



**Building Professionalism
in Project Management™**
Project Management Institute

Central Mass Chapter Newsletter

July 2008
Volume 8 Issue 3

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Next Chapter Meeting

Invisible Earned Value and the Magic Table

September 9, 2008
5:30 - 8:30 PM
Doubletree Hotel Westborough

A Note From Our President

Mid Year Report

by Ed Yee, PMP

The Chapter President gives an update on the first six months of this year and an outlook on the remainder of the year.

[full article](#)

Learning Opportunity

Do You Have The Greatest Project Management Ability?

by Dr. James T. Brown PMP, President of SEBA® Solutions, Inc.

The ability to anticipate is by far the greatest project management ability. Anticipation is an ability that is a culmination of knowledge, experience and skill. The ability to anticipate is not only what separates great project managers from good project managers; it is what separates great from good in most professions.

[full article](#)

Special Event - August 12

Half Day Training Event on Building Your Toolkit

by Rowena Sy-Santos, PMP

On August 12th, the PMI CMass chapter continues its yearly tradition of holding a summer special event, partnering with multiple SIGs to bring you "Build Your PM Toolkit", A Special Event on Project Techniques & Tools.

The event runs from 4:00 PM to 8:00 PM and will be held at the Doubletree Hotel in Westborough. The event costs \$75 for non-Chapter members and

Meet the Board

President

Ed Yee, PMP

Vice President

Alice Thayer, PMP

Treasurer

Debra Wallace, PMP

Secretary

Jeanne Talatinian, PMP

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Dana Black, PMP, Asst Dir
Sethu Sekhar, PMP, Asst Dir

Information Technology

Steve Forde, PMP, Dir
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Newsletter Editor

[Register](#)

Write For Us

The PMICmass newsletter is always looking for great articles to publish. If you have a great project story to tell or a new and interesting technique that worked on a project, let us know.

[Email](#) or attend one of our chapter meetings. If your article is published, you can also earn PDUs.

Upcoming Events

- [Seminar at Sea](#)
August 14 to 18, 2008
St. John, New Brunswick
Registration open: 9/1/07
- [The Southern New England Chapter](#)
- [Champlain Valley PMI Chapter](#)
- [Mass Bay Chapter](#)
- [Maine Chapter](#)
- [Rhode Island Chapter](#)
- [New Hampshire Chapter](#)
- [Keene, NH Greater Monadnock Chapter](#)

\$65 for Chapter members. The fee covers the seminar and a light buffet dinner.

[more info](#) | [registration](#)

Next Chapter Meeting - September 9

Invisible Earned Value and the Magic Table: Progress Reporting, Schedule Projections and Error Analysis

presented by Project Summit, Diversified Business Communications

A session with Jack Nevison, where he will explain the “Magic Table” for small projects beginning with “Magic Data” and creating the “Magic Chart” for the busy small-project manager. He will also review the fundamentals of earned-value analysis, show four ways to project a schedule, and help you find which progress reporting methods have the lowest initial error rate.

[registration](#)

Chapter Development

New Slogan Chosen: PMICMass - Central to Success

Deb Trainor announces the selection of our new slogan after a lengthy and multi-step voting process. The Chapter will start to use this on our materials.

[full article](#)

Chapter Elections

Elections for Chapter Officers in November

Chapter elections will be held at the November 11th chapter meeting. The Vice President, Treasurer, and Recording Secretary positions are up for election this year. The Vice President and Treasurer positions are one year terms and the Recording Secretary is a two year term. Nominations are due in early October. Look for more details to be published in the upcoming elections announcement. If this is the year you want to to join the race, now is the time to plan your campaign strategy!

Event Update

PMP Prep Training Update

by Dick Kennedy, PMP

Dan Thompson, PMP

Past President

Barbara Karten, PMP
Sue Baust, PMP

Jobs at PMICMass

A free service of our chapter, our Jobs distribution list allows employers to access our group of skilled project management professionals.

If you have project management openings at your organization, email the information to jobs@pmicmass.com for distribution to our list.

