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New Body of Knowledge Release!

Alexandria, VA USA

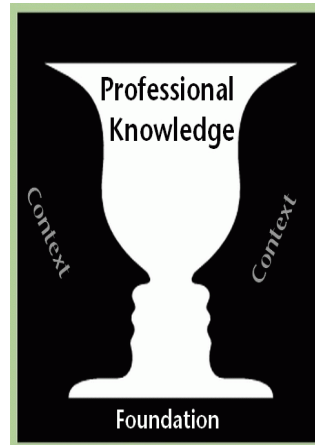
With the coming of the new year, the Project Management Institute of Newton Square, PA in the USA delivered their next illustrative version of what many believe is the de facto standard of project management knowledge. It is the 5th Edition of the Guide (I refrain from using the entire title since their IP attribution requirements are so stringent), but upon closer inspection of the contents the changes are rather minor in nature.

The entire new edition is based on the mostly the same information of the 4th edition with an entirely new section, the 10th Area of Knowledge (AOK) called "Stakeholder Management." The developers of the 5th edition took a couple of processes that were in the Communications

Management AOK of the 4th Edition such as Identify Stakeholders (10.1) and made it almost entirely word for word Section 13.1 of the new Project Stakeholder Management Section. A new Section 13.2—Plan Stakeholder Management process was added to align with the house-keeping changes to several of the

5th Edition AOK's of Plan, Manage, and Control. Section 13.3 of Manage Stakeholder Engagement was the old 4th's 10.4 of Manage Stakeholder Expectations, and finally, a new process, 13.4, Control Stakeholder Engagement was added to round out the new 10th AOK of Project Stakeholder Management.

During the first half of 2013, we will be going over this new version of the Guide process by process, step by step, comparing it to the 4th edition so that you are fully aware of the changes that the new edition will bring to the PM discipline. However, as I have said before, some of the areas are sorely in need of some MAJOR overhaul, not just the sadly, but expected air brushing that the 5th edition gave to areas such as Risk Management. :-)



Who is the Post-Gazette?

Our resident expert on all things RISK related, is Ms. Cheryl Wilson who has a lengthy list of credentials as well as accomplishments in the PPPM risk discipline. Ms. Wilson was one of the first women to obtain the newly minted PMI-RMP credential in 2010, and she continues to assist the

PMI with risk-related issues as well as being one of their respected R.E.P. (registered education provider) Quality Reviewers for all risk courses.

Ms. Wilson also is a Certified Compliance & Ethics Professional (CCEP) with expertise in setting

up and managing organizational compliance and ethics programs — something in high demand these days.

Ms. Wilson will be a monthly contributor to the P-G in her "Risk Link" column and many other articles in each issue.





Post-Gazette's
Editor-in-Chief:
PH Lohnes, PMP

*“Deliverables! It's
just that simple.”*



Editorial

This month's editorial may be a bit controversial – no, it will be. I am going to talk about a problem that plagues many if not most project management activities. This problem is placing too much emphasis on planning at the expense of execution. Now don't get upset yet, I am a planner, but I am also a project manager and that means someone that executes to a plan.

The best plans are without impact if there is not an experienced manager to execute

the plan. However, in today's PPPM environment, we pay more for program and portfolio managers so the project managers have come to believe that they are more important, and move up leaving their less experienced, and oftentimes, less skilled juniors to the project manager roles.

Organizations need to firmly understand the value of a skilled, experienced, and successful project manager, and begin to pay for performance as opposed to job titles. Pro-

gram management, while of value, cannot perform adequately if the ranks of project managers are raided for promotion material. Program and portfolio managers are of value, yes, but not at the expense of effective project managers that can execute the wonderfully written project plans.

Think about this and strike up a conversation at your organization.

The question is: what is more important — planning or the execution of that plan?

Deliverable-Centered

What does it mean for a project management methodology to be “deliverable-centered?” Many organizations have moved from the preeminence of deliverables to the belief that project management processes are of the highest priority. Putting more importance on process versus deliverables would be similar to the captain of a passenger jet flying his/her

plane from the navigator's station as opposed to the left seat. The most important goal for ANY project (emphasis intended) is the production of “fit-for-use” deliverables for which the project exists. Remember the difference between a project and operations is the status of the former's outcome – defined and/or contracted unique delivera-

bles. A project does not produce “cookie-cutter” deliverables. That is job of operations.

