

PROJECT MANAGEMENT INSTITUTE:
1999 and Beyond

Harold R. Reeve, Ph.D., PMP - PMI Chair



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Project Management Institute

**Celebrating 30 Years as the World's
Leading Association for the
Project Management Profession**



PMI History

Founders

Dr. J. Gordon Davis

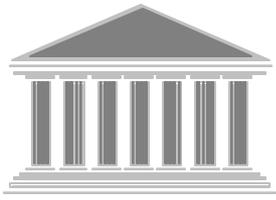
Edward A. Engman

Susan C. Gallagher

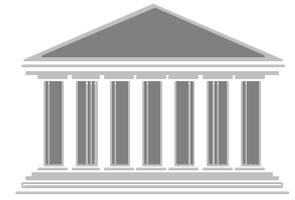
Eric Jenett, PMP

James R. Snyder





PMI History



1969 Five volunteers working out of a house in Springfield, Pennsylvania, USA

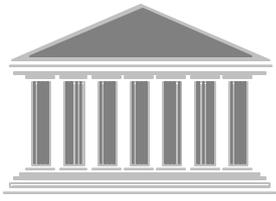
1973 First part-time paid staff hired

1974 First chapter chartered
- Houston, Texas USA

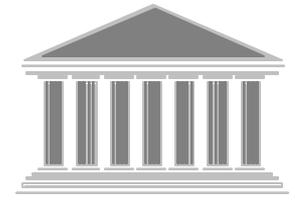
1975 Leased office space



First chapter chartered outside of USA
- Southern Ontario, Canada



PMI History



1977 First full-time paid staff hired

Annual Budget of US \$ 125,000

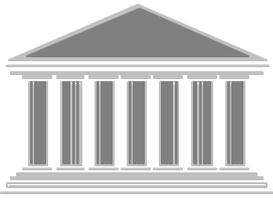


1981 First Chapter outside of North America chartered - South Africa

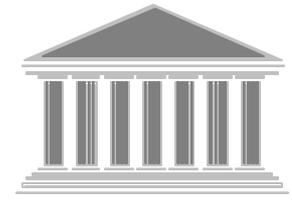
1982 First paid Executive Director

1987 Publishing Division established

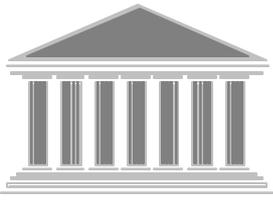
Annual Budget of US \$ 1 million



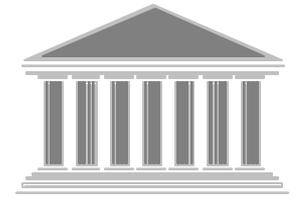
PMI History



- 1993** Purchased 6,000-square-foot building
Approximately 15 employees
Annual budget of US \$ 2.4 million
- 1998** Purchased and built present 16,000-
square-foot building
- 1999** Approximately 75 employees
Annual Budget of over US \$ 16 million



Current Status

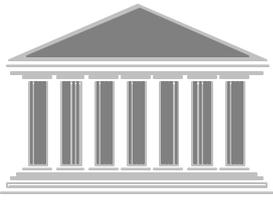


PMI Membership Statistics

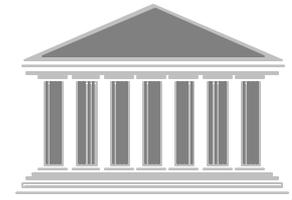
(as of 31 March 1999)

Total Membership: 43,733

- Geographic Distribution of the Membership:
 - United States: 75.51%
 - Canada: 11.02%
 - Outside U.S./Canada: 13.47%
- 1999 Growth Rate: 25.6%



