

# The Project Network



The Newsletter of the Microsoft Project Users Group-Global

Volume 5, Issue 4-2001

## Project Management: A Look Ahead

**T**he past year has been one of tremendous growth for MPUG-Global, with the number of chapters nearly doubling to 22 worldwide, including the first chapters in Europe and South America. Membership grew approximately 30% during this time, and towards year's end, the organization approached 2,000 members in no less than 15 countries. MPUG-Global's steady expansion is extraordinary, and it leads one to wonder what the future holds, not only for MPUG and Microsoft Project, but for the field of project management (PM) as a whole.

Still a relatively young industry, it is not surprising that PM continues to change rapidly. In their 2001 "Distributed Project Management" report, Collaborative Strategies LLC identified ten interlinking trends that highlight the directions in which PM is evolving. Significant among these is the shift "towards people and process and away from simply displaying data." It is increasingly important that everyone involved in a project be able to access and influence project information. From a technology standpoint, this new team-oriented focus has resulted in "the movement from complex, desktop-based systems to easy-to-use, browser based systems."

Having anticipated these trends, Microsoft introduced both Project Central and SharePoint™ Portal Server technology. The former provides a highly interactive yet easy-to-use, web based interface which supports collaborative planning, ensuring communication of project information both up and down the management chain. The latter assists organizations in information sharing within



their own companies and over the Internet. According to the CRN Test Center, "SharePoint has no doubt been designed with knowledge management and enterprise management in mind." According to a 2000 survey by TechRepublic, Microsoft Project is already the first choice of 79% of PM software users. With the vision demonstrated through their latest collaborative tools, it is clear that Microsoft will continue to be the industry leader for some time to come.

MPUG-Global members already know a little bit about team-oriented collaboration, of course. By sharing ideas in *The Project Network* newsletter and monthly ezine, attending chapter meetings, and using the resources available to them on the website ([www.mpug.org](http://www.mpug.org)), members have been able to better manage projects in a diverse array of industries. In addition, this year over 80 MPUG members participated in beta testing for the next version of Project, ensuring that the voice of those using the software will continue to be part of the Microsoft equation. With such ongoing interaction between Microsoft and MPUG-Global, the future of PM tools looks very bright indeed! ◀

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## MPUG-Global World Headquarters

3923 Ranchero Drive  
Ann Arbor, MI 48108 (U.S.A.)  
Phone: 734.741.0841  
Fax: 734.741.1343

## MPUG-Global U.K. Office

#10 Bloomsbury Street  
London WC1B 3SR (U.K.)  
Phone: +44 (0)7905 326001  
Fax: +44 (0)20 7462 0101

Email: [info@mpug.org](mailto:info@mpug.org)  
Web: [www.mpug.org](http://www.mpug.org)

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This is the final issue of *The Project Network* for 2001, and as such I am tempted to wax nostalgic. One could hardly blame me: the past twelve months have provided countless highlights, from the introduction of exciting new member benefits (see the box on page three) to the near doubling of MPUG-Global chapters around the world.



Bryan Mangum

And yet, as proud as I am of the accomplishments of MPUG-Global in the past year, I am even more excited about what will happen in the coming one. One look at this issue's cover story will give you one reason why. Another reason is that, never ones to rest on our laurels, the staff at MPUG-Global are already thinking of new ways to make your experience as part of the MPUG community even better. We anticipate maintaining our rapid rate of growth worldwide, and we are constantly working on new initiatives to help MPUG members leverage that ever-expanding network of support. At the same time, we are committed to continue bringing you the most timely and useful information on Microsoft's project management solutions, including in-depth articles and presentations on the upcoming release of the next version of MS Project, due out in 2002.

It promises to be an exciting year for MPUG-Global members. To make sure you don't miss a single moment of it, don't forget to **renew you membership today**. The box on page three details how to do this, and lists just a sampling of the reasons why you should. I can give you one more reason: the newsletter you are holding in your hands.

As always, I am pleased to share with you some exceptional articles and tips submitted by your fellow MPUG members. Tips from two of those MPUG members can be found in every issue of *The Project Network*. This time around, regular columnist Tommy Lovelace details a procedure to link MS Word documents to specific tasks in a Project plan. And Brian Kennemer prescribes some preventative medicine to help you eliminate scheduling conflicts.

As a follow up to his "PERT Analysis" feature earlier this year (Vol. 5, Issue 1), we have included an article by Pete Hasek which is useful in two ways. First, it gives a great example of how to use custom fields in Project 2000. Second, it provides a useful way to calculate estimates for your PERT calculations.

A complementary article from Bob Collins provides information on a macro which will automate some of the calculations involved in a PERT analysis. (MPUG members can download this macro from the MPUG-Global website:

*Continued on page three*

## From the Editor

(continued from page two)

www.mpug.org.) And an article by Philip Barrass explains the sometimes confusing way in which Project Central compensates for changes in the duration of some tasks.

