



PMI Lahore Chapter

Newsletter

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President's Message

This issue of the newsletter is coinciding with the end of Ramdan. I'd like to wish you very happy Eid and hope you are going to enjoy one of the longest Eid breaks (Wed-Sun) ☺

One of the things that you notice on Eid is how SMS and Emails (electronic communications) have displaced the traditional Eid Cards. Electronic communications are instantaneous and almost free compared to time and effort that went into the selection, writing, posting and delivery of Eid Cards. Unlike SMS/emails, the Eid cards would be displayed proudly in the living room for much the same reason that people point to their follower's list on Twitter.

For better or worse the world has moved on to newer forms of communications. As we worked to finalize this issue we decided to talk to a group of young UET students to explore ways in which we can leverage social media. Asjad Ahamd contributed an article on twitter for this issue. He along with Saad and Umar volunteered to help the chapter establish its presence on Twitter and Facebook. While we are already on Facebook, LinkedIn and Google groups the effort of the social media team will be to create a more interactive experience for members. So watch our web presence in the coming month for new ideas and opportunities.

July's seminar was by Abdul Manan on Project Safety Health and Environment Management. Projects in the infrastructure and engineering sectors can present safety challenges. In Projects where time is a key priority, the lack of safety enforcement can lead to teams taking chances. And sometimes these chances can lead to 'Deepwater Horizon oil spill' where BP lost an estimated USD 30 billion dollars. There are no Undo functions in real projects – so prevention is the key.

The chapter ran a survey during August to assess the training requirement for members. This survey has been completed and the winner for the Apple Shuffle will be announced in the next issue along with the survey results.

Best Regards,
Khalid Ahmad Khan
president@pmlhr.org.pk

**PMI Lahore Seminar
on
Project Health, Safety &
Environment
Management on 22th
July, 2011
at Bistro 201, Upper Mall,
Lahore**



The importance of Health, Safety and Environment (HSE) cannot be undermined. It is necessary for everyone. Any hazardous incident can have devastating effect on people, assets, environment and reputation of the business. In order to protect businesses it is necessary to manage HSE in a manner that it minimizes the risk of impending disasters. Engineer Abdul Munnan gave an overview of this aspect of Health Safety & Environment in PMI Lahore Chapter's monthly seminar.

The keys to the Lazy Project Manager – what is “productive laziness”?

By

Gareth Byatt, Gary Hamilton, Jeff Hodgkinson

Gareth, Gary and Jeff would like to thank our guest author, Peter Taylor, for sharing his material and writing this article with us, which is adapted from material previously released by Peter (see www.thelazyprojectmanager.com for more details).

'Progress isn't made by early risers. It's made by lazy men trying to find easier ways to do something.' Robert Heinlein (1907 - 1988)

The subject of this article is the keys to being a 'lazy' project manager. Now, by this, we do not mean that PMs should be lazy and leave everyone else to do the work. Obviously, that would be ill-advised and would result in an extremely short career in project management . . . in fact, most probably, a very short career, full stop!

What it is about is adopting a focused approach to project management, to exercise effort where it really matters rather than rushing around like busy bees involving ourselves in unimportant, non-critical activities that others can better address, or that, in some cases, do not need to be addressed at all.

