

# WELCOME TO THE PMI MONTGOMERY COUNTY CHAPTER'S DECEMBER MONTHLY DINNER & VIRTUAL MEETING



# CHAPTER NEWS & NOTES



- **Chapter Election Nomination Window is still open. (Form on website and will be in tomorrow's newsletter)**
- **Nomination window will close on Tuesday 7 Dec with e-election sent out from PMI Global in mid-December**
- **Positions up for re-election/nomination include**
  - **President (Must have Chapter Officer Experience)**
    - **Nominee Received: Mr. Gene Egry**
  - **Co-Vice President of Programs**
    - **Nominee Received**
  - **Vice President of Membership**
    - **Nominee Received: Mr. Matt Lowy**
  - **Vice President of Communications**
    - **Nominee Pending**

## 2021 Board Members



### PMI Montgomery County, MD Chapter Board

- Charlie Geis - President
- Gene Egry - VP, Finance
- Matt Lowy - VP, Communications
- **Manoj Singh** - **VP, Education\***

- Sandy Powell - VP, Membership
- Ruby Bradley-Cain - VP, Programs
- Dr. Scott Chen - VP, Programs
- Jim Steckel - VP, Special Projects

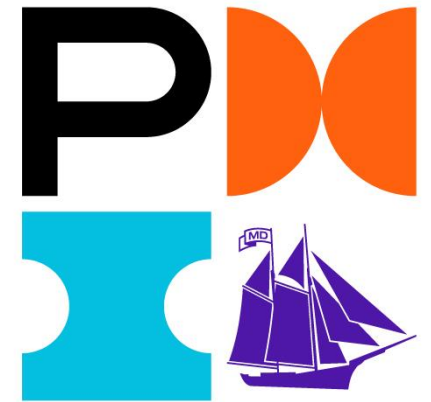
\* Annotates new board officers for 2021-2022 term

# 2022 Schedule

- **We will NOT be having a Monthly Meeting on Wed, Jan 5<sup>th</sup>**

*A mid-month Virtual Lunch & Learn Session is being worked on*

- **Our next Dinner Meeting will be Wednesday, February 2<sup>nd</sup> right at Normandie Farm Restaurant in Potomac**



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# PMI Citizen Development Practitioner Micro- Credential



- Interested in taking more of a technical role within your organization? An understanding of Citizen Development may just be for you!
- PMI is now offering a PMI Practitioner Course w/ Micro-Credential (\$249) in Citizen Development and a Foundations Introductory Course (\$79)
- Both courses are online and self paced

# Congratulations!!



- **Congrats to our newest Certified Chapter Members the last 60 days!**

## **PMP (Project Mgmt. Professional)**

Renee Bress  
Philip Conteh  
Sophie Crochet  
Graciela Heintz  
Supreet Kaur  
Ashish Khatta

Kelli Kilgore  
William Myles III  
Todd Pierson  
Evelyn Solano-Martinez  
Vijay Suryavanshi  
Kristie Taylor

Harrison Urio

## **PMI Organizational Transformational Implementation (OTI) Course**

David Newman

## **PMI Organizational Transformational Orchestration (OTO) Course**

David Newman

## **PMI Disciplined Agile Scrum Master (DASM)**

Marriam Baloch  
LaShaune Barker  
Stephen Kosack

JoAnne Reichart  
Patrick Serengulian

## **PMI Agile Hybrid Project Pro Micro-Credential**

Stephen Kosack

## **PMI Citizen Development Micro-Credential**

Russell Fulcher

# Our Education Partners are still in business and doing Amazing Things!

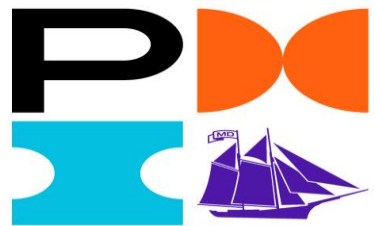




- Our Featured Speaker for this evening is Mr. Jake Lefman (PMP), VP of Energy Market – Acuity International



- *Experienced Project Manager managing projects in 4 continents*
- *Prior PMI Montgomery County Chapter Board Member & Community Leader*
- *A proud New England/Boston Sports Fan!*



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# MANAGING INTERNATIONAL PROJECTS: RISKS, REWARDS, AND SURPRISES

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Jake Lefman: VP Acuity International