Volunteer with Us

Get involved! Volunteering with us is a great way to make contacts in the field, take on projects you care about, and further your career. Send us an [email](#) or attend one of our chapter meetings. Thanks!

The PMP Study Group sponsored by PMI Central Mass is underway. Classes began July 9th and will run for 12 consecutive weeks. The 18 attendees are excited about the prospect of becoming certified PMPs by Fall. Thanks to the generosity of 3COM, we are able to use their facilities in Marlborough for the Wednesday evening classes. The sessions are facilitated by Barbara Karten who is guiding the participants through the Knowledge Areas by utilizing a team study approach. The Chapter is considering the formation of another study group in the Fall if there is sufficient member interest, so let us know.

[Event Update](#)

MS Project 2007 Training Event a Sell Out!

by Dana Black, PMP

On May 30th, PMICmass offered a standing room only training session with Microsoft and Project Solutions Group on the latest features of MS Project 2007 and how to effectively use it to manage time, effort, and cost of a project.

[full article](#)

[Chapter Development](#)

Region 3 Conference A Success

by Ed Yee, PMP

The PMI Central Mass Chapter participated in the 2008 Region 3 Summit sending four board members to Quebec City, Canada to collaborate with over 80 other peers from the nineteen PMI Chapters located in New England and Northern Canada. The two day leadership training event included many sessions covering topics such as Ethics, Marketing, and Virtual Team Management.

[full article](#)

[PMI Announcement](#)

PMI Undertakes Key Role in Developing New ISO Project Management Standard

Project Management Institute (PMI), the world's leading not-for-profit advocacy association for the project management profession, announces that it has been selected by the International Organization for Standardization (ISO) to play a key role in developing a new, global project management standard.

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A Note From Our President

Mid Year Report

by Ed Yee, PMP, President

As of the first half of the 2008, I am proud to report that the PMI Central Mass Chapter is off to an excellent start and on track for a successful year. The Chapter continues to serve our members and grow. We broke the 500 member mark in April and the membership has grown each subsequent month. The Chapter meeting attendance has also grown significantly, we are exceeding last year's averages. We continue to see new faces while glad to see our loyal regulars. Our Fifth Anniversary Chapter meeting attracted 123 guests exceeding our estimates. Attendee feedback has been positive, "continue doing what you are doing". Keep on telling us what you want from the Chapter, its your Chapter. Our financial reserves are more than 12% ahead of budget for the year as a result of two successful training events. This has allowed the Chapter the flexibility to provide additional value to our members. The board has grown with the recent addition of a Director of Marketing, Gail Greenberg and two assistant Directors of Meetings and Events, Michelle Moore and Cathy Bailey.

The Chapter's recent successes, has been attributed to the support of our membership, supporters and sponsors as well as the collaborative work of the Central Mass Chapter leadership team. I want to take the opportunity to recognize the hardworking and dedicated team, it is the behind the scenes efforts of more than twenty board volunteers that keep the Chapter on track. 82% of the Chapter's income is attributed to meetings and training activities through the leadership of Steve Tolf, Director of Meetings and Events; Rowena Sy-Santos, Director of Training; Dick Kennedy, Director of Sponsorship; Gulshan Longani, Director of Programs and Bob Brown, Assistant Director of Audio/Video. Alice Thayer, VP/2009 President Elect, led our 2008 planning with Debra Wallace, Treasurer, who developed the 2008 operating budget, and manages our finances and tax filings. Debra Trainor, Director of Volunteers and Membership, with her team, Dana Black and Sethu Sekhar, have brought in several new volunteers, started to enhance the project manager career program, promoted CMASS on local school campuses and worked with the membership to develop our Chapter's new slogan, "PMI CMASS - Central to Success". Gail Greenberg,

Director of Marketing, is shaping the Chapter's Marketing Plans. Steve Forde, IT Director, manages the Chapter's Website with Bob Finizo to keep it current. Dan Thompson, Director of Communications and Newsletter Editor is the person responsible for all the meeting announcements and communications and for getting this newsletter out on time every quarter. Jeanne Talatinian, Recording Secretary, manages the Chapter calendar, special projects and helps me keep track of our board meetings. And last, Barbara Karten and Sue Baust, past presidents, remain involved bringing a wealth of past Chapter knowledge and filling in when we run short of volunteers. We also have a number of unsung heroes who have volunteered their time to keep the Chapter humming.