Science behind the laziness – being focused

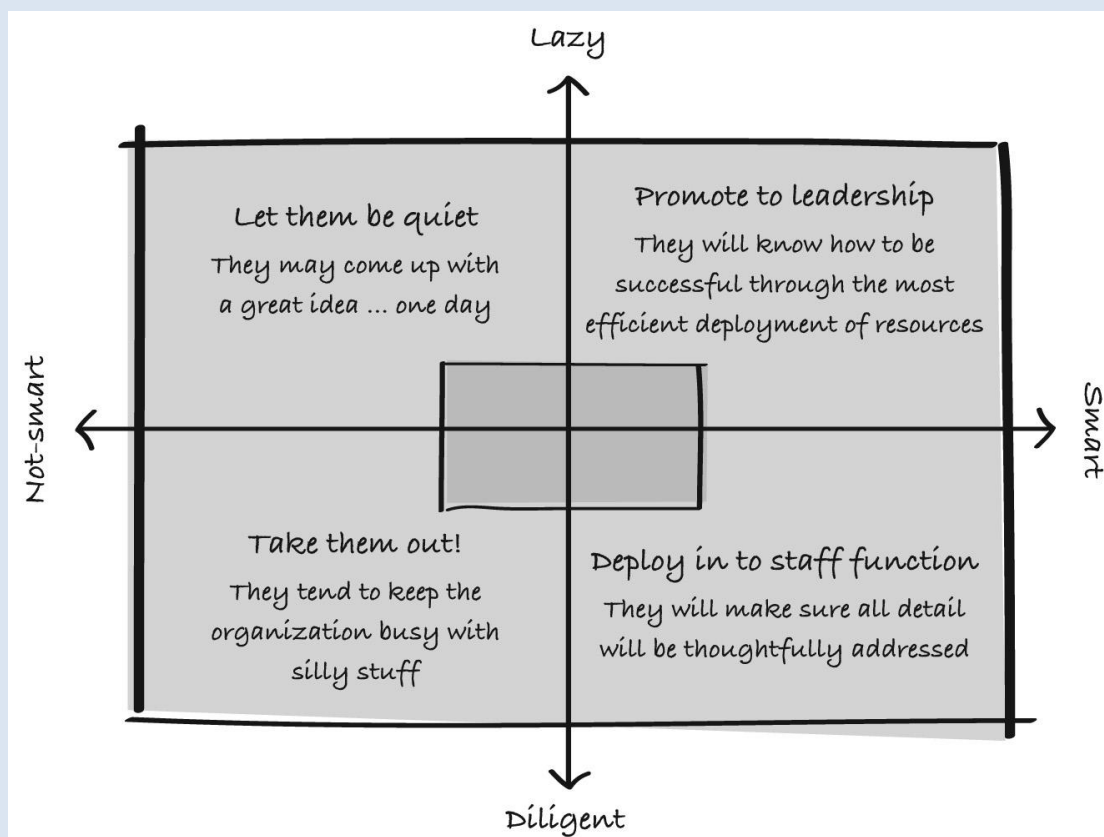
The Pareto principle (also known as the 80/20 rule) states that, for many phenomena, 80% of consequences stem from 20% of the causes. The principle was first suggested by management thinker Joseph M. Juran and was named after the Italian economist Vilfredo Pareto, who observed that 80% of property in Italy was owned by 20% of the Italian population. The assumption is that most of the results in any situation are determined by a small number of causes. For a project manager, the value of the Pareto Principle is that it reminds you to focus on the 20 percent that matters.

Science behind the laziness – being smart

It's not sufficient to just be lazy; you have to be lazy in a very smart way. Productive Laziness requires a powerful and magical combination of laziness and intelligence. Here's an example from the 19th century for you to consider.

Helmuth Karl Bernhard Graf von Moltke (1800 – 1891) was chief of staff of the Prussian Army for thirty years. He is widely regarded as one of the great strategists of the latter half of the 17th century, and was the creator of an innovative method of directing armies in the field.

Moltke had a particular approach to categorising his officer corps, something which lives on to this day within many armed forces, and which can be applied to all forms of leadership.



General von Moltke divided his officer corps into these four distinct types, depending on their mental and physical characteristics. Let's look at them.

Type 'A' officers – those who are mentally dull and physically lazy – were given simple, repetitive, and unchallenging tasks to perform. If you left them alone, they might come up with a good idea one day. If not, at least they wouldn't cause you any problems.

Type 'B' officers were mentally bright and physically energetic but were thought to be obsessed with micromanagement and, as a result, would be poor leaders. If they remained this way, promotion was possible over a period of time but not to the status of commanding officer of the German General Staff. These officers were best at making sure that orders were carried out and thoughtfully addressing all of the details.

Type 'C' officers were mentally dull but physically energetic and were considered to be somewhat dangerous. To Moltke, they were officers who would require constant supervision, which was an unacceptable overhead and a distraction. Because they could potentially create problems faster than could be managed, these officers were considered to be too much trouble and were dismissed. No career for them!

Which brings us to Moltke's type 'D' officers; these were the mentally bright and yet physically lazy officers who Moltke felt could and should take the highest levels of command. This type of officer was smart enough to see what needed to be done but was motivated by inherent laziness to find the easiest, simplest way to achieve what was required. Put in a more positive way, they would know how to be successful through the most efficient deployment of effort.

