



A publication of the Diversity Specific Interest Group of the Project Management Institute

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PRESIDENT'S MESSAGE

We are already past the 1st quarter of 2006, and it is hard to believe that ¼ of the year is gone! Diversity SIG has completed its first webinar of 2006, "Project Portfolio Management: Theory and Tools" on March 30th. It was a great success, with positive feedback from the participants! A broad range of diverse project management webinar topics have been scheduled for the future. All of this equips project managers with an understanding and rich knowledge of best practices that encompasses diversity in its many forms and manifestations. This activity promotes positive environments and an appreciation of diversity, and continues to be our cornerstone for fulfilling DSIG's Mission Statement:

"Promoting a holistic, applied oriented understanding of Diversity and its relevance within the project management profession by becoming a dynamic organization dedicated to serving the business, government, and educational communities through the advancement of Project Management Professionals."

So how are we doing as an organization in addressing DSIG member needs? We look at direct feedback from DSIG membership to gauge our performance for success. For example, those who attended DSIG's March webinar, received a electronic survey. Completion of these surveys as well as other membership surveys throughout the year, provide valuable feedback for DSIG Board of Directors to identify opportunities for improvement. This feedback is a great measurement indicator.

One observation is that the level of participation from the Diversity SIG membership is wavering during the web seminar meetings. We have seen webinar attendance substantially grow during the webinar series. This can be attributed to better speakers, and better communication of events. However, the largest segment of support at the DSIG webinars has been from non-DSIG members.



Additionally, improvement is needed at the level of activity and participation from the DSIG volunteer base. DSIG has a global membership and its members are eager to hear about project challenges from different regions of the world. Providing DSIG newsletter articles is an excellent way to share experiences and at the same time earn PDU's.

As DSIG members, we can share in contributing to the growth of the component. This is a measurement indicator for PMI HQ to gauge component leadership. Please take advantage of the opportunity to grow the DISIG component membership by bringing diverse project management to the forefront, and collaborating with businesses and industries. Will you take the challenge for DSIG to become more successful? With your involvement, we can offer top quality programs and increase membership dramatically. Together, we can do all of this and more. Let's all help DSIG achieve the next level of success

Did You Know...

Member involvement makes a difference! *Volunteers are the lifeblood of PMI. Filling a leadership role or working on a project is a great way to gain professional exposure while making your PMI experience richer and more meaningful. As a volunteer you will not only make great professional contacts, you will also expand your knowledge and develop your leadership skills.* Interested candidates for DSIG can email the Diversity SIG President at presidentpmidiversity@yahoo.com or call 901-375-6075.



Programs

Past Events

Managing Culture Change in Biomedical/Pharmaceutical Research

Ray Ju, PMP

February 22, 2006

Stem Cell Research Conference – San Francisco, CA

PMI Global Congress Asia Pacific

February 27 - March 1, 2006

Bangkok, Thailand

PMI DSIG Webinar

“Principles of Project Portfolio Management”

Roger Day, PMP

Date: Webinar Thursday, **March 30, 2006**

1:00 pm EST, 12:00pm CST, 1:00 am PST

“How to Handle Multiple Projects and Stay Above the Water”

Ray Ju, PMP

Date: March 31, 2006 Conference

Project Management for Research and Development Conference

San Francisco, CA

“From PMO NO to Oh! YES: Best Practices for a Successful Strategic PMO”

Ray Ju, PMP

Date: April 4, 2006 IT Portfolio Management Conference San Francisco, CA

Up Coming Programs

PMI DSIG Webinar

‘The Evolution of Project Management at Genentech’

Ray Sanchez-Pescador, PhD, PMP

Date: April 12, 2006

PMI Global Congress EMEA – Madrid, Spain

Date: May 8 - 10, 2006

PMI DSIG Webinar

Diversity in Project Management: ‘The Secret of High Performing Teams and Successful Projects’

Lee Lambert, PMP

Date: May 17, 2006



A PROGRAM IN REVIEW: DSIG's WEBINAR Deemed Insightful and a Huge Success!

By Stewart White

DSIG was very pleased to successfully host its first webinar of the 2006 DSIG webinar series on March 30th 2006, featuring Roger Day, PMP. Roger presented a dynamic seminar, on a topic that may have several implications for project managers globally, "Project Portfolio Management: Theory and Tools." A new PMI practice standard governing this subject is scheduled to publish in June 2006. Presently, an exposure draft is available online, located within the PMI Members Only area.