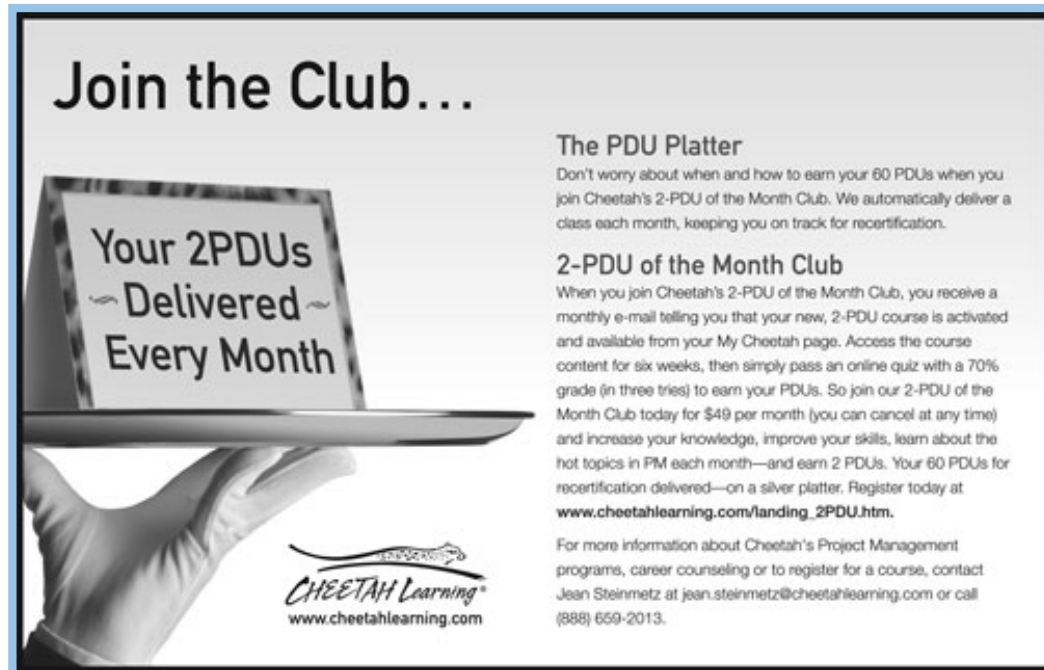
The Chapter continues to grow and is continuing to seek new volunteers with an interest to take on the many activities planned for the second half of the year and in the future. Step up and be part of our growing team. Become a leader!

Enjoy the summer, hope to see you at our August 12th Summer Event and next Chapter meeting on September 9th.

Best,

Ed Yee, PMP
President
PMI Central Mass Chapter

Advertisement



Join the Club...

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The PDU Platter
Don't worry about when and how to earn your 60 PDUs when you join Cheetah's 2-PDU of the Month Club. We automatically deliver a class each month, keeping you on track for recertification.

2-PDU of the Month Club
When you join Cheetah's 2-PDU of the Month Club, you receive a monthly e-mail telling you that your new, 2-PDU course is activated and available from your My Cheetah page. Access the course content for six weeks, then simply pass an online quiz with a 70% grade (in three tries) to earn your PDUs. So join our 2-PDU of the Month Club today for \$49 per month (you can cancel at any time) and increase your knowledge, improve your skills, learn about the hot topics in PM each month—and earn 2 PDUs. Your 60 PDUs for recertification delivered—on a silver platter. Register today at www.cheetahlearning.com/landing_2PDU.htm.

For more information about Cheetah's Project Management programs, career counseling or to register for a course, contact Jean Steinmetz at jean.steinmetz@cheetahlearning.com or call (888) 659-2013.

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Do You Have The Greatest Project Management Ability?

by Dr. James T. Brown PMP, President of SEBA® Solutions, Inc.

The ability to anticipate is by far the greatest project management ability.

