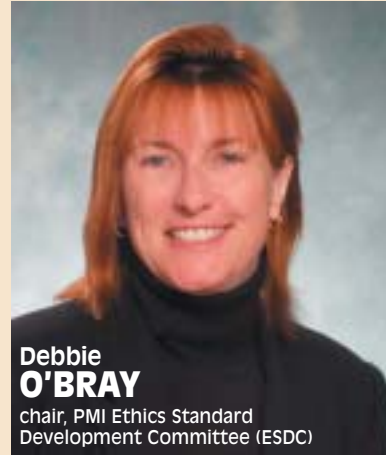
PMI Today: Where and when will the draft ethics standard be posted for comment? How long will stakeholders have to provide comments?

Ms. O'Bray: We are on track to have a draft available for comment in mid-January. The comment period on www.pmi.org will be 60 days.

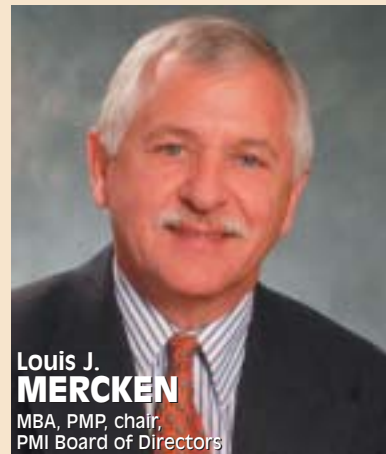
PMI Today: Can anyone provide comments, or are comments restricted to PMI members only?

Ms. O'Bray: Anyone can comment. This is a hallmark of the ANSI process. In addition, we will be using a blind review process, which means that the team won't know who submitted a comment.

To maximize participation, we will be proactively reaching out to a number of audiences including PMI members, non-member certificants, other project management organizations, non-member volunteers, etc. We will get the best result by engaging as many people in the process as possible. The committee welcomes and actively seeks comments on the draft standards. 



Debbie O'BRAY
chair, PMI Ethics Standard Development Committee (ESDC)



Louis J. MERCKEN
MBA, PMP, chair, PMI Board of Directors



Marty TAYLOR
vice president, organizational services, Institute for Global Ethics, and a member of ESDC



Debra MIERSMA
chair, Ethics Standards Implementation Planning Committee (in 2006)

Who is the ESDC?

Thirteen dedicated PMI volunteers from around the world are collaborating on this important ethics standard project. The ESDC members are:

- **ENRIQUE CAPPELLA, PMP**—president of the PMI Costa Rica Chapter and past member of the PMI Board Nominations Committee
- **J. DAVIDSON FRAME, PMP**—PMI Fellow and past PMI Board member
- **EARL GLENWRIGHT**—member of the initial *PMBOK® Guide* project team, the 2000 update team, and the team that prepared the Third Edition
- **DEBRA MIERSMA**—past secretary-treasurer, PMI Board
- **DEBBIE O' BRAY**—chair, ESDC, past PMI Board chair
- **LESLIE JANE RIDER, PMP**—past president of Project Management South Africa
- **WILLIAM SCARBOROUGH**—PMI legal counsel
- **SHAY SHARGAL, PMP**—president of the PMI Israel Chapter
- **MARTY TAYLOR**—Vice President, Organizational Services, Institute for Global Ethics
- **ZBIGNIEW TRACZYK, PMP**—president of the PMI Warsaw, Poland Chapter
- **KAREN WHITE**—chair of the Ethics Review Committee. Ms. White is also a past PMI Board member and has received the PMI Distinguished Contribution Award.
- **PATTY WONG, PMP**—president of the PMI Hong Kong Chapter
- **THOMAS WUTTKE, PMP**—president of the PMI Munich, Germany Chapter

The members of the ESDC encourage you to shape the future of the project management profession by submitting your comments on the exposure draft of the new ethics standard.

PMI Leaders Start Relief Organization for U.S. Members



Several PMI leaders have created an organization to help PMI members based in the United States deal with catastrophic losses following natural or man-made disasters.

Members Disaster Relief, Inc. (MDRI), a non-profit entity not affiliated with PMI, aims to provide assistance in meeting immediate needs such as food, clothing and shelter. It also assists with employment, legal needs and other aspects of coping with disasters. Its member-to-member program provides one-on-one assistance from other PMI members and from members of the public who are not affected by the disaster.

The intent of MDRI is to help PMI members in need become reasonably self-sufficient and on the road to recovery without relying solely on traditional public charities.