Roger covered the nuances associated with project and portfolio management: project management - doing things right, while portfolio management - doing the right things. There are common features that exist between the two. Portfolio components have the following features:

- investments planned or made by the organization
- alignment with the organization's strategic goals and objectives
- distinguishing features that allow grouping of components
- quantifiable components

Governance, the act of using framework to align, organize, and execute activities in a coherent and intelligible manner, is undertaken in order to meet goals established in the strategic planning process. The process establishes power limits, rules of conduct, and protocols of work. The process also allows more control of: phase gate, meetings, metrics for monitoring progress, status reporting, and correctable actions. There are significant project outputs for the portfolio manager to communicate between executive management and project teams. Therefore the portfolio manager must possess key skills and abilities such as benefit realization, project management methods and techniques, continuous improvement methods, and analytical skills. The portfolio metrics provide an aggregate measure of resource capabilities and performance on the portfolio comparing planned vs. actual component resource utilization and measurement progress toward financial targets (cost centric).

Typical phases of the portfolio business process cycle are:

- Planning phase
- Authorizing phase
- Monitoring and controlling phase

(continued on page 5)



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Typical activities of the portfolio business process cycle are:

- Establishing corporate portfolio rules and protocols
- Component prioritization
- Decisions on funding
- Resource planning
- Constraint management
- What-if analysis
- Risk analysis
- Capacity optimization
- Balance the portfolio; ensure a proper component mix (supply vs. market focused, high vs. low risk, etc.)
- Status reporting and forecasting
- Re-ranking, postponing, or canceling components
- Monitoring of benefits realization

Roger explained how there is an assortment of key stakeholders that will be impacted. The audience interaction and participation was extremely valuable, as this information will impact portfolio management practice in the upcoming future, and participants will be on the cutting edge with necessary tools to make informed decisions.

Did You Know...

The Diversity SIG is a PMI Registered Educational Provider (REP). PMPs can earn PDUs for each structured DSIG activity they attend, including webinars!



Senior Leaders' Perspectives on Utilizing Diversity in Healthcare Project Management

by Dr. Carla Simon, BSC, MD, MBA

Following the introduction to Diversity in Canadian Healthcare Project Management in the last newsletter, some senior leaders offered further insight. Many thanks to these busy contributors for sharing their vast cumulative experience, including:

- John Hylton, MHA, FCCHSE, President/CEO of the Canadian College of Health Service Executives (CCHSE),
- Helen S. Cooke, PMP, who has 20 years experience in PM and 12 years experience in management consulting around organizational effectiveness, and
- Laura Aziz, PhD, PMP, RN with more than 10 years of consulting experience in healthcare IT and clinical transformation.

For the purposes of our dialogue, diversity was broadly defined as: "uniqueness in the workplace, including but not limited to differences in age, gender, race, personality, style, educational background, political affiliation, religion, personal viewpoints, etc."

The topic piqued the interest of Dr. Aziz, who hadn't heard the term "diversity" until arriving in the US in 1990. "Prior to coming to North America, I worked for the World Health Organization and I was used to dealing with people from all over the globe, of different color, race, culture, religion, and habits. I think that accepting diversity in our communities is like accepting our humanity, we just have to recognize it, accept it, and deal with it." Similarly, Dr. Hylton recalled a personal realization from when he relocated for his first job. He was disturbed when he encountered blatant stereotyping and racism, and this raised diversity issues to a position of importance on his agenda. He related back to feelings of being lost while travelling in countries where all signposts were in a foreign language. This experience crystallized his appreciation for the difficulties of immigrants trying to assimilate in their new country.

Having said that, even in the face of a personal epiphany, healthcare workers do operate within a healthcare system, which likely affects their responses to diversity. Meta-analysis supports some common sense heuristics about healthcare systems and incentives.

- Salary based systems (e.g. Sweden) generally encourage all professional groups to do the least they can for the fewest number of people. Yet, Dr. Hylton cites Sweden as a world leader in utilizing diversity. This is at least partially due to its salary system. Since physicians are less likely to feel threatened; they are more likely to welcome nurse practitioners. Multidisciplinary teams commonly discuss alternative approaches, and no group of practitioners feels compelled to act as a

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gatekeeper, since salaries will not be affected.