The ability to anticipate is by far the greatest project management ability. Anticipation is an ability that is a culmination of knowledge, experience and skill. The ability to anticipate is not only what separates great project managers from good project managers; it is what separates great from good in most professions. The best hitters in baseball have the ability to anticipate what kind of pitch will be thrown to them and where the ball will be when it is time to swing the bat. The best soccer goalies have the ability to anticipate where the ball will be kicked so they can block it. This really comes into play during penalty kicks and this ability to anticipate will determine the goalies success or failure.

What the baseball batter and the soccer goalie have in common is that they cannot be successful trying to cover every possible outcome. The batter cannot possibly hit the ball with power and control trying to protect the entire strike zone. He has to limit the strike zone to maximize the chances of getting a hit. The goalie cannot possibly guard the entire net. He has to determine what part of the net he will defend and what part will be left unprotected. The batter and goalie that can most effectively anticipate and plan their response to the future circumstances get the best results. This is also true of project managers.

The challenge of project management is so daunting that the project manager's ability to anticipate and plan has a direct correlation on their

ability to execute. A lot of project management books will state that everything needs to be planned in detail and every risk needs to be covered with a risk plan. This is good in theory and for a very small percentage of projects it is good in practice. However, most project managers live in a world characterized by uncertainty. Uncertain requirements, resources, risks, etc. The role of the project manager is to minimize or eliminate this uncertainty, but it is rare when uncertainty doesn't exist at significant levels. Therefore the best project managers anticipate. They are able to visualize and plan through the fog. They make aggressive decisions based on what they anticipate. The average and poor performing project manager waits on the fog to clear. They complain or whine constantly about the uncertainty and it becomes an excuse for inaction.

The great project managers anticipate then act. The great baseball hitters sometimes swing and miss wildly. The great soccer goalie sometimes leaps to the wrong end of the net. They make mistakes just like the great performing project manager will make mistakes. To anticipate and act means that you will occasionally make mistakes. Over the course of a project, program or career these mistakes will be small compared to the number of good decisions that were made due to excellent anticipation. The successful project manager is a continual learner, not afraid to make decisions based on what they know to be true and what they anticipate to be true.

The ability to anticipate can really be summed up with one simple phrase. "TOP" (**T**raini**O**bservation, **P**ractice.) The combination of these three activities aggressively deployed provides the ability to anticipate and the confidence to act.

Training - There are always rare exceptions, like someone born with a gift that can play the piano masterfully without training. As a rule though, expertise and even basic proficiency cannot be achieved without training. If it wasn't so prevalent and sad, the number of companies that expect their project managers to be successful without training would be amusing.

Do you know any project management quacks (PMQ's)?

Would you go to a medical doctor who had no formal training but said 'I have been doctoring on people for 15 years'. Most would quickly identify this doctor as a quack. There are a lot of project management quacks out there. The doctor without training may indeed be able to practice medicine with minor or perhaps moderate success but certainly not at the level of someone that is a trained physician. What would you think of the football coach who told his team we'll learn as the game goes along because we don't have the time or budget for training?

Part of what makes Tiger Woods the golf champion that he is, was training

from an early age. In the absence of that training he would not have been a child prodigy or dominating golfer as he does today. In fact, he still values training and still submits himself (even at his level of expertise and accomplishment) to coaching. I am always amazed when I come across project managers who don't feel the need for training. Projects involve lots of variables including technology, resources and the most complex variable of all - people. Project management is so complex it is worthy of life long study if you choose to excel at it. There is a marked difference between proficiency and excellence.

A PMP doesn't make you or anyone else a good project manager!

Yes, the basics are easily acquired. PMP certification is in fact readily acquired with effort. A PMP certification by itself does not make you a great project manager or even capable of managing a challenging project. Greatness in any endeavor is the application of the basics and the summation of a large number of little things done well. This is what characterizes the masters in any field of endeavor. When I go to training (and I do) I am looking for the little things that take the basics to another level.

The importance of continuous training to maintain the ability to anticipate is only one piece of the puzzle. The next component is Observation.