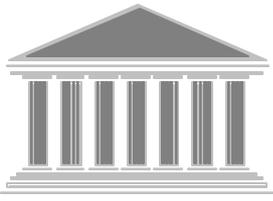
Components



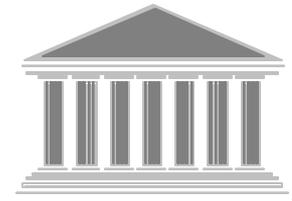
143 Chapters

20 SIGs

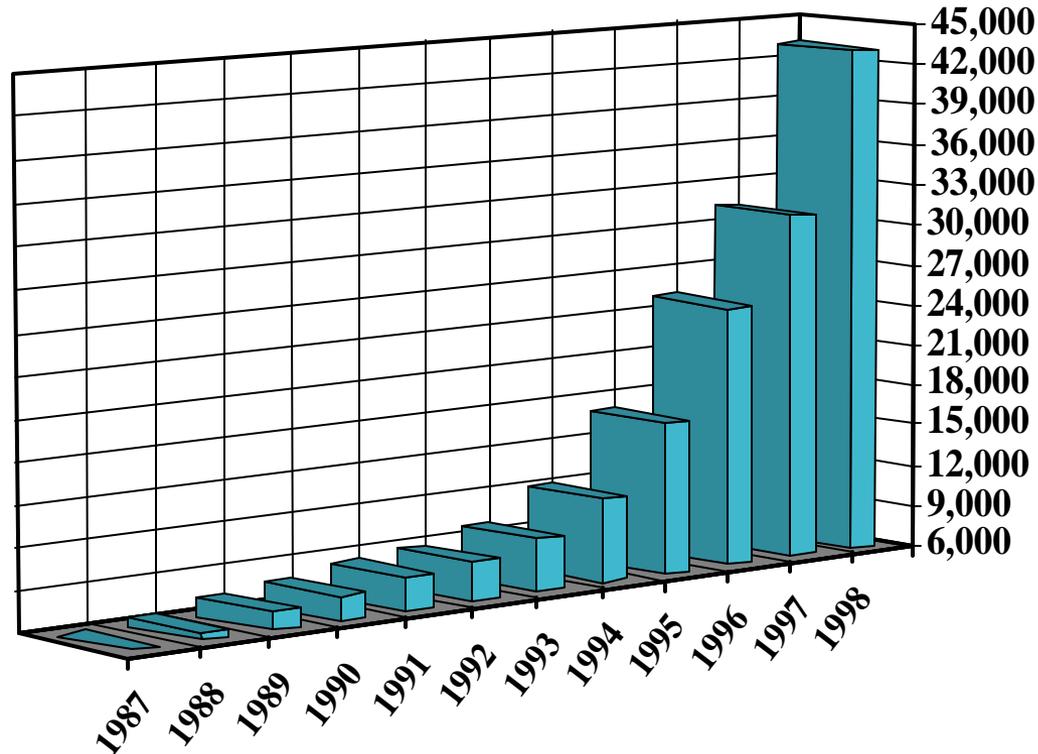

1 College



The Growth of PMI



Growth of Membership



PMI's New Governance Structure

**Approved by 87%
of members who
voted in 1998**





Policy Governance[®] Model



Accountabilities and Responsibilities

- Members elect Board of Directors
- Board seeks advice from Strategic Committees (Board/Members)
- Board decides on strategic objectives, policies, results, priorities
- Board holds Executive Director accountable for results
- Executive Director holds HQ staff accountable for operations
- Staff Managers utilize staff to carry out operations
- Members serve as knowledge experts on Member Advisory Groups





Board of Directors



- Twelve Directors-at-Large (elected by membership)
- Three Officers (Chair, Vice Chair, Secretary-Treasurer)
- Executive Committee: Officers plus two Directors-at-Large; Chair presides
- Planning Committee: Executive Committee; Vice Chair Presides
- Finance Committee: Executive Committee; Secretary-Treasurer Presides



Board Committees



Purpose: To identify, formulate and recommend a road map for the future needs of PMI and the project management profession

- Governance Performance: Assessment of BOD
- Technical Activities: Core Competencies
- Nominating: Strengthen Elected Leadership
- Ethics/Conduct: Ensure Fair Process and Procedures



Board Committees



- Global Council: Global PM related issues and topics
- Accreditation Action Team: Accreditation program for PM degree
- Joint Advisory Council: Liaison between Board and PMI Components (Chapters, SIGs, Colleges)
- Global Project Action Team: Global Vision/Plan