So, if we extend this theory, the hypothesis is that smart, lazy people have an edge over others and are most suited to leadership roles. The Lazy Project Manager is all about applying these principles to the delivery and management of projects. It is assumed that you are not stupid so you are already on the right hand side of the diagram; what you now need to do is hone your lazy skills in order to rise to the top right hand side of the diagram. Do this and not only will your projects be more successful, you will also be seen as successful and an appropriate choice for future leadership roles.

'Whenever there is a hard job to be done I assign it to a lazy man; he is sure to find an easy way of doing it.' - *Walter Chrysler*

So, how to apply the theory to become really lazy (and really productive)

Let's discuss how you might view a project. The Lazy Project Manager's Theory of Projects, from a Productive Laziness aspect, is:

'All projects are thick at one end, much, much thinner in the middle and then thick again at the far end.'

Working by the productive lazy rule, a smart project manager should apply time and effort at the critical stages of a project, i.e. the start and the finish, and less time in the less critical, intermediate stage. At this stage, there are other team members who should be doing most of the hard work and you probably deserve a bit of a rest anyway.

The Lazy Project Manager's Second Theory of Projects, again from a Productive Laziness aspect, states:

'If you want to get a project from 'start' to 'finish' then you hitch a ride as much as you can – you don't carry it!'

And the point this time is that as a smart project manager, you should be directing the project and not trying to carry that heavy load on your back all the way to the delivery gate.

Do the things that will contribute to the '80%' and avoid doing the things that won't.

Where do you begin and with what and, after that, what's next?

So what is it that a 'lazy' project manager should focus on during this initial 'thick' front end to their projects? (By front end, we are referring to the initiation of the project.) Well, the back end of initiation anyway. There is a project, you are the project manager, and the project is kicking off.

Firstly, get ahead and then stay ahead of the 'game'. Plan a strategy for managing the two critical 'players' in the project – the project sponsor, who should be known at this point, and the person (or people) responsible for project creep, who could be anyone or everyone, including, if you are really unlucky, the project sponsor or, if you want to shoot yourself in the foot, you.

And finally, the project manager should devise a consistently excellent communications strategy, a significant activity since general guidance suggests that some 70-90 percent of your time as a project manager should be spent in some form of communication or other.

There is a well known project maxim that says 'Projects don't fail at the end. They fail at the beginning.' Failure at the beginning is just harder to spot and hurts a lot less, for a while at least.

Driving the project on auto-pilot when it is in progress

Now that we are now in the 'much, much thinner in the middle' part, what should the smart but lazy person be concentrating on?

The 'lazy' project manager now oversees the project work with as light a touch as possible. The planning was done at the 'thick' front-end of the project; at this point, it is all about execution and control.

A number of aspects work well in the world of productive laziness – firstly, ensuring that the project is conducted in a fun and enjoyable manner, and secondly, being prepared to get involved in a controlled and productive manner when problems occur.

Time for one last effort, at the project's end

Finally we arrive at the 'thick again at the far end' part.

Now is not the time to declare the project a success and rush off for a stiff drink at the bar, welcome though that may be.

No, now is the time that you can apply a small and final amount of effort but gain enormous amounts of knowledge so that future projects are likely to be even more successful, potentially with even less effort. And by less effort, we know that means so much more time in the 'comfy chair' being lazy but in a productive way.

Top tips for success the lazy way

1. It is important for you to stay ahead of the game, start confidently, dress appropriately, get the upper hand and anticipate – keep your eye on the end game.
2. Manage your sponsor, understand them and what they want from you and the project – make sure you know what's in it for them.
3. Manage the inevitable project creep, which is manageable as long as you have a good change process linked to an appreciative use of the 'parking lot'.
4. Avoid a communication breakdown through an open, honest and effective communication process that suits each individual.
5. Have fun, but be careful with your definition of 'fun' – encourage a good level of humour amongst the project team.
6. Breathe normally and stay calm, plan for project challenges and, when they do happen, be sure that you filter problems, delegate what you can and prioritise what is left in order to keep the project on track.
7. Make your project attractive, get the best team and keep them feeling 'loved' by using others on the team together with yourself – know what 'love' individuals want.
8. Avoid swamping yourself with communication and demands on your time. By all means, have an open door, but be a good manager and close it some of the time for the greater good of the project.