Presentation to PMI Montgomery CTY Chapter December 2021

## WORKING INTERNATIONALLY

- **EXCITING-NEW ENVIRONMENT**
- **PREPARE: DO YOUR HOMEWORK**
- **UNDERSTAND THE SCOPE AND EXPECTATIONS**
- **PLAN AHEAD: YOUR OFFTIME ACTIVITIES**
- **HEALTH CONSIDERATIONS: TRAVELING DURING PANDEMIC-AN ADDITION TO THE PLAN**
- **TRANSPORTATION ONCE YOUR ARRIVE**
- **WEEKENDS AND GETAWAYS**

- STAKEHOLDER CONSIDERATIONS
- CULTURAL NORMS: (Arab countries, Asian countries, Greece)
- CONTRACT TYPE
- SCOPE
- RISKS
- PANDEMIC CONSIDERATION
- STAFFING
- INCENTIVES
- CURRENCY FLUCTUATIONS
- PAYMENT TERMS
- CLOSE OUT
- CONTRACT MEDIATION/LITIGATION

# WHAT CAN GO WRONG?

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- **Scenario: You spent 1.5 years negotiation contract using your top legal staff, and got everything settled in terms of scope, schedule, milestones, payment terms, etc. What could go wrong with an international project?**
- Lack of specific acceptance criteria
- Lack of understanding of client on who accepts work
- Lack of client funds for payment
- Currency fluctuations-unadjusted payments
- Client specifies use of in-country legal system rather than international arbitration or US legal system
