

# PMI NETHERLANDS CHAPTER ANNUAL REPORT 2013

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## To our members

### Introduction

This is the first time that the PMI Netherlands Chapter presents an annual report in this format. The decision to do so is based on the feedback of our members that the Annual meeting must be livelier. The formal topics e.g. installing the new board and the financial report are still reported in the Annual Meetings, all other topics with regards to 2013 are presented in this document. We hope that you like this new approach and your feedback is warmly welcomed.

### Overview

Looking back, 2013 has been a good year for the PMI Netherlands Chapter (PMINLCH). We have seen a 7, 5% **growth in membership** and on 31 December there were 862 PMI NL Chapter members. The growth has had a boost due to the fact that the Free Chapter Guest Program was implemented at the start of 2013. The purpose of the Free Chapter Guest Program is to attract new members from PMI members in The Netherlands that are not yet member of the Chapter.

The PMI NL Chapter organized 14 **Chapter events** where in total 696 members participated. The overall member satisfaction for these events is 7, 5 and the overall appreciation for the speakers is 7, 0. The only disappointing aspect is a no-show rate of 25%. Together we should lower that to a single digit figure preferably very close to zero. Yes we can!

On June 13th we met at the FIGI conference center in Zeist for a marvelous **2nd edition of the PMI NETHERLANDS SUMMIT**. Only those who attended this event realize what others missed: outstanding and inspiring keynotes – a variety of great parallel sessions – interesting topics ... for sure a **day of learning** and appreciated with an average 7.8!! In August we started the preparations for the 3rd Edition. The PMI NL Chapter Summit was received very well and recognized as an outstanding initiative by PMI's global Headquarters. An article in PMI's EMEA E-link can be found below.

This year's **annual member survey** was reviewed and updated with some new questions before sending it was sent out to our members. Our yearly survey shows us that the overall rating for the Chapter is 7, 27 and 94% of the responders would recommend the Chapter to others. Some highlights of this survey are given below.

As part of the PMI NL Chapter Strategic Initiative Program we have had a **strategy meeting** with PMI EMEA. In this meeting we worked together on topics like strategy, marketing, collaboration with other Region 8 Chapters. In the PMI EMEA Region 8 we are recognized as an outstanding Chapter and we are regarded as an example for the other Chapters in the Region 8.

As a result of the mentioned stressful economic period we have lost a couple of **sponsors**. Microsoft, CSC, Sogeti, Mare, Onefox, LaSalle and the IPA Institute didn't extend their sponsorship. In return we welcomed Lagant Management Consultancy as a new (silver) sponsor and were happy to find ESI willing to upgrade from a silver to a gold sponsorship. A glimpse of what our sponsors have to offer is given below. Clearly the loss of so many sponsors shows in the financial report showing a significant loss in 2013. Luckily the Chapter is in every aspect healthy and able to absorb this. In 2014 we will look for alternative ways to stay attractive for sponsors both existing as well as new ones.

Besides individual **volunteers**, who support the Chapter in many ways, there are **Local Interest Working Groups** (LIWg) who focus on specific topics. In 2013 representatives of the Board had a meeting with the team leaders

of the LIWg. Purpose of that meeting was to establish a better communication channel between the PMI NL Chapter Board and the LIWg and find better ways for the Board to support the LIWg.

All in all 2013 was a great year except for the financial loss. Luckily we are a healthy chapter so we can overcome this. We will maintain the good thing we have achieved but of course we will keep listening to you, our members, and adjust where ever necessary. Furthermore we will explore new topics to see if adding them would create more membership value. Our strength is in delivering membership value additional to the membership value that is provided by PMI on a global level. Don't forget we are part of the largest not for profit Project Management Community, we are the Project Management Institute!

Cees Pijs  
President PMI Netherlands Chapter  
March 2014

## Our sponsors 2013 – 2014

Sponsors are enabling the Chapter to work on its goals. Without sponsors that Chapter would not survive. Hence we are grateful to our sponsors and recommend that you have a look at the service they provide. Might be just the thing you are looking for...

Interested in becoming a sponsor? See <http://pmi-netherlands-chapter.org/index.php/sponsors/sponsorship-information>

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Find more information about services provided by Cadence Europe here: [www.cadencemc.nl](http://www.cadencemc.nl)



**CXS B.V.** is the Benelux office of an international operating group consisting of the leading project management consulting companies Campana & Schott and Corporate Project Solutions. With access to over 300 project management professionals, CXS can provide global presence for our customer projects.

As full-service consultancy agency and Microsoft Partner, CXS can help your organization identify, design and implement flexible future-proof solutions that will transform your project and business performance. We pride ourselves on building longstanding partnerships with our clients and delivering tangible, cost efficient business results; through the provision of professional technical services, expert project management consultancy and outstanding customer support. Find more information about CXS here: <http://www.cxs.nl/>



Different times demand a different approach. Information Technology should not bind, but should move along with those changes. **KEMBIT** anticipates market trends and turns IT problems into opportunities for your business. Our approach and expertise is focused on a maximum IT performance of your organization. Now and in the future!

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Since 1996 KEMBIT provides its customers with excellent IT professionals and tailor-made IT solutions. We continually focus on the professional and personal development of our approximately 100 employees. They put their high-end knowledge and expertise to good use for a wide spectrum of organizations, ranging from local SME's to large nationally operating companies and multinationals.

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- IT Consultancy
- IT Services
- IT Applications
- IT Knowledge Center

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Lagant delivers training courses, interim managers and consultancy services to our customers. We are able to add value to your changing business. Find more information about Lagant here: <http://www.lagant.nl/>



**Northern Star Consulting** is a company founded by Manoj Vadakkan. Manoj is a Certified Scrum Trainer (CST) and an Agile Software Development consultant. Manoj has experience in helping companies adopt an agile way of working. Manoj has over 20 years of experience in Software Development and Project Management. He leads the Agile Leadership Network DC chapter (<http://aplndc.com/>). He is a co-founder and organizer of the premier DC-area agile conference, Agile DC (<http://agiledc.org/>). He conducts Scrum trainings all over the world including the

Netherlands. See his list of classes and more information about him at <http://manoj.vadakkan.org/>



Project Management, in a fast moving and highly complex technical world, implies an ever-present dilemma. If you restrict every stakeholder to stringent rules, you reduce project risk and keep a clear overview & control. But that comes at the cost of fast and flexible reaction to unexpected problems and opportunities.

The complexity of business requires processes beyond Project Management, making Program & Portfolio management more relevant than ever.

We believe that successful organizations maximize the benefit of uniform processes in Project, Program & Portfolio Management with the flexibility of adaptation in prosperous or turbulent times.

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### Facility Sponsors

The logo for ckcseminars, with 'ckc' in a teal color and 'seminars' in a grey color, both in a lowercase sans-serif font.

**CKC Seminars** is the Chapters facilitating partner in relation to the Summit. Find more information about CKC Seminars here: <http://www.ckc-seminars.nl/>



**Fiscam Accountants B.V.** supports the Chapter in relation to the finances and bookkeeping. Find more information about Fiscam Accountants BV here: <http://www.fiscam.nl/NL/home.php>

## Director's overview

Below some of the directors give their view on 2013 and an outlook toward 2014. Unfortunately, as this is the first edition of an annual report, we were not able to capture input from every director. Something for sure we will improve next year.

## Professional Development

### 2013

- Coaching classes in good order
- Van Haren Publishing: in control although legal issues with PMI org are still pending
- PM Wiki: key contact person should schedule meetings, no activities up to now
  - PMI acronyms should be delivered to PM Wiki, PMI org needs to give permission for this. Pending activity
- Contacts Universities / Hogescholen: contact with HAN (Hogeschool Arnhem-Nijmegen) Automotive set up
- DNRG: Beverly Pasion would invite PMI NL CH for meetings, still pending

### 2014

- Continue Coaching classes in the way we did
  - Find successor for Frans Eijpe
  - Invited other coaches to take over together with Operations Officer
- Van Haren Publishing: in control the legal issues with PMI org will be solved
- PM Wiki: key contact person should schedule meetings, no activities up to now
  - PMI acronyms should be delivered to PM Wiki
  - Request PMI org for permission
  - Define next steps
- Contacts Universities / Hogescholen:
  - Define next steps with HAN
  - Reach out to other Universities / Hogescholen
- DNRG: ensure meetings will be scheduled

## Marketing & Communication

### 2013

The main improvement, in terms of communication by the PMI Netherlands board, have been achieved in updating the social media channels and restructuring the PMI Netherlands Chapter Newsletter. Social media are now maintained and coordinated by one person - Director Marketing and Communications. All relevant information is passed to members and wider audience through Twitter, LinkedIn group and Facebook. In addition YouTube channel is being updated accordingly with recordings from Chapter meetings and LinkedIn groups started to be used as a forum for PM discussions.