When a project gets into trouble, misses targets, goes over-budget, the first question asked needs to be, “how is the project doing in producing its deliverables” – not does the project have enough processes in place. Deliverables! It is just that simple. ❁

Comments Welcome

As the Project Post-Gazette continues to publish each issue, and hopefully to improve its offerings and content, we must ensure that you, the readership, has the opportunity to respond and comment on the articles, columns, and editorials published with each issue. Therefore, we have

established several email addresses that you can use to accomplish this feedback.

They are:

Letters to the editor use—
letters2editor@
projectgazette.com

For general comments and

responses to content use —
comments@projectgazette.com

We will posting a letters to the editor as well your comments and our responses each issue, so please feel free to make your thoughts and ideas known. We want you to join us often. ❁



The Risk Line: Implementing Risk Programs



Cheryl A. Wilson
PMP, PMI-RMP, CCEP

CA Wilson,
Featured Columnist

As we continue our series in risk management maturity concepts presented by the principals of MCLMG, this article will provide the discussion of the steps necessary in implementing a risk management process for an effective risk management. This top down approach has 4 major steps:

1. Establish a solid risk management process from the beginning
2. Discuss and reassess risk management often
3. Establish a collaborative environment
4. Ensure risks are documented as one of the five project constraints

In order to put into place an effective and proactive risk environment, the managing of the risk program must be from a centralized top down management approach. Managing risk at any level is a challenge but trying to manage risks for a portfolio from bottom up approach (project level up) will result in chaos and ultimate failure. Risk processes, tools, artifacts are all managed and directed from the portfolio level pushed down to the programs and then to the projects.

<http://mclmg.com/docs/RMOwhitePaperFinal.pdf>

This article will focus on the first bullet: Establishing a solid risk management processes from the beginning. Many project managers wait too late into the project to start the risk management process. They wait until they identify their first risk then start looking to put into place a risk environment that will work. The risk management process actually begins as early as development of the project charter and continues through the life of the program. In order to be able to take that first risk and know how to mitigate it, the following should already have been established:

- Determine the “As Is” environment,
- Define the “To Be” framework,
- Determine the tools, techniques and processes or risk management roadmap,
- Determine stakeholders and risk training requirements.

Determine the “As Is” risk environment. Even before the project starts, there are factors that the project manager needs to ensure is considered in the risk “To Be” framework. The first step is to look at what is already being used to support the risk process, the tools, techniques, processes. The next step will be to determine if the current risk environment framework is capturing all the requirements which will be mapped into the “To Be” framework.

Define the “To Be” framework

There are some basic risk frameworks but there is certainly not a “one size fits all” risk framework that will ensure you have protected your portfolio, program or project’s risk environment. Many times there will be many things overlooked in the “As Is” risk environment that will need to be considered. Below are some areas to research to build into your risk “To Be” framework.

Input to Risk Management framework:

- Project Charter
- Project Scope Statement
- Work Breakdown Structure
- Network Diagram
- Project Estimates
- Communications Plan
- Staffing Management Plan
- Procurement Management Plan
- Organizational processes
- Auditing requirements
- Compliance parameters

The “To Be” framework will be an iterative process, but without a thorough look at all the components in the input to the risk framework, many times a major area of the risk environment is missed. It is too late when the auditors come knocking at your door to realize you have not captured a component in your risk register that is needed to pass your audit. After reading all the project documents (project charter, scope statement, plans, etc.) A good place to start is by interviewing the experts and key stakeholders. Other areas are organizational require-

“Many project managers wait too late into the project to start the risk management process.”



The Risk Line: (cont.)

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ments, government regulations compliance mandates for your project. In early 2006, the White House Office of Management and Budget's Office of Information and Regulatory Affairs (OIRA) issued a proposed policy to govern the way regulatory agencies conducted risk assessments. Many project managers never think to go as far as government regulations to ensure their risk environment captures everything that will be needed to ensure a solid risk program.