All of these contributions represent the kind of high-quality, helpful features that MPUG-Global members around the world have contributed this year, and that you can expect to see more of in the years to come.

Thank you to everyone who has made this such an incredible year for MPUG-Global, from every volunteer that has helped organize a chapter to everyone who has raised their hand to ask a question at a chapter meeting. And a special thanks must be given as well to our global co-sponsors, Pcubed Inc. and Microsoft, whose generous support continues to make it possible for MPUG-Global to provide so many benefits to our members.

From the entire MPUG-Global staff, here is wishing everyone a very happy holiday season. And stay tuned for 2002 – you haven't seen anything yet! ◀

Best regards,



Bryan Mangum  
Editor  
The Project Network  
+1 (734) 741-0841  
bmangum@mpug.org

### The MPUG-Global Mission

*The mission of MPUG-Global is to provide the installed user base of Microsoft® Project with a forum to exchange ideas, support, and experience in order to improve understanding and utilization of all Microsoft Project related products. MPUG-Global is an independent users group formed with the support and recognition of Microsoft. We will actively seek out related organizations worldwide and collaborate with them to encourage the appropriate exchange of information to MPUG-Global membership for all levels of Microsoft Project experience.*

## Renew Your Membership Today!

MPUG-Global has kicked off its membership renewal campaign for 2002. By now, all members should have received their renewal invoices. If you haven't, please contact us at +1 (734) 741-0841 or [info@mpug.org](mailto:info@mpug.org) to request an invoice, or renew online at [www.mpug.org/join.asp](http://www.mpug.org/join.asp).

Don't miss your chance to renew and be a part of MPUG-Global in 2002. Below are just a few of the *new* member benefits introduced in 2001:

- ▼ MPUG-Global became a Registered Education Provider for the Project Management Institute, and now offers PDU credits towards PMP certification.
- ▼ MPUG-Global members were given the opportunity to participate in Microsoft Project usage surveys, conjoint studies, and focus groups in exchange for free software and/or cash incentives.
- ▼ Roughly 80 MPUG-Global members were selected by Microsoft to join an exclusive group of beta-testers for the next release of MS Project.
- ▼ MPUG-Global members were invited to participate for free in various Microsoft webcast Project demonstrations.
- ▼ Expanded members-only website content, including all-new "Resource Centers" for MSP 98, MSP 2000, and Project Central, as well as numerous new chapter presentations and other helpful files.

All of this is in addition to the existing benefits of membership: quarterly newsletters, monthly ezines, chapter meetings, etc. (see the back cover of this newsletter for more details on the benefits of membership). And next year holds even more exciting opportunities, so don't wait. Renew your membership today! ◀

## Project Psychology 205: Is your schedule conflicted?

**D**o you ever open your plan only to be told that a task cannot be completed in time because of a scheduling conflict? Sometimes trying to figure out how to fix this problem can be frustrating as you try to see what Project saw.

More often than not this problem is caused by a predecessor or successor link between two tasks that conflicts with the date constraints on those tasks. For example, if you have a one day task that starts on 8/1 with a Must Start On constraint of 8/1, and it has a predecessor task that finishes on 8/5, you might see a message that says there is a conflict.

This is a great illustration of why you should use date constraints on your tasks as little as possible. The best case for most situations is that the predecessor links between tasks would be the controlling factor in determining when a task starts. Leave the constraint on As Soon As Possible and let the links “guide” the tasks. If you have too many constraints in your plan, you can end up with troubles like the conflict messages above. Cleaning these up can be tedious. Don’t be afraid to use constraints – they can be useful and powerful tools – but make sure that they are really needed. And remember that the simple act of typing a date into a start or finish field can add a constraint. Keep a watch on the Indicators column in Project. If you see a constraint icon there, check it out now before it causes you trouble later.

### Adding Views to the Viewbar

We all have our favorite views that we have customized to work best for our own methods of tracking and managing projects. We can access our favorite views through the viewbar, by checking the *Show in Menu* box on the *View Definition* dialog. To get to this dialog, just click *View/More Views* and select the view that is right for you, then click the *Edit* button. Only the views selected will appear in the viewbar. Similarly, if there are views on the viewbar that you never use, you can apply this method to uncheck the *Show in Menu* box, so that the view does not appear.

The next thing to remember is how Project determines how views appear. For example, task views that have the *Show in Menu* box checked, appear at the top of the list in alphabetical order, and the resource based views appear after the last task view. If you *really* want a particular view to appear at the top of its group, you will need to put an underscore or other special character as the first letter of the view name. That will “float” it to the top.

Brian Kenemer is an MS Project MVP and Program Manager for Pacific Edge Software. Along with penning this column, Brian is a frequent contributor to MPUG-Global, having volunteered his time for presentations and helping members with technical assistance.

*Ask Brian* covers topics appearing in the Microsoft Project Support Newsgroup, [www.mpug.org/newsgroups.htm](http://www.mpug.org/newsgroups.htm), which is a location on the Internet where people with questions about MS Project can interact and seek solutions.