PMI Netherlands Chapter Newsletter is now coordinated by Director Marketing and Communication. It received a new design which allows publishing long articles what was requested by contributors. The newsletter is now published every month (also during the summer) and contains periodic information about news from PMI org, PMI Netherlands Chapter, chapter members and board members articles.

PMI Netherlands website was reviewed in terms of content and restructured so that information can be found easier. The website is now a reliable source of information about PMI Netherlands Chapter activities and its status.

In 2013 Director Marketing and Communication started to work, in collaboration with PMI EMEA, on improving

the Chapter marketing and outreach.

#### **2014**

In 2014 the Director Marketing and Communication is planning several activities. Mainly focused on further website improvement (layout and content), company and students outreach and membership benefits promotion. Activities undertaken in 2013 will be continued. In addition there is a plan to improve dissemination package to unify the PMI Netherlands Chapter communication materials.

## Financial Report 2013

### Balance 31-12-2013

Balance PMI Netherlands Chapter - 2013 (year end)					
	1-1-2013	31-12-2013		1-1-2013	31-12-2013
<b>Assets</b>			<b>Liabilities</b>		
Bank accounts	€ 50.194,19	€ 53.757,09	Capital	€ 42.464,19	€ 42.464,19
Accounts Receivable	€ 3.135,00	€ 7.244,92	Projects	€ 10.000,00	€ 10.000,00
VAT	€ 1.288,00	€ 1.143,00	Lustrum	€ 1.000,00	€ 2.000,00
Accruals	€ 7.000,00		Summit	€ 5.000,00	€ 5.000,00
Advance payments			Education	€ 3.150,00	€ 3.650,00
			Accounts Payable	€ 3,00	€ 6.765,75
Balance Profit & Loss		€ 7.734,93			
	€ 61.617,19	€ 69.879,94		€ 61.617,19	€ 69.879,94

Table 1: PMINLCH balance 31-12-2013

The 2013 year-end balance first and foremost shows that the chapter is financially sound and able to mitigate financial risks might those occur. On the liabilities side we are creating funds for our Next Lustrum in 2016, a risk mitigation budget for the Summit, an extra fund for supporting initiatives related to education and a project budget that is available for the board to enable any project that the board agrees to. The accounts payable position is mostly related to an expected incoming invoice related to ISO development that, due to a misunderstanding, was not yet invoiced but clearly should be booked in 2013.

On the asset side of the balance the healthy financial position becomes clear from the bank accounts total. The accounts receivable position is mostly related to expected revenue from membership fees Q4 2013 which, for administrative reasons, are slightly delayed and will be paid in Q1 2014.

As will be explained in the paragraph "Profit and Loss 2013", the net result 2013 was a loss of € 7.734,93.

### Profit and Loss 2013

Table 2 below shows the 2013 profit and loss summary statement.

COST			REVENU		
	Planned	Realized		Planned	Realized
Board	€ 35.250,00	€ 30.746,65	Interest	€ 1.800,00	€ 991,99
Events	€ 3.500,00	€ 4.394,58	PMP/CAPM Coaching	€ 9.500,00	€ 11.260,29
Professional Development	€ 15.750,00	€ 13.789,21	Short Tracks		€ -
Communication	€ -	€ -	Sponsoring cont	€ 14.000,00	€ 4.800,00
Innovation	€ -	€ -	Sponsoring add	€ 4.000,00	€ 1.200,00
Marketing	€ 750,00	€ 3.131,04	Income Summit	€ -	
Membership dev. & volunteers	€ 1.250,00	€ 341,25	Income PMI members	€ 24.750,00	€ 25.771,06
Lustrum budget reservation	€ 1.000,00	€ 1.000,00	Books Royalties	€ 1.200,00	€ 2.144,46
Education budget reservation	€ 500,00	€ 500,00		0	€ -
	€ 58.000,00	€ 53.902,73		€ 55.250,00	€ 46.167,80
Result 2013					€ 7.734,93

Table 2: PMINLCH profit and loss 2013, summary

As can be noticed there was a loss of € 7.734,93 in 2013. This loss is mostly caused by disappointing sponsor revenue. We anticipated at least a continuation of sponsor revenue but instead revenue dropped 66%. We lost 7 traditional sponsors like La Salle, OneFox, The IPA Institute, Mare and even CSC which was a chapter sponsor for many years. This has been a trend for the last years and is strongly related to the economic decline we have faced the last couple of years. We trust that at the end of this tunnel there will be light and luckily the chapter is financially healthy and able to absorb this without getting into trouble.

Attracting news sponsors was also difficult, although at the end the year that somewhat improved. As this income is received in 2014 it is not captured in the 2013 profit and loss statement. On February 2014 we are very grateful being supported by gold sponsors IIL Europe, ESI International and silver sponsors Cadence, Threon, Lagant, CXS, Northern Star Consulting. Besides we appreciate the expertise support of our facility sponsors CKC Seminars and Fiscam Accountants.

The positive fact is that we received almost twice the revenue on books and royalties as we estimated. The new English book "A pocket companion to PMI's PMBOK® Guide", now based on the PMBOK® guide fifth edition, is a strong contributor to this. In 2014 we plan to have translations of the pocket companion into German and Dutch published and furthermore chapters from France and Spain show interest in translating this little book. What started small....

Also on the positive side is the membership growth. We started the year with 802 members and at the end of the year we had 862 members. So the magic number of 850 was reached! The outlook is that we can still see this number grow with a challenge to accelerate as we are now facing the 1000+ hurdle.

At the cost side there are no surprises. We were able to stay within budget although spending slightly more on events and marketing. Marketing was in our control and still requires a lot of energy and hard work to ensure that there is a better awareness of the PMI brand. On a global level PMI is the number one brand for Project Management. In the Netherlands we are only ranked 3 with a dominant position of Prince2 and IPMA. Events are becoming slightly more expensive as our valued hosting companies are facing budget cuts as well.

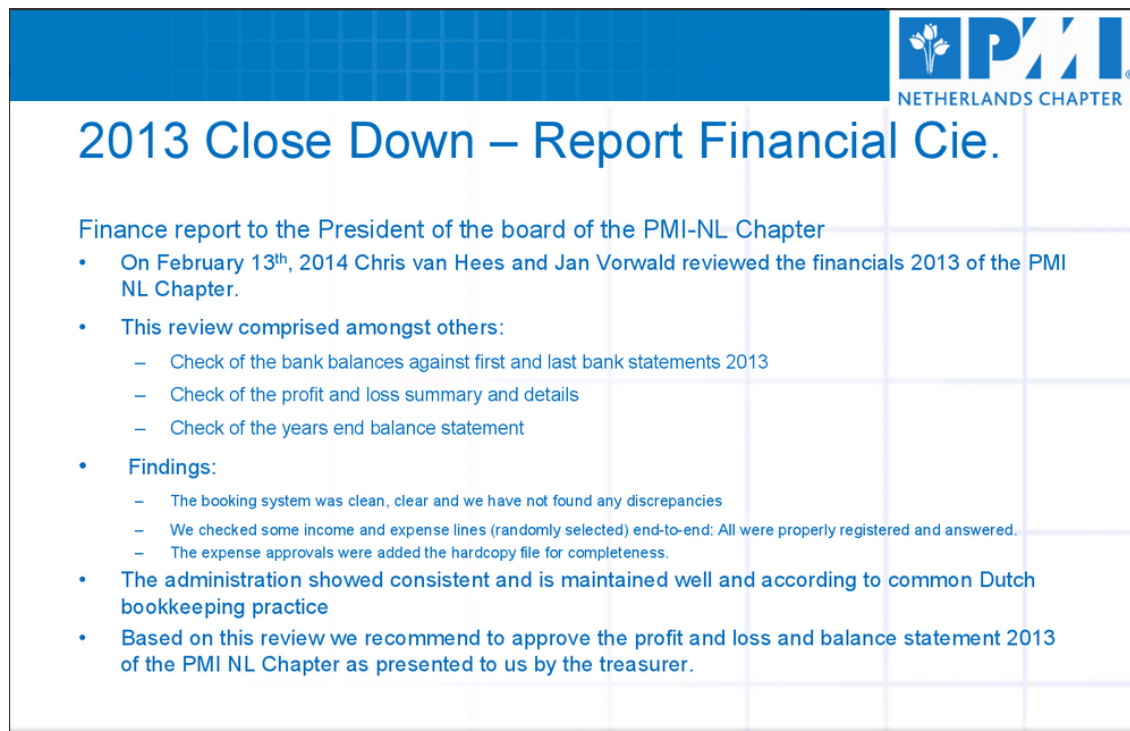
Nevertheless we thank our hosting companies very much as without their support we would not be able to present you our well received events. Thank you Sogeti, CGI, Atos, Avans (twice!), NS, ExxonMobil, APG, ASML and Philips Healthcare. Table 3 below shows the profit and loss 2013 in more detail.