- Client claims you didn't deliver work or staff

# SECURITY PROJECT-GREECE

- Closed security system for the Greek Olympics
- System Integration
- Multiple subprojects (CCTV, IT systems, aircraft, GPS, Video link, voice recognition, cameras, naval, police and fire systems)
- Communication systems
- Meetings
- Head of command

# SCOPE OF WORK

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- Procure, install, test, and integrate components and systems across the C4I system (C4I stands for "Command, Control, Communications, Computers, and Intelligence")
- Massive effort: Infrastructure development-install cables, cameras, closed circuit tv, listening posts throughout Athens and Olympic village. Install in street, under sidewalks, all over without much support from the government
- Obtain permits
- Outreach with the public
- Metrics and reporting to Greek government
- Security monitoring and consulting
- Systems integration and turnover-major activity

## CONSTRUCTING STADIUM HOSTING OPENING CEREMONY IN ATHENS- 5 MONTHS BEFORE START



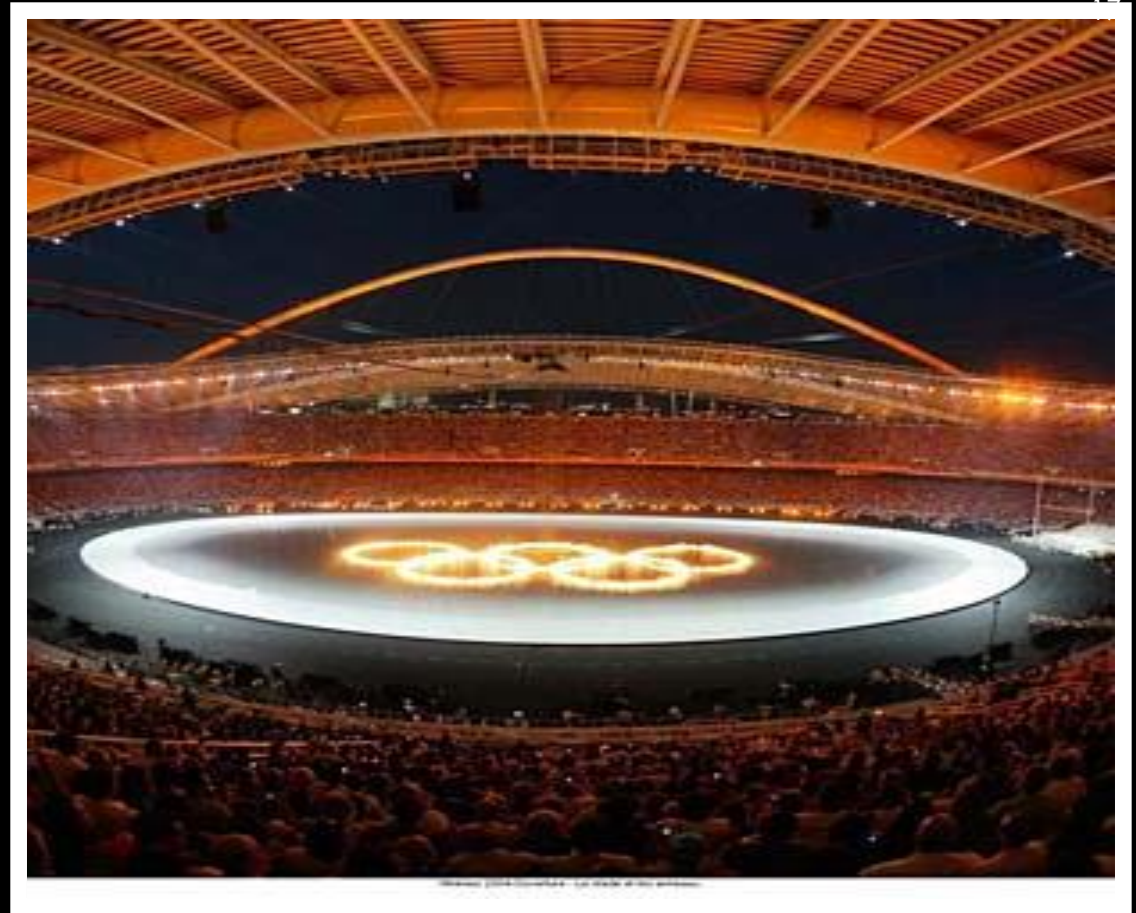
## C4I nerve center-Major emphasis of our effort

