



# IT PROJECT MANAGEMENT BEST PRACTICES

*A two-day knowledge sharing forum for practitioners actively engaged in managing processes to effectively deliver IT projects — learn what's working, what's not, and how to move forward.*

## ● HOSTS

Jim Pennypacker and Jeannette Cabanis-Brewin  
*Center for Business Practices*

## ● FEATURING

- **Exclusive Case Study Sessions** — senior practitioners from AT&T, Brinks, Booz Allen Hamilton, and The Nebraska Medical Center will provide best practices on IT governance, IT measurement, ITIL services, agile project management and more.
- **Best-Practice Research** — Best selling author and scholar Dr. Kathy Schwalbe will highlight the latest IT project management best-practice research.
- **Active Best-Practice Benchmarking** — All participants will engage in facilitated exchanges of IT project management best practices, challenges, and lessons learned.

Join us in this unique and engaging learning format that has been successful for more than 12 years.

## ● PRE-FORUM WORKSHOPS

Two half-day workshops will also be available on September 17 to provide you best-practice knowledge to help you improve your organizations' project management performance:

- **Agile Project Management:** Featuring Scrum
- **IT Requirements Management:** Best Practices in Gathering Requirements

**September 17-19, 2007**  
**Bellagio**  
**Las Vegas, Nevada**

## ● BACKGROUND

For more than 12 years, the Benchmarking Forum has been facilitating the exchange of project management best practice experiences of the most successful and innovative companies in the world. Originally under the auspices of the Executive Initiative Institute, headed by Dr. Frank Toney of the University of Phoenix, and for the past four years as part of the Center for Business Practices, the Forum has given representatives from Global 2000 companies the opportunity to identify and agree upon project management best practices that they can apply immediately in their organizations. Forum best practices, collected over the years, have been published in two books from the CBP: *The Superior Project Manager* and *The Superior Project Organization*.

The intent of this forum is to provide practitioners who are engaged in IT project management with a participative learning environment to exchange key success factors and core best practices, brainstorm new approaches to overcome the challenges of implementing project management initiatives and improvements, and build a network for ongoing discussion and future problem-solving. Limited to just 40 attendees, the forum involves a high degree of attendee participation. Participants will have the opportunity to provide feedback to case presenters, participate in breakout group discussions, and give reports back to the group at-large.

If your company is currently involved in managing IT projects, this forum offers you an excellent benchmarking opportunity as well as a chance to problem-solve with other project management practitioners.

## ● BENCHMARKING FORUM HOSTS

**Jim Pennypacker** is the Director of the Center for Business Practices. He has directed numerous research and benchmarking projects covering all facets of project management and is the editor of the books *Project Portfolio Management*, *Project Portfolio Management Maturity Model*, *Managing Multiple Projects*, *What Makes a Good Project Manager*, and *Justifying the Value of Project Management*. He formerly served the project management profession as the Project Management Institute's Publisher/Editor-in-Chief and Manager of the James R. Snyder Center for Project Management Knowledge and Wisdom.

**Jeannette Cabanis-Brewin** is the Editor-in-Chief of the Center for Business Practices. She has published extensively on the organizational and human side of project management. A former staff writer and editor for the Project Management Institute's *PM Network* magazine, her feature articles have been widely reprinted and quoted in project management publications throughout the world. She is the editor of several award-winning project management books, and co-author and co-editor of two recently published books: *Optimizing Human Capital with a Strategic Project Office* and *The AMA Handbook of Project Management*.

## ● ABOUT THE CENTER FOR BUSINESS PRACTICES

The Center for Business Practices is the research and publishing arm of the consulting and training organization, PM Solutions. The CBP is a knowledge center created to capture, organize, and transfer business practice knowledge to project stakeholders in order to help them excel in today's rapidly changing business environment. The CBP promotes effective strategy execution through sound portfolio, program, project, and performance management by capturing best practice knowledge and integrating it into actionable, fact-based information. CBP products and services include the Annual CBP Summit, CBP Benchmarking Forums, CBP Research and Benchmarking Reports, CBP Books, and the CBP Best Practices e-Advisor newsletter.



## ● WHO SHOULD ATTEND

The CBP Benchmarking Forum will be of particular interest to senior leaders, decision-makers, and those responsible for designing, building, or managing processes in order to effectively execute their organization's IT projects.