COST				REVENUE			
		Actuals	Budget			Actuals	Budget
<b>Board</b>		<b>30.746,65</b>	<b>27.750</b>	<b>Interest</b>		991,99	500
Admin & support		23.370,31	24.500	<b>PMP/CAPM Coaching</b>		11.260,29	5.500
PMI Organisation general		2.763,17	1.500	<b>Short Tracks</b>			4.500
Bankkosten		629,38		<b>Sponsoring cont</b>		4.800,00	11.760
Miscellaneous	inc verz	3.983,79	1.750	<b>Sponsoring add</b>		1.200,00	6.000
<b>Events</b>		<b>4.394,58</b>	<b>5.500</b>	<b>Result Benelux</b>			0
Workshops			250	<b>Income PMI members</b>		25.771,06	23.380
LIGs			250	<b>Books Royalties</b>		2.144,46	1.750
Chapters meetings		4.394,58	5.000	<b>From budget website</b>			1.610
<b>Professional development</b>		<b>13.789,21</b>	<b>16.750</b>				
PMP/CAPM Coaching		8.170,36	5.500				
Workgroups Agile			4.500				
Support universities			750				
Translations			750				
ISO standards		5.072,85	4.500				
Miscellaneous		546,00	750				
<b>Communication</b>		<b>0,00</b>	<b>500</b>				
web & social media			250				
Miscellaneous (BTW)			250				
<b>Innovation</b>		<b>0,00</b>	<b>750</b>				
Innovation			500				
Miscellaneous			250				
<b>Marketing</b>		<b>3.131,04</b>	<b>1.000</b>				
Marketing expressions means		3.131,04	250				
Sponsor obligations (books)			750				
<b>Membership dev. &amp; volunteers</b>		<b>341,25</b>	<b>1.250</b>				
Volunteers		341,25	1.250				
<b>Lustrum budget reservation</b>		<b>1.000,00</b>	<b>1.000</b>				
<b>Education budget reservation</b>		<b>500,00</b>	<b>500</b>				
<b>Project budget reservation</b>							
<b>Total</b>		<b>53.902,73</b>	<b>55.000</b>			<b>46.167,80</b>	<b>55.000</b>
<b>Profit / loss</b>		<b>-7.734,93</b>					

Table 3: PMINLCH profit and loss 2013

## Review Financial Committee

On March 1<sup>st</sup>, 2014 the President of the PMI Netherlands Chapter received the feedback as shown in Figure 1 from Chris van Hees, PMP, member of the financial committee together with Jan Vorwald, PMP.



**2013 Close Down – Report Financial Cie.**

Finance report to the President of the board of the PMI-NL Chapter

- On February 13<sup>th</sup>, 2014 Chris van Hees and Jan Vorwald reviewed the financials 2013 of the PMI NL Chapter.
- This review comprised amongst others:
  - Check of the bank balances against first and last bank statements 2013
  - Check of the profit and loss summary and details
  - Check of the years end balance statement
- Findings:
  - The booking system was clean, clear and we have not found any discrepancies
  - We checked some income and expense lines (randomly selected) end-to-end: All were properly registered and answered.
  - The expense approvals were added the hardcopy file for completeness.
- The administration showed consistent and is maintained well and according to common Dutch bookkeeping practice
- Based on this review we recommend to approve the profit and loss and balance statement 2013 of the PMI NL Chapter as presented to us by the treasurer.

Figure 1: financial committee report 2013

Based on this feedback and the feedback of an external accountant (Fiscam BV) that briefly looked at our books it is advised to the members to accept the financial overviews as presented above and to discharge the treasurer for the financial year 2013.

According to the rotation schema Chris van Hees will resign from the financial committee. Jan Vorwald will remain. Fons van de Wouw, PMP, currently spare member, will be added to the financial committee. A new spare member is looked for. Candidates can nominate themselves to the Chapter's secretary.

## Local Interest Working Groups (LIWg)

### Introduction

Under the umbrella of PMI Netherlands Chapter, there are several established Local Interest Workgroups (LIWg). They gather enthusiastic members who are interested to participate and build workgroups focused on certain Project Management topics. The aim of these workgroups is to bring their members to a higher professional level by organizing meetings and workshops around given topics.

In this annual report we give for some LIWg an overview of the topics achieved in 2013 and the 2014 plan. An improvement for next year's annual plan will be that we have a contribution of each LIWg.

### Culture

In composing an efficient project team most project managers get familiar with a Team Start Up to establish good working relations from the Kick Off on. This should also include knowledge and insight in each participant's background as determined by cultural elements. In virtual project teams as well as under tight time constraints this is even more essential. In practice there seems to be a lot of room for improvement in identifying team member's background.

Cultural elements result in mental models of which the project manager and the team members should be aware of. These elements stem from gender and age, as well as background as determined by nation, profession, education and organizational and departmental cultures. However, there is little time available in projects to get clear images of each other. Most participants lack the vocabulary to pinpoint these cultural phenomena.

The Dutch Special Interest Group contributes to this field by identifying the main characteristics from both project practices as well as from theory on behavior profiles as available in fields like cultural anthropology. Our research effort consists in selecting and transferring these concepts into a practical questionnaire with which team members can share their answers to these questions.

Internationally operating Dutch organizations may form the arena for some trials to refine the first draft of the questionnaire. The SIG Group members would like to present their results in the PMI summit of June 2014 in a breakout session. With the feedback from this session the group plans to improve their contribution to the practitioner field and then consider further publication.

### PMO

#### 2013

- Tjalling Klaucke resigned as team lead for personal reasons
- New contacts for the PMO LWG are:
  - Team lead: Arno Boer
  - Seconding: Ebbe Yonce
- "Office" for the PMO LIWg at Mediq office in Utrecht
  - Good facilities for sessions up to 40 people, welcome on a quarterly basis
- Organized 3 events during 2013
  - Tennet - PMO (February) – 20 attendees
  - Mediq – Portfolio Management (May) – 35 attendees
  - Philips – PMI NL Chapter Meeting / PM Culture – 100 attendees

#### 2014

- Best practices for specific parts of project management

- What are the elements of a good Quality Management plan for projects that do not include SW development?
  - What are the elements of a good Risk Management process?
  - Business Case development and value tracking (EAC)
  - PM job descriptions, KARs, pay ranges
- How are companies utilizing and incorporating the PMI's Project Management Maturity Model?
- Similar to Project Management, is PMI planning more around PROGRAM Management knowledge groups, PgMBok, and certification? Same question for Portfolio Management.
- Has PMI completed a comparison of Project Management SW applications (e.g. MS Project, Clarity, or Clarizen)? Are there recommendations?

## Program management

The PgMP LIWg objectives and direction of activities for 2014 are:

### **PgMP LIWg Vision Statement:**

Actualize program management professional function and its specific knowledge domains in business as recommended by the PMI and ISO standards.

### **PgMP LIWg Mission Statement:**

PgMP LIWg will be engaged in the business and public organizations, positioned to address their special needs for implementing and improving the program management professional knowledge and expertise in order to boost their business results, increase efficiencies and process effectiveness, and harvest values and benefits.

### **PgMP LIWg Mandate:**

The PgMP LIWg objectives are the following:

- Awareness and promotion of program management standards, knowledge domains and practices to the business organizations, professional audience, and other interested parties and/or individuals
- Expand the number of certified program managers
- Establish a program management community in order to perform coaching and advising its members
- Perform activities as deliberated in the yearly PgMP LIWg operational plan
- Encourage members on proactive publishing and/or presenting the subject area materials (with papers, articles, blogs, presentations) at the congresses, businesses, and educational venues

## Chapter Organization and Board

### Leaving the Chapter Board 2013

With this section we would like to give our board friends possibility to say “Good bye” and wish them all the best in future challenges.