Determine the tools, techniques and processes or risk management roadmap

After the "To Be" framework has been established, the tools, techniques, processes, etc. can be established. Some of the areas to be considered are:

- Risk Management Plan
- Risk software
- Probability and Impact Matrix
- Risk escalation process
- Risk tolerance Levels
- Risk meetings and communications
- Risk categories
- Risk assessments/Risk audits
- Risk training
- Roles and responsibilities matrix
- Procedures for risk closure
- Project specific tools

Taking the time to plan your risk environment prior to the first risk is the first step to being proactive in your risk management approach. Each project will need to look further than the above list as each

The Schedule Dispatch

Critical Chain vs Critical Path

By Barry Clark, PMP, PMI-SP

One the very heated and passionate debates of the project management discipline is that of the capabilities of the well-known critical path form of schedule analysis and management and the lesser-known critical chain. Guest columnist, Mr. Barry Clark, a credentialed schedule professional, writes this month's Schedule Dispatch on the major differences between these two often-confused scheduling tools.

Critical chain (CC), derived from the Theory of Constraints, is the longest chain of tasks in the schedule that accounts for both duration and the resources required for tasks. Simply stated, the critical chain is the 'resource constrained critical path'. By contrast, the Critical path (CP), the longest chain of tasks in the schedule that represents the shortest amount of time to project completion, is irrespective of resource availability or resource allocation or over-allocation. Critical path strictly

project is unique in its deliverables and what should be captured in the risk environment will be unique.

Determine stakeholders and risk training requirements

As the risk environment is put into place, the project team finds managing risks already easier as they have a framework in which to utilize. This proactive approach to the risk management environment will change the way the project team think about their responsibility to manage risk on the project.

considers task duration and float (the difference between late finish and early finish, or late start and early start), ignoring resource availability, over-allocation, and possible multiple tasks having assigned identical resources that are simultaneously scheduled. Resource over-allocation inevitably results in bottlenecks and/or scheduling conflicts that invariably lead to schedule delays.

One of the key differences between CC and CP is their use of buffers. Buffers are added to tasks or schedule as blocks of time to prevent slippage. Critical chain utilizes buffers, while Critical path does not. There are three types of buffers:

Feeding Buffers: time-block set at the end of a sequence of non-critical tasks;

Resource Buffers: time-block set aside to indicate resource needs. It is basically a resource place-holder;

Project Buffer: time-block set aside at the end of the project.

When the team becomes a participant in the risk management program, they understand the risks and support the controls that are in place. Determining the stakeholders and putting into place a communications plan on how to and when to communicate the risks will provide a team environment in which to foster your risk framework. As there will be risk owners, risk action owners, risk contributors, etc., risk training requirements will need to be a part of the risk communications from the start.

“Simply stated, the critical chain is the ‘resource constrained critical path.’”

[Continued →](#)

“plan on how to and when to communicate the risks...”



Schedule Dispatch (cont)

[← previous page](#)

These buffers are strategically placed along the critical chain to account for and accommodate resource allocation, risk avoidance, and human behaviors, i.e. Parkinson’s Law and student syndrome. Parkinson’s Law is filling available time with redundant work when tasks are completed early (if you know you have a set time to complete a task, people generally will use the entire time); student syndrome is putting off until the last minute what should have been initiated earlier. Both issues are chronic problems in traditional scheduling using CP analysis.

Comparatively, the Critical path doesn’t consider resource allocations or dependencies, or the use of time-blocks (which reduces schedule risk), and basically ignores non-critical tasks, which can easily become critical. When projects inevitably run afoul, CP calls on schedule crashing and fast-tracking to ‘right-the-ship’ (move back to the left, or ‘left-the-ship’).

Conclusions:

Given the nature of projects including poorly defined project tasks, unknown pop-up tasks, unrealistic durations, multi-stakeholders with varying interests, volatile financial/resource markets, etc., it is little wonder why projects run at an unacceptably high failure rate. Critical Chain analysis accounts for many known and unknowns (risks) and addresses the human factor, which consequently keeps projects under control more effectively.