## Friends Don't Let Friends Assign Resources to Summary Tasks!!!

I know I've said it before (Volume 5, Issue 2), but this is one of those issues that drives me nuts. Assigning resources to summary tasks may seem a good way to track things like managerial time needed for a set of tasks, or the work done by a project manager, because they are automatically the same duration as groups of other tasks or the project itself. However, I suggest that you do a lot of playing around with a test project, before trying this one at home!

A summary task is by definition a task that takes on the rolled up properties of its sub tasks. But when you assign a resource to a summary task, you have created a Frankenstein-like half-task-half-subtask monster that can really ravage your plan if you are not careful! Things look normal with a task like this until you try to apply actual work to any of the assignments on the summary task or the subtasks. Depending on how you apply the actuals, you can get odd results with the application of actual work to other tasks in the group. Applying actual work to one of the subtasks can apply some actual work to the summary task assignment, and the reverse can also happen.

Just be warned that some good experimentation should be done before you try to use this technique in your “production” projects! ◀



# MS Project 2000 Custom Fields

By Pete Hasek, EDS (member, Southeast Michigan Chapter)

One of the most powerful tools in Project 2000 is the ability to customize fields. These custom fields enable the user to display the project status in easily understood graphical terms, to perform calculations not done by Project, and to view project data from an entirely different perspective.

Select *Tools/Customize/Fields* to display the dialog box in Figure 1. The selection of the *Task* or *Resource* radio button determines if the field appears in a resource view or a task view. The pull down menu in the upper right hand corner shows the fields that can be customized.

In Volume 5, Issue 1, I wrote about the use of PERT, and how it was sometimes difficult to obtain the necessary duration estimates for Optimistic and Pessimistic values. Entering the data for each task can also be tedious. However, using the custom fields, one can easily calculate estimates to speed up the process.

Remember that PERT uses Duration1, Duration2, and Duration3 for the Optimistic, Most Likely, and Pessimistic, respectively. In the *Customize Fields* dialog box, select *Task* as the field type and using the pull down menu, select *Duration*. Duration1 should be highlighted. Select the *Rename* button, type "Optimistic", and select OK. Optimistic and Duration1 are now displayed as the same field. Lower in the *Customize Fields* dialog box, under *Custom attributes*, click the *Formula* button to display the dialog box in Figure 2.

Let's assume that the Optimistic value is 90% of the current duration. Select *Field/Duration/Duration*, then " \* ", then type ".9" (see Figure 3).

Selecting OK results in the warning dialog box of Figure 4. Select OK to close this box, and OK to close the *Customize Fields* dialog box.

Now go back to the task entry table in the Gantt chart, select a column, and hit the Insert key on your keyboard. A dialog box will appear. Scrolling through the pull down menu shows that both Duration1(Optimistic) and Optimistic(Duration1) appear. MS Project does this to help the user keep track of which fields have been customized.

The same process can be used to set Duration2 (Most Likely) = [Duration], and Duration3 (Pessimistic) = [Duration] \* 1.5, or some other percentage as deemed appropriate. The user can then run the PERT analysis using those values as a strawman to start the dialog about obtaining meaningful estimates. This is much quicker than entering individual values for each task.

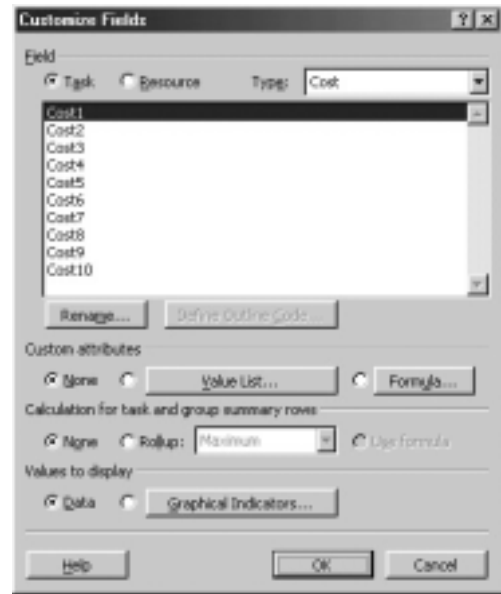


FIGURE 1



FIGURE 2



FIGURE 3

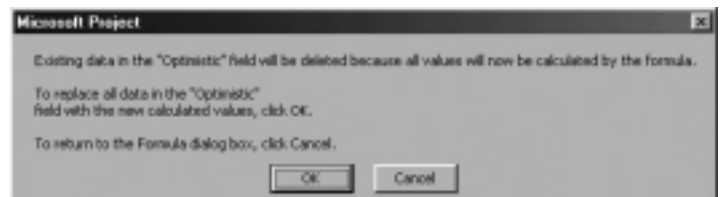


FIGURE 4

*Continued on page six*

# MS Project 2000 Custom Fields

(continued from page five)

A minor drawback to customizing fields in this fashion is that all values are now calculated and the user cannot manually enter other values.