#### Diepak Kasi - Director Membership and Volunteers

**So, this is it...**

I had a great time while serving the PMI Netherlands Chapter. It all started when I gave some feedback on one of the Chapter meetings surveys near the end of 2008. Although there was no connection with the position, I was called within a week whether I was interested to be the deputy project manager for the BeNeLux day in 2009 (Veldhoven). After giving it some thought, I accepted and that immediately meant that I would be the project manager for the BeNeLux day in 2010 (Antwerp). I enjoyed this very much and loved the experience. After the BeNeLux day in Antwerp, I was immediately asked for a position in the board. Having enjoyed the experience being a volunteer, I accepted again. I wanted to be involved with the direction of the Chapter and make some contributions to it as well. I started as the Director Innovation and had the opportunity of introducing some new concepts to the Chapter. I wanted to get the Chapter closer to our members. The YouTube channel with recording of members telling about why they joined the Chapter and the recordings of the Chapter meetings is one example. Starting the webinars is another example. I remember that we started the first webinar with only 4 participants. At the webinar we had in November we had around 23 participants. In 2012 we had strategy meeting and one of the outcomes was that we wanted to grow the chapter members much more and quicker and engage more members as active volunteers. I was very interested this challenge and I changed from Director Innovation to Director Membership and Volunteers as of 2013. We had identified some initiatives to realize this and I started of very enthusiastically. Unfortunately my father got very ill in the beginning of 2013 and that didn't improve much during the year. I decided to take over the care for my father and took a lot of my energy. Considering that I had to run my own business next to it as well, I could not follow through on my commitments to the Chapter and I decided to stop my contribution to the chapter as a volunteer.

I regret that I have to stop. I have enjoyed my time as a volunteer, both outside and inside the board. I haven't met all of you face to face or had a conversation with all of you, but every time I connected with one of you, I really enjoyed it. I would like to thank you all for the nice moments and memories. One of the famous expressions within PMI is, “good things happen when you get involved with PMI” and I can only confirm that happened for me, ☺.

I would also like to thank the past and present board members and officers for giving me the opportunity to contribute to the Chapter and supporting me when needed. I would like to specially say thanks to Maria Nikilopoulou. Maria has supported me with the managing the volunteers and has done a great job.

I know that there are no goodbyes once you have been involved as a volunteer in the Chapter, so no goodbye for me. I love being around people so I'll still be a regular visitor of the Chapter meetings or any other Chapter event. I would really appreciate to shake hands the next time we meet.

#### Jan Cardol - CEO

##### Overview

In October 2008 I joined – requested by my colleague Richard van Ruler – PMI and PMI Netherlands Chapter. At that moment Richard was President of the Chapter. It all started with a strategy meeting near Haarlem on December 13, 2008. Per January 2009 I took over the role of Director Knowledge Sharing from Kees Augustijn. Per January 2010 the role changed into Director Events with focus on organizing events.

As of January 2011 I fulfilled the role of CEO, responsible for events, sponsorship and the relation with affiliated communities.

It has been a great pleasure to invest time and effort for the Project Management community in general and especially PMI Netherlands Chapter.

#### Events

Throughout the years a variety of Chapter events were organized, all based on 3 key elements: retrieve knowledge, share knowledge and networking. A fourth element was added: full hosting. The objective of full hosting was to decrease the costs for the Chapter. I am proud that I was able to contribute in the organization of about 50 events for the community according to these 4 basics.

During this period the Chapter also co-organized the PMI Benelux Day – a PMI internally focused “for members by members” yearly congress – 3 times. Cultural differences in the local Project Management communities and the urge of the Netherlands Chapter towards professionalism have led to the start of PMI Netherlands Summit. The Summit – organized in cooperation with a professional facilitator – were very successful in terms of quality of the content and a bit disappointing in terms of the number of attendees from our Chapter.

#### Sponsoring

Internationally we faced a financial and economic crisis. In spite of this crisis we were able to maintain a financially healthy situation of the Chapter. *“You lose some and you gain some”*. Although a lot of effort was put in gaining sponsors outside the “PM-training area” we notice that all our sponsors are offering services related to PMI’s certification program.

#### Thank you

I would like to thank the representatives of our sponsors, the hosting organizations, affiliated Project Management communities and Region 8 Chapters for their cooperation. Also thanks to the Chapter leaders of PMI Netherlands Chapter throughout these 5 years for their cooperation, friendship and patience. And a special thanks to the members who kept on visiting the events and the unconditional support of my wife – who also hosted 6 strategy meetings at our home and organized 3 partner programs for the Benelux day.

My key message: **being a volunteer does not mean optional ... it’s a full commitment!!**

*I would not have missed these 5 years for the world.*

#### Loes Kalkman – Director Professional Development

##### I really enjoyed my time...

Dear PMI NL member,

Due to personal business commitments I’m no longer able to continue my role as Director Professional Development in the PMI NL Board. I have less time left to deliver the required contribution to the chapter. Maybe I join again when times are more relaxing. I really enjoyed my time as a board member and hope we will see each other again on one of our chapter meetings.

Warm regards!

## Chapter Organization 2014

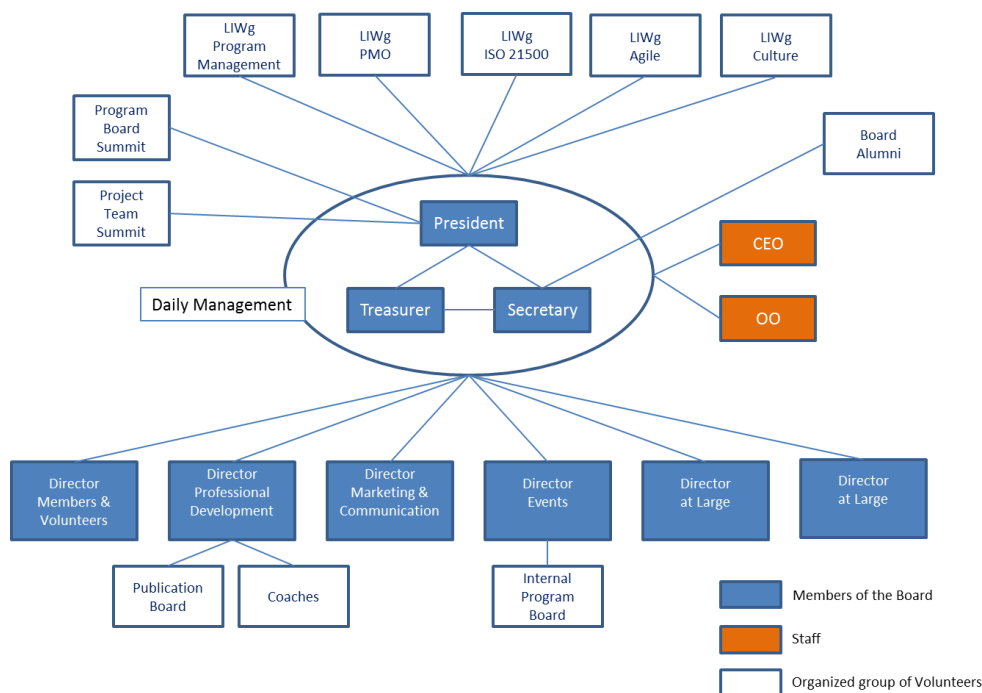


Figure 2: chapter organization 2014

## The PMINL Chapter Board and Staff

The PMINL Chapter Board consists of two entities:

Daily Management consisting of:

- Cees Pijs, President, [president@pmi-netherlands-chapter.org](mailto:president@pmi-netherlands-chapter.org)
- Jan Vermeijs, PMP, Secretary, [secretary@pmi-netherlands-chapter.org](mailto:secretary@pmi-netherlands-chapter.org)
- André Legerman, PgMP, PMP, Treasurer, [treasurer@pmi-netherlands-chapter.org](mailto:treasurer@pmi-netherlands-chapter.org)

The full Board formed by the Daily Management plus in 2014:

- Madhav Upadhyaya, Director Members & Volunteers,
- Rochelle-ann Reizenberg Röber, PMP, CAPM, Director Professional Development
- Małgorzata Krakowian, Director Marketing & Communications
- Henk-Jan Molenkamp, Director Events

The board is support by a two headed staff:

- Hans Fransen, CEO
- René Vielvoije, PMP, Operations Officer (OO)

New members of the board and staff will be introduced in the paragraph “Board 2014 – introduction of new board members”

## Committees and Teams

Furthermore the board and chapter are supported by several groups of volunteers mentioned below. Only leaders of those groups plus contact details are provided.