Participants will be expected to share their insights regarding their successes and challenges in applying project management best practices and be prepared to work collectively with other participants to brainstorm new approaches to overcome implementation and improvement barriers.

Specific business roles that have found the CBP Benchmarking Forum of value in the past have included:

- Director, Program Management Office
- Project Manager, Commercial IT Project Office
- Vice President, Continuous Improvement
- Director, Global Project Management Office
- First Vice President, Strategic Development
- Director, Project Management Center of Excellence
- Senior Project Manager
- Senior Staff Program Manager
- Director, Business Operations
- CIS Project Office Manager
- Senior Manager, Portfolio Management
- Vice President, HR PMO Manager

## ● BENEFITS OF ATTENDING

The CBP Benchmarking Forum will provide you the opportunity to hear key insights, learn innovative solutions and practical strategies on how to build and mature your project management practices to enable your organization to successfully meet its business goals. You'll learn how organizations, focused on building best practices:

- Effectively implement an IT governance process that is essential to managing project assets
- Integrate all ITIL service management processes - including incident, problem, change, configuration, and service level management - across the organization
- Successfully design and implement effective software measurement programs
- Develop an Agile methodology that works in an immature project management organization
- Engage a PMO to implement appropriate tools to gather, collate and present project and portfolio information.
- Effectively use change management to implement new processes and methods to support the growth of the PMO
- Involve the business side from the beginning of the project on through to completion
- Focus on all PMBOK knowledge areas to effectively and efficiently deliver IT projects

You'll leave with a clear understanding of project management best practices, how they are effectively used in other organizations, and how they can help your organization optimize its project management value. Results from the Forum are compiled and a comprehensive summary report is provided to all participants.

The CBP Benchmarking Forum will be a lively event encouraging the exchange of best practices. Your colleagues in the industry will share their knowledge of the successful initiatives and practices that helped their organizations achieve their goals. Join us and find out how these best practices can work for your organization as well.

**● AGENDA****Workshops: Monday – September 17, 2007**

- 7:30 – 8:00 Registration/Continental Breakfast
- 8:00 – 12:00 Agile Project Management featuring Scrum — Dennis Luhn, PMP, CSM, Mentor PM Solutions
- 12:00 – 1:00 Registration/Lunch
- 1:00 – 5:00 IT Requirements Management: Best Practices in Gathering Requirements — Bill Athayde, JD, PMP, Senior Instructor, PM College

**Day One: Tuesday – September 18, 2007**

- 7:30 – 8:00 Registration/Continental Breakfast
- 8:00 – 8:45 Welcome; Introductions; Review of Forum Objectives
- 8:45 – 10:15 Case Study: Tailoring Agile Project Management to an Immature Project Management Organization – Roy Pool, Brinks Inc.
- 10:15 – 10:30 Break
- 10:30 – 12:00 Case Study: PM and BA Roles in Integrating an ITIL Service Across Multiple Companies – David Davis, AT&T eSales and Service
- 12:00 – 1:30 Networking Lunch
- 1:30 – 3:00 Case Study: 10 Habits of Highly Effective Measurement Programs – Ian Brown, Booz Allen Hamilton
- 3:00 – 3:15 Break
- 3:15 – 4:45 Case Study: IT Governance: Optimizing Processes and Tools to Ensure the Greatest Organizational Value – Mike Bitter, The Nebraska Medical Center
- 4:45 – 5:00 Day One Summary; Preparation for Day Two

**Day Two: Wednesday – September 19, 2007**

- 7:30 – 8:00 Continental Breakfast
- 8:00 – 8:15 Review of Day One
- 8:15 – 9:45 Facilitated Benchmarking Roundtables — Peer-to-peer exchange of best practices (choose one):
- Roundtable One: Issues and Best Practices in Agile Project Management
  - Roundtable Two: Issues and Best Practices in Requirements Management
  - Roundtable Three: Issues and Best Practices in IT Measurement
  - Roundtable Four: Issues and Best Practices in IT Governance
- 9:45 – 10:00 Break
- 10:00 – 11:30 Facilitated Benchmarking continued
- 11:30 – 12:45 Networking Lunch
- 12:45 – 2:15 Benchmarking Roundtable Reports
- 2:15 – 3:15 IT Project Management Best Practices: A Summary of Research Findings – Kathy Schwalbe, Augsburg College
- 3:15 – 3:30 Benchmarking Forum Conclusions and Action Items

## ● BENCHMARKING FORUM PRESENTATIONS

Case studies and presentations are used to provide knowledge and background to focus the discussions and knowledge sharing among the Benchmarking Forum participants.