With focus on resource leveling and bottle-neck avoidance (and thus risk avoidance), Critical chain scheduling paints a more realistic

The PPPM Roadmap

By PH Lohnes, PMP

Placing Experience Where it Matters!

In paralleling this issue’s editorial piece, I wanted to expand on the idea of executional value of experience especially in terms of plan management.

After listing the perspective characteristics of the PPPM levels in a previous issue (see Jan 2013 PPPM column), one more discussion is needed to lay the foundation for understanding how all three layers work in harmony to produce an increasing rate of project successes. The idea is going to be difficult for many in the PPPM discipline to accept since it is contra-indicated according to current practices — even to the point of impacting fees and compensation.

Concisely but erroneously, most organizations have placed the most experienced project managers in the same hierarchical structure that indicates a direct reporting or management role of lower levels. This means that program managers are

superior to project managers, and portfolio managers are superior to program managers, as an org chart would indicate. This is counterproductive in so many ways.

Now before you begin screaming and throwing your nerf (yes, I said nerf — google it!) units at the screen, understand the current problem with project management — IT IS NOT WORKING!

This author has made a case for lack of project success rates correlated to the number of certified project managers now in the discipline, see my blog listed at the end of this article for details. This is one of the main reasons for that lack of success — yes, it’s the fact that most organizations deplete their executional project managers by making them program and portfolio managers!

There, it is said and it is out there! Deal with it, and once you have slowed your heart rate, think about the one thing you are not able to teach from a book, a course, or seminar?

“The best candidate to be a portfolio manager is a member of the SLT.”

[Continued →](#)

view of current status and future project outcome given that many projects are often underfunded and understaffed (usually due to Management’s demand to do more with less). If they are running a tight critical chain ship, the Project Manager need not sound the alarm to arms since the buffers have provided the needed relief; if however, they are running a Critical path ship and rough gales are eminent, crashing or fast tracking the schedule may exacerbate an already precarious situation. ❁



Barry Clark is a project management professional with over fifteen years experience in project planning and control. He has worked in the aviation sector as well as software development for leading companies including Lockheed Martin, Honeywell, SM&A, L-3 Communications, Systems Made Simple and 7Delta. Barry also is a member of the Puget Sound chapter of PMI and maintains project management credentials, including PMP and PMI-SP.



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EXECUTION!!

You can teach someone how to plan, write a plan, document a plan, develop a schedule, update a schedule, identify risks, write risk mitigation strategies, document-staffing plans, write a communications plan, and many other project management necessities. What is not taught, can't be taught except through the school of time in the course of experience (re-read this last phrase if the alliteration is unclear) is:

HOW TO EXECUTE the PLAN to SUCCESS!

This skill can only be learned through long hours of actually practicing the craft of project management. Thus, bluntly and forcefully stated, most organizations promote themselves out of increasing project success by implementing the age-old practice of “pushing experience up the ladder.”

Think about it. Organizations put their most junior (by this I mean inexperienced) project management personnel at the execution level, promoting their more senior and experienced project managers into program managers so they can increase their compensation. Unfortunately, the law of unintended conse-

quences reduces the expected benefits. Therefore let this post end with:

No one should be more highly prized, compensated, retained, or supported than an experienced EXECUTIONAL project manager.

Do a simple study and determine if you are depleting your project management experience.

[In a spreadsheet](#) (I have prepared one for you if you would like to use it.), find the two data points on all project, program, and portfolio managers (if you have them):

1. Length of PM experience managing projects—not program or portfolio level management in years (Nexp),
2. Certification (PMP) or for the Government types—FAC P/PM. (Use CI where CI=1 if certified, 0 if not)

Using Eq 1, calculate each PM's Experience Value:

$$[Eq 1] \quad Vexp = Nexp + 5 * CI$$

Using Eq 2, sum the Experience Values for all your PMs, and divide by the number of PMs (Npm).

$$[Eq 2] \quad QI = (\sum Vexp) / Npm$$

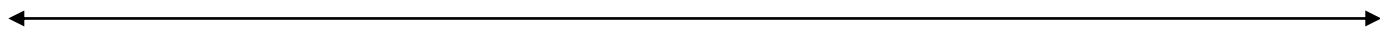
Now QI is the average Experience Quotient for all your PMs.

