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Project Management Institute
Michigan Capital Area Chapter

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Michigan Capital Area Chapter Newsletter

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Message from the President

Rick Cummings

Welcome to Spring!!!

This will be my last article for this program year. Due to travel commitments, both for work and pleasure, I will not be able to attend either meeting in April or May. The program year is nearly complete and I wish to thank all of the members who attended the various monthly evening programs and a very successful Professional Development Day last Fall. I would also like to thank Dan Buonodono and his editorial staff for a job very well done!!. The MCAC Newsletter was held up as one of the best among all chapters at the PMI Spring Leadership Meeting in Costa Mesa and is being used as a model for other chapters to emulate.

You will be hearing very soon about the election process for the new board members for 2002/2003 program year with the announcement of elections results at the May Annual Membership and Awards meeting. This year we will have Dave Davis return with his "Songs from Meatloaf" presentation. We have revamped the program agenda so that the evening moves along quickly and has items of interest to all who join us.

The board recently met for a strategic planning meeting and I would like to share some of the direction the Chapter will be taking over the next year. First, I'm proud to say that through the efforts of a number of Board members, the Michigan Capital Area chapter will be hosting Dr. Harold Kerzner, renowned speaker and author, for the September 2002 Program meeting. More information will be provided throughout the summer for this event. **Note:** The Chapter has recently signed contracts with Holiday Inn - West and the 2002/2003 program year will be at this facility.

The board agreed overall to ensure representation at the PMI Leadership meeting held

Continued, see "President" on page 4

Inside this Edition

Message from the President	1
Professional Development News	2
Membership News	2
Program News	3
PM Eye on Joe Gawle	5
Grey Matters	6
Max & Maxine	7
Ask Maxine	7
Tips, Quips and Quotes	8
Communicate, Communicate, Communicate	9
News from National	10
Chapter Events Schedule	11

Professional Development News

Viji Jayaraman

We are offering a PMP prep class this May for those of you who are working hard to take the exam this year. The class will be taught by two members of our organization: Amy Piper and Brian Jennings. They both have extensive PM and teaching experience. The class will be offered on two consecutive Saturdays – May 4 and May 11 from 9:00 AM to 5 PM at:

3001 Coolidge Road
East Lansing, MI 48823
4th floor, PTD/Lansing Computer Institute

This course will review the material that is covered by the PMI certification exam and help students determine their readiness to take the exam. Students are expected to have already spent time studying for the exam. A sample exam will be included as part of the course.

Cost of this class:

\$50.00 for Project Management Institute Members

\$75.00 for Non-Members of the Project Management Institute

Reservations and payment are due by **Friday, April 12, 2002!**

The reservation form is on our website.

We are looking for a few PMP's to help the instructors. These volunteers will help students with exercises during the class. If you are interested in volunteering 3 to 4 hours, please contact Amy Piper at amy.piper@eds.com.

Obtaining PDU's for the dinner meeting is very simple. After the dinner meeting we post information on our website giving the official number to use for registration of PDU's. We also provide this information at the registration table before the dinner meeting.

If you are interested in obtaining PDU's, please ask the volunteer at the registration table for the information.

Membership News

Maureen Myers, PMP

As of the end of March, the Michigan Capital Area Chapter has 206 members! We'd like to extend a warm welcome to our members who have joined in March.

Our newest members include:

Mohammed Alghurabi; Valerie Baldus, Keane, Inc.; Gordon Caverly; James Clark, Coca Cola Enterprises; Holly Dickinson, EDS; Donald Eitniear, State of Michigan-OPM; Andrew Ericksen, Auto Owners Insurance; Patricia Schumaker, Schumaker & Co.; Bret Senters; J. Vincent Swift; Julia Taylor-Young, State Employees Credit Union.