Headquarters Staff



Executive Director

Associate Executive Director

Departments

Certification

Education

Facilities/Fulfillment

Finance/Administration

Human Resources

Marketing

Meetings/Conventions

Membership Services

MIS

Publishing

Research/Standards

Worldwide Component Affairs



Member Advisory Groups



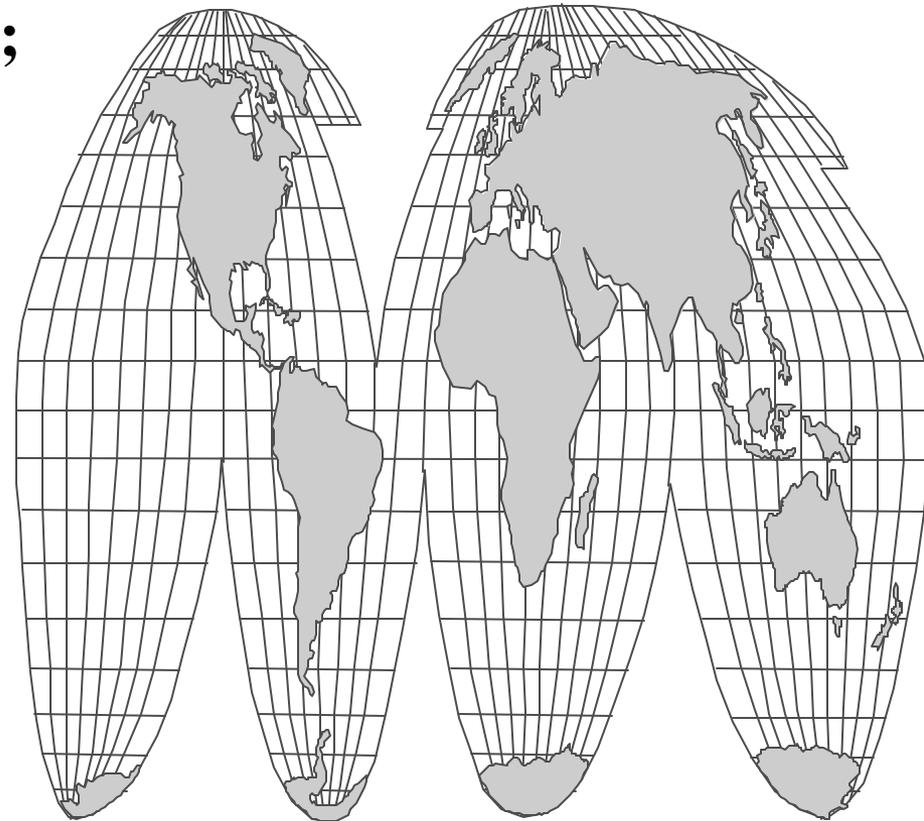
Purpose: To conceptualize, plan and execute operational activities

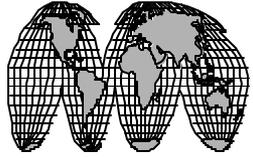
- Certification
- Education
- Facilities/Fulfillment
- Finance
- Human Resources
- Marketing
- Membership Services
- MIS
- Publications
- Research
- Standards
- Symposium

Globalization Policy

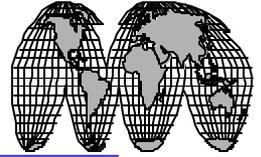
Why...

- **Impact on professionalism of project management worldwide**
- **Improved delivery of products; improved satisfaction of worldwide membership**
- **Larger pool of knowledge and wisdom; establish learning opportunities for project management profession**