ID	CAL	CPI Ind	SPI Ind	Task Name
0	●	—	—	SupplyPower Schedule
1				Client Key Dates
2				Contract Award
3				Plan Phase Tolgate
4				Define Phase Tolgate
5	●	+	—	Plan Phase Deliverables
6				Direct PM Tasks
7			+	Develop Plan Phase
8				Establish Project
9				Identify Guiding
10				Develop Project
11			—	Plan Phase PM Deliv

FIGURE 5

Different kinds of indicators are available to tell a powerful story quickly. They can be based on the value of the Custom Field. Figure 5 shows an example based on Earned Value calculations. The column headed “CAL” indicates the WBS level is a Control Account. The custom field is Flag1, and instead of a formula, the Value button is selected in the Customize Fields dialog box (See Figures 6 and 7). The values are: “Yes” for Control Accounts; “No” for all others. Note that the user can select the default value, restrict values to those on the list, and sort the values in any desired order. In this case, the default value is “No”, the values are restricted to those on the list, and the preferred order is that shown. The reason the values are sorted is because the values appear in a pull down menu when the CAL field is selected. This really expedites the set up process.

Figure 8 shows the selection of the indicator based on the value. In this case, the indicator is a black ball if the value is “Yes”; i.e., the black ball indicates a Control Account level.

The columns marked “CPI Ind” and “SPI Ind” are the indicators for Cost Performance Index and Schedule Performance Index, respectively. CPI and SPI are both standard EV metrics, but are not calculated by MS Project. In this case, a custom field is used to calculate the indices, and the color and shape of the indicator is based on the value of the index. For the CPI column, a plus sign means the ACWP at the Control Account level is not less than 98% of the BCWS. A minus sign means the ACWP is at least 10% greater than the BCWS. A different indicator can be used for values between those extremes. The SPI indicators are based on comparable calculations and values.

Graphical indicators can be created in other tools and imported. Remember that custom fields apply to resource views also, so symbols can be used to indicate resource groups, for example. The use of these custom fields is limited only by the imagination of the user. ◀



FIGURE 6



FIGURE 7



FIGURE 8

## Linking MS Word documents to task in MS Project 2000

### The situation

Company Z completed its Project template by which all new projects are to be managed. The template was designed as a guideline for the proper management of a project, including milestones such as “Develop Scope of Work”, “Issue Conceptual Planning Estimate”, “Prepare Project Execution Plan”, and so on. However, when Company Z’s project teams were developing this template, they forgot to review official company procedures outlined in a large manual in the company library.

### The solution

All the guidelines were scanned and then edited using MS Word, and then placed in a subfolder on the company network. These guidelines were then marked as “Read Only” to ensure that they were not altered by anyone. These documents were then hyperlinked to the related tasks in Microsoft Project 2000. This meant that when an employee was looking for company procedure on creating a Scope of Work for instance, he did not have to consult the manual in the library, he simply clicked on the hyperlink, which took him to the relevant information.

### The procedure

Hyperlinks can be set to go to a particular paragraph on a page by bookmarking the paragraph in MS Word, then hyperlinking the specific location in MS Project 2000. For example, a Project schedule indicates a task for Electrical Installation. The company has a policy and procedure for hiring Electrical Contractors that the project manager must follow before allowing the contractors on the site.

1. Open the document in MS Word. Go to the desired paragraph, such as Electrical Contractors. Place your cursor at the beginning of the paragraph, or wherever you want your hyperlink to go. Select *Insert/Bookmark* and choose *Sort by: Location*. Name the bookmark (in this example, the bookmark is titled Electrical); then select *Add* to add the bookmark to the list. Repeat this procedure for as many bookmarks as you need to reference.
2. Now open up your Project schedule and highlight the desired task. In this example, it’s the summary task entitled Electrical Installation. Click the Hyperlink Icon in the toolbar (the one with the little world globe and the chain link on it), or select *Hyperlink* from the *Insert* menu. A dialog box will appear.
3. Type a name for the hyperlink, such as Electrical, in the top line of the box. This is the label that will

**Tommy’s Tips** is presented by Westney Project Services ([www.westney.com](http://www.westney.com)) to promote the applications of Microsoft Project and provide a few real life applications that “aren’t in the books.”

Tommy Lovelace is a Senior Consultant with Westney, and an active member of the Houston Chapter of MPUG-Global.

appear for the hyperlink in your Project plan. Then select *Browse for: File* and select the document that contains the pertinent information. This file will now appear in the second box that says *Type the file or Web page name*.

4. Place your cursor at the end of the document name and, using NO spaces, type a pound sign (#) and the name of the bookmark that you just located in the MS Word document. In this case, the bookmark was entitled Electrical, so for example: S:\Company Policies\Contractors.doc#Electrical. (The pound sign tells Microsoft Project 2000 where to go in the MS Word document.)
5. Repeat the procedure for each hyperlink required in your project template.