Police, fire department, and coast guard work together-1<sup>st</sup> time ever



## Opening Ceremony

Main stadium: they made it by the skin of their teeth



Opening ceremony

US Team



## Part of our C4I security plan

Airship camera used to  
take pics and link into C4I  
center

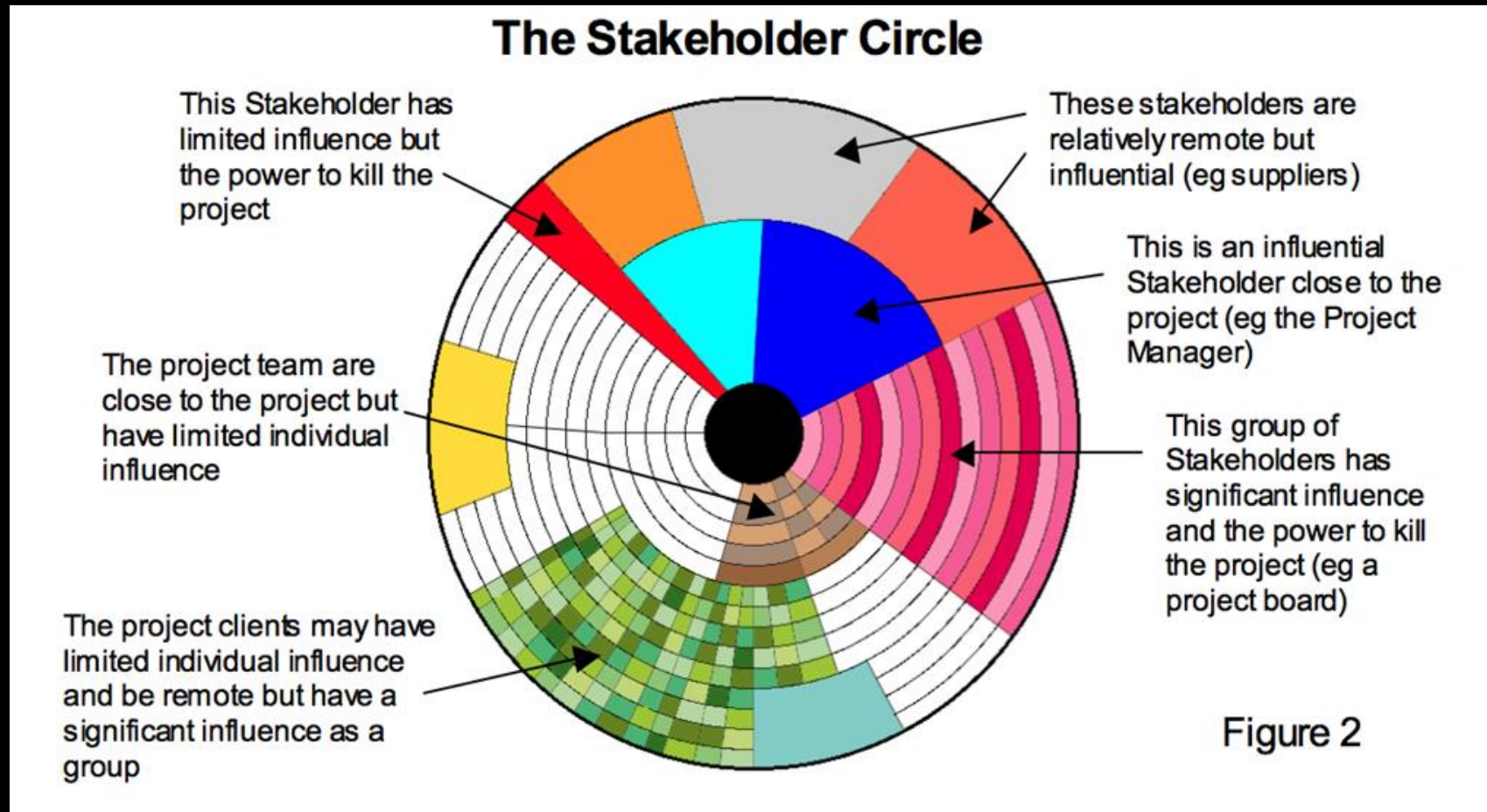


# COST PLUS CONTRACT

- \$540M contract with the Greek government
- Prime contractor partnered with the company and numerous subcontractors from all over the world
- Prime Contractor had problems early on with the Government and negative press including charges of corruption and graft
- Management Changes
- Prime contractor: technical effort with major subs
- 1000s of tasks and work activities categorized by WBS structure

# CHALLENGE 1: ESTABLISHING STAKEHOLDER PLAN AND EXPECTATIONS

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# STAKEHOLDERS:

- Plan was not developed, learned about more and more stakeholders as project progressed
- Stakeholders included various departments of the Greek government, each one autonomous
- General public were major stakeholders which was unbeknown to us till we installed an outdoor camera outside of an apartment house
- Finance Minister
- Municipalities
- Utility companies

- Greek government started preparation for Olympics late
- Infrastructure not ready
- No one in charge
- Did not like/trust prime contractor
- Stove-piped organizations
- Litigious environment

# PROBLEMS AND ISSUES

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- **Did not trust turnover; had to witness installation**
- **Refused payment of invoices until acceptance of systems**
- **Management by committee**
- **Project deadline firm and unmovable**
- **Global security concerns**
- **Olympics cost more than planned, contribution by EU-caused Greek economic downturn**

## WHAT WE DID NOT KNOW THAT WE SHOULD HAVE:

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- The client (Greek government) had a committee representing Police, Fire Brigade, Coast Guard, Navy, and Army of seven people that had to accept systems
- The committee did not want to be responsible for accepting anything
- Waited for next committee-2 years
- No one accepted system
- Had to threaten State Department and international court