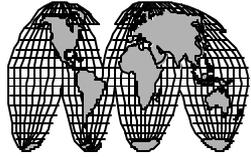




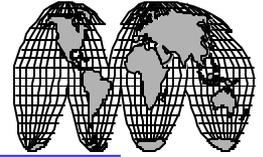
Premises of Globalization

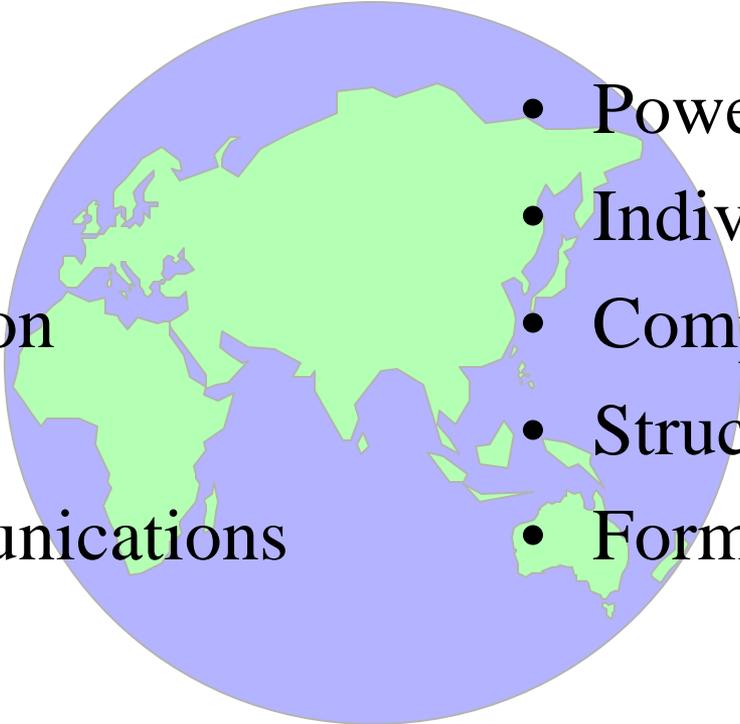


1. Globalization of corporations and industries will be a dominant drive in the economy enabled by the Internet and related technology.
2. Project management will be a global profession.
3. Globalization of organizations like PMI will be essential to professionalizing project management.
4. Project managers will be global and mobile.
5. Membership will be characterized as globally based rather than USA-based.

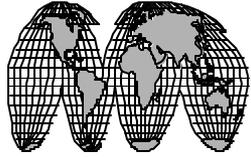


Ten Key Cultural Factors

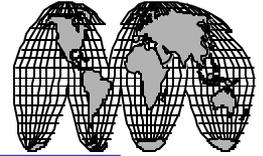


- 
- Nature
 - Time
 - Tradition
 - Action
 - Communications
 - Power
 - Individualism
 - Competition
 - Structure
 - Formality

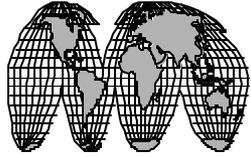
Source: Michael Kammerdiener



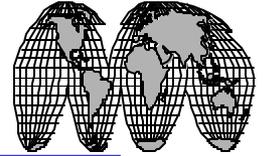
GPAT Purpose



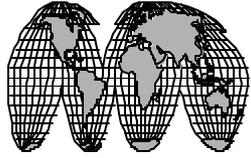
1. To analyze PMI's current global position and mindset against its declared mission.
2. To make strategic recommendations to the PMI Board concerning the globalization of PMI.
3. To identify global customers demands and needs.
4. To evaluate the required resources to meet global customer demands.
5. To analyze the pros and cons of chapter components and intersociety partnerships and recommend to the Board roles and responsibilities of each.
6. To build enthusiasm and awareness among staff, volunteers and customers for the globalization process.



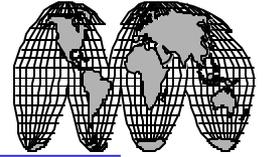
PMI's Globalization Timetable



- **October 1998 - June 1999** - Make the PMI community aware of the globalization challenge and conduct needed strategic environmental scanning
- **June 1999 - December 1999** - Prepare PMI Global Strategic Plan
- **December 1999 - June 2000** - Conduct operational environmental scanning and develop PMI Global Implementation Plan
- **June 2000 - June 2005** - Implement the Global Implementation Plan

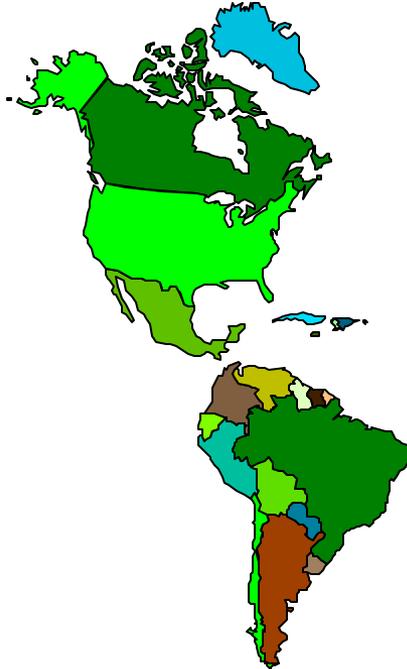


PMI Global Membership



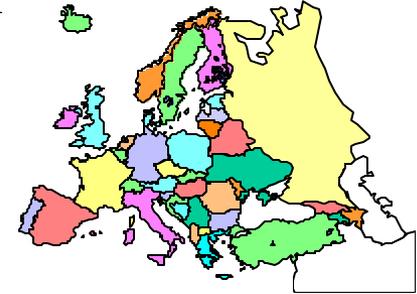
The Americas

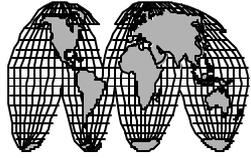
- Canada
- United States
- Argentina
- Brazil
- Chile
- Columbia
- Ecuador
- Mexico
- Peru
- Venezuela
- Others