Remember: If you move the documents to a different subfolder on the network, you must change the hyperlink address in Microsoft Project 2000. It’s a good idea to place the company procedures in their own subfolder and leave them there, so that editing the documents will not disturb the hyperlinks. ◀

*Keep on schedulin’ – Tommy*



# The Certainty of Uncertainty

By Bob Collins, PMCS Inc. (officer, Denver Chapter)

The uncertainty inherent in estimating durations for many tasks, particularly those in R&D or IT projects, provides an excellent reason for using what is often known as a PERT duration, a calculated weighted average duration expressed as:

$$\text{PERT Duration} = ((M_{\text{opt}} \times D_{\text{opt}}) + (M_{\text{ml}} \times D_{\text{ml}}) + (M_{\text{pess}} \times D_{\text{pess}})) / (M_{\text{opt}} + M_{\text{ml}} + M_{\text{pess}})$$

where  $D_{\text{opt}}$  = the optimistic estimate of the duration  
 $M_{\text{opt}}$  = the “optimistic” multiplier  
 $D_{\text{ml}}$  = the estimate of the most likely duration  
 $M_{\text{ml}}$  = the “most likely” multiplier  
 $D_{\text{pess}}$  = the pessimistic estimate of the duration  
 $M_{\text{pess}}$  = the “pessimistic” multiplier

The same calculation may be made of course if you are working with effort estimates rather than with time, or to put it another way, with work rather than duration; simply substitute W for D in the above formula.

It is also often necessary to estimate a milestone or constraint date where there is a similar degree of uncertainty; a weighted average approach may be used here too. If Optimistic, Most Likely, and Pessimistic estimates are provided in date form, then it is a simple matter to derive the span of time between the project start (or the current date, depending on how the *Tools/Options/Schedule/New Tasks* option is set) and the specified dates. Then the above formula may be used to calculate a weighted average duration that may be used to arrive at a resulting milestone or constraint date.

I have designed a macro which calculates the PERT duration given the Optimistic, Most Likely and Pessimistic durations. The Optimistic duration is held in the custom field Duration1, the Most Likely in Duration2, and the Pessimistic in Duration3. The Optimistic, Most Likely, and Pessimistic Multipliers are defaulted at 1, 4, and 1, respectively, but may be set to other values.

*Continued on page nine*

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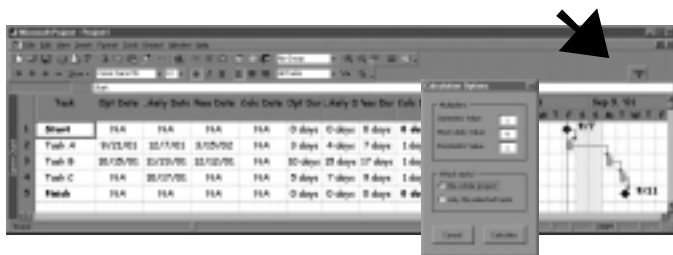
# The Certainty of Uncertainty

(continued from page eight)

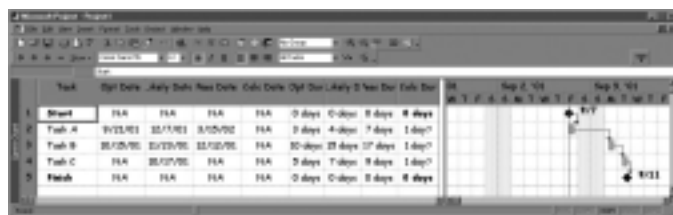
In addition to (or instead of) calculating a duration, a milestone or constraint date may be calculated. The Optimistic, Most Likely, and Pessimistic dates are held in custom fields Date1, Date2, and Date3, respectively. The subject task's constraint type is automatically set to "Finish No Later Than", and the calculated result used as its constraint date.

To capture the data necessary to perform the so-called PERT calculations, it will be necessary to insert the following fields into the active table in the Gantt view:

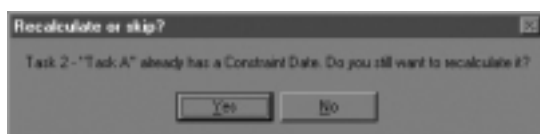
- Date1 (headed "Optimistic Date")
- Date2 (headed "Most Likely Date")
- Date3 (headed "Pessimistic Date")
- Constraint Date (to see the resulting date)
- Duration1 (headed "Optimistic Duration")
- Duration2 (headed "Most Likely Duration")
- Duration3 (headed "Pessimistic Duration")
- Duration (to see the resulting weighted average duration)



When the procedure is invoked, you are requested to select whether you want the calculation done for the whole project, or for just the selected tasks. At the same time, you are given the opportunity to adjust the values of the multipliers. When you click the *Calculate* button, the calculation is performed, and the results may be seen in the *Duration* and *Constraint Date* columns.



