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**PM Tips - Win Bigly Persuasion**



### RE-CHARTERING A GREAT ORG from George Mentz, JD, MBA, CWM®, MPM®, QFP



Founded in 1832, The AASSONE Abolitionist Anti-Slavery Society of New England was the first abolitionist society in the country to advocate immediate emancipation. It was dissolved in 1870 with the end of the Civil War. It was re-chartered in Colorado USA in recent years due to the continued human trafficking abuse and victims from Asia, Arabia, Europe, and Latin American. The organization was re-chartered by George Mentz of Colorado Springs as a concerned international lawyer and human rights advocate. [Read more](#)

AAPM® RECOMMENDED BLOG ARTICLE

### Developing an Effective Project Charter by Rob Sayre

WHAT A GOOD CHARTER DOES

- Eliminates confusion.
- Defines the boundaries.
- Identifies areas which should not be addressed.
- Identifies the deliverable product.
- Provides a basis for team goal sharing.
- Authorizes the team to collect relevant data.
- Provides access to necessary resources.
- Approves time for team members to address problems.

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### by Michele Guttenberger, MPM® PROJECT CAPITAL INVESTMENTS AND THE BCWP

A successful project manager lives in the world of actuals. The principles of project management are having the Budgeted Cost for Work Performed (BCWP) match up to the Actual Cost of Work Performed (ACWP). The key operative word here is "Actual". The deceptive paired words are a "Budget" word start with a "Performed" word end. Not all the costs in a budget are associated to tasks. This is the pitfall of many project cost overruns that accounts for items as project expenditures and not future investments.

How many situations are there where capital equipment is purchased in order to achieve a project endeavor. These asset requirements are rarely accounted as a milestone event that is noted in project status charts. Who champions and authorizes new capital asset investments that enables a project to take flight?

The paradox of this argument is that - the cost was not for this project alone but for the long term pay-off on future projects. Although, it doesn't appear on Gantt Charts, it is certain it will be listed in the company's financial statements. The budgeted cost part of project management beckons project leaders to connect with business financials beyond the life of the project. There is no project metric that shows the return on investment of new capital assets dedicated to a project beyond the project's conclusion.

To be masters of the "World of Actuals" one needs to know how to navigate a project's investment funds as well as the performance of design engineering. The future of other projects needs to be budgeted into the actuals of the current project. The "Actual World" is where the design engineer and the financial planner merge into the same universe that is called a fully committed project with a committed processor

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projects in its future. Innovative financial planning on a project should be as welcomed as innovative engineering.



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Master Alumnus Spotlight on



**Dr. Keith A. Moskowitz**  
PhD, MPM  
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Keith A. Moskowitz, PhD MPM, has more than 20 years leadership experience directing R&D, liaison and strategy in companies with revenues in excess of 1B. Keith has led these companies through start-up, survival, turnaround and growth modes. He is the vice president of Technology and Development at PTS Diagnostics.

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