Membership Anniversaries in April:

Louie Calandri, Information Systems Technology; Edward Floyd, Defense Logistics Info. Svc.; Richard Foster, Oracle Corp.; Debra Greger, Defense Logistics Info. Svc.; Elizabeth Hatfield, EDS; Jim Hogan, State of Michigan-OPM; William Howard, EDS; Keith Lockton, Defense Logistics Info. Svc.; Carla Long, EDS; Mark Mashburn; Kristy McNally, Defense Logistics Info. Svc.; Joseph Rozovics, Compuware; Pamela Sawatzki, EDS; Lori Secor, EDS; Janice Tuttle, Defense Logistics Info. Svc.; J. Michael Van Dyke, Provant Project Management; Michael Waddell.

Please join us for the April Dinner meeting at the Holiday Inn South on April 16, 2002. We have an interesting line up for our speakers. Brian Jennings, Project Manager with Unisys will be our bonus program speaker. Brian is a PMP with a BA in Physics from Albion College. Brian currently delivers PMP Exam Preparation classes for Unisys and will be co-delivering the chapters PMP Exam Preparation class in May. His expertise in Project Management makes him the perfect resource to deliver the changes to the PMP exam that took place in March. If you are planning on studying for this exam make certain you don't miss this presentation. It starts at 5:15pm.

In April, we will also be hearing about the newest State of Michigan building that is beautifying the Lansing Skyline. Robin Norman, project manager with Christman Construction on the Michigan Hall of Justice Project, will be our speaker. Robin has an interesting background working for Unocal domestically and overseas in the Former Soviet Union. Robin has a MBA in Environmental Science and a BA in Construction Management. Her perspective on Project Management from a Construction standpoint should prove to be interesting. Make sure not to miss the April dinner meeting!

In the month of May we have another dynamic speaker lined up for you... Dave Davis will be making a wonderful presentation... **A Philosophy of Project Management According to Meatloaf**

In the late 1970's and even up to today, a rock singer named Meatloaf had several hit songs regarding the perils of life. This session will use some of the philosophy presented in those songs of this singer and compare them to the daily life of a project manager. This presentation will look at signs that signal a problem is approaching; ways to avoid it; ways to know when you're in trouble; ways to minimize the damage; and ways to survive after the fact. This presentation will provide small little examples of different situations within the day of a project manager and address it accordingly. Some of the Meatloaf songs and their associated perils include:

"Paradise by the Dashboard Light"

Almost every project has a honeymoon at the beginning, things are bright and rosy, it can all be accomplished and come in under budget and ahead of schedule. This part takes a serious look at the optimism's and pessimism of a project. Are the sponsors wearing rose color glasses and expectations too great. Will the team be "together for the long haul?" What can a project manager do at the beginning to provide a realistic view.

"I'll Do Anything for Love, But I won't do That"

A look at scope management and change control. We too often get into a position of major change in a project and a person has a very passionate reason for making changes. The Project Manager needs to insure change control issues, results, and process are made available to the team.

"Objects In The Rear View Mirror May Appear Closer Than They Are"

Risk, even when something is completed, you still can't sleep at night and just have a "gut feeling" that there is still a potential for problems. This gives some tips on identifying and communicating these concerns.

"Two out of Three Ain't Bad"

Time box planning, if not all tasks are done on the WBS in the time planned, you must modify, refine, etc. This talks about how to divide a project into time boxes and use "Rolling Wave Planning" to keep on top of the tasks and the project. Darwinian Scope Management.

"Where The Rubber Meets the Road"

Issue Management. This will be the bulk of the presentation. Issues are those little things that hang around and need to be answered and communicated throughout the project team in order for certain tasks to be completed and the project to move forward. Some of these issues have a direct correlation to a task on the WBS, while other issues regard policy, philosophy, and direction of the project. This part will look at ways to identify issues, track issues, and most importantly communicate results.

"Life Is A Lemon And I Want My Money Back"

Burnout - team, you, everybody. Getting through the dark days of the project.

"You Took the Words Right Out of My Mouth"

What's being presented here is nothing new. Its just a collection of tricks and tools learned through many years of being a practicing project manager.

Make sure to join us in May...we will have chapter elections and recognitions as well....