Program Board Summit 2014.

- Cees Pijs, contact via [president@pmi-netherlands-chapter.org](mailto:president@pmi-netherlands-chapter.org)
- <http://www.pmi-netherlands-summit.com/>

Project Management Team Summit 2014

- Jan Cardol, contact via [president@pmi-netherlands-chapter.org](mailto:president@pmi-netherlands-chapter.org)

Program Board Internal, to support the Director Events

- Davor Raic, PMP;
- contact: [program-board@pmi-netherlands-chapter.org](mailto:program-board@pmi-netherlands-chapter.org)

Publication Board, for all publishing related matters

- Anton Zandhuis
- contact: [publication-board@pmi-netherlands-chapter.org](mailto:publication-board@pmi-netherlands-chapter.org)

Coaches

- Frans Eijpe (head coach)
- contact: [pmc-coaches@pmi-netherlands-chapter.org](mailto:pmc-coaches@pmi-netherlands-chapter.org)

Board Alumni

- Jan Vermeijs, contact via [secretary@pmi-netherlands-chapter.org](mailto:secretary@pmi-netherlands-chapter.org)

## Local Interest Working groups (LIWg's)

Besides individual volunteers that support the Chapter in many ways there are Local Interest Working Groups that focus on specific topics. The leaders of those LIWg's plus contact details are listed below.

LIWg Portfolio & Program Management,

- Goran Banjanin
- Karel Turfboer
- contact: [program-mgmt-liwg@pmi-netherlands-chapter.org](mailto:program-mgmt-liwg@pmi-netherlands-chapter.org)

LIWg ISO21500, in co-operation with IPMA-NL

- Rommert Stellingwerf
- contact: [iso-liwg@pmi-netherlands-chapter.org](mailto:iso-liwg@pmi-netherlands-chapter.org)

LIWg PMO,

- Arno Boer
- Ebbe Yonce
- Karin Hageman
- contact: [pmo-liwg@pmi-netherlands-chapter.org](mailto:pmo-liwg@pmi-netherlands-chapter.org)

LIWg Agile,

- Frank Hendriks
- contact: [agile-liwg@pmi-netherlands-chapter.org](mailto:agile-liwg@pmi-netherlands-chapter.org)

LIWg Culture,

- Johan de Vroet
- contact: [culture-liwg@pmi-netherlands-chapter.org](mailto:culture-liwg@pmi-netherlands-chapter.org)

## Board 2014 – introduction of new board members

We are very happy to welcome on board new faces. Those amazing, professional and enthusiastic people are going to work hard to make our Chapter even better.

### Director Events – Henk-Jan Molenkamp

Hello dear PMI Netherlands Chapter colleagues.

I'd like to introduce myself in the context of my application as Director Events.

I'm currently working as partner at The PMO Company and Tjilo.com. The former is a project management consultancy firm, the latter is an e-business suite (SAAS) solution provider (e-HRM, PM, Accounting, CRM, etc.). The PMO Company helps organizations with professionalizing their project management governance and processes. We differentiate ourselves from other consultants by working towards a common used collaborative tooling solution to ensure the same way of working across the company. I.e. Project Management Tooling selection, implementation and training are our specialism!

My career started as a Training Specialist at Lucent Technologies, followed by a role as Product Market Manager (PMM). Later on I was asked to implement the systems I was responsible as PMM for in Saudi Arabia and that kick-started my further career as Project Manager. I have worked in various projects and companies as a project manager (interim basis) and after a role as program manager at Getronics, I became director of large (outsourcing) projects at Getronics PinkRocade, which made me focus more at the standardization of project execution and reporting (PMO methodologies set-up etc.) and formed the basis for my bold step to continue on my own and start-up The PMO Company in 2006.

I have been a member of PMI since 2005 although my first PMP training already commenced in 1996. I have attended many seminars and workshops because I'm always trying to learn and improve (do things smarter – so actually I'm fairly lazy trying to automate as much as possible☺). Since I do appreciate the efforts of the volunteers of PMI very much, I decided that it was my turn to take responsibility and do a shift in this great non-profit organization.

Hope to meet you soon on one of the events!

### CEO – Hans Fransen

I have been assigned by the Board of PMI Netherlands Chapter as your new CEO, starting January 2014. I am looking forward to this and expect to meet you at the Chapter Meetings and all events we create.

Earlier this year I retired after a great professional life which had only one downside; I completely lost count on how many times I travelled around the world, the places I have seen and the sheer amount of hotels I have slept in. So imagine, I find my retirement quite relaxing at the moment. Oh, by the way, I just formally launched a Foundation for helping and coaching people. It's what it is, once you are managing quite some challenging projects you can't really stop any more.

Project management and international relations is me. It started very early in my shipbuilding period, later at CMG and Oracle where I was involved in international projects in various roles and also as Director of Strategic Alliances at KPNQuest. The latter I found the most challenging job; how to make different parties work together with different cultures and different "political" agendas. My last job was with Oracle. I was assigned as Project Manager within the Global Business Units Tax. Later, when working for Utilities I was also assigned as the representative for the introduction Oracle's Unified Method (OUM) within the Global Business Unit. OUM is essentially Oracle's version of the PMBOK but enhanced with many forms, templates and tools.

I have been involved with the PMI Netherlands Chapter earlier. Just after the kick-off in autumn 2001 I became the Director Professional Development for the Chapter. In the period following we invited Kertzner from the IIL for giving a workshop. In January 2006 I became Director Marketing and Sponsoring and I was also President of the Editing Committee for the Dutch translation of "The Guide to the Project Management Body of Knowledge", 3rd edition®.

As I said earlier, I am looking forward to be your CEO and expect to meet you at our Chapter Meetings and all events we will create.

### **Treasurer – Andre Legerman**

My project management career started at the City of Amsterdam administration where I was the sponsor/customer of several IT-projects. In 1985 I joined Pandata (now Cap-Gemini) as a management consultant / project manager. From 1992 till my retirement in 2011 I was an employee of CSC, where I was involved in outsourcing transition programs in EMEA and also in the delivery of our customer's project portfolios in EMEA-APAC.

I have been a member of the PMI Benelux Chapter since 2000 and PMI NL Chapter since its chartering in 2002. From 2002 to 2005 I served my first term on the Board of PMI NL Chapter, starting as Director Special Events and later as Treasurer. From 2009 till 2011 I was President of the Chapter.

Since then I have been an active member of the "Interessegroep ISO 21500," a joint IPMA NL-PMINLCH group that advocates the global standard on Project Management ISO 21500. In 2012 I was editor of the Dutch edition of the management guide 'ISO 21500 in de praktijk', written by 17 members of the Interessegroep and in 2013 project manager of the English translation: 'ISO 21500 in Practice'.

In 2014 I will take up again the role of Treasurer.

### **Director Professional Development – Rochelle Rober**

I can't express just how thrilled I am to be able to serve the project management community in the capacity of Director Professional Development! But I am sure that you'll see that my ambition and drive to continuously improve and excel at what I do and to grow as a person has been the critical path of my life. This, coupled with my fascination for the phenomenon that we call a "project" and our constant endeavors and efforts to tame unruly project environments, navigate past the constraints and surge onward against the clock to ultimately achieve the project success that we have set our sights on, is what I bring to this new role. Over the next few months I hope you too will be inspired to reach out and stretch the boundaries of your ambition to take your professional development to new heights.

But now a little intro to me...

