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Welcome to our March Newsletter!



The Project Solvers' office is located at The Old Pickle Factory, Suite 216A, in Pittsford.

Hi all! March is here, Spring's around the corner, St Paddy's day is coming, basketball's March Madness and we finally get to say good-bye to winter! We should all be feeling pretty good! I enjoy leaving the office now with the sun still up—amazing how much that improves your mood. It's also a sign that time doesn't stand still, things keep moving along and as we all know so well—sometimes it can work against us as Project Managers.

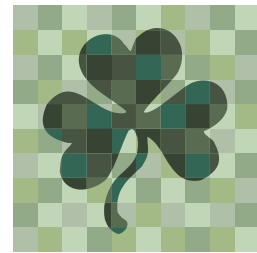
We continue in March with Time Management in that respect and we will be focusing on how it's possible to bring schedules in earlier so that we

can at least be at peace with the concept of time, if not its friend. How to bring them in? Critical chain is a technique we'll be hearing about this month and we have a great **AM on PM** planned on that topic with guest speakers **Carla Kinder** and **David Neale** describing how it's implemented at Xerox.

Our podcast this month is excellent and really describes the nuts and bolts behind the critical chain technique.

We also have a **Boot Camp** starting next Monday; it's not too late to get in so pass the word along.

Have a great and productive month!
-Enjoy
Joanne



Al's Angle — Projects with perfect records

Projects are perfect. They are all 100% late. Companies who do projects are either less than 100% on-time or they use extraordinary measures to meet the project deadline and commitments. The University of California at Berkeley found that on average 100% of high tech projects are late, despite the use of project management software and traditional tools. Many of the signs of these measurements are over-time, worn out staffs, poor morale, high turnover- you get the idea. You would think that while some tasks are late, others must finish early and we should have a good shot at finishing the project on time—do you find yourself thinking this way?

But that is not how it works. If you are the task resource and you are done early you might not start early, either because the next step is not ready for you, or you choose to finish when

required. If you finish early you will be expected to finish early all the time. Finally you can use the extra time to improve on what you accomplished. So what happens here is that lateness gets passed on and early completion does not. This is called "it all averages out theory", but it does not because of the items just mentioned. There is no average as far as project tasks are concerned. Is there an answer? Yes and it is called Critical Chain Project Management.

Four points to consider on CCPM:

- Put the time buffers where you need them—the end of the project and feeding buffers of time on tasks that are more critical.

- Always consider resource contention in determining the critical chain of tasks. CCPM is the critical path with the addition of resource con

[continued from AI's Angle]

tention.

-Take into account that your project is not the only project in the house; there is going to be contention across projects for resources.

-Continuous Improvement. Track the reasons for the use of buffers. By doing this we should improve the use of buffers on other projects as well. -AI

Please send comments to agubiotti@theprojectsolvers.com

AM on PM Forum on Human Resource Mgmt Mar 11th — Critical Chain at Xerox

This month we have a very interesting topic and will be joined by Carla Kinder of Xerox and David Neale of SSC who will be discussing the Critical Chain and the Theory of Constraints and its application across a multi-project environment at Xerox.

Date: Friday, **March 11th**

Time: 7:30am-9:00am

Location: Medaille College, 1880 Winton Rd, Rochester, NY

Cost: \$10

Pre-registration is appreciated for accurate headcount.

Bagels and Coffee Provided.

[Click here to register.](#)

Note: if you are having trouble with the web and cannot register then please send an email to joanne@projectsolversofamerica.com and you will be able to pay at the door. We do need a count however so please let us know. Thanks!



So What's New?

Congratulations go out to our recent PMP boot camp alumni **Robert McDonald**, who passed his exam recently! Also congrats to **Lisa Jackel**, a CAPM alum who passed her exam recently as well. Good luck to all those of you who are about to take the exam—you can do it! Please let me know when you pass—I hope I haven't missed anyone!

You have probably seen by now that we are still having website

issues—yikes! So while you're out spreading the word about our teaching opportunity how about spreading the word for anyone who is comfortable with joomla? We could really use someone who has some experience with the joomla content management system.

We're very happy to be working once again with **Tom Kolankiewicz** (some of you may have had him as one of your Boot Camp instructors). Tom's new role with us is in software devel-

opment designing an exciting new mobile app—we can't wait to share more about it!

Don't forget that the end of this month is when the new PDU reporting structure goes into effect. Get all your PDUs reported now!

Our linkedin AM on PM group is now an open group. However it is moderated. The advantage with it being open is the content is now searchable. Join us if you haven't already!

On Demand Training offerings: PM Fundamentals & TechniHunt!

We now offer several courses on an On Demand basis. If you have a group of at least four you can schedule these seminars at a date and location of your choosing. Incidentally, all of our public offerings can also be offered on demand. Simply give us a call at (585) 764-5663 to arrange.