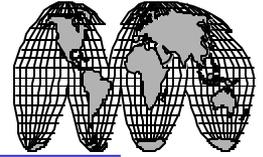
Europe

- Western Europe
- Central/Eastern Europe
- Scandinavia
- Russia
- Baltic States
- Former Soviet Union Nations
- Turkey
- Others





PMI Global Membership



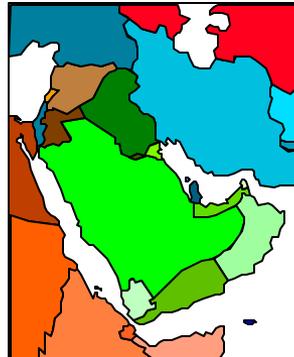
Africa

- Egypt
- South Africa
- Zimbabwe
- Others



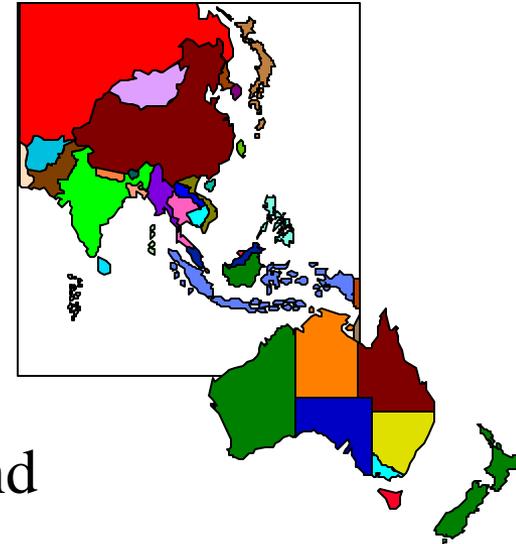
Middle East

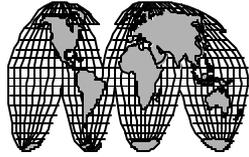
- Arabian Gulf
- Israel
- Saudi Arabia
- Others



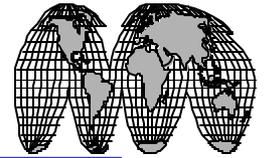
Asia and the Pacific

- Australia
- India
- Indonesia
- Japan
- Korea
- Malaysia
- New Zealand
- Pakistan
- Philippines
- Others





Globalization



www.pmi.org



Building professionalism in project management.™

Project Management Institute



- Membership
- Certification
- Education
- Publications

- Chapters
- SIGs
- Standards
- Search



A Guide to the Project Management Body of Knowledge (PMBOK™ Guide)
[Download it FREE!](#)

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Articles of Interest

About PMI

Since its founding in 1969, Project Management Institute (PMI®) has grown to be the organization of choice for project management professionalism. With almost 45,000 members worldwide, PMI is the leading nonprofit professional association in the area of Project Management. PMI establishes Project Management standards, provides seminars, educational programs and professional certification that more and more organizations desire for their project leaders.

Seminars World Catalog

PMI® thanks all of you who attended our first seminar series in Europe. We invite you to check out our seminars in the U.S.A. and Register Online Today!

PMI Bookstore

Features all books published by the Project Management Institute as well as a complete catalog of titles from other publishers-more than 1,000 of the best project management books in print.

Career Headquarters

Contains Job Postings for Project Management positions and the Generalist Director.

Seminars & Symposium

Philadelphia, Pennsylvania
10 October - 16 October 1999.
12-14 March 1999.

PMI News

30 March 1999

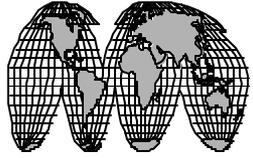
[New Certification Handbook](#)
The new Certification and Global Certification Handbooks are now available for download in PDF format. These Handbooks replace the previous Certification and Standards Brochures.

[1998 In Review](#)
A Year of Success - A Year of Change

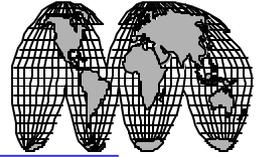
PMI Standards Program Needs Volunteers
Volunteers needed for [project to develop model for improving project management capabilities in organizations](#). Other volunteer opportunities exist within the [PMI Standards Program](#).