Observation - Going beyond the basics to the collection and mastery of little things also involves observation. Once you accept the fact that there are little pieces of knowledge that when applied strategically together you are always on the hunt for them. People often make the mistake of limiting their hunt for knowledge to whatever field or discipline their in. If you take one thing away from this newsletter take the following point.

Excellence at anything is worthy of your careful observation and study.

Opportunities abound to study excellence. Books are a very good tool for studying excellence. Autobiographies of people who have achieved greatness are worthy of your time. Personal interviews are worthy of your time. You are panning for gold.

Occasionally I will stay at the Ritz-Carlton. Their service is usually extraordinary and when there I will inquire about their excellent service with anyone from the bellman to the manager. What they view as a *conversation* is in fact an interview, for I am always on the hunt for tips that contribute to excellence and achievement at high levels.

This year while in South Florida I came across the famous jazz guitarist George Benson sitting alone at the hotel bar prior to an evening show. I

introduced myself and once he was done laughing at my name (he said he had been good friends with the late singer James Brown), I asked him what he did to play guitar at such a high level? How did he practice? What and who influenced him? We had a nice twenty minute *conversation* as he played air guitar and talked to me. George Benson probably doesn't know much about project management, but he knows a lot about excellence.

Excellence has common threads

Obviously you should talk to every project manager you view as excellent, but achievement at high levels goes beyond a particular discipline. If the grocery store you shop at is well run, talk to the employees and the manager. Not only are there common threads in excellence but often you will identify parallel applications or inspiration from what you learn from an expert in any unrelated field.

Now that we have discussed Training and Observation and their role in obtaining the skill of anticipation, we will discuss Practice, the third and final element of TOP.

What good is knowledge and theory without application?

Practice – A leader whose style and methods I hold in high regard is Ron Dittmore. Ron is a former Space Shuttle Program Manager who is now a Vice President for Morton Thiokol. Before he left NASA I interviewed him and here is one of many valuable things I took away from our *conversation*. He stated “*You know, I have been a counselor of people, of youth and youth groups, of adult organizations and most of my experience in how to deal with people comes from those situations and not from work. I apply all the lessons that I have learned through 27 years of that experience to deal with a lot of the challenges that I face in the work place.*”

I marvel at young professionals who say they want big project leadership opportunities at work yet take no opportunity to lead outside of work. They say they just can't get good experience when we have a world crying out for people willing to lead.

Take Every Opportunity to Lead

If you can lead people and projects to success in a volunteer setting, where people are not getting paid, you can certainly do it in a work setting (where some act like they are not getting paid). Identify an issue you are passionate about and take the opportunity to work and lead for the benefit of your passion. It will be a direct carry over to your effectiveness in the work environment.

Excellence – A lot of little things done right

As you work projects (practice) you must try to apply the little things you have garnered through training and observation. Some will work very well others may not. Keep track of what succeeds and don't abandon what fails or what seems to have failed to soon. Analyze, analyze, analyze. Trying different things is a form of stretching yourself.

Do not be afraid of change. Any golfer can tell you how Tiger Woods has changed what was a very successful swing to a new one while getting a lot of “*He shouldn't have messed up a good thing*” from pundits before they were proven wrong. Tiger also practices a lot. Tiger is not afraid of change, practices and analyzes his performance. He also sets the expectation that he will be better next year than he is today. I come across many people who are content with their leadership ability to the point they have zero initiative when it comes to self development and improvement. Change, initiative and self evaluation are also necessary to your continual growth to ever exceeding greatness as a project manager or leader.

Once you start to develop great anticipation skills I guarantee others will marvel at how effectively you succeed in the uncertain environment of projects. They will marvel because they won't be able to nail it down to just one thing and the results will be the summation of a lot of little things you have honed to a sharp edge through training, observation and practice over time. The wise observers of your success will engage you in a *conversation* that is really an interview because they know excellence is worthy of careful observation and study.

Dr. James T. Brown PMP is president of [SEBA® Solutions Inc.](#) a Registered Education Provider with the Project Management Institute and is the author of [The Handbook of Program Management](#) published by McGraw-Hill. He provides project management training and keynote speeches worldwide and may be reached at jtbrown@sebasolutions.com.