If a task has a non-estimated duration (i.e. not "1d") or a constraint date, the user is advised as such, and is given the option to skip that task, or recalculate.



This macro, together with its associated toolbar icon, etc., may be downloaded from the members-only section of the MPUG-Global website ([www.mpug.org](http://www.mpug.org)). ◀

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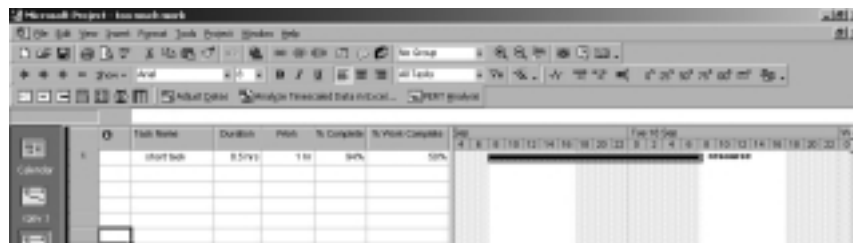
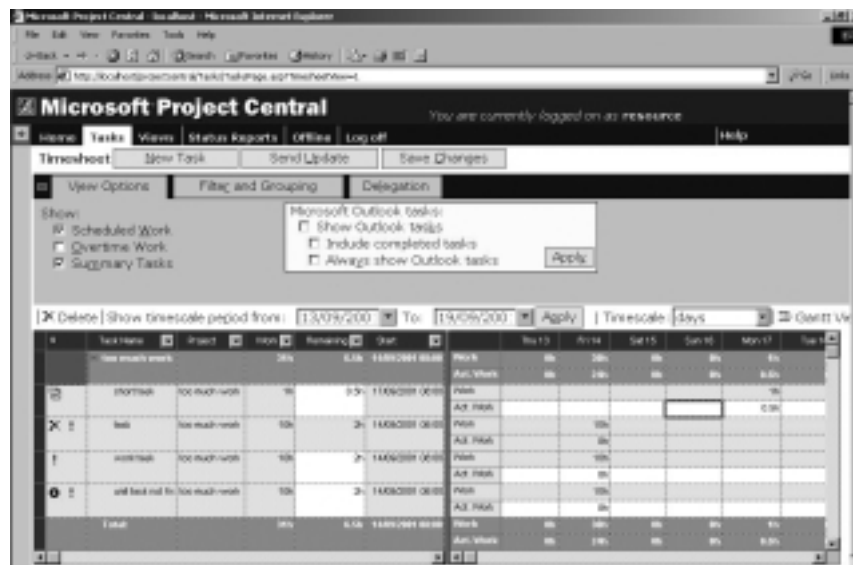
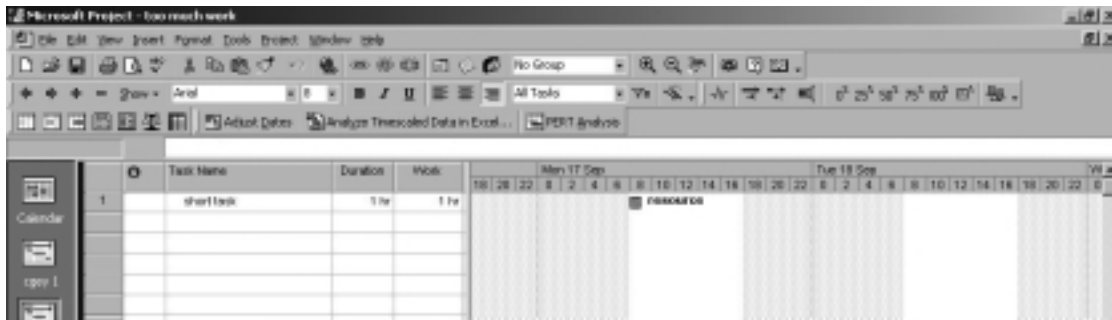
# Capturing Work for Short-Duration Tasks with Project Central

By Philip Barrass, Pcubed, Inc. (member, United Kingdom)

When capturing time in Project Central (or indeed, when entering it directly in Project), it is important to understand the difference between work and duration. With short tasks especially, the results can seem strange, and at first can appear incorrect.

## Example 1 – a part-completed 1-hour task

1. Create a 1-hour task in Project starting at the start of a day.
2. Assign it to a resource and send a Team Assign message.
3. The resource has spent half an hour on it so far, and there is half an hour left.
4. He/she enters the time, saves changes, and sends update.
5. As Project Manager, accept the timesheet and watch your plan carefully.