[ACP/ASC Leadership Meeting](#)
The March 1999 Board of Directors Meeting and ACP/ASC Leadership Meeting were held in Dallas, Texas, USA 12-14 March 1999.

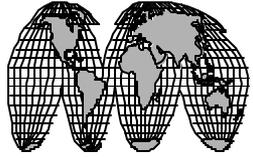




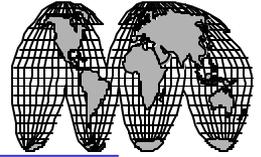
Globalization Advantages



- **Enhanced Leadership** - reach out to everybody to make them feel a part of the global project management community
- **Members and Markets** - expand the project management community (borderless)
- **Global Networking** - increase project management job opportunities
- **Increased Sources of Knowledge** - access to more project management experiences
- **Improve Personal Development** - enhance the potential for educational opportunities



Globalization Advantages



- **Better Sensitivity to Local Issues** - increased awareness of local issues
- **Economics** - greater growth and revenue opportunities
- **Promotion of the Profession Worldwide** - international recognition of the profession
- **Easier Acceptance of Global Certification, Research and Standards** - set the framework for global project management standards

Certification

PMP Certification

Total PMPs 10,086

(as of 31 December 1998)

Certified in 1998 3,671

Increase over 1997 233%

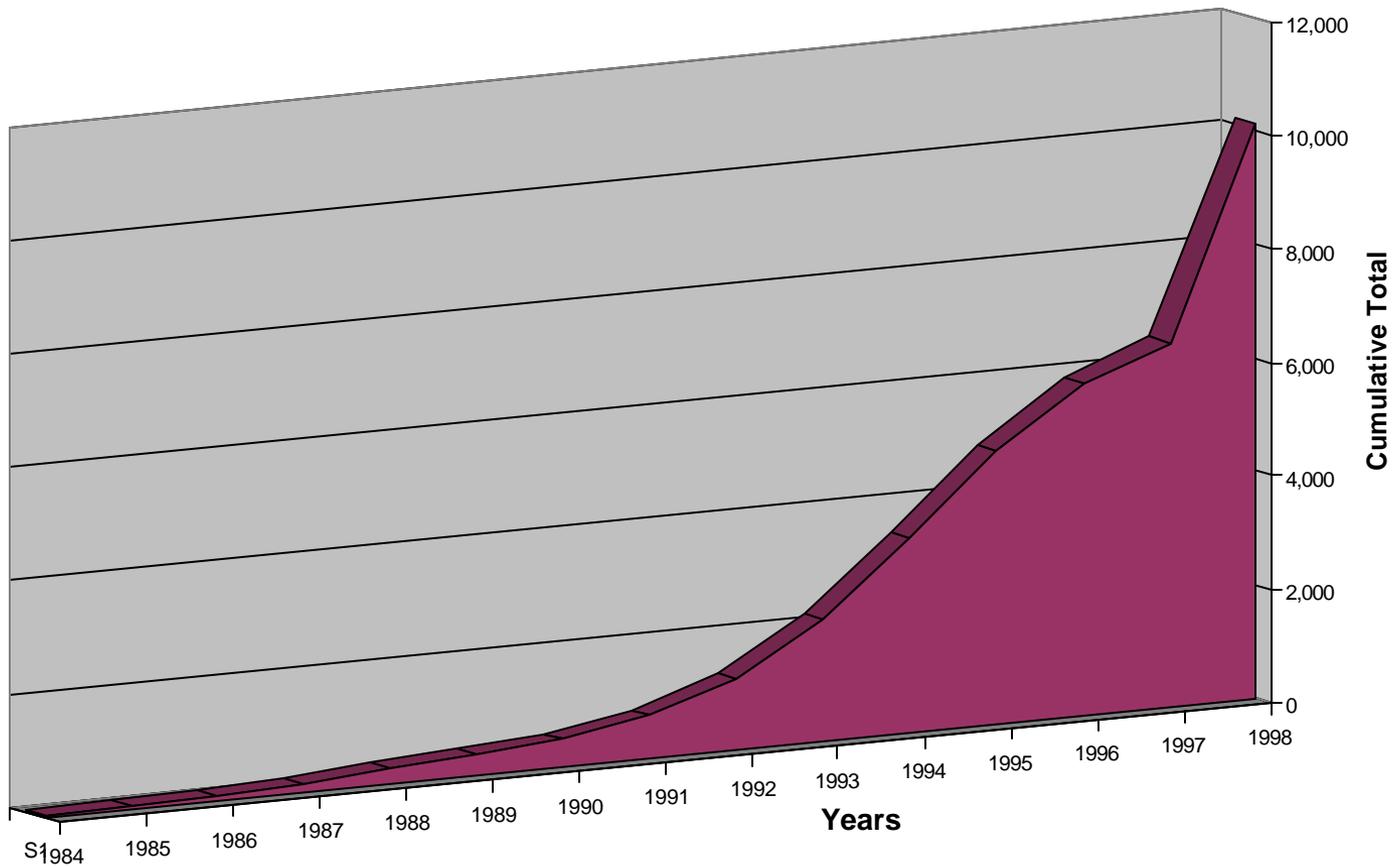




Certification



PMP Certifications





Certification



PMP® Certification Examination

- Administered in 40 countries
- Administered at 63 test sites
- Administered in 8 languages





Certification



PMP Professional Development Program

In order to maintain the PMP credential, individual PMPs must satisfy the Professional Development Program requirements (*administered by PMI's Education Department*)

- 3-year cycle
- 60 PDUs must be earned during this cycle
- Initiated 1 January 1999



Certification



Professional Development Unit Categories

PDUs must be attained in specific categories:

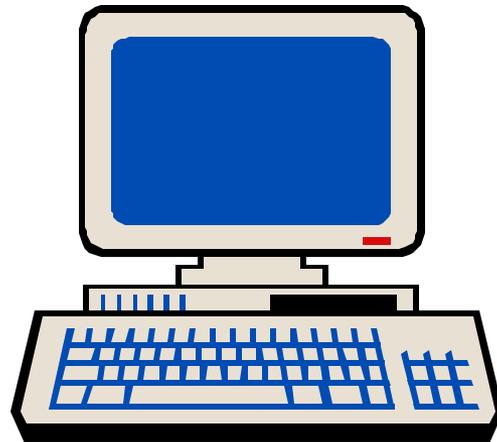
- Post certification formal education
- Self-directed learning and professional activities
- Programs sponsored by PMI Professional Development Providers
- Programs sponsored by other providers
- Service to professional/community associations



Certification



Plans for the year 2000 are to introduce the examination in a computer-administered format all over the world.