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Special Event - August 12

**Half Day Training Event on
Building Your Toolkit**

by Rowena Sy-Santos, PMP

The PMI CMass chapter is continuing its yearly tradition of holding a special event during the summer! For this summer, the chapter has partnered with the Healthcare SIG and the Telecoms & IT SIG to bring you "Build Your PM Toolkit", A Special Event on Project Techniques & Tools. This event will be held on August 12 at the Doubletree Hotel

Success

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[Register](#)

in Westborough, where the chapter holds its regular monthly meetings. Registration will start at 3:00PM, and the opening remarks by the chapter president will start at 4:00PM. Four speakers from the SIGs will be presenting on relevant topics, with a dinner buffet break in between the presentations. The evening is expected to conclude at 8:30PM for this four (4) PDU event.

The following four topics will be presented:

1. "Implementing a Work & Project Management (WPM) System - Lessons learned and short term benefits realized " by David Rice
2. "ITIL - What is it and why should I care?" by Thorsten Manthey, KPMG LLP
3. "Project Management Tools in Healthcare Informatics" by Colleen V. Rougeaux, PMP, Partners Healthcare
4. "Bridging the Gap - Preparing for Configuration Management" by Andrew Maxymillian, PMP, Blue Wing Services

Registration fee for members is \$65, and \$75 for non members. To register, visit the Central Mass Website at www.pmicmass.com. For questions, send an email to Rowena Sy-Santos at dirofraining@pmicmass.com.



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Chapter Development

**New Slogan Chosen:
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Dear Members of PMI CMass Chapter,

The final ballots are in and we now have a chapter slogan! The choice was overwhelming. Thanks to all who participated. Your involvement in the chapter activities are important!

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The winning slogan is.....

PMI CMass - Central to Success

Expect to see it on all things CMass!

This entry was submitted by Dana Black.
Thank you Dana!

See you at the next meeting or event!!!

Debra M Trainor

Director of Membership and Volunteering
PMI CMass Chapter - Central to Success

Details of the final voting

- Winner PMI CMass - Central to Success - 33 votes, 66%
- (2nd) PMI CMass - Lead Enthusiastically - 9 votes, 18%
- (3rd) PMI CMass - Learning, Improving, Succeeding - 7 votes, 14%
- (4th) PMI CMass - Empowering our members to greatness 1 vote, 2%

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Event Update

MS Project 2007 Training Event a Sell Out!

by Dana Black, PMP

It was “Standing Room Only” at the Microsoft Technology Center in Waltham on May 30th when PMI-CMASS sponsored a comprehensive all-day workshop on **Microsoft Office Project 2007**. Twenty-two students used the computers provided at a training lab at the technology center for a day of hands-on instructor-led training. The fully enrolled and wait-listed session also had two extra topics related to the latest tool advancements and enterprise project environments.

The day opened with the first half hour session on the **Microsoft Project 2007 New Features**. Presented by Andy LaGarde, an Enterprise Project Management Solutions Specialist for Microsoft, it was a swift summary of updates with some of the most significant being in the user interface such as multi-level undo and redo (HOORAY!!) and change highlighting. Project 2007 also has more custom reporting and better Excel integration. This topic bridged into an additional overview of an Enterprise Project Management solution using Microsoft’s Project and Portfolio servers.

Next up was Kristen Brockmeier, a Senior EPM Consultant with Project Solutions Group of Marlborough to handle the day’s training on **MS Project Standard 2007**. As class members had a mix of exposure to Project and a variety of versions, the scope and pace of the instruction reflected that. The modules and topics included project work, schedule, finances, and effectively communicating project data. The workshop walked students through exercises using Microsoft Project 2007 to develop a complete project plan including work breakdown structure, cost estimates, schedule, resource requirements and risk assessment as well as tracking and reporting on project status and progress. The final topic of the day was **Benefits of Microsoft Project Server 2007** where Kristen and the class discussed the features and advantages of the server product and real-life scenarios for use including web access, project and resource center views, allocation reporting, data analysis and document sharing and collaboration.