"At the point we began realizing the full extent of devastation left by Hurricane Katrina, we began mobilizing to reach out to fellow PMI members in the region," said Charles W. Bosler, Jr., CPCM, president of MDRI.

"A small group of PMI leader volunteers who met at PMI Global Congress 2005—North America in Toronto, which took place following Hurricane Katrina, quickly decided to become involved in the outreach efforts to locate fellow members affected," he said. "They quickly realized that communications in the area were limited or non-existent, making it extremely difficult to locate their friends and colleagues."

MDRI Vice President Julie M. Wilson, PMP, added, "As we continued to reach out by phone, Internet and other means, we did begin finding members displaced from the disaster areas and immediately began applying member-to-member assistance. We set up weekly teleconferences where those in need and those who wanted to help could come together around our 'virtual table' to discuss needs and leave with immediate, actionable plans.

"We began matching displaced members in need with sponsoring members who could help them in their new locations. This matching has continued to be a solid approach through Hurricane Rita, the floods in New Hampshire and nearby states, and other natural disasters experienced since MDRI began operating."

"As one of the first recipients of help from Members Disaster Relief, Inc., I can't say enough good things about it," said Saralee Newell, PMP, PMI Fellow. "After the devastating loss of our home and all that was in it, my husband and I were in a sort of fog when we attended the Global Congress in Toronto. Imagine my surprise when I found that our hotel bill had been 'taken care of'; it was such a relief because I was worried about how I was going to budget for it.

"Since then, we have had a personal visit from Barbara Wong, and many phone calls and e-mails with Julie Wilson talking about employment," Ms. Newell continued. "We have received cash and 'care' packages from several members. It's amazing to me how helpful everyone has been and continues to be. It makes our membership in PMI that much more meaningful."

Donations are needed, so please consider giving to this worthwhile humanitarian effort. A number of PMI chapters have donated money, goods and services, but, according to

Ms. Wilson, the vital need right now is cash.

MDRI is qualified as a tax-exempt charitable organization under section 501(c)(3) of the federal tax code. Checks can be made payable to *Members Disaster Relief, Inc.* and mailed to P. O. Box 5331, Woodbridge, VA 22194-5331, USA. For more information, go to www.membersdisasterrelief.org.



Charles W. Bosler, Jr., CPCM
MDRI President



Julie M. Wilson, PMP
MDRI Vice President

NEW e-Learning COURSE

Covers *PMBOK® Guide—Third Edition*

Project Management—Methods and Mechanics

Students of project management will soon have an easy, convenient way to become familiar with the theory and practices covered by *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Third Edition*. A new introductory course, "Project Management—Methods and Mechanics," can serve as a foundation course for those entering the field of project management as well as a refresher course for the veteran project manager.

"Project Management—Methods and Mechanics" is a Web-based self-study e-learning course that will focus on the theory and practices contained in the *PMBOK® Guide—Third Edition*. The course will introduce the project management concepts and practices in an engaging and interactive self-study delivery format. Students will have access to the course for one year, and can complete the work at their convenience.

The ten-module series will take a real-life, on-the-ground approach. The program will bring the knowledge in the *PMBOK® Guide* to life through a series of easy-to-understand explanations, dynamic interactions and thoughtful scenarios.

"Project Management—Methods and Mechanics" is recommended for anyone interested in the profession of project management.

The course will launch on 1 January 2006. Prices are \$425 (US) for members and \$475 (US) for non-members.

For more information or to register, please visit www.pmi.org. Under "Professional Development & Careers," click on "Web-Based Self Study."

Prominent Authors Volunteered Their Time to Design the New Course



Lowell D. Dye, PMP
Lowell D. Dye is president of TriCon Consulting, Inc., a project management training, mentoring and consulting firm.

Mr. Dye has more than 25 years experience in project management training, consulting and implementation in various industries. He is the co-editor of *Project Portfolio Management: Selecting and Prioritizing Projects for Competitive Advantage* and *Managing Multiple Projects: Scheduling and Resource Allocation for Competitive Advantage*.



Gary R. Heerkens, PMP, CPM, CBM, PE
Gary R. Heerkens is president of Management Solutions Group, a company that provides project management educational solutions and enterprisewide project management development support. Mr.

Heerkens, who had 20 years experience managing a variety of project types for the Eastman Kodak Company, is a frequent speaker at international project management conferences and PMI chapter events.