President, continued from page 1

in the fall and conduct annual budget and strategic planning sessions. The board also agreed on the following: continue to provide PMP Prep Classes (one being held in May 2002); and hold a Professional Development Day in April 2003. Purchase additional PMP Prep material for the MCAC Library (A number of new resources are now available for check out). This should in turn help increase the number of PMP's in the MCA Chapter. Programs will now include at least 2 or more nationally known speakers for evening program meetings. In addition we will implement "Speaker Guidelines" to better focus program content to the Project Management discipline. Future programs will also consider specialized topics such as IT, government; health care, etc. throughout the year. The Program Committee will review of Bonus Program format and content to better serve the membership needs. Ideas being considered include "Book Club" format; Round Table/Case Studies; and preparatory sessions for the PMP exam. Lastly, we will be considering a time to conduct both a program/breakfast meeting and a program/lunch meeting during the year to determine feasibility and member interest.

Our overall goal is to serve the membership needs in knowledge, career advancement, practical experience and networking opportunities. This in turn, along with additional incentive and publicity programs, will help ensure membership growth and retention in our chapter.

Best Regards,

Rick

Advanced Project Management Tools and Methods Workshop

The Project Management Institutes Michigan Thumb Chapter will be hosting a Professional Development Workshop with Pete Hasek, PMP, on Saturday, April 27th, 2002. This half-day workshop will focus on integrated project management. The workshop takes a hands-on approach to exploring the relationship between Scope, Work Breakdown Structure, Organizational Breakdown Structure, Cost Accounts, Schedules, and Earned Value.

This is intended as an awareness workshop that explains why these Project Management tools are structured the way they are, the relationship between these tools, and the business benefits derived from that structure.

Prerequisite for participants is knowledge of or exposure to each of the aforementioned tools and concepts. The intent is to explore the relationship between them, not explain each one in detail. Exercises include:

- Identifying deliverables in a scope statement.
- Creating the WBS.
- Creating the OBS.
- Creating the Cost Accounts.
- Assessing project status using Earned Value Metrics.

The workshop will contrast a product-driven approach to a process-driven approach. Those who attend the workshop will learn how to:

- Integrate project management tools in a comprehensive way.
- Increase individual project management skills.
- Integrate earned value into their company business processes.
- Enable enterprise project management using Earned Value Management Systems concepts.

This event is being co-sponsored by the Michigan Capital Area PMI Chapter. Take advantage of PMI member pricing!

For more info, visit the Michigan Thumb Chapter's web site at <http://www.pmi.org/chapters/michthumb/>.



Manage Your Projects Like a Magician

The tools you need to manage projects successfully aren't a mystery. When you start with a good project plan, follow a schedule closely, monitor your progress, communicate with your team and your stakeholders and have a proven risk management plan in place, you'll ensure project success.

With courses from ESI International, you'll learn about the tools you need to come out ahead. You'll manage your projects so well, your superiors and your clients might think you've performed magic! You'll know it was just expert project management.

We offer training for the project manager at every level. Plus, ESI enables you to earn a Master's Certificate from The George Washington University. Find out what more than 530,000 professionals worldwide already know — project management training from ESI leads to project success for you!



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PM Eye On Joe Gawle!

Joe Gawle is Manager of the Business Integration Section of the Michigan Department of State, Office of Planning and Integration. His primary line of business is managing IT projects for the Department of State. Joe is currently managing a project to re-vamp the Department of State's mainframe access and security level assignment system. Mostly, Joe serves as an internal project management consultant, assisting other project managers in planning and managing their projects, and is currently developing a project management office function within the Department of State.

Joe states "I have been a member of PMI for about four years. As a PMI member, I go to all the PMI dinner meetings, and find them informative and stimulating. I'm making friends there, too."

Joe is studying for the PMP exam, which he plans to take immediately after the exam prep course in May. He is married and has two grown children. Outside of work he enjoys running and bike riding.

Please introduce yourself to Joe Gawle at a future dinner meeting, and wish him luck on his exam. Joe was the winner of the March, 2002 dinner meeting drawing!



Grey Matters

Random Thoughts on Project Management

by Daniel Belcher, Contributing Editor

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The Future

I clipped out an article titled “25 Technologies to Watch” from the August 2001, Civil Engineering Magazine, that presented many technologies that seem to be from the pages of science fiction. Here were a few of my favorites.