Tuesday, September 18, 2007, 8:45A.M. – 10:15A.M.

### **Tailoring Agile Project Management to an Immature Project Management**

#### **Organization**

Roy Pool, PMP  
*PMO Manager*  
Brinks Inc.

Can an immature project management organization be successful in using the Agile methodology? That was our main concern at Brink's in late 2005 when we wanted to try Agile on a new organizational-wide application. The Agile methodology was (and still is) relatively new and there was not a lot of "Case History" available to prove to management that "it works". Change Management is always a major concern and we were already in the midst of moving to new processes and methods to support the growth of the PMO. Could our management team and the project personnel absorb this "change within a change" successfully? The answer turned out to be a resounding "Yes!". The project chosen to use Agile was the first highly successful major software project in many years at Brink's.

The presentation begins with a brief overview of Agile. It then focuses on the major steps, presentations, methodologies and training that Brink's used in implementing Agile in our environment. It points out key questions that need to be answered in any organization and the essential steps to take in order to tailor Agile to that organization's specific environment. It also emphasizes heavily the need not only for management support, but of direct Business side involvement from the beginning of the project on through to completion.

Participants will take away various materials that will allow them to return to their organization and begin actively moving toward using Agile at their work place. The materials provided will include checklists to assess the current environment and its readiness to move to Agile, and lists of the major tasks required to tailor the Agile methodology to the specific environment in question. A suggested timeline for how quickly you can move to Agile will also be included.

Roy has 25 years project management experience in various organizations such as Manufacturing, Defense, Aerospace and IT. The last 8 years he has managed PMOs for large organizations and has taught project management and PMO methodologies to personnel in many international locations and in numerous US cities. In his years leading projects he maintained a high project success rate and won an important award for project leadership from Lucent Technologies. The PMOs he has led have shown rapid improvements in project success rates and one received an award for organization-wide collaboration in a state-wide competition in New York State.

Tuesday, September 18, 2007, 10:30A.M. – 12:00P.M.

### **PM and BA Roles in Integrating an ITIL Service Across Multiple Companies**

David Davis, PMP  
*Director, Information Systems Project Services*  
AT&T eSales and Service

The Information Technology Infrastructure Library (ITIL) is a standard that defines specific phases of Service Delivery and Service Assurance. This presentation will look at various components of implementing an electronic bonded ITIL Service Desk across multiple companies. The ITIL service desk is fully integrated with all ITIL service management processes — including incident, problem, change, configuration, and service level management — across the organization. The component will be focused on



both the project management aspect and the Business Analysis aspect and how they work across organizations for project success. The participant will leave with a high level milestone chart and quality gates for entrance and exit of each project phase. Main discussion points include:

- ITIL Service Delivery Business Needs
- Requirements Consideration
- Interface Documents
- WBS Tasks
- Testing and Turn up

Dave is first and foremost a practitioner of project and program management and a certified Six Sigma Black Belt. Dave's credentials include 20+ years experience in project management, a certified PMP, and an accredited educator. He has performed many roles in implementing program management tools including: application administration, report writer, program manager, project manager, coach, trainer, and defender of the paradigm shift. He has worked in a variety of organizations and is currently program managing a customer implementation portfolio for AT&T eBusiness Organization. Dave's portfolio includes workgroups for government services, six sigma, Customer Relationship Management, Application to Application integration, ITIL Implementation, and large network migrations. He has significant experience in implementing PPMS including process definition, tool setup, reporting, and lifecycle management. Dave understands the challenges of long term compliance to a methodology/process and the challenges with keeping the dull, mundane, picayune details current and relevant. Dave holds 2 master's degrees including an MBA from Xavier University. He is the charter sponsor of the Western Lake Erie Chapter of the Project Management Institute, the Chairman of the PMI eBusiness SIG, and a member of the PMI PMO SIG group. He has published many articles and delivered presentations at professional conferences throughout Europe and North America.

Tuesday, September 18, 2007, 1:30 P.M. – 3:00 P.M.