Jürgen Oschadleus, PMP
Jürgen Oschadleus is an international speaker, writer and consultant. He has presented his flagship seminar, "Communicate to

Influence," on four continents. Mr. Oschadleus is the author of *Heart of Influence*.



Janice Y. Preston, PMP

Janice Y. Preston has been managing projects for more than 20 years in industries as diverse as real estate, finance and IT. Ms. Preston has been a principal with Vista Performance Group (formerly Pacifica Companies) since 1991.



Carl Pritchard, PMP

Carl Pritchard is the principal and founder of Pritchard Management Associates, and is an internationally recognized speaker, author and presenter in project management. His most recent work is *Risk Management: Concepts and Guidance, 3rd Edition*.



Frank P. Saladis, PMP

Frank P. Saladis, president of Project Imaginers Inc. is a consultant and instructor within the

project management profession, and has over 30 years experience in the telecommunication and project management training environment. He is a senior consultant and trainer for the International Institute For Learning, Inc.



PMI Today Deadlines:

FEBRUARY 200615 **DECEMBER**
MARCH 200616 **JANUARY**

The *PMI Today* Calendar of Coming Events is reserved for activities organized by PMI, its components and its cooperating organizations. Please see PMI's online Coming Project Management Events calendar at www.pmi.org/info/AP_ComingPM_Events.asp for more events, including those sponsored by Registered Education Providers and other suppliers of related goods and services.

16-19 July 2006
PMI Research Conference 2006
Montréal, Canada

UPCOMING PMI GLOBAL CONGRESSES

Visit www.pmi.org for details.



PMI Global Congress 2006—Asia Pacific
 27 February-1 March 2006
 Bangkok, Thailand



2006 PMI GLOBAL CONGRESS SITES AND DATES

Asia Pacific, 27 February-1 March, Bangkok, Thailand

EMEA, 8-10 May, Madrid, Spain

North America, 21-24 October, Seattle, Washington, USA

Best Practices in Project Management

18 January 2006 PMI Southwest Virginia Chapter co-sponsors a seminar featuring Dr. Harold Kerzner. Roanoke, Virginia, USA. www.pmi-swva.org.

PMI-CLG Seminar at Sea

2-6 February 2006 Sponsored by PMI Clear Lake-Galveston Chapter. Join a four-day cruise from Galveston, Texas, USA to Cozumel, Mexico. Four guest speakers, PDU opportunities. www.pmiclg.org.

PMI Dallas Chapter Annual Vendor Showcase

9 February 2006 Dallas, Texas, USA. Premier Dallas event for project management community to interact with providers of project management products and services. www.pmidallas.org/Vendor_Showcase/showcase.htm.

Ninth Australian International Performance Management Symposium for the Asia Pacific Area

1-3 March 2006 Canberra, Australia. Co-sponsored by PMI College of Performance Management. www.mtc.aust.com/symposium/au2006.



To register for PMI® SeminarsWorld®, visit www.pmiseminars.org.



DATE	LOCATION
28 February-3 March	Tampa, Fla., USA
13-16 March	Charleston, S.C., USA
27-30 March	Mega SeminarsWorld Anaheim, Calif., USA
24-27 April	Scottsdale, Ariz., USA

eSeminarsWorld Offerings

eSeminarsWorld is a series of instructor-led, Web-based professional development courses. The eSeminarsWorld topics are as diverse as our traditional SeminarsWorld face-to-face offerings, yet offer the convenience of attending and earning valuable PDUs right from your computer. Courses are offered over two- and five-week periods and require approximately one hour each day to complete. You choose what time of day to log in and complete lessons and assignments. Contact Dee Bilo at dee.bilo@pmi.org for more information.

- 1-16 December** Human Factors and Team Dynamics
- 1-16 December** Building Teams, Commitment and Culture for Virtual Teams
- 12-28 January** Managing Multiple Projects



CHAPTER LINKS

- NEWS
- PEOPLE
- PROJECTS
- TRANSITIONS

PMI Southern Ontario Chapter Special Events Committee, left to right: Peter Monkhouse, PMP; Shari Bricks; Akos Varga-Toor; Gagan Marwaha; Cornell de Guia, PMP; Bob Heggie, PMP; and Janice Fendley.



(left to right) Linda Vella, PMP; Michael Flint, PMP; and Mark Langley, PMI COO.



(left to right) Berthe Morris; Colin Morris, PMP; and Peter Monkhouse, PMP.