- In contrast, capitation involves “an annual fee paid a doctor or medical group for each patient enrolled under a health plan” (Merriam-Webster.com). Traditionally used in the UK, this system encourages professionals to maximize the number of patients, and minimize the services provided. The NHS has ameliorated this challenge by superimposing incentives for performance targets, resulting in “incentivized capitation.”
- And finally, fee for service involves a separate payment to a health-care provider for each medical service rendered to a patient. Traditionally used in Canada, this system encourages maximizing the number of services performed.

Accordingly, Canadian healthcare has been somewhat reluctant to embrace Complementary and Alternative Medicine (CAM), such as midwifery. Each practitioner group seeks to promote its economic security by circumscribing the role of other practitioners. Currently CCHSE’s biggest challenge is to understand how a professional association can serve administrations across all areas of our healthcare system, including hospitals, public health, multicultural health, addictions, CAM, and others.

Having examined systems and individual responses to diversity, our discussion ultimately moved towards successfully managing diversity and improving organizational performance. Ms. Cooke elaborated on PMI’s experience developing test questions and validating the PMP certification exam for worldwide usage. Upon nominating reviewers from different countries, “we found that elements that were important in some cultures were not recognized as elements to manage in others. We eliminated those questions and improved the quality of the examination. Our goal was to measure project management knowledge and experience, not cultural differences. Diversity helped us achieve that goal.” Concomitantly, Ms. Cooke charges Project Managers with the responsibility for overtly acknowledging and validating the important contribution of team members that may be perceived as a being from a minority group. “Without this active intervention, the individual has to work harder to gain credibility, wasting valuable time and energy that should be going toward project progress.” Dr. Aziz concurs, relating that when multidisciplinary and multifunctional teams are engaged in project problem solving, the resolution may be more rapid since disparate approaches to the issue are a source of creativity and innovation.

In healthcare, this strategy may help us accomplish more with scarce resources. To illustrate, the BC Cancer Agency’s Prevention Program employs a unique model to increase public awareness. We recruited a diverse team of consultants to build networks and engage communities through community action, public education, and regional coordination. Instead of a top down approach to treating disease, this grassroots approach utilizes diversity and empowers people to make healthier choices.



As healthcare project managers we are increasingly exposed to global diversity, and ideally will prioritize systems and processes that maximize the potential inherent in our diverse human resources.

Dr. Carla Simon, BSC, MD, MBA manages Cancer Prevention Programs at the BC Cancer Agency. A former physician/researcher with 8 years consulting experience, she is passionate about leading diverse multidisciplinary teams to effect positive changes in health. Dr. Simon is a proud member of PMI Diversity SIG!

Did You Know...

You can earn Professional Development Units (PDUs) by submitting an article covering a project management topic to be published in the newsletter! We'd like to hear success stories, best practices, and experiences from our members are managing projects in different parts of the world. The deadline to submit articles for the next DSIG newsletter is June 15, 2006. Send your articles to: pmifaye@yahoo.com



DSIG SPOTLIGHT LIGHT IN THE NEWS!

Ray Ju, our VP of Programs has been managing people, processes and projects in the telecom, finance, high tech, bio tech, government, health care, and insurance sectors for over 25 years. Yet his greatest and most successful program is being married to Susan for 26 years and raising two wonderful kids, Kelsi and Remington. They have all had to persevere and put up with a lot of "Ray's stuff" that has taken him on and off the critical path occasionally.

A native of San Francisco, Ray always wanted to see the world; and that he did working on projects throughout the United States, Western Europe and AsiaPac for multi-national companies such as AT&T, Cisco, Sun and Chiron. Last year after being a corporate kind of guy for many, many years. he decided it was time to test the waters as an entrepreneur and started his own Project Management consulting services company, Get IT LLC. Recently Ray has been working as a Leadership Architect designing success into projects with clients to automate their claims processing systems and move an entire IT organization to another state.