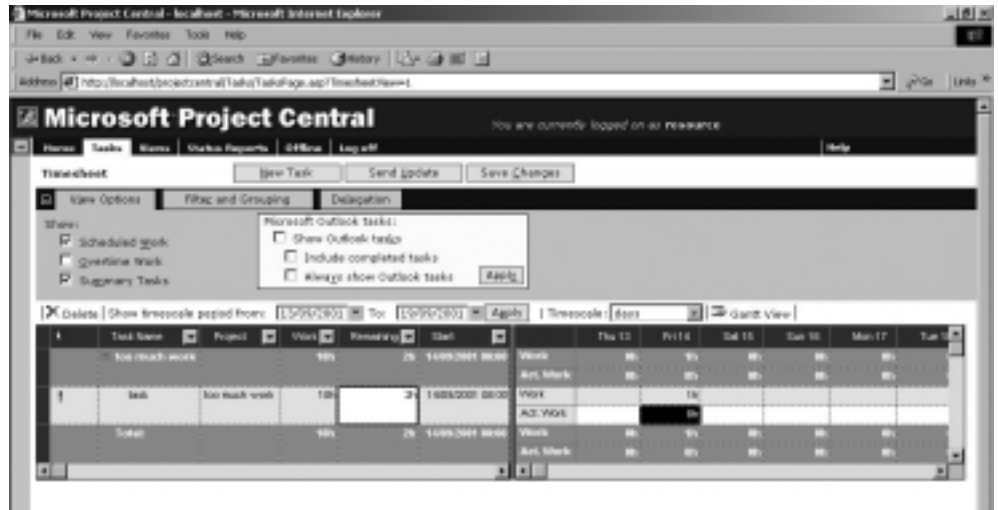
One would expect that a little %Complete bar will appear half way through the task. However, what actually happens is that the Finish date moves into the next day, the duration becomes 8.5 hours (or rather the length of your day + .5 hours), and the %Complete is approximately 94%.

*Continued on page eleven*

# Capturing Work for Short-Duration Tasks with Project Central

(continued from page ten)

There are several advantages to this action. The work done was allocated to a day, not a specific time in that day (which is impossible in Project Central). It therefore spread over the day, and the remaining half-hour must be done the next day. The task now has a duration, from 08:00 on day one to 08:30 on day 2, or 8.5 working hours. 8 hours is spoken for, or 94%. Spot on. The important thing is that the %Work Complete remains 50%, which again is dead right.



## Example 2 – doing more work on a short task than planned

1. Create another 1-hour task in Project (or 2-hour, or 3; it doesn't really matter).
2. Assign a resource and do Team Assign as before.
3. The resource has to admit that he or she has spent 8 hours on the thing, still hasn't finished, and will spend another 2 hours of solid effort.

One would assume that the task would stretch itself out over the day (8 hours long), and then two hours into the next day. However, this time the task is extended only 2 hours. The %Complete bar indicates 33 (1 hour complete, 2 to go).

Continued on page twelve



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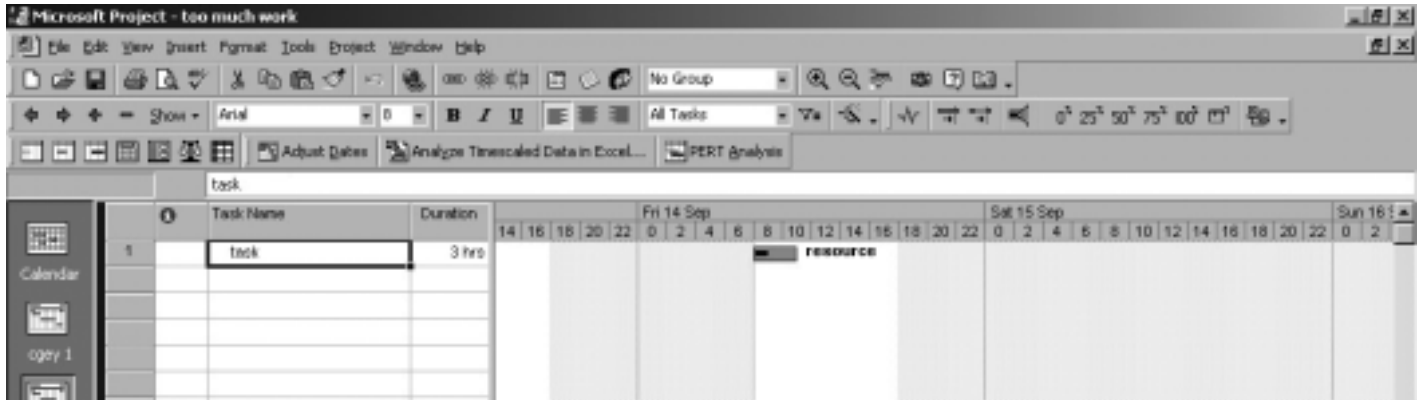
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# Capturing Work for Short-Duration Tasks with Project Central

(continued from page eleven)



In other words, Project records the fact that 8 hours' work was done during 1 hour, and assumes that the remaining 2 hours' work will be done in 2 more hours. It does the same, incidentally, whether the task is Fixed Units or Fixed Work, Effort-Driven or not.