# FINAL PROJECT EXECUTION AND CLOSEOUT

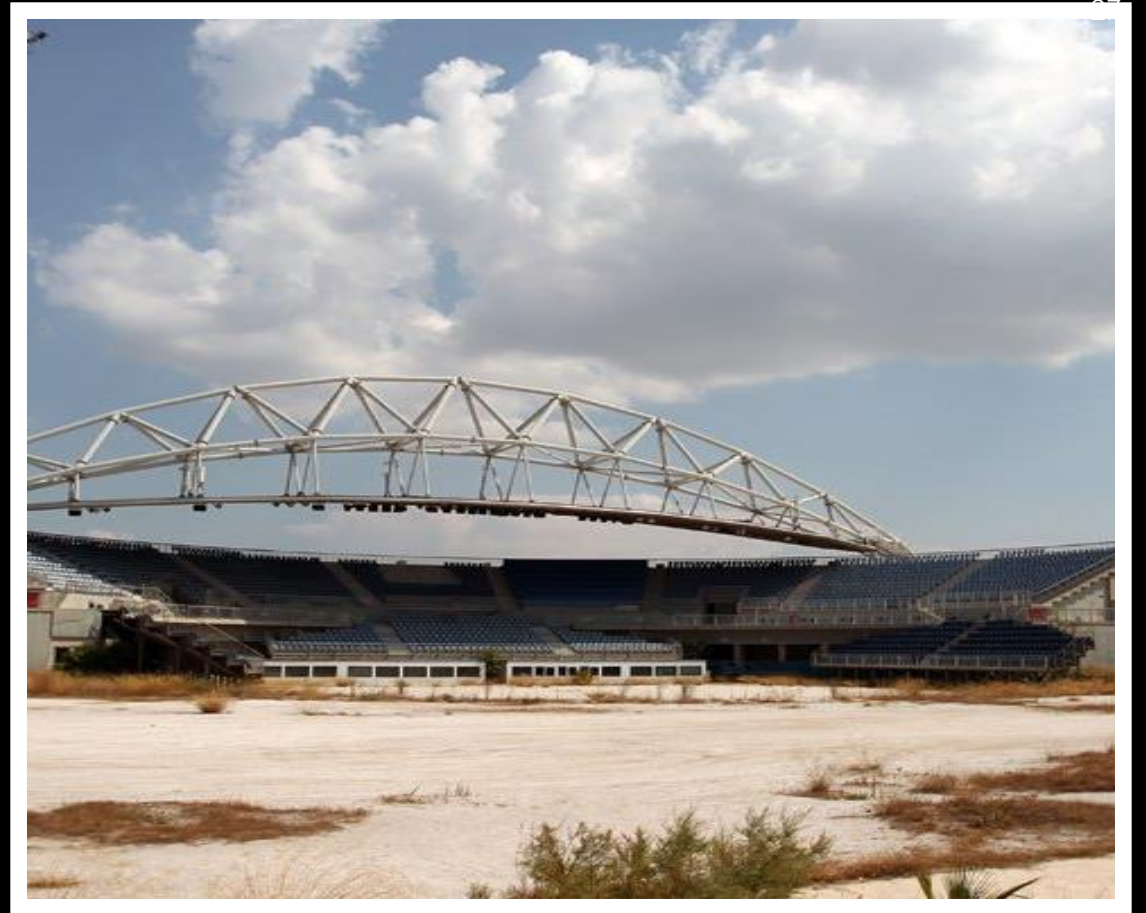
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- Met all milestones
- All systems operable
- Security for Olympics was flawless
- We had work- arounds
- Everyone needed a lot of beer right before and right after Olympics
- Greeks did not pay for contract costs until 3 years after end of Olympics and only paid 80%
- Still responsible for maintenance of systems



## What some of the stadiums looks like today

Beach volleyball  
stadium today-state  
of decay due to lack  
of funds and interest



**Another center  
(aquatic center) today**

Lack of funds.....



# WHAT I LEARNED AS PM

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- Interpersonal relationships more important than work
- Meetings with Greek officials never, ever, started on time
- Action items not closed out
- Lack of PMO maturity and culture



# WHAT I LEARNED AS PM

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- Coffee/socializing sometimes trumped productivity
- Contractor will be blamed for everything regardless of who is at fault
- Never expect to be paid on time
- Mothers bring their sons lunches no matter how old they are



# GREECE IS STILL BEAUTIFUL PLACE TO WORK AND LIVE



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## PROJECTS IN VENEZUELA AND COLOMBIA

- Major oil companies
- IT support
- Remote locations
- Culture change and resistance
- High inflation and currency fluctuation
- Very dangerous-real kidnapping threat
  - Personal experiences