PMI Southern Ontario Chapter 2005 board of directors are joined by PMI Chief Operating Officer Mark Langley (rear, right) and PMI Chair, Strategic Planning and Program Alignment Committee Linda Vella, PMP (front, center).



PMI Southern Ontario Chapter

30th Anniversary Celebrated in Style

A gala evening of dining, dancing and magical entertainment marked the first 30 years of project management in Southern Ontario, as more than 250 guests paid tribute to the milestone.

A highlight of the evening was the presentation of the first-ever PMI Southern Ontario Chapter Distinguished Contribution Award, which was presented to Colin Morris, PMP. To honor Mr. Morris' immense contribution over the years, the award will be known in the future as the Colin Morris Distinguished Contribution Achievement.

Mr. Morris was quite touched by the honor as he recalled the humble beginnings of the Chapter in 1974. He was among the first 25 members when, a year later, the Chapter became the fifth chapter of PMI, and the first to be established outside of the United States. The Chapter currently has a membership of over 3,600.

Celebrating along with the Chapter were Linda Vella, PMP, from the PMI Board of Directors and Mark Langley, chief operating officer of PMI. Ms. Vella is a past president of the Chapter.



JAKARTA

PMI Jakarta, Indonesia Chapter

Indonesia Leads by Example with Collaborative Session

A recent joint session of the PMI Jakarta, Indonesia Chapter and Indonesian Society of Project Management Professionals (IAMPI) sponsored by Ericsson Indonesia, attracted a large attendance, and featured a seminar that provided excellent opportunities for project management knowledge sharing.

The guest speaker was Sean Bowie, PMP, Ericsson Indonesia project director. Mr. Bowie's topic was 3G Mobile Telecommunication Projects in Indonesia. The opening speech was delivered by PMI Jakarta, Indonesia Chapter President Adi Prasetyo, PMP, and IAMPI President Hari Gumuruh, PMP. Both organizations are committed to working more closely and enhancing their relationship in order to advance the practice, science and profession of project management in Indonesia.

The guests of honor at the event were Mats Bostrups, the president director of Ericsson Indonesia, and Sudarsono Hardjosoeratno, MT, the president director of PT Hutama Karya, a state-owned construction company.



Officers of the PMI Jakarta, Indonesia Chapter stand with guest speaker Sean Bowie, PMP (center).



Attendees pose after the seminar.



The PMI Tampa Bay Symposium Committee included (from left): Rick Mattson, PMP; Diane White, PMP; Adam Hsu, PMP; Peggy Stepanick, PMP; Hemant Patel, PMP; Michael Henry, PMP; and Dan Bell.

PMI Tampa Bay Chapter

Project Management: ART OR SCIENCE? Tampa Symposium Explores the Possibilities

TAMPA

Is project management an art or a science? The PMI Tampa Bay Chapter explored that question as it held its first symposium, "The Art and Science of Applied Project Management," 7 and 8 October in Tampa, Florida, USA.

The symposium was designed to provide participants with key takeaways they could apply immediately in their day-to-day jobs. The responses from the attendees' surveys indicate the session succeeded in this goal. Comments were overwhelmingly positive, including "Overall this symposium exceeded my expectations. I look forward to the 2006 symposium," and "Very well done! I found something immediately useful in every session I attended. Please do this again and I'll be there."

The symposium featured two keynote speakers and 18 profes-

sional development sessions. Jack Nevison's keynote address, "The Dragon's Tail and Darth Vader's Breath," kicked off the event with a presentation on the art and science involved in estimation and planning. The reception that followed provided ample opportunity for the attendees to network among their peers in the project management profession.

The next day's sessions were divided into three tracks, which explored leading-edge innovations and case studies in project management through a series of discussions and hands-on, interactive exercises. A lunchtime keynote presentation by Lewis M. Gedansky, PhD, PMI director, governance and executive programs,

was very well received. Dr. Gedansky's presentation provided insight into current and future plans to extend the frontiers of the profession.

The symposium committee would like to thank the attendees, sponsors and exhibitors who came not only from the Tampa Bay area, but also from Seattle, Atlanta, Jacksonville, Florida, Waco, Texas, Boston and New York City and made the event a success. As one attendee wrote, "This symposium has given me a lot of value and gotten me interested in the PMP® certification. Excellent job!"

Overall this symposium exceeded my expectations... Please do this again and I'll be there... Excellent job!

Left, PMI Tampa Bay Chapter President Peggy Stepanick, PMP, and Lewis M. Gedansky, PhD, PMI director, governance and executive programs. Right, networking at the symposium.