9. Always be prepared to learn more from the project knowledge and history; talk openly with project team members so that you can learn the lessons that are there to be learned and share everything by telling others what you now know.

Projects are difficult; we are not suggesting that they aren't.

'And it ought to be remembered that there is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things. Because the innovator has for enemies all those who have done well under the old conditions, and lukewarm defenders in those who may do well under the new.'
Nicolo Machiavelli c.1505 (translated W. K. Marriott)

The Value of Holding Multiple Project Management Credentials

By

Gareth Byatt, Gary Hamilton, Jeff Hodgkinson

Whether you are a current practitioner in program or project management or you are considering a career in this profession, you may have thought about the value of obtaining one or more project management credentials.

If you are already certified and/or have one or more credentials, you may be contemplating ‘broadening your armory’ by seeking additional credentials or certificates in program or project management. For many reasons, the three of us are believers in holding credentials. To prove our point, a quick review of our bios at the end of this article shows that we all have several program and project management credentials. So what is the benefit of obtaining one or multiple credentials? Is there a typical value against the investment in time and money?

As we discuss the value of program/project management credentials, we will approach it from the point of view of varying levels of one’s career. Let us first consider the viewpoint of a recent college graduate in our profession. A recent four-year college graduate will have invested significantly in real money and time to obtain their degree. During the course of their undergraduate education, they have likely had some exposure to a real-life project. Nowadays, even elementary school students sometimes work on research, business, IT or other types of real-life projects as assignments, either individually or as a group. The majority of today’s employers will typically look for evidence of project work and the ability to successfully work on projects. Yet, how many recent college graduates also seek out entry level credentials in project management, such as CAPM, IPMA Level D, PRINCE2 Foundations or Projects+ as part of their education? When compared to the average cost of a typical four-year undergraduate education in any country, one or more of these ‘entry level’ project management credentials can be obtained for a relatively small additional amount. In the current job markets worldwide, competition for good jobs is fierce, especially amongst those entering the market for the first time. Having an entry level Project Management credential not only shows initiative, it may also allow new graduates to differentiate themselves, especially within professions in which project work entails a significant percentage of the role.

Let’s now approach the question from the perspective of the young professional who has been employed for three to eight years, and may be growing into (if not already in) a mid-level position. Over the course of their professional career to date, they have probably worked on one or several projects, perhaps having led a project for their employer. How does the young professional know what expectations exist of them, either as a project contributor or as a project lead? Organizational assets to guide people exist in most companies, but, assuming they are present, they can only serve the professional to a degree. Gaining experience is an important ingredient of managing projects, and blending experience with professional study/skills development can help move them forward. By seeking higher level credentials, the young professional is demonstrating a keenness to learn standard practices in project management.

Lastly, let's consider the mid to senior level project professional that has been in their career for more than eight years. You may be asking yourself, "If I have eight or more years of experience within an industry and already hold a project management degree and/or credential from a chosen organization, what, if any, benefits exist if I expand my credentials? Surely, for me, it's experience that counts." To answer this question, you must first consider your own long-term career ambitions and your work situation. Will your employer be conducting business with organizations that ascribe to a project management methodology different than their own? What if you suddenly find yourself out of a job? The "preferred" project management credential will vary from employer to employer, the industry, and, in many cases, the geographic region in which you work. The senior practitioner of project management can potentially stand out by having multiple credentials from various certifying organizations. And also, remember that these credentials offer some good fundamentals in the basics and advanced techniques of our profession. Whether you choose to actively use them in your work is a separate topic.

For the experienced professional, holding credentials also demonstrates to peers with whom you may want to create a network that you are serious about your profession. This can "open doors" to expand your professional network and to learn from each other.

No one has a crystal ball that will predict what the job market in your geographic region will be like in 6 months or 6 years. However, if project management is the career in which you plan to remain throughout your working years, holding more than one credential may allow you increased mobility and security, and mitigate risks found in unforeseen situations such as changing jobs. Given that the majority of employers offer professional development as part of employment, the question becomes, "Why not add multiple credentials to your professional toolkit?" Through our interactions with many program and project managers, we can state that having multiple credentials can only benefit your career, in some way, shape or form. Regardless of your current stage of career development, seeking new training and knowledge for personal growth is always looked upon favourably by employers.