Next, calculate the Experience Quotient (Q2) for just your program and portfolio managers. (Nppm) Remember, you are using just their years of actual PROJECT management experience, not program or portfolio experience.

The final step is to calculate your organization's PM Experience Drain Factor (QDF) by diving Q1 by Q2:

$$[Eq 3] \quad QDF = (Q1) / (Q2)$$

So how do you interpret the value of QDF? First, if you do not have any program or portfolio managers, QDF is undefined since it would be division by 0!! A QDF of 1 means that you have the same average project management experience in the program / portfolio managers as in your project managers. Remember this kind of experience at the program / portfolio level is cerebral knowledge not applied knowledge since these are process not deliverables managers. As the QDF lowers in value, you are siphoning off your project management experience into management of the processes not the deliverables. QDF is best used as a time-phased value to spot trends. ❄



PMBOK® Guide: 5th Ed Review

To begin the review of the new body of knowledge guidebook from the PMI of Newton Square, PA, let us initiate a discussion of the 5th Edition's structural changes made against the 4th Edition on the well-known Table 3-1, “Project Management Process Group and Knowledge Area Mapping,” or “The Matrix” as those that have taken the PMP® exam usually refer to this table.

- 9 AOKs to 10 AOKs
- New AOK is Stakeholder Management
- Added after Procurement
- Increase process pool: 42 to 47
- Standardization of process nomenclature
- Plan – Control, or
- Plan – Manage – Control
- Standardization of AOK Initial process
- Use of “Plan <Area> Management”
- Addition of 3 initial processes in scope, time, and cost
- Rework of Communications AOK
- Reduction to 3 processes from 5
- Rewording of processes to standards
- Addition of Stakeholder Management AOK

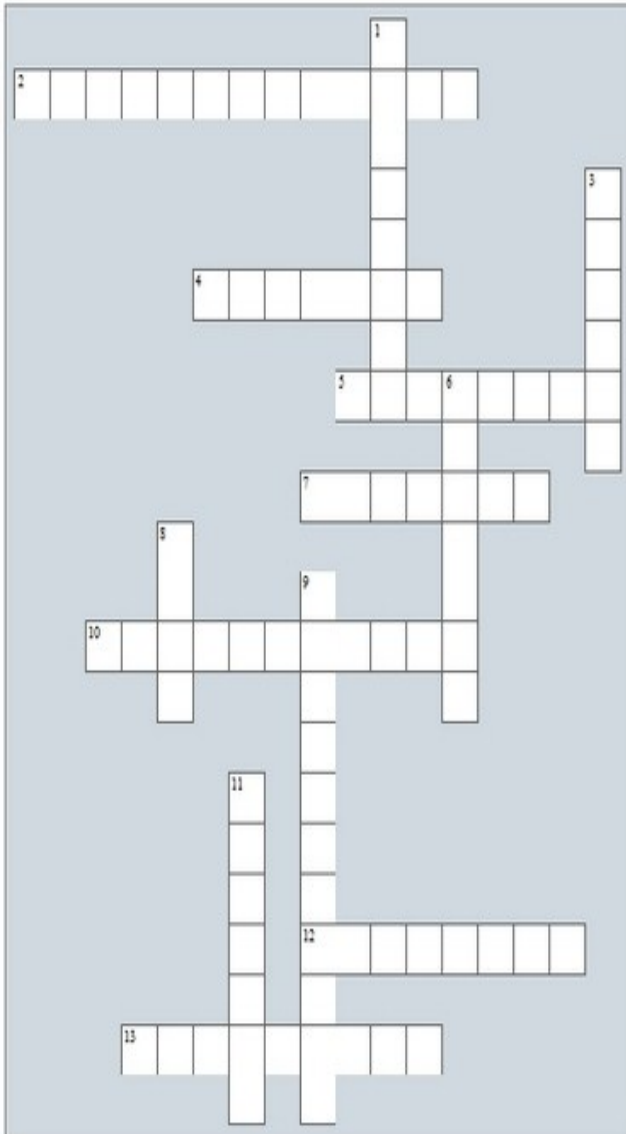
Structurally, the summary of changes are:

[Continued →](#)



The Buffer Zone

Basics 101



“Enjoy a little down time or diversion to refresh the cognitive abilities.”
 — CJP Stoneman

Answers next month, of course.