I was born in Cape Town, South Africa and grew up in the townships during a period great political upheaval and violent unrest. Opportunities for educational advancement were next to nil for the children growing up then. I was brought up with the premise that success and learning are both the consequences of dreams in action. This made me look at life differently – I figured that everything is possible unless proven otherwise and therefore I set a couple of goals and just went for it. While still in High School I found opportunities to improve myself including doing a course with ETI (Electronics Technical Institute – an American electronics college) so that by the time I had completed High School I was ready to take the next step. This came in the form of a position as training instructor in electronics and television repairs (oh, how I miss those solid-state days!). I provided practical training to persons who wanted to re-enter the job market by either starting a business of their own or working for one. I realized that I love helping people and that besides my enjoyment of learning new things, that I absolutely love teaching! Especially finding ways to make difficult concepts easy to grasp was extremely fulfilling. Seeing those students blossom and their growth accelerate in self-propelled advancement was a fantastic reward

In 1990 I joined the department of Post and Telecommunications (PTT) and was selected for an apprenticeship as Technician in the Transmission branch of telecom tech. I had great fun achieving firsts, like being the only female technician actively out there "doing a man's job" for quite a while before more women were inspired to follow. However, during the early 90's, I was introduced to TQM (Demming), project management and project planning, having received Dr. Harold Kerzners book, "Project Management – fourth edition" – I was sold! Wow! I'd heard of PMI but at the time Chapter meetings were being held in the Johannesburg area and I was disappointed at being unable to attend them, however I was sent a copy of the draft version of the PMBOK from 1986 (much thinner booklet than the fantastic Guide that we have now) and this formed the basis for further developing my interest in project management.

As soon as I was able to get involved with projects I did. The first was an RDP project (Nelson Mandela's Reconstruction and Development plan) in 1994 in which we provided the township of Langa with telecommunications access – no mean feat in the time. I discovered first-hand what Stakeholder involvement

really meant as we learned how involving the community (from tribal chiefs to children at local schools) ensured acceptance and success of the project and its deliverables. We worked with new technology for that time, as card-phones were introduced in South Africa in 1993, and so we were confronted with its technical complexities and the need to augment the telecom, infrastructure in while negotiating with municipality and local business to upgrade the local infrastructure cost effectively so that our new phone units could be maintainable and secure. Again, when you see that projects are never carried out in a vacuum, but that they have a ripple effect on the organizational environments that they interface with – on real people - then you realize what a powerful thing this “project management” is and how important it is to develop the necessary skills and competence to be able steer the project and it’s outcomes in the right direction. Later on as I went to study project management and to manage projects on a national level I would continually draw on these experiences and actively seek every opportunity to grow in knowledge and skills.

When I immigrated to the Netherlands at the end of 2001, I chose to make project management the main focus of my career. Since then I have been actively involved as a volunteer with PMI; I have coauthored two books on the ISO 21500 Guidance on Project Management and I have attained two PMI credentials (CAPM and PMP) while currently working towards my third PMI credential. Why the credentials? Because they represent a recognized level of professional advancement in the field of project management that has been validated by experience in applying project management techniques, and tested by an examination of the knowledge attained. PMI credentials are a guarantee of a recognizable level of quality in project management practice. Around the globe project management professionals prove the worth and credibility of their credentials over and over again by living up to this perceived standard of professional excellence.

Of course, attaining the credential is just the beginning. PMI credential holders subsequently embark on a career-long journey of personal professional growth. Maintaining the credential by actively striving towards professional advancement is what keeps us growing to new levels of project management maturity as professionals in the field.

To this end I intend to put my energy and enthusiasm into ensuring that the PMI Netherlands Chapter becomes your partner in helping you to achieve your professional development goals. I look forward to working alongside you, inspiring and being inspired by your professional growth and advancement, and to celebrating your successes with you!

### **Director Membership and Volunteers – Madhav Upadhyaya**

Organizing events gatherings, making plans and implementing them have always been a passion for me. As Director of Membership and Volunteers I will do my utmost to understand the requirements of our members and volunteers. Brainstorming about new methods to attract members and to increase involvement of recent members is therefore essential.

A bit about myself... I have been extensively travelling since 2000. I have worked in both national and international environments, have managed local as well as international projects, have worked with small and large teams, and with multi language/cultural teams. I speak several languages and am always keen to learn about new cultures. I look forward to meeting you and hearing your ideas on how we can increase our numbers and your involvement.

## Mission, Vision and Ambition 2014 and beyond

Project Management Institute (PMI) is the world's leading not-for-profit professional membership association for the project, program and portfolio management profession. Founded in 1969, PMI delivers value for more than 2.9 million professionals working in nearly every country in the world through global advocacy, collaboration, education and research.

PMI advances careers, improves organizational success and further matures the profession of project management through its globally recognized standards, certifications, resources, tools, academic research, publications, professional development courses, and networking opportunities. As part of the PMI family, Human Systems International (HSI) provides organizational assessment and benchmarking services to leading businesses and government, while ProjectManagement.com and ProjectsAtWork.com create online global communities that deliver more resources, better tools, larger networks and broader perspectives.

PMI is driven by a clear mission and an underlying set of values that drive how we act and influence the expectations of our stakeholders. Even as a diverse organization, we share a common set of values. Our core values are not subject to changes in the association and business environment or dictated by trends in organization management. These values are fundamental and deeply held.

As part of our Core Ideology, PMI's Core Values are enduring and are guiding principles upon which we act. At PMI, we believe in:

1. Project Management Impact,  
Project management is a critical competence that has a positive influence on organization results and society.
2. Professionalism,  
Accountability and ethical behavior ensures our commitment to PMI stakeholders.
3. Volunteerism,  
Volunteers and effective volunteer partnerships with staff are the best way to accomplish the Institute's goals and objectives.
4. Community,  
Bringing members of the global project management community together is the best way to advance the project management profession and facilitate their growth.
5. Engagement.  
Encouraging diverse viewpoints and enabling individuals to contribute to the project management profession and to the Institute.

Through times of growth and change, our core values provide continuity and a moral compass, communicating our beliefs and guiding our behavior.

See other important values in the PMI Code of Ethics and Professional Conduct.

Learn more about our purpose, goals and principles in the PMI Strategic Plan.

Find out more on PMI at [www.pmi.org](http://www.pmi.org).



Figure 3: PMI statistics

## Mission

The PMI Netherlands Chapter represents PMI's global beliefs mentioned above "to promote the Project Management profession in all its aspects", in the Netherlands.

"Our Mission is to be an attractive, growing, professional chapter of PMI in the Netherlands, where project management professionals find a relevant environment for development, certification and networking."

From our Charter:

- Stimulate, Encourage and Develop the PM Profession,
- Contribute to the professionalization of the PM Profession,
- Develop and Employ PM Processes, Techniques and Education,
- Participate and Maintain Relations to entities with similar aspirations,
- Participate and Maintain relations to other PMI entities.

## Vision

PMI is the prime source of global knowledge for Project, Program and Portfolio management in the Netherlands.

PMI is the recognized international organization of choice for globally registered Project, Program and Portfolio management certification in the Netherlands.

PMI-NL-CHAPTER is the community of choice for high quality global knowledge sharing for professional Project-, Program- and Portfolio Managers in the Netherlands.

## Goal

Growing the World of Project-, Program-, and Portfolio Management

## Ambition 2014 and beyond

### Membership growth

Although grow in itself is not an ambition, growing is a clear indicator that the Chapter is attractive to (potential) members and that is providing membership value. Per 2014 we were close to 850 members and at the moment the 850 hurdle is passed. We are now stretching towards 1000+ members. Why? Because that is a sound number but is also indicates that we are a mature chapter and that the overall awareness of PMI in the Netherlands is growing.

In 2014 we would like to campaign more frequently in particular via our existing members (bring a friend...) and by hunting after a group of PMI members that are not yet member of the Chapter. By the end of 2014 1000 members? We have 850+ members to support us. Should be piece of cake....

### **Adding membership value**

Growing in numbers means that we need to ensure that we have an attractive program of events, knowledge and networking opportunities. Focus in 2014 will be on continuation and quality improvement but also on stretching towards new initiatives. We will explore this in first Quarter of 2014 and hopefully roll out a new initiative in the second half of this year. Considered are more local/regional meetings focusing on networking.

### **Company outreach**

As the chapter is growing we need to establish better relations with organizations that have adopted PMI or are like to be interested in the global PM wealth PMI has to offer. The latter would typically be organizations that run projects worldwide and need a global language for their projects or need the PMI accreditation to be able to play a role in international projects. In particular Dutch based companies that do business in US, China and emerging countries in Asia and South-America (Brazil, Panama) are target group.

Together with the PMI-EMEA office in Bruxelles we would like to select a few companies and work with those companies towards a relationship that is beneficial for the company as well as our Chapter. At the end of 2014 we would like to establish a PMINLCH organization council as a platform to exchange insights on the project profession.

To start with companies that deliver 15 members or more to the chapter will be approached. This group will be extended with Dutch offices of companies that are represented in the Global PMI Council.

Furthermore companies in the target group will be approach on their Corporate Social Responsibility (CSR) as a hook to explore possible cooperation. Where possible we will re-use some good initiatives taken by the PMI UK Chapter.