In conclusion, whether you believe their value to be intrinsic or monetary, having at least one program / project management credential/certification can be beneficial, regardless of your current career level. There is a saying, "What is great today is the norm for tomorrow ...". There are numerous globally recognized PM and PM-related credentials and certifications available today. Given the increasingly competitive job market and the growing recognition of project management as a profession, we think that this trend will continue.



FOR PROJECT MANGAMENT

In the last few years the social media has shaped our life in a way that no other medium before has done. The world and all our tasks are now just at a distance of few keys. Reducing the distance, enhancing the output. A general perception about the social media is that it's just a thing to play for and used by teens. However with the popularity of LinkedIn and Twitter this thing isn't true anymore. It's the use which defines the result.

Twitter is currently among the fastest growing networks. Companies and managers have been using it to achieve something little extra. Twitter ranks currently at 2nd position according to a survey for delivering most value. Now how a project manager could use it for his benefit? Managing the affairs in a most cost effective and efficient manner is the biggest task a project manager has to face. And for any project manager the social media can be a great tool for help if properly used. Twitter is an open forum. With a much wider audience base for your thoughts then Facebook. And the data is present in real time scenario. The draw back with Facebook is that you have to make friends and then follow what they think and say and it needs permission from them. However at Twitter there isn't any such thing. You can follow anyone and remain in interaction with them. Another benefit is that Twitter is being an open forum where in you can follow all the data from any part of the world. You can also use #hash tags to make your tweet be a part of certain groups and it will continue to be shown there. For example if you tweet #PMP exams result announced. Any person searching from any part of the world about PMP will be able to view your tweet. Also if some of your follower Re tweet it for several times. Its ranking would improve and your tweet would rank at the top of search. So these are little tips to use Twitter efficiently.

Now how twitter can provide exact benefit to a Project manager? Once a project starts, 90% of a project manager's job is communication. Project communication and coordination is vital to project success and important: keeping the stakeholders informed; managing project scope; identifying risk; coordinating teams; ensuring milestone schedules; managing work stream progress; and coordinating resource needs. It all is an expensive and tiring thing. Now what If you start handling all this through twitter? What impact it would have? Here is a research finding on that

Financial benefits:

| | |
|----------------------------------|-----|
| Response Saving on meeting costs | 37% |
| Saving on telephony costs | 30% |
| Improved collaboration | 56% |
| Improved communication | 62% |
| Improved team morale | 24% |

Companies strive to save even 1% of the costs. And look at this huge amount that twitter can help you to save.

Project managers can also do a lot of data sharing. And can stay up to date about what's happening in the community. Then don't have to search piles of data from Google. They just need to follow the people from their community and find what they are talking about. Twitter is free and twitter is fun. Start tweeting with just 140characters to say it all.

For further help follow me on twitter @asjadahmad

New Chapter Members!

At your earliest opportunity, please extend a warm welcome to the following new members of the PMI Lahore Chapter.