Across

- 2. The demonstration of a minimum level of professional knowledge
- 4. A closely related set of project or activities
- 5. Action taken when forced by a preceding event
- 7. What should a risk owner due with a risk triggers?
- 10. One interested in a project's outcome
- 12. A legally binding agreement between parties
- 13. Opposite of reactive

Down

- 1. What do proactive risk managers do to risks?
- 3. The limit of funding or cost allowances
- 6. The final step in a project's life cycle
- 8. A written order of anticipated activities
- 9. One of the most important duties of a project manager
- 11. A clearly defined set of future directions



Risk Mitigation vs. Issue Response Planning

By CA Wilson

One of the areas of greatest confusion concerning risk management is how to know when the risk has turned into an issue?

When answering this question, project managers need to look beyond what might be a current mindset in using the verbiage of "Risk Response" to look at what their goal is when attempting to reduce risk potentials from occurring. Issues are realized risks: in other words, risks that have become reality and now can impact the project's scope, schedule or cost.

In the last issue of the P-G, the differences between risks and issues were detailed; therefore, when we want to manage a risk potential, we look at the probability of the risk occurring and the impact the risk will have on our project constraints (scope, cost, and schedule). When we want to respond to an issue, we take immediate action to reduce the impact of what has occurred. Project managers put into place risk mitigation plans and issue response plans.

Risk Mitigation Plans

Project managers should strive to be proactive in managing risk potentials. Once the risk potential is identified, both the probability of the risk potential happening and the impact the risk potential could have on the projects "fit for use" deliverables needs to be considered. By scoring both the possible probability (P) and the impact (I), the project manager has a better idea of how to put a mitigation plan into place to reduce the risk from happening, or reduce the risk to a more tolerable level. Not only is a mitigation plan critical, but the close monitoring of the plan's actionable steps must be initiated to ensure their completion.

Issue Response Plan

If the risk mitigation plan did not work and the risk becomes a reality (triggers), the project manager and the project team will now need to respond to the event as it is no longer an uncertain future event. At least one of the project constraints has become impacted. The "response" to the issue will depend on level of impact (I). As CJP Stoneman has said many times, "It is always better to mitigate a risk than attempt to survive an issue." The Issue Response Plan will need

to detail the steps necessary to respond to this new reality. ❁



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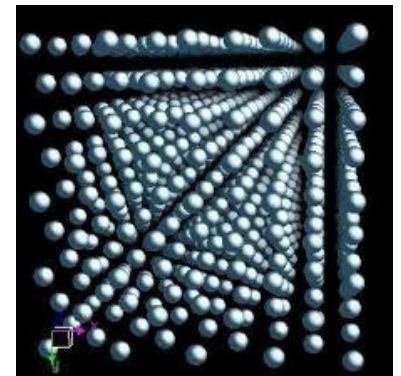
- 2 processes from Communications AOK
- 2 new processes to standardize AOK

The bigger question that we will discover over the next few months is: "Does the 5th Edition Guide change significantly improve the PMP discipline?" In other words, is the 5th Edition Guide an improvement in how the project management discipline should (best practices connotation here) perform its work, or is the 5th Edition a marginal change without much substantive advantage? Remember, the PMI established a 4 year update cycle – this does not mean that the project management discipline changes in that amount of time either longer or shorter.

This was an arbitrary decision as to how often the PMI would update its seminal work on project management practices.

Now for a bit more newsy information, the word from the PMI is that the new 5th Edition will be placed into the exam cycle beginning on July 31, 2013. That's right, July 31st, not August 1st, but the last day of July 2013. For those that are currently preparing for the exam, you should plan accordingly since if one does not pass the exam on the first attempt, and the second attempt goes past July 31st, 2013, the next attempt will be under the content and structure of the 5th Edition Guide. PLAN AHEAD!