Overall, the training event was very successful, delivering 7 PDUs in a condensed, cost effective manner. The student exit surveys were overwhelmingly favorable as far as venue, content, pace, trainer knowledge and responsiveness, and overall course value. As this training was rated so well by participants and was in such demand that it sold out completely, PMI-CMASS will hold another session this year or next year. Watch for updated class information and sign-up early to be sure of a seat.



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by Ed Yee, PMP

Quebec City – 2008 Region 3 Summit, May 30 & 31

The PMI Central Mass Chapter participated in the 2008 Region 3 Summit sending Alice Thayer, Dick Kennedy, Barbara Karten and Ed Yee to collaborate with over 80 of their peers from eighteen PMI Chapters located in New England and Northern Canada. The two day leadership training event was hosted by the Lévis-Quebec Chapter in Quebec City and has been held annually in Canada for the past several years.

Judi Vincent, PMP, the 2008 Region 3 Project Manager kicked off the two days of presentations, workshops and social events. Jorge Gelabert, PMP and R3 component mentor, welcomed the attendees with Judi. Mark Langley, PMI COO, a guest speaker gave an update of PMI's Global Operation Center (GOC) activities since last year. Pierre Trudel, MBA university lecturer and consultant conducted a talk on "The Magic of Marketing, the Science of Sales and the Art of Partnership" and a Marketing workshop. Other talks covered topics on Ethics, Strategic Plan Alignment, Maximizing Benefits for Members, Real Tools for Virtual Teams and Hard Facts on Soft Skills. A non stop two days of learning, renewing and making new acquaintances.

The highlight of the Summit was a tour of the famous Le Chateau Frontenac in the old city and dinner in one of its restaurants.

Planning has started for the 2009 Region 3 Summit, there is already talk to bring the Summit to New England in the not too distant future.



The Central Mass Chapter of PMI is a professional association serving the Central Massachusetts area promoting the practice of project management, "Making project management indispensable for business results™"
For more information and how to become a member or attend an event, please go to the Central Mass website: www.pmicmass.com .



**Building Professionalism
in Project Management™
Project Management Institute**

Central Mass Chapter Newsletter

July 2008
Volume 8 Issue 3

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PMI Undertakes Key Role in Developing New ISO Project Management Standard

Newtown Square, Pennsylvania, USA — Project Management Institute (PMI), the world's leading not-for-profit advocacy association for the project management profession, announces that it has been selected by the International Organization for Standardization (ISO) to play a key role in

Success

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Next Chapter Meeting

Invisible Earned Value and the Magic Table

September 9, 2008

5:30 - 8:30 PM

Doubletree Hotel Westborough

[Register](#)

developing a new, global project management standard.

“This new standard will catapult project management as a profession,” said PMI Manager, Standards, Ruth Anne Guerrero. “What the ISO standard did for quality, this standard will do for project management, bringing great global visibility to the profession and PMI.”

PMI develops its library of 11 professional standards with the help of subject matter experts, and development of this new ISO standard is no exception. According to Ms. Guerrero, “PMI is very enthusiastic about this standard, and wants its members to be involved.”

In an unusual example of international ISO leadership, development of this new standard will be shared by the United States and the United Kingdom. The American National Standards Institute (ANSI), the official U.S. member of ISO, has requested that PMI take a key role as the technical advisory group (TAG) administrator in the U. S. This is an unusual arrangement; normally, an ISO chair and ISO secretariat, both from the same country, work on a standard. Already, PMI has learned that Peter Monkhouse, PMP, a long-time leader of the PMI Southern Ontario Chapter, has been asked by Canada to help lead that nation’s effort.

ISO uses a rigorous development process that includes replying to sustained

objections, reevaluating them, and seeking resolution, if possible. “The result is the confidence that these are quality standards, and the willingness of many nations to adopt them,” said PMI Standards Compliance Specialist Eddie Robertson.

About 70 percent of the nations in the world are members of ISO and participate in ISO standard development activities. Each nation has one vote on decisions to move standards development from stage to stage.

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