| | PMI Id | Name | Organization | Join Date |
|----|---------|---------------------------------|--|-------------|
| 1 | 2125481 | Amjad Nazeer Amjad | Mobilink | 03-Jul-2011 |
| 2 | 2127522 | Muhammad Mudassir Al Khan | Relacom Pakistan (Pvt) Ltd. | 03-Jul-2011 |
| 3 | 2127523 | Muhammad Aamir Khan | A5 Solutions | 03-Jul-2011 |
| 4 | 1986616 | Junaid Rao | Mobilink | 05-Jul-2011 |
| 5 | 2107817 | Agha Murtaza Ali Khan | Ora-Tech Systems Limited | 07-Jul-2011 |
| 6 | 2131348 | Umer Munim | Worldcall Telecom Ltd | 07-Jul-2011 |
| 7 | 871302 | Mohammad Ali Khawaja, PMP | Akzonobel | 08-Jul-2011 |
| 8 | 1804504 | Lai Yu En | CEC International Corporation India Pvt. | 08-Jul-2011 |
| 9 | 2077613 | Muhammad Shahzad Ahmed | MOL Pakistan Oil & Gas Co. B.V. | 08-Jul-2011 |
| 10 | 573681 | Muhammad Sajid Latif, P.E., PMP | Mobilink | 11-Jul-2011 |
| 11 | 1046171 | Amer Saleem | Autosoft Dynamics | 11-Jul-2011 |
| 12 | 2134312 | Tayyaba Abrar | ABC | 11-Jul-2011 |
| 13 | 2135751 | Nabeel Wyne | Techlogix Inc | 12-Jul-2011 |
| 14 | 2125724 | Haroon Jafar | Barqensons | 13-Jul-2011 |
| 15 | 1326698 | Haseeb Monem Zahoor | Worldcall Telecom Ltd | 14-Jul-2011 |
| 16 | 2130001 | Zahid Abbas | Descon | 14-Jul-2011 |
| 17 | 2139504 | Muhammad Ali Muneeb | BOC Pakistan Limited | 15-Jul-2011 |
| 18 | 1159970 | Moazzam Ali | Mobilink | 17-Jul-2011 |
| 19 | 1884182 | Ahtsham Yousuf | USAID Pakistan FIRMS Project | 17-Jul-2011 |
| 20 | 2135574 | Izzah Khan | Chemonics International | 17-Jul-2011 |
| 21 | 2136114 | Kashif Ijaz | INTECH Process Automation Pvt Limited | 17-Jul-2011 |
| 22 | 2138951 | Aslam Ali | MOL Pakistan | 17-Jul-2011 |
| 23 | 2139410 | Ibrahim Rehimi | Pro-Built Construction Firm | 18-Jul-2011 |
| 24 | 2140773 | Ghulam Murtaza | Trident Construct (Pvt.) Limited. | 18-Jul-2011 |
| 25 | 1761333 | Waseem Saif | Descon Engineering Ltd. | 19-Jul-2011 |
| 26 | 2142282 | Basit Hamid | Procon Engineering Pvt Limited | 19-Jul-2011 |
| 27 | 1989448 | FAHAD HAFEEZ | Nextbridge | 20-Jul-2011 |
| 28 | 2143508 | Muhammad Mohsin Ali | Nokia Siemens | 20-Jul-2011 |
| 29 | 2085639 | Muhammad Asif Ikram | Mobilink | 23-Jul-2011 |
| 30 | 797476 | Moeen-ud-din Amir, PMP | MONDO Communication | 25-Jul-2011 |
| 31 | 2134354 | Aatif Nazir | Ericsson | 25-Jul-2011 |
| 32 | 2148987 | Khurram Shafi | Getronics | 26-Jul-2011 |
| 33 | 1294233 | Muhammad Suleman Khalid | | 31-Jul-2011 |

New PMPs

Congratulations to following individuals in Lahore Chapter who recently achieved their PMP Certification



| Sr. | Id | Name | Organization | PMP Date |
|-----|---------|---------------------------------|---------------------------------|-------------|
| 1 | 1891521 | Shoukat Raza, PMP | Saudi Aramco | 02-Jul-2011 |
| 2 | 1831795 | Muhammad Salman Bilal, PMP, RMP | University of Lahore | 07-Jul-2011 |
| 3 | 1818165 | Waqas Ahmad Bajwa, PMP | ABB Pvt Ltd | 11-Jul-2011 |
| 4 | 1046709 | Syed Sarfraz Hussain, PMP | MORGANTI Group Inc. | 24-Jul-2011 |
| 5 | 1078004 | Muhammad Rizwan Saeed, PMP | | 25-Jul-2011 |
| 6 | 1557041 | Muhammad Ali, PMP | Louis Berger Group Inc. | 25-Jul-2011 |
| 7 | 2070444 | Usman Nazir, PMP | IBM | 25-Jul-2011 |
| 8 | 1015193 | Shahid Zia Qaisrani, PMP | Interactive Group of Companies | 26-Jul-2011 |
| 9 | 1936646 | Muhammad Abid Razi Gul, PMP | Descon Engineering Limited | 26-Jul-2011 |
| 10 | 2028532 | Areeb Ahmad, PMP | Home Builders | 26-Jul-2011 |
| 11 | 2097697 | Muhammad Umer Arshad, PMP | Descon Engineering Qatar L.L.C | 26-Jul-2011 |
| 12 | 2101786 | Zahid Manzoor, PMP | Descon Engineering Qatar L.L.C. | 26-Jul-2011 |
| 13 | 2086643 | Muhammad Irfan, P.E., PMP | | 27-Jul-2011 |