## 10 Habits of Highly Effective Measurement Programs

Ian Brown, CFPS  
*Senior Associate*  
Booz Allen Hamilton

Measurement is challenging for any IT project. Most projects do not attempt any real measurement at all, and many who do often fail miserably. The industry success rate for IT software measurement programs is terribly low—some say less than 25%. This presentation will discuss the things that can help get a software measurement program off on the right foot and ensure that it keeps going into the future. It will first answer a couple of key questions: Why do we measure? and What makes effective measurement so difficult? From there the presentation will focus on ten key approaches and concepts that often characterize successful, effective software measurement programs. The presentation will discuss some of the theoretical frameworks behind good measurement, but will focus more on the practical application of these approaches, using actual examples from various measurement program implementations.

Ian, a senior associate with Booz Allen Hamilton, leads the firm's Quantitative Software Analysis capability. He has 9 years of experience in software measurement and analysis, CMM/CMMI, and goal-question-metric (GQM) implementation. Ian was elected to the Board of Directors of the International Function Point Users Group (IFPUG) in 2004 and serves as the Secretary and Director of Communications and Marketing. He has presented at several software conferences, including the Better Software Conference & Expo, the IFPUG Annual Conference, the Practical Software Quality and Test Conference, and the International Conference on Software Process Improvement. Ian is a Certified Function Point Specialist (CFPS) and has earned a bachelors degree from Cornell University and a master degree in public policy from Harvard University. He has helped develop and implement software measurement programs for both external clients and internal software projects while at Booz Allen. This work has resulted in successful CMMI assessments at Level 2 in November 2004 and Level 3 in September 2005.

Tuesday, September 18, 2007, 3:15 P.M. – 4:45 P.M.

## **IT Governance: Optimizing Processes and Tools to Ensure the Greatest Organizational Value**

Mike Bitter, PMP  
*PMO Project Manager*  
The Nebraska Medical Center

In describing a properly implemented Governance process that's essential to managing project assets, Mike will show how IT Governance should allow for a thorough project analysis prior to project approval and funding. The analysis identifies the project's support for the organization's tactical and strategic goals. To keep the project approval process moving, functional executives should lead the Governance Committees. This allows for on-the-spot approval and resource allocation as the decision makers become familiar with the project's needs. The decision makers must be willing to present a strong argument for or against the project's approval based upon the information presented and their interrogation of the facts. Project approval establishes Governance life-cycle support. The PMO should facilitate the Governance process and establish schedule, scope and cost variance tolerances to ensure out-of-tolerance issues are addressed and timely corrective action is taken. A strong post-Governance approval process must be in place for project monitoring, control, reporting, feedback and corrective action. The PMO must implement appropriate tools to gather, collate and present project and portfolio information. Project and portfolio information has to be presented in an audience-appropriate format.

Mike has over 15 years experience in project management. His career spans several fields including government, telecommunications, monitoring healthcare practices, and he currently works in the Project Management Office at The Nebraska Medical Center. Mike was on the Heartland Chapter Board of Directors for the Project Management Institute for four years; two years as secretary, and then two years as the president. Mike is a firm believer in perpetuating proper project management principles and practices. Toward that goal he teaches project management at a private college and continuously mentors project managers on the job. In addition to his monthly "Lunch n' Learns" at the Nebraska Medical Center, he has given presentations to the local PMI Chapter.

Wednesday, September 19, 2007, 2:15P.M. – 3:15P.M.

## **IT Project Management Best Practices: A Summary of Research Findings**

Kathy Schwalbe, Ph.D., PMP  
*Associate Professor, Department of Business Administration*  
Augsburg College

There is great value to learning about best practices on a case by case basis, but you can also learn a lot by looking at larger studies of best practices. In writing her books, *Introduction to Project Management* (2006) and *Information Technology Project Management, Fifth Edition* (2007), Kathy reviewed research and case studies of best practices in managing IT projects. In her presentation, Kathy will share her findings and personal experiences of best practices as a whole and by each project management knowledge area chapter (i.e. project integration, scope, time, cost, quality, communications, human resources, procurement, and risk management).