Pricing: Call or email for special discounted pricing

Project Management Fundamentals

Target Audience: This course in

intended for those new to project management, as well as for those who would like to transition into project management. It is also useful for those who have never had formal training in project management.

Overview: The basic fundamentals of project management are described, from initiating a project, planning, executing, monitoring and controlling against the plan, to closing the project.

Duration: 1 Day

Technihunt Team-Building Workshop

Target Audience: existing teams or teams that are just forming.

Overview: Use your teamwork skills, wits and creativity to find a series of hidden clues in a race against the clock and another team! After observing your team in action we provide you with a customized teamwork analysis that shows your team's strengths and areas for improvement.

Duration: 1 Day

Upcoming Public Seminars



INTRODUCTION TO AGILE PROJECT MANAGEMENT— Earn 8 PDUs!

Thursday, Mar 10th, 2010

You are familiar with the concepts of traditional project management and may have used the concepts to manage multiple projects. For projects in which the requirements are continuously changing, you may need a more proactive project management approach; Agile!

This course is intended for anyone who wants to efficiently manage projects that experience frequent changes in user requirements or desires to learn about Agile.

[<<Click here for info or to enroll>>](#)

'PMP IN FOUR' EXAM PREP BOOTCAMP— Earns 35 Contact Hours/PDUs!

Take the accelerated path to your PMP by way of our bootcamp in four consecutive weekdays OR four consecutive Saturdays. It's part of our 'PMP in Four' initiative which brings you alternate scheduling options that will fit your schedule. Note: we offer discounts for groups of 5 or more!

Watch the schedule for our next weekday boot-camp!

Our **March PMP/CAPM boot camp** is Mondays and Tuesdays for two consecutive weeks.

[Click here for more on the March PMP](#)

offering.

We are also offering our CAPM bootcamp during the same week.

The Certified Associate in Project Management (CAPM) is a fairly new credential and now you can get training for the exam here in Rochester. This course is designed for:

- The new project manager
- Those wanting to make the transition into project management

[Click here for more on the March CAPM](#)



MS PROJECT 2007, Basics and Beyond Earn 16 PDUs!

Next offered: TBD

Learn what's new in Project 2007. Learn the basics as well as advanced techniques such as resource sharing, creating budgets and tracking costs, customizing views, and interfacing with other applications. Note that [we are offering this seminar at a special rate if you are unemployed.](#)

Finance for PM Earns 7 PDUs

Next offered: April 15, 2011—Save the date.

Learn financial concepts and understand how the money flows in your organization (including your project budget).

Stay tuned for registration details.

Have you seen our Online Training offerings?

ONLINE TRAINING:

Project Management for Information Technology (4th Edition)

Cost: \$499

25 PDUs!

Project management refers to the art, or science, of directing projects. This course, Project Management for Information Technology, focuses more specifically on how project management concepts can be applied to IT projects, as well as on project man-

agement issues that are unique to IT projects.... [more](#)

PMP 11 - PMP® Practice Examinations & Exam Strategies

Cost: \$90.00

This course contains two 200-question PMP® Practice Exams covering the Project Management Institute's standard, A Guide to the Pro-

ject Management Body of Knowledge (PMBOK® Guide) . The practice exams provide a comprehensive review of the PMBOK® Guide . Learners will also review key... [more](#)

Go to Page 2 of this newsletter for info on our ON DEMAND training offerings!

Podcast of the Month - Nuts and Bolts of the Critical Chain

This month's podcast features Allan Elder, PMP of nolimitsleadership.com. It is another one of Cornelius Fichter's PM Podcast series. I'm pretty sure I've included this one in a previous newsletter but there honestly is nothing out there as good that I've been able to find.

Allan describes the issues that the Critical Chain method works to solve. There are four in particular that work against your

schedule and they are:

- Parkinson's Law
- Bad Multitasking
- Student Syndrome
- Integration of tasks (and the multiplicative effect)

Allan says that anyone can get started using critical chain in as quickly as a week. He says that the Navy shipbuilding division uses it exclusively because they've

been able to benefit from faster and cheaper project delivery times as a result.

Elder's client's have saved 30-50% time in their schedules the very first time they tried critical chain.

[To hear the podcast click here](#)

Said at February's AM on PM Forum:

"Your schedule is your telescope into the future."

- Angelo Arcoleo describing the benefits of your project schedule.