Mastering Microsoft® Project 2010

Length: 3 Days (Weekend)

Dates: 23-24-25 September, 2011

Timings: 9:00 AM to 5:00 PM

Course Fee: Rs. 27000/- per participant.
Rs. 24000/- for PMI Members
15% discount on 3 or more participants

For Nominations:

| Farooq Afzal || Chapter Coordinator |
| PMI Lahore Chapter |
| Email: coordinator@pmlhr.org.pk |
| Ph # 0333-4475828, 042-35753298 |
| www.pmlhr.org.pk |

PMI Lahore's PMP Certification Test Preparation Course

Course Deliverable

1. PMP® Exam Questions Booklets 1000+ QAs
2. PMI Lahore Resource Book
3. Participation Certificate by PMI Lahore Chapter as a Global Registered Education Provider (REP) of PMI
4. 35 Professional Development Units (PDU) accepted by PMI, USA

Course Fee

Course fee is 30,000/- per participant. PMI Lahore Chapter members will be provided discount of 3,000/- and for them the course fee is 27,000/- per participant.

Upcoming Course

6-10 September, 2011

Nomination may be sent to:

Farooq Afzal
Chapter Coordinator
PMI Lahore Chapter, 259 Upper Mall, Lahore
Email: coordinator@pmlhr.org.pk
Phone: 0333-4475828, 042-5753298

PMP[®] Examination Change Approaching

Dear Reader,

As you know, the new Project Management Professional (PMP)[®] examination will be released on 31 August 2011 as a result of the recent Role Delineation Study (RDS). The PMP[®] RDS is the foundation on which this professional certification is based.

The RDS defines what project managers do, how often they do it and how important their work is. As the RDS is updated, there are resulting updates to the examination questions and process areas in the PMP examination application.

Because there are changes coming to both the exam and the application, we wanted to make you aware of what is new so you can answer questions for your chapter members.

We are strongly encouraging PMP candidates who have prepared for the current exam to schedule their exam on or before 30 August.

Delivery of Exam Results

As we transition to the new examination, PMI must update its examination reporting processes. ***This means for a short period of time examination results will not be available immediately following the examination.*** There will be a 4–6 week period between taking the examination and receiving the results via email. We know this will be disappointing to candidates, but please let them know the delay is necessary any time an exam changes to validate the new examination structure. In particular, please note the following details about the delivery of the examination results.

- Candidates who take the updated computer-based examination on or after 31 August will not receive immediate results at the Prometric testing center.
- Candidates taking the updated paper-based examination can also expect a delay in receiving their examination results.
- Once PMI validates the new examination structure (by mid-October) we will be able to resume providing individuals with immediate results at the Prometric testing center.
- Each PMP candidate will receive a communication to notify them when their results are available at PMI.org.
- All candidates can expect to receive their examination results by mid-October.

Changes to Application

In addition, for candidates who are getting ready to apply for the PMP, the application will be updated to reflect the current role of the project manager revealed in the new RDS.

- In the past, PMI has required candidates to track and report their hours of experience leading and directing projects for each task within the RDS.
- On 31 August, PMI will update the PMP application to require candidates to track and report their hours for each domain (Process Group) within the RDS.
- Any candidates who have an application in progress at the time the change is made will

have their experience hours migrated to the new application, so that no data is lost

- Please refer to the [PMP Handbook](#) on PMI.org for more detailed instructions.

We are excited to transition to the new PMP examination and thank you for your continued support to the global community of project management professionals. Should you or any of your Chapter members have any questions, please contact customercare@pmi.org

Sincerely,

PMI Certification Team

Upcoming Events

Mastering Microsoft Project 2010

23-25 September, 2011

PMP Certification Preparation Course

06-10 September, 2011

PMI LAHORE CHAPTER

259 Upper Mall, Lahore

www.pmilhr.org.pk

Emai: coordinator@pmilhr.org.pk

Contact # |042-35753298||0333-4475828|