### **Academic outreach**

Future sits with our youth. Future project managers for sure can be expected at today's students. Although Project Management is regarded to be a profession there are only very limited possibilities in the Netherlands to create a solid fundament for this profession during BSc and MSc education at University or Universities for applied science (Dutch HBO).

By intensifying cooperation with universities and universities for applied science we would like to explore possibilities to provide today's students a better understanding of project management and the wealth of PMI. We strongly belief that by doing so we contribute to more mature future project management.

By the end of 2014 we would like to have established good relations and cooperation with at least three universities, universities for applied science or likewise institutes.

### **Cooperation with IPMA and other not for profit PM organizations in the Netherlands**

Several initiatives regarding project management in the Netherlands are not specific related to PMI, IPMA or other not for profit organization related to Project Management. Examples are the development and Dutch contribution to ISO 21500 and other ISO standard for Project Management, the recently started Dutch National Research Group and others.

We belief that those initiatives could mature better if efforts are bundled and supported from all stakeholders involved.

In 2014 we will explore possibilities to create an independent entity to coordinate shared initiatives as mentioned. Stakeholders involved can then participate in the governance of this entity.

### **Extend local communities of practice (LIWg's)**

Local Interest Working Groups are considered a very essential part of our Chapter. In 2014 we will focus on improving the whereabouts of existing LIWg's supporting those groups in their search for recognition and visibility. This was initiated at the end of 2013 and we will continue working with the LIWg leaders to mature these very important groups. A list of current Local Interest Working Groups and their contact details is provided in the paragraph "Local Interest Working groups (LIWg's)".

As we regard LIWg's to be very important we would like to extend the number of groups with two more. Topics yet to be defined preferably initiated by a small group of volunteers.

Perhaps in the near future LIWg's should be called local Communities of Practice to align with global naming conventions although there is not necessarily a connection between local and global initiatives.

### Grow number of active volunteers

A not for profit organization can only exist if there are sufficient volunteers willing to lead or support all initiatives a chapter would like to deploy. However it is not only a matter of the more the better. Volunteers need to show commitment and should have a can-do attitude. To be able to recruit more volunteers a volunteer introduction package needs to be developed. This should give any new volunteer a guideline on what is expected, what the support from the chapter is etc.

Furthermore we need to develop a volunteer career plan to guide today's new volunteer to a future chapter leadership role or even more a role within the PMI global organization. It all starts with becoming a volunteer. The PMI VRMS system is used to capture potential volunteers. We will continue doing this in 2014 and we will stretch ourselves to define more positions for volunteers throughout 2014.

At the end of 2014 the number of active volunteers should grow with 1%, which means from today's approximately 5% (40+ volunteers) to 6% (50+). Again not only on paper but active volunteers engaged in the chapter's whereabouts.

### Chapter maturity

As the chapter grows growing maturity of the chapter is key. In 2013 we created a portfolio of strategic initiatives focusing on maturing every aspect of the chapter. The first projects of this portfolio now have been executed. In January 2014 this portfolio was evaluated and where necessary adjusted. Project leaders in the board are assigned and the governance is now part of the monthly face to face board meeting.

We will continue our chapter maturity efforts in 2014.

### Mature chapter within region 8

The PMI Netherlands Chapter is recognized as a mature PMI chapter within PMI's region 8. Noblesse oblige or in English "nobility obliges" and therefore we will ensure that the chapter is significantly involved in region 8 and PMI global development and initiatives.

We will continue participating in PMI Leadership Meetings (LIM) and region 8 meetings as we did before and we will stretch ourselves to present our whereabouts to our neighboring chapters at least at every region 8 meeting.

Furthermore we would like to candidate ourselves for the region 8 meeting 2015 or 2016.

## Budget 2014

As the Netherlands is only slowly recovering from economic decline we don't anticipate to much increase of revenue in 2014. We probably need to work hard to ensure that current sponsor revenue is maintain and where possible will be extended. For sure we need to search for new sponsor packages to make it attractive for sponsor to be sponsor and more important to remain sponsor. We will investigate more tailor made possibilities ensuring however that package remain comparable and have enough "voor wat, hoort wat" or sponsor added value.

As we don't expect an increase of revenue the budget on the cost side will be rather conservative. The golden principles remains that we work with a neutral budget.

COST				REVENU		
	Budget 2013	Budget 2014			Budget 2013	2014
<b>Board</b>	<b>35.250</b>	<b>31.700</b>		<b>Interest</b>	1.800	1.000
Admin & support	26.650	23.500				
PMI Organisation general	2.400	3.000		<b>PMP/CAPM Coaching</b>	9.500	10.000
Bank costs	700	700		<b>Sponsoring cont.</b>	14.000	11.200
Miscellaneous	5.500	4.500		<b>Sponsoring add.</b>	4.000	4.800
<b>Marketing</b>	<b>750</b>	<b>1.500</b>		<b>Result Summit</b>	0	0
Marketing and Branding		1.000	+ project based	<b>Income PMI members</b>	24.750	25.000
Organizational outreach		0	project based	<b>Books Royalties</b>	1.200	2.000
Sponsor obligations	750	500				
<b>Events</b>	<b>3.250</b>	<b>6.000</b>		<b>From Capital</b>	2.750	
New events		1.000		<b>From ISO fund</b>		5.000
Chapters meetings	3.250	5.000				
<b>LIWG</b>	<b>5.250</b>	<b>5.500</b>				
LIWG events	250	500				
ISO standards	5.000	5.000	from ISO fund			
<b>Professional development</b>	<b>10.750</b>	<b>11.800</b>				
PMP/CAPM Coaching	9.500	10.000				
Translations / PM-Wiki	1.250	500				
Miscellaneous		550				
Academic outreach		750				
<b>Communication</b>	<b>0</b>	<b>0</b>				
Web & Social Media	0	0	project based			
<b>Membership &amp; Volunteers</b>	<b>1.250</b>	<b>1.000</b>				
Membership promotion	0	500				
Volunteers	1.250	500				
<b>Strategic Initiatives</b>	<b>0</b>	<b>0</b>				
Miscellaneous	0	0	project based			
<b>Lustrum budget (res. 2016)</b>	<b>1.000</b>	<b>1.000</b>	reservation			
<b>Education budget reservation</b>	<b>500</b>	<b>500</b>	reservation			
<b>Total</b>	<b>58.000</b>	<b>59.000</b>			<b>58.000</b>	<b>59.000</b>

Table 4: budget 2014

Compared to the 2013 budget there are only minor changes at the cost side. Funding of the ISO related activities is covered by a fund that is created from 1-1-2014 onwards.

At the revenue side no big changes either. We expect a slightly higher revenue from royalties as the little companion guide to the PMBOK® 5<sup>th</sup> edition will be translated into German, Dutch, Spanish and French. As indicated above we need to stretch ourselves to ensure that we will continue and increase revenue from sponsorship

## Second Edition of the PMI Netherlands Summit – A Day of Learning

The PMI Netherlands Chapter organised its second annual PMI Netherlands Summit in cooperation with CKC (Centrum voor Kennis Communicatie) Seminars on June 13<sup>th</sup>, in Zeist, the Netherlands.

The programme committee was able to present a collection of keynote sessions, business case studies and interactive sessions, all presented by national and international thought leaders and experts. The theme of this year's summit, "A One- Day Learning Experience that Will Last for Years," met all expectations.

After the kick-off by Cees Pijs, president of the PMI Netherlands Chapter, Lynn Crawford, PhD, PMI-ACP, PMP, professor of project management at Bond University, Australia, and director of Human Systems International Limited, together with Terry Cooke-Davies, PhD, BA, international group chairman of Human Systems International Limited, visiting research fellow at Cranfield University, England, presented the results of research identifying the strategic drivers of delivery capability in different industry sectors.

Jacques Dunselman, programme manager and principal consultant, Capgemini, delivered a lecture on inspiration from the world of aviation for project managers. There are many similarities between managing a project and flying an airplane. Both projects and flights require proper planning and procedures and are expected to arrive on schedule. Mr Dunselman shared his insights on what project managers can learn from the world of aviation and how to apply this to work.

Joseph F. Norton, PMP, senior vice president, deputy CIO, head of Philips IT Infrastructure and Operations, gave a speech about what executives want and need from professional programme and project management. He shared his perspectives and experiences as a project management practitioner and corporate leader. He facilitated a panel discussion on this topic with several senior executives during which attendees had the opportunity to direct questions to the panel members.