PM Tool Tip of the Month: Open source add-on for critical chain

I've included below a link to an open source add-on to MS Project that implements critical chain. It is a COM add-in called cc-pulse. I cannot vouch for it one way or another but if you're comfortable with open source it might be worth a look. If you can't read it is by www.sphericalangle.com. Below that is an image I lifted from a paper

Spherical Angle Inc. http://www.sphericalangle.com	cc-Pulse is a COM add-in for Microsoft® Project. cc-Pulse permits the planning, tracking and reporting of projects according to the concepts of Critical Chain Project Management. cc-MPulse is a multi-project CCPM add-in module for Microsoft® Project that allows project scheduling across an entire enterprise, based on one or more designated drum resources (pacesetter resources). This multi-project scheduling step is crucial to the complete implementation of the Critical Chain Multi-Project Management Method. The Looking Glass is a graphical executive information system, and is included in the current release of cc-Pulse Spherical Angle is a Microsoft Certified Partner and ISV/Software Solutions Provider
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(attribution below) on critical chain that I thought depicts a very good example of how it

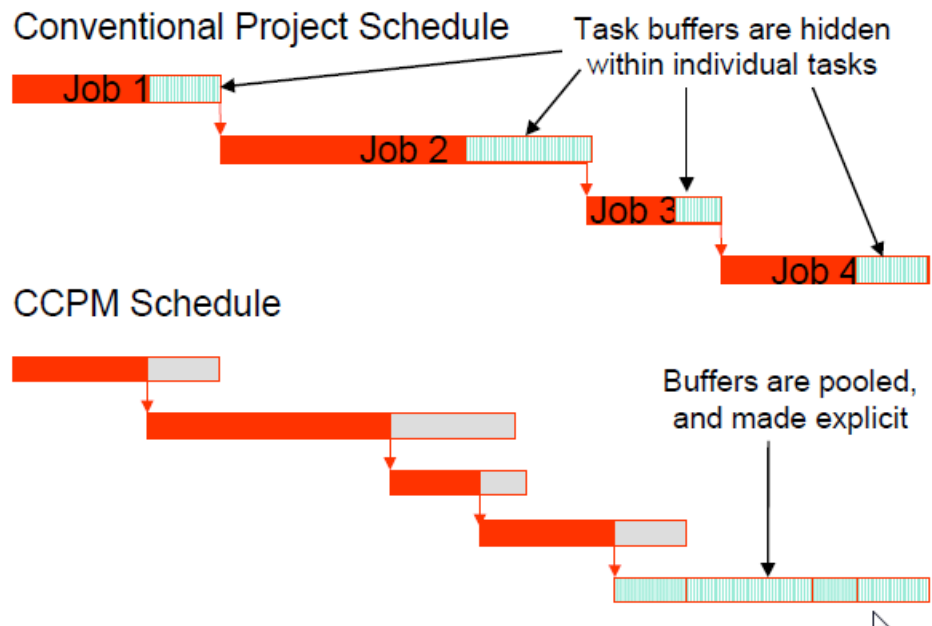
works in your schedule. The top part is via the conventional schedule and the bottom is the same schedule after critical chain has been applied.

Authors: Tzvi Raz, Faculty of Management, Tel Aviv University

Robert Barnes, Consultant, The iE3 Group Ltd, Auckland, New Zealand

Dov Dvir, Business School, Ben Gurion University

December 2001



AM on PM February Summary, Time Management

[Excerpt from LinkedIn AM on PM Breakfast Forum group]

Our guest speaker today was Angelo Arcoleo, PMP. Angelo is a Master Scheduler at ITT Geospatial Systems Division as well as the Rochester chapter President of MPUG (MS Project User's Group). We had a great turn-out - around 30 - including a few new faces.

Angelo spoke today on how schedules integrate at a high level in the project lifecycle. It starts with the Work Breakdown Structure, which he tells us, was created by the DOD in the 1950's. Angelo likes to keep things at four levels within the WBS, though he also states there are no right and wrong ways of doing it. All schedules begin with the WBS though, think of one as a model of the project.

Once a schedule is created it will be based on the WBS. Even in the schedule however, detail should not be too low-level. Angelo said that he's seen some bad ones that go down 30 levels! Within MS Project

you have to keep the calendars in mind

- there are

three types in MSP, the project calendar, the resource calendar, and the task calendar. The order of precedence begins with the resource calendar, then the task, and the project's is third. Keep in mind also that you have international projects that you need to have a calendar for that region as there are different work days, different holidays, even different years (as in some of the Asian calendars).

When it comes to optimizing your schedule it's important to know what you want to end up with. Angelo drew a humorous

analogy: What the difference between a good accountant and an excellent accountant?

: [\[click for full text\]](#)



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www.theprojectsolvers.com

Do you use LinkedIn, Facebook, or Twitter?



We have an AM On PM Group on LinkedIn! From linkedin.com simply do a search on groups looking for "AM on PM" as the keyword to search. Put in a request to join and we'll get you right in.

The AM on PM group serves as a repository for our summaries as well as a place to add to the discussion and get updates on the next session.

Follow Joanne on Twitter! My Twitter name is "**projectsolvers1**". I am using Twitter for Project Solvers' announcements.

send an email to joanne@theprojectsolvers.com .