Next month's discussion will be with the new Stakeholder Management AOK since it is the largest structural change from the 4th Edition. See you then. ❁



Current Events: Wreck of the Triumph

By CA Wilson

How many would say the “true” issue for the Carnivals Triumph was the fire? If you did, how many would head down the path to put in a response plan for “fire” aboard a ship?

While many of us can relate to our risks and issues and how they are tucked away in our risk register for our projects, many of us do not truly understand the concept of a contingency plan and the connection a contingency plan has to an issue. How does all this Risk Mitigate, Issue Response and Contingency planning fit?

For passengers aboard the crippled Triumph cruise ship, every passenger and crew member can better understand the statement by CJ Stoneman:

“It is better to mitigate a risk than attempt to survive an issue.”

I would say the risk managers at the Carnival cruise liner thought about risks and might have had in place some mitigation plans to reduce their

risks. But, it begs the question, were the “true” issues identified and were their contingency plans in place to deal with as issues?

A fire in the engine room aboard the ship disabled the propulsion system and knocked out the power. It was said to take up to 45 minutes of the unknown before the passengers were informed of the fire. Once people were able to make cell calls, they found out from the media the true story.

The passengers on board the Carnival Triumph were now dealing with multiple issues on board the Carnival Triumph and it quickly became apparent the issue response plans were woefully inadequate as the issues played out on international news casts.

Some of the Issues on board the Carnival Triumph:

- Contaminated air due to air ventilation system failure without backup.
- Raw waste water breaching its containment system due to system failure without backup.
- E.coli or staph infection due to exposure to raw sewage.
- Spread of colds and flu due to lack of ventilation.
- Spread of illness to many others after getting off the boat.
- Delays in movement due to breaking lines of the tug boats pulling the ship.

and so on... Many risk plans in this situation would have listed “Fire” as the risk and missed the true risks to mitigate. In turn many risk environments fall short of planning for a risk to trigger into an issue and how one issues can become the catalyst for many more issues. ❁



<p>R</p> <p>I C</p> <p>S R</p> <p>K A</p> <p>Z</p> <p>E</p>	<p>C W N S C J V M P A X M F Z B</p> <p>J O Z P Q E V I T C A O R P S</p> <p>L L N J E U Q T M H E Q D C L</p> <p>O I S S U E S I Q A Y M O T A</p> <p>W B P M T O S G W F T R I S S</p> <p>N J Q H W R O A I N E R S H R</p> <p>E D K O X F A T L Q A E I W E</p> <p>R C Q Y U A N I F O S G S X G</p> <p>S Z N T L E I O N S C Y L T G</p> <p>S M Y A D H E N M T E X J G I</p> <p>N O R I R T U E M K S I R S R</p> <p>K T F H W E N D U J C Z X M T</p> <p>X Q X S U T L M I S Y N S K V</p> <p>N I C J E O Z O E S I S I R R</p> <p>H U T Y F E I R T Z E S K M C</p>
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Find the following words in the character maze to the left:

- ASSESSMENT
- ISSUES
- OWNERS
- SCORE
- CONSTRAINTS
- MATRIX
- PROACTIVE
- TOLERANCE
- IDENTIFY
- MITIGATION
- RISK
- TRIGGERS



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The Project Post-Gazette will be adding a resume bank, classified ads, and event announcements over the next few months. If you have need of these services, contact us for more information.



For the Project Management Discipline

Future Issue Content & Schedule

The Project Post-Gazette will be having annual themes that our readers can look forward to on a regular basis such as:

- January: Risk management
- February: Portfolio management
- June: Training & Education
- July: Project scheduling
- September: Project planning
- November: Careers & Skills

The other issues, for now, will be dealing with general project, program, and portfolio management news and issues. As our readers provide the Post-Gazette with more content or topics to investigate, the P-G will add additional pages, columns, and sec-

tions necessary to meet the needs of our readers.

Please feel free to comment on the format, content, and/or focus of the Post-Gazette. We welcome your responses, and will be publishing as many as we can each issue.

For those of you that would like to try your hand at becoming a columnist, or just an author of an article, please contact us with your idea or article abstract. We will be glad to contact you about your submission.

Wishes for a profitable and exciting 2013 — as the old Chinese proverb about living in interesting times goes.

The Post-Gazette Staff