- “Genetic Schedulers” and “Artificial Life Schedule Optimization” will allow software to “randomly mutate”. Once there has been a sufficient number of mutations, the mutation that performed the best is chosen for production. By introducing artificial life to this equation, the computer will be able to think far beyond the cardboard box of the human mind.
- “Holographic Storage” will allow for the storage of “the contents of millions of books – in a piece of crystalline material no bigger than a pinhead”.
- “Optical Cognition” will allow for “femtosecond (quadrillionth of a second) comparisons” of instrumentation measurements.
- “Tacit Knowledge Extraction” which gives the ability to mine information from e-mail and other unorganized sources. “Mining refers to the application of special software to examine the information to see if there are unusual patterns of relationships that are either counterintuitive or not obvious to us for reasons of complexity of non-linearity”.

This article got me interested in the future of IT. To investigate further, I recently searched for innovative software/hardware devices from start up companies. As a result, here are my favorites from the top 25 products to watch (Get your checkbook ready there are millions to be made by the proactive investor):

- **SoleMate** - Belt space is becoming crowded with electronic gadgets and security ID's. Until now an expanding waistline was the only solution. SoleMate is introducing a PDA/Phone that is built into your shoe. Yes, Maxwell Smart was an IT pioneer. The latest prototype features an internal keyboard so that with days of practice you can multi task by typing with your toes and fingers at the same time. The high fashion screen is easily readable while standing, yet attractive enough to wear to a wedding. Beta models have already been released. Rumor has it that several competitors are camped out at airports around the world inspecting shoes hoping to get their hands on one of the prototypes.
- **PortaJon** - Have you ever been on a business trip and need a private connection with the office from the airport or restaurant? Try PortaJon, a safe and secure data port in the privacy of your own public bathroom stall. Just plug your laptop or PDA into the secure data port and you can do your business and check in with the office at the same time. Many companies are also ordering PortaJon in efforts to increase productivity by installing the hardware in executive washrooms.
- **Woomate** - Experts believe reading to a baby in the womb can give them a head start to learning. Woomate is a small egg shaped computer that can be surgically placed inside the mother's womb. Through wireless technology the baby then has access to e-mail, calendar, address book and the world wide web. This makes it easy and convenient for even the busiest IT project manager to communicate with his or her child. Woomate slips out easily during birth and can be used through pre-school. Experts believe that babies using Woomate will be ready for Kindergarten 6 months early and are 60% more likely to become IT project managers!

Sure it all sounds too good to be true – but 100 years ago who would have thought that we would walk on the moon!



Dear Maxine,



I've just been given a project with a set timeline, a fixed group of people to use on the project, and a set of deliverables to produce. I've made a round of estimates based on the deliverables and came up with a timeline that is much longer than the set end date for the project. For projects that I've worked on in the past the timeline is a joint development and have been reasonable. I need some suggestions for how to handle what looks like a project doomed to fail.

Frightened in Fowlerville

Dear Frightened,

It looks like you've run up against the 'Triple Constraint' - Time, Resources, and Deliverables. The triple constraint is evident – given the resources and deliverables you have and you do not think you can make the time. Your choices here are to attempt to negotiate changes to help, based on increasing one of the elements of the triple constraint – that is, more time, more resources or reduced deliverables. Often, reduced deliverables is the most effective solution, particularly if you can present a plan for a 'phased' approach to the project that produces reduced deliverables now, and the rest in a future phase.

You also may be up against a very optimistic project sponsor. Often project sponsors convince other executives they can do projects quickly or inexpensively. You need to do a little probing for this situation, and offer options in your triple constraint arguments that allow your sponsor to not look unsuccessful.

Good luck. We've all been there at one time or another. Sometimes it makes you wonder why we're project managers!

Maxine

Note: Please submit your questions for Maxine to Jerry King, Contributing Editor, at jerryking@attbi.com

Tips, Quips and Quotes

Compiled by **Liz