Research



Mission

To develop and maintain PMI as a center for knowledge and wisdom by accessing and assessing project management's past and current states, forecasting project management's future state, and inspiring the direction of project management research.



Research



Purpose

To assist in the creation and dissemination of project management knowledge valued by the profession, PMI members, the marketplace and other stakeholders by supporting the expansion of the body of knowledge, assessing the professional needs of practitioners, forecasting and assessing the future of the profession, and managing research projects supported by PMI or the PMI Educational Foundation



Research



Projects Underway in 1999

- Professional Needs Assessment
- Future of Project Management Forecast & Assessment
- Research Conference 2000
- Research Management Protocols
- Management of Specific Research Projects





Research



Additional projects or area of needs under consideration:

- Building a Research Database
- Advancing Research in Academia
- Establishing Research Consortia
- Increasing Research Project Support





Standards



Mission

To assist in improving the understanding and competency of experienced and new Project Management practitioners and customers worldwide.

To accomplish this, we will identify, define, document and champion generally accepted Project Management approaches and a common project management lexicon.



Standards



Purpose

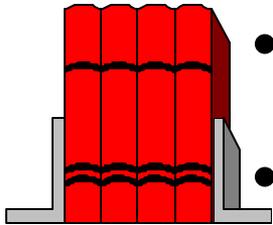
To develop standards for the Project Management profession that are valued by PMI members, the marketplace and other stakeholders.



Standards



Projects Underway in 1999



- *PMBOK™ Guide* Update
- *PMBOK™ Guide* Extensions in Information Systems and Construction
- Work Breakdown Structure Practice Standard
- Organizational Project Management Maturity Model



Standards



1999 Projects Continued:

- Project Taxonomy
- Project Manager Competencies
- Project Management Principles
- Maintenance of American National Standards Institute (ANSI) Accreditation.

The Future of PMI

**Membership in PMI
has grown at an annual
rate of over 25% for the
past three years.**





Project Management Institute

Headquarters

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