Throughout the day the audience could attend a variety of lectures organised in four tracks:

- Learning from peer experience
- Learning on the organisational level
- Learning from outside the box
- Intervision, coaching each other

### Impressions from some attendees:

"I'm glad that I have attended the PMI Netherlands Summit event today. It gave me new insights and understanding. The



*Jacques Dunselman, programme manager and principal consultant, Capgemini, delivered a lecture on inspiration from the world of aviation for project managers at the PMI Netherlands Summit in Zeist, the Netherlands*



*Joseph F. Norton, PMP, senior vice president, deputy CIO, head of Philips IT Infrastructure and Operations, facilitated a panel discussion with senior executives*



*Delegates at work during one of the interactive sessions*



*Delegates networking at the PMI Netherlands Summit*

main thing that I take away from this event is the confirmation of my understanding that project managers need to speak the language of business executives to be able to inspire and connect with each other,” said Stefan Willard, PMP, from Canon.

“I experienced the last PMI Netherlands Summit as an injection of concentrated, useful information and advice on relevant project management topics. Throughout the day I could appreciate and enjoy how professionals from many different fields of work can feel part of the same group and are able to discuss and share experiences on project management without ever needing to use the specific language of their trade,” commented Francesca Manca, programme manager at Octoplus.

“The atmosphere was very positive, the participants were willing to participate and seemed eager to make new contacts and learn from each other. I enjoyed that! The research by Dr Crawford and Dr Cooke-Davies connected with the participants; it is a great example of how research can drive practice,” noted Matthijs Schilder from AMI Consultancy.

The PMI Netherlands Chapter is grateful for all the support of its sponsors who helped to make this event a success, and is looking forward to the third edition of the PMI Netherlands Summit on 12 June 2014.

More information about this event can be found on:

[PMI Netherlands Summit](#).

## Member Survey Highlights

In October we conduct our annual Survey. It is very important to capture as much as possible feedback from our members as delivering membership value is the basis for the Chapter's existence. Membership value is not static but progressing over time. Hence we need constant alignment with our members and the annual survey is one mean to capture feedback. We keep encouraging all members to return the annual survey, the more input we have the better it is, but we encourage our members also to give their feedback whenever appropriate, good or bad.

How did you learn about the PMI Netherlands Chapter?		
Answer Options	Response Percent	Response Count
A friend or colleague	26,00%	32
A PMI Netherlands Chapter Member	15,40%	19
Reading about the Chapter on the Internet	22,00%	27
Email from PMI or the PMI Netherlands Chapter	23,60%	29
Other (please specify)	13,00%	16
	<b>total</b>	<b>123</b>

Table 5: Learn about PMI NL Chapter

From this table it can be concluded that 41% from our members learn about the Chapter via friends or someone close. Hey that is great news. With 850+ members we should be able to grow to 1000+ by just telling your friends and colleagues. Make sure you are the chapter ambassador in your organisation. If necessary we are very glad to support you.

The other important lesson from those figures is that internet and e-mail (newsletter) are very important. So we will continue improving our communication means in particular the social media we use. From good to better to best.

Why did you join the PMI Netherlands Chapter?		
Answer Options	Response Percent	Response Count
<b>You wanted to support your local chapter and profession</b>	33,30%	41
<b>You enjoy networking with fellow Project Managers</b>	46,30%	57
<b>Networking opportunities with PM professionals</b>	48,80%	60
<b>Knowledge &amp; Learning opportunities</b>	67,50%	83

Table 6: Why join PMI NL Chapter

This feedback is very consistent over the last years. You are looking for knowledge sharing en learning and you like to extend your professional networking in meeting peers and other project professionals. Everything we do should at least have one of those aspects in it. That is what you clearly experience as membership value.

Membership PMI NL Chapter	2013		2012	
0-2 years	37,40%	46	43,80%	64
3-5 years	23,60%	29	17,10%	25
>5 years	39,00%	48	39,00%	57
<b>total</b>		<b>123</b>		<b>146</b>

Table 6: Membership years

This table shows that we lose quite some member after 2 year, we assume at first renewal of an accreditation? Unclear why this is happening and therefore what we should do to help members taking this hurdle. It looks like we are slightly improving compared to 2013 but as mentioned we don't know why. Any suggestions on this topic?

Renew	PMI		Chapter	
Yes	98,40%	121	95,10%	117
No	1,60%	2	4,90%	6

Table 7: Renewal

The renewal figure is high but still we have some work to do as almost 5% considers not to renew. One third of these members drops out of PMI but still two third only considers dropping the Chapter. Work to do on luckily a small group: we need to provide more evidence on the membership value on top of the value PMI provides.

What is your impression of the PMI Netherlands Chapter?	2013		2012	
Not Impressed	3,60%	4	9,00%	14
Somewhat Impressed	39,30%	44	47,10%	73
Impressed	52,70%	59	40,60%	63
Very Impressed	4,50%	5	3,20%	5

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ks for itself. We are moving away from "not impressed" to "impressed" but still have a large group that is only "somewhat impressed". Is that a cultural thing and typical Dutch? Anyway work in progress to push this figure towards "very impressed".

Finally the overall rate for the performance of the PMI Netherlands Chapter is 7, 27 (on scale form 1-10). In 2012 we scored a 6, 78. Progressing and we need to maintain carefully what we have and add new and additional value. The target is achieving an 8 because then you are doing well without doubt.

Some additional statistics captured from our survey:

A large group of our members is in mid-career or beyond. Attempts to attract younger people thus far didn't pay off.

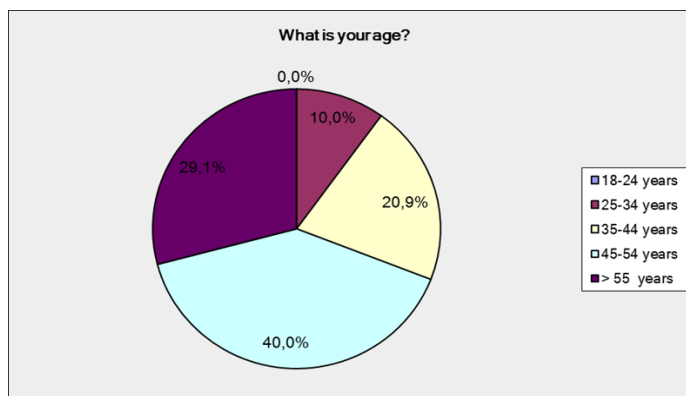


Figure 4: Age distribution

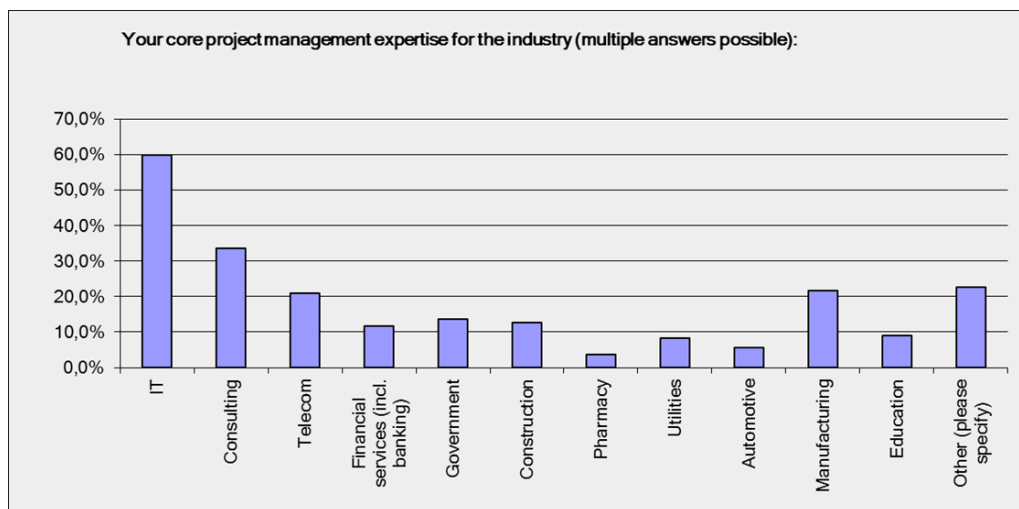


Figure 5: PM expertise per industry

From this table we can learn that a significant part of our members works in IT but other areas are represented as well. We will continue to attract the non-ICT project professionals by delivering a variety of topics.

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