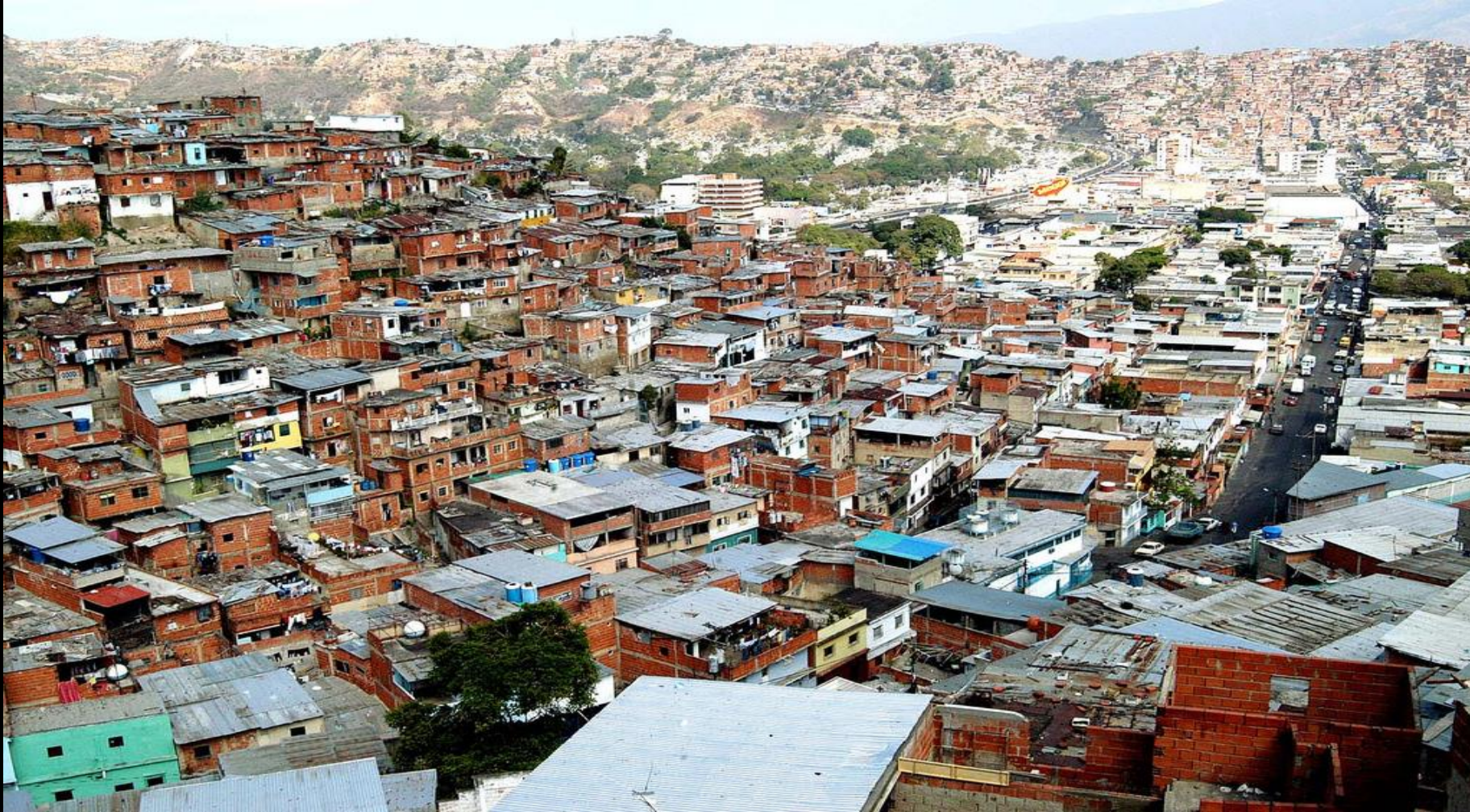
# CARACAS, VENEZUELA

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# ANOTHER VIEW OF CARACAS, VENEZUELA

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# BOGOTA, COLOMBIA



# BOGOTA, COLOMBIA



# BOGOTA COLOMBIA-CLOSE UP



# WHERE OIL COMPANIES ARE LOCATED



# TAKE AWAYS-LESSONS LEARNED

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- Recognize risks of engaging in contracts in countries with unstable government
- Government (Chavez, Maduro)
- Currency issues
- Culture issues-merging of cultures
- Big pockets of US firm
- Personal risks working in these countries-  
Kidnap and security

# WHAT COULD BE DONE DIFFERENTLY

- What are your experiences?
- What risks would be bound?
- How would you develop stakeholder engagement plans?

# NLNG PROGRAM: LAGOS, NIGERIA

- Ensure continuity of operations
- Develop process and procedures
- RACI charts
- Interview key management in NLNGC and Shell Oil
- Very dangerous location: work around
- Payments
- Contracts
- Lessons Learned

# LAGOS NIGERIA



ERIA

# BONNY ISLAND, NIGERIA

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# NLNG-LIQUEFIED GAS (TRAIN)

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# WORKING IN JAPAN

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# FUKUSHIMA DAICHI NUCLEAR PLANT

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# JAPANESE PROTOCOL

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- **INITIAL GREETING: EXCHANGE OF BUSINESS CARDS**
- **PERSONAL INFO: FAMILY, PHOTOS**
- **EXCHANGE OF GIFTS: CAREFUL OF COLORS AND WRAPPING**
- **MEAL ETIQUETTE**
- **Bowing**



# CONCLUSIONS

- Learn as much as you can about the country before you even pursue work
- Contact State Departments and Embassies
- Consider World Bank Projects
- Negotiate international mediation or US court systems
- Ensure you have payment and currency evaluations factored into contracts
- Consider challenges with getting expats and local resources