In between engagements, Ray is an active presenter speaking to a broad range of audiences at symposiums and conferences such as the PMI Maui Chapter, PMI Global Congress in Toronto, Bio Manufacturing in Philadelphia and, Stem Cell Research, R&D in Bio Pharma, and, IT Portfolio Management in San Francisco. He also enjoys openly sharing his Project Management knowledge, experience and stories with eager students through co-teaching of a graduate level Project Management distance learning course at San Diego State University. He looks forward to also begin teaching in the UC Berkeley Extension's, Project Management Certificate Program this coming Fall. A life long learner himself he is scheduled to attain a second Masters degree this October in Leadership from St. Mary's College.

Ray has been active with PMI for quite some time and obtained his PMP #560 at the Global Congress in Calgary, Canada a few years back. He is currently Director of Speakers for the PMI San Francisco Bay Area Chapter and spreads his interests across multiple SIGs as a member of the Diversity, as well as Pharma and PMO groups. Whenever you get to San Francisco, Ray welcomes you with open arms as he really takes pride and enjoys showing off the City from the perspective of a local's eyes. A night on the town would consist of dining at one of the many neighborhoods' hidden culinary gems and catching a ball game, stage show or jazz act afterwards. Now if you need someone to hit some tennis balls, that's his preferred mode of exercise. Watch out for that two handed backhand. Or if you'd like to just take some quiet time to share a pot of Dragon Well tea and chocolate biscotti while philosophizing the real meaning of Earned Value Analysis, give him a holler.



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January 2006

New Members

Tammy E Camper, West Chester, PA , USA
Roosevelt B Chisolm, II, Davidsonville, MD, USA
Ruben M Guardiola Columbia, SC , USA
Kathryn Herrfeldt, Hillsboro, OR, USA
Dr. Joan E Mann, Ph.D, Chesapeake, VA,USA
Elena Moruzzi, VIMERCATE, MI, ITALY
Sandra M Shakoor, Park Forest, IL, USA
Lavetta Thomas Stevenson, D.D.S., PMP, Ballwin, MO, USA
Gay B Watson, Hilton Head Island, SC,USA

New PMP's

Peter Ijomah, PMP

February 2006

New Members

Charles L Baker, Acworth, GA ,USA
Adrienne E Bitoy Jackson, Country Club Hills, IL USA
Stephen Clay, Alpharetta, GA ,USA
Marquis Z Cooper, Atlanta, GA USA
Lydia A Hamilton, Franklin, WI , USA
Peter C Ijomah, PMP, Shelton, CT USA
Jo G. Murray, Long Beach, CA , USA
Dominador G. Navalta, II, The Colony, TX ,USA
Ronald W Powell, PMP, Reading, MA , USA
Jacquie Spearman, Schererville, IN, USA
Tina L. Suits, PMP, Inglis, FL, USA
Kimberly Towns, Columbus, OH , USA
Lisa C. Trumble, PMP, Latham, NY, USA

New PMP's

Arlene Trimble, PMP
Juan Urena, PMP

March 2006

New Members

Dana M. Anderson, Alexandria, VA, USA
Kerris L Bridgewater, Phoenix, AZ USA
Eunice Ionne Edwards, London W1U 3LL
United Kingdom
Eric W Goodwin, PMP, Cherry Hill, NJ ,USA
Hoang N. Nguyen, Kansas City, MO, USA
Asha Ramkissoon, PMP, Port of Spain, Trinidad and Tobago
Shashrina L Thomas, McLean, VA, USA
Arlene Trimble, PMP, San Jose, CA ,USA
Paul Weeks, Hudson, NH, USA
Rene R. Yarborough, PMP, Royersford, PA ,USA

New PMP's

Kahlu Miah, PMP



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2006 Board of Directors

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Presidentpmidiversity@yahoo.com

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Mark.Lurch@gd-ais.com

VP, Education

Sheilina Somani, PMP
SheilinaSomani@aol.com

VP of eTechnology

Open

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VP, Marketing

Jason Elderman
JEdleman@phelpsdodge.com

VP, Publications

Faye A. Smith, PMP
pmifaye@yahoo.com

DSIG Statistics

DSIG is currently composed of over 253 members from more than 17 countries.

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|-----------|---------------|
| Australia | Italy |
| Belgium | Jamaica |
| Brazil | Korea |
| Canada | Malaysia |
| England | Netherlands |
| Germany | Singapore |
| India | Trinidad and |
| Ireland | Togago |
| | United States |