Kathy is a tenured college professor, well-known author, sought after consultant, and active PMI member, having served on the local and national levels. She is currently the Director of Communications for the PMI Information Systems Specific Interest Group (ISSIG). Her book, *Information Technology Project Management*, now in its fifth edition, sold over 150,000 copies and was translated into Chinese and Japanese. Kathy's first full-time job was as a project manager in the Air Force in the early eighties. Before entering academia in 1991, Kathy also worked on various IT projects at Boeing and Clark Oil. For more information, see [www.kathyschwalbe.com](http://www.kathyschwalbe.com).

## ● ORGANIZATIONS THAT HAVE ATTENDED PAST BENCHMARKING FORUMS

- 24-Hour Fit
- AAA Mid-Atlantic
- Abbott Laboratories
- Aflac
- Alcoa
- Allied Signal
- Allstate
- American Airlines
- American Productivity and Quality Center
- American Power Conversion
- Apogen Technologies
- AT&T
- Bank of America
- Bank of New York
- Bellsouth
- Blockbuster
- Blue Cross/Blue Shield of Michigan
- Boeing
- Booz Allen Hamilton
- Bose
- Bristol-Myers Squibb
- Broward County
- Bureau of Alcohol, Tobacco, Firearms and Explosives
- Cabela's
- Caliper
- Campbell Soup
- Canada Department of National Defence
- Capgemini
- Carefirst BlueCross BlueShield
- Caterpillar
- Cedars-Sinai Medical Center
- CH2M Hill
- Childrens Hospital of Philadelphia
- Citibank
- City of Tampa
- Cobasys
- Compass Bank
- Consumers Energy
- Corning
- Day and Zimmerman Group
- Disneyland
- Dow Chemical
- Dow Jones
- Draft New York
- Duke Energy
- Dupont Agricultural Products
- DynPort Vaccine Company
- Eastman Kodak
- EDS
- Eli Lilly
- Empire Blue Cross Blue Shield
- ExxonMobile
- Federal Aviation Administration
- Federal Express
- Fidelity Information Services
- Ford Motor Credit Company
- Fujitsu
- Genentech
- General Electric
- General Services Administration
- General Motors
- George Technology
- GMAC
- GTE
- Harley-Davidson
- Harvard Pilgrim Health Care
- Home Depot
- Honeywell
- Horizon BlueCross BlueShield
- Hughes Aircraft
- Huntington Bank
- IBM
- Innoviant
- Intel
- ITT Hartford
- Kaiser Permanente
- Keane
- Kelly Services
- Kennedy Center for the Performing Arts
- Keystone Mercy Health Plan
- Lawrence Berkeley National Laboratories
- Lear Automotive
- Marine Corps Intelligence Activity
- Marine Corps Logistics Command
- Massachusetts Mutual
- Medical College of Georgia
- Medtronic
- Miller Brewing
- Mitretek Systems
- Morgan Stanley
- Motorola
- Mutual of Omaha
- National Centers for Environmental Prediction
- National Institute on Drug Abuse
- Naval Sea Systems Command
- NCR
- New York City Housing Authority
- New York State Department of Taxation and Finance
- New York Times Company
- Nissan Motor Corp.
- Northrup Grumman
- Northwestern Mutual
- Nynex
- Ohio Department of Alcohol and Drug Addiction Services
- Ontario Lottery & Gaming
- Oracle Corp.
- Owens Corning
- Pactiv
- Pennsylvania Higher Education Assistance Agency
- Pfizer
- Phillip Morris
- Phoenix Newspapers
- Primavera Systems
- Project Management Institute
- Prosci Research
- Prudential Financial
- San Diego Gas & Electric
- SBC Global Markets
- Shering-Plough
- Siemens
- Southern Company
- Sprint
- State of Delaware
- State of Wisconsin
- Systems Enhancement Corp.
- Teradyne
- Texaco
- Transportation Security Administration
- US Citizenship and Immigration Services
- US Department of Energy
- US Pacific Fleet
- US West
- United Airlines
- Veterans Benefits Administration
- Wachovia
- Wilmington Trust
- W.W. Grainger
- Zurich

## ● FACILITATED ROUNDTABLE BENCHMARKING EXCHANGES

Presentations from those who have had success building and maturing project offices can be very inspiring, but how do you get it done at your organization? Your participation in roundtable discussions with team of 10-15 of your peers, engaged in a facilitated exchange focused on a project office topic, will provide the most significant take-away from this Benchmarking Forum.