The important thing to remember is that the correct amount of work is recorded on the correct day, and the %Work Complete is an accurate reflection. ◀

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## New Chapters Launch Around The World

Several new chapters around the world held their inaugural meetings over the course of less than one month this fall. The Brazil-Minas Gerais Chapter was the first, holding its launch on September 14 in Belo Horizonte, as part of a day-long project management conference sponsored by the Minas Gerais Chapter of PMI. About 90 people attended the meeting, which featured presentations by Enzo Ebino of Microsoft and by chapter president Ricardo Viana Vargas, who as founder of both the local MPUG and PMI chapters, was instrumental in bringing MPUG to Brazil, as well as in establishing a strong relationship with PMI there. The presentations were well received, and the meeting generated much interest in the new chapter.



*Brazil-Minas Gerais Chapter President Ricardo Viana Vargas, PMP*



*Joël Séguin presents on Project Central at the Ottawa Chapter launch.*

Next to launch was the Ottawa Chapter on September 24. The meeting was hosted by Bates Project

Management Inc. at the National Press Club in downtown Ottawa, and was highlighted by an in-depth presentation on Project Central by MS Project MVP Joël Séguin. The meeting received very good feedback from attendees, and was a promising start for MPUG-Global's first Canadian chapter.

*Continued on page fourteen* →

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## New Chapters

(continued from page thirteen)



Attendees network at the reception following the Ireland Chapter launch.

The Ireland Chapter launched later that same week, on September 27. New chapter sponsor Delta Systems hosted the meeting at the elegant Radisson St. Helen's Hotel (just south of Dublin), and also treated attendees to a wine and hors d'oeuvres reception. In addition to brief overviews of MPUG-Global (Bryan Mangum) and PMI (Terence O'Donnell), attendees were treated to fantastic presentations on Project Central by David Wells of Pcube Inc., and on Project 2000 by Ger Maguire of Delta Systems.



Liz Curwen with the San Francisco Bay Area Chapter Officers.

Finally, the San Francisco Bay Area Chapter launched on October 4 at the Microsoft Offices in downtown San Francisco. Liz Curwen of MPUG-Global started off the night with a brief overview of the organization. This was followed by a presentation by David Swanson of Microsoft on Microsoft Project 2000 and Project Central, which generated a lively discussion afterwards as the attendees took full advantage of the opportunity to ask questions. The meeting was a great success, and a fitting end to a whirlwind month of launches. ◀

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## PMI R.E.P. Program

This is a reminder to all our members that MPUG-Global is now an official Registered Education Provider (R.E.P.) for the Project Management Institute (PMI). As an MPUG-Global member you can now collect PDU credits by participating in the following activities:

- Attending a local chapter meeting
- Serve as a Chapter Officer on an MPUG-Global Chapter Board for a 1-year term
- Article published in *The Project Network* newsletter (published quarterly)
- Guest Speaker at MPUG-Global Chapter Meeting

For more information regarding the R.E.P. Program, visit the MPUG-Global website ([www.mpug.org](http://www.mpug.org)), or contact Liz Curwen, [lcurwen@mpug.org](mailto:lcurwen@mpug.org).



## MPUG-Global Chapters

Each MPUG-Global chapter holds at least three meetings per year, and all meetings are open to MPUG-Global members worldwide. For more information on upcoming chapter meetings, please refer to the MPUG-Global website, [www.mpug.org](http://www.mpug.org).

- \* Atlanta
- \* Boston
- \* Brazil-Minas Gerais
- \* Central Virginia
- \* Chicago
- \* Cincinnati
- \* Dallas/Fort Worth
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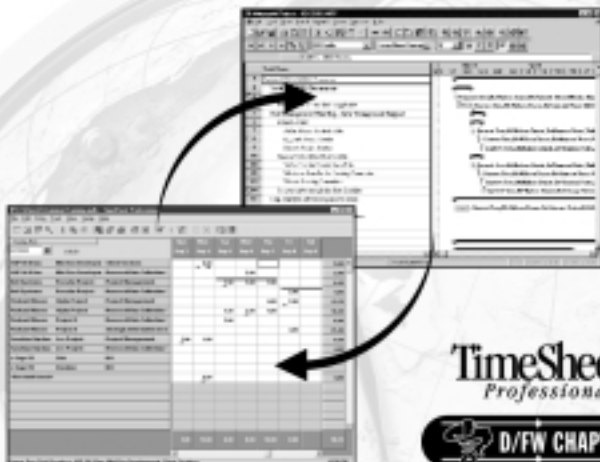
MPUG-Global welcomes all volunteers. If you would like to become involved as a member, event speaker, chapter officer, or corporate sponsor, please contact MPUG-Global at [info@mpug.org](mailto:info@mpug.org), or 734.741.0841.

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- Local meetings where chapters have been established
- Access to "backdoor" tech support at Microsoft
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- Opportunities for knowledge sharing
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