Please review the proposed topics below and come prepared to discuss the topics in one of the roundtable exchanges. For the topic, be prepared to address any best practices you can offer, any lessons you have learned (challenges you overcame), and any challenges you currently have. These questions were developed only to encourage your thinking about the topic. Please bring your own related topics for discussion as well. To encourage cross-learning on all topics, each roundtable will report back their findings to the forum as a whole, providing opportunity for additional discussion and questions.

### EXCHANGE OF BEST PRACTICES • LESSONS LEARNED • CHALLENGES

#### Roundtable One: Issues and Best Practices in Agile Project Management

- What is Agile Project Management?
- Agile techniques
- Integrating agile and PM processes
- Clarifying business requirements
- Managing project scope
- Estimating
- Documentation in an agile environment
- Change management

#### Roundtable Two: Issues and Best Practices in Requirements Management

- Missing or poorly defined requirements
- Methods for gathering requirements
- Analyzing requirements
- Roles and responsibilities
- SDLCs and RM
- RM policies
- Assigning resources to RM tasks
- Requirements documentation

#### Roundtable Three: Issues and Best Practices in IT Measurement

- Why measure?
- Establishing measures
- Gathering meaningful data
- Planning for measurement
- Criteria for effective measures
- Analyzing data
- Measurement tools
- Monitoring and reporting status

#### Roundtable Four: Issues and Best Practices in IT Governance

- Governance policies/decision-making chain
- Project approval and funding
- Strategic alignment of projects
- Resource allocation
- Governance tools
- IT Governance and the PMO
- Monitoring the project portfolio
- Compliance initiatives

## ● PRE-FORUM WORKSHOPS

### Agile Project Management featuring Scrum

**September 17, 2007, 8 A.M.-12 P.M. Leader: Dennis Luhn, PMP, CSM, Mentor, PM Solutions**

Agile is a mindset, backed by a set of techniques that enables people to use tools to deliver business value efficiently. It's a response to project uncertainty and the fundamental flaws of software and product development. In this half-day workshop, Scrum Master Dennis Luhn will provide an overview of agile techniques and show how they can be integrated with project management processes to develop a framework for effective software and product development. In particular, Dennis will show how Scrum techniques can be used to manage agile projects to increase productivity and improve time to market.

#### The workshop will cover the following topics:

*What's All This Agile Stuff, Anyway?*

- A Project Management Framework
- Introduction to Agile Concepts
- How Do Agile Practices/Techniques Change the Project Management Framework

*Where is All of this Agile Stuff Headed, Anyway?*

- How Agile Practices/Techniques Have Already Impacted Project Management
- Where Will Agile Practices/Techniques Take Us in the Next Few Years?

*How Do I Apply All This Agile Stuff, Anyway?*

- Scrum: Managing the Work in Agile Projects
- Scrum: Planning/Requirements Managing
- Scrum: Executing, Monitoring and Controlling
- An Example

#### Upon completion of this workshop, you'll be able to:

- Understand the relationship between agile project management and agile product development
- Describe agile values and principles
- Describe how agile development changes the way projects are managed
- Identify the principles of agile project management and understand the implications of using agile techniques
- Understand the basics of Scrum and identify how Scrum can be used to manage agile projects

### IT Requirements Management: Best Practices in Gathering Requirements

**September 17, 2007, 1 P.M.-5P.M. Leader: Bill Athayde, JD, PMP, Senior Instructor, PM College**

The implementation phase of requirements management is where you begin to gather and document your requirements. In this half-day workshop, Bill Athayde will present best practices in gathering requirements from various groups, making plans to verify and test the requirements and trace them throughout the project lifecycle, and reassess them throughout the project life cycle, traceable through design and testing.

#### The workshop will cover the following topics:

- Key objectives in gathering requirements
- Interviewing techniques
- Techniques for analyzing requirements
- Methods for gathering requirements: inspection, observation, questionnaires, prototyping, JAD, interviews
- Documenting requirements: Use case, activity diagrams, entity relationship diagrams, data flow diagrams
- Requirements management lifecycle
- Getting support from champions

#### Upon completion of this workshop, you'll be able to:

- Describe key activities and deliverables that occur in the implementation phase of the requirements management process
- Outline key data gathering techniques
- Perform successful requirements gathering interviews
- Document requirements using diagrams and use case techniques
- Identify reusable requirements and impacts on quality

● FORUM INFORMATION

**Location/Date** Bellagio Las Vegas  
3600 S. Las Vegas Blvd.  
Las Vegas, NV 89109

- Benchmarking Forum: September 18-19, 2007
- Pre-Forum Workshops: September 17, 2007

**Schedule** Pre-Forum Workshop hours are 7:30a.m.-5:00p.m. Monday. Registration and continental breakfast are from 7:30a.m.-8:00a.m. Registration and lunch are from 12:00p.m.-1:00p.m.

Benchmarking Forum registration and continental breakfast will take place from 7:30a.m.-8:00a.m. on Tuesday, September 18. Forum hours on Tuesday are 8:00a.m.-5:00p.m. Wednesday morning continental breakfast is scheduled for 7:30a.m.-8:00a.m. Forum hours on Wednesday are 8:a.m.- 3:30p.m.

**Forum/Workshop Fees** Early Bird Registration for the two-day Benchmarking Forum is \$995 (fee includes refreshment breaks, luncheons, and copies of prepared handouts and texts). Early bird registration for the half-day Pre-Forum Workshops is \$395 per workshop (fee includes luncheon, refreshment break, and copies of prepared handouts and texts). A 10% discount is available for three or more participants from the same organizations. Please call for registering groups.

	By Aug. 17	After Aug. 17
• Benchmarking Forum Only	\$995	\$1,195
• Benchmarking Forum plus One Workshop	\$1,390	\$1,690
• Benchmarking Forum plus Two Workshops	\$1,785	\$2,185

**Hotel Accommodations** All travel and lodging reservations are the responsibility of Forum attendees. We have secured a limited number of rooms at the Bellagio Las Vegas for Forum attendees. For reduced rates call 888.987.6667 and request the group rate for the CBP Benchmarking Forum. **You must register by August 24<sup>th</sup> to secure reduced rates.**

**PDU**s Attendees of CBP Benchmarking Events are eligible for claiming PDUs from the Project Management Institute under the auspices of our training arm, PM College.

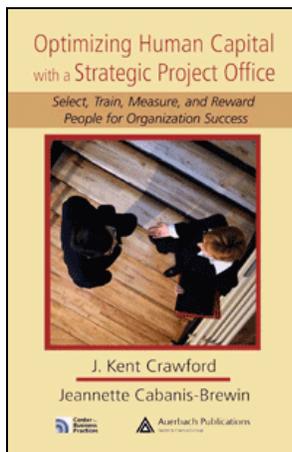
- CBP Benchmarking Forum: 12 PDUs
- Half-Day Workshop: 4 PDUs

● HOW TO REGISTER

Telephone 877.813.5193 (toll free) or 484.450.0100  
Internet www.cbponline.com



## ● FORUM HANDOUTS



### **Optimizing Human Capital with a Strategic Project Office**

By J. Kent Crawford and Jeannette Cabanis-Brewin

© 2006 Auerbach Publications/Center for Business Practices; 368pp.

- The Strategic Project Office: A Catalyst for Organizational Change
- People on Projects: A New Look at Project Roles and responsibilities
- The Right Stuff: Competency-Based Employment
- Why Project Managers Fail ... and How to Help them Succeed
- The Turnover Solution
- The Care and Feeding of Project Management Personnel
- Performance Management on Projects: More Carrot, Less Stick
- On the Horizon: New Organizational Themes and Structures
- Appendices
  - Sample Role Descriptions for Project Office Personnel and Other Project-Management-Related Positions
  - Excerpt from Project Management Maturity Model
  - Sample Questions from Knowledge Assessment Instrument
  - Sample Questions from Multi-rater Project Manager Competency Evaluation
  - PM Solutions Career Planning and Development Program Artifacts
  - Value of Project Management Training Research Study Results
  - Project Manager Support Survey
  - Project Management Mentor's Competency Scorecard
  - PM Coaching Guidelines: Assisting Project Managers and Their Projects
  - Project Management Performance Appraisal Form
  - Service Level Agreement Tips for Better Outsourcing Relationship

### **Benchmarking Forum Attendee Notebook**

- Welcome
- Agenda
- Presentations
- Best Practices
- List of Participants

### **Benchmarking Forum Summary Report**

Notes of all best practices and lessons learned captured during the Benchmarking Forum, sent to attendees after the conclusion of the Forum

- Best Practices
- Lessons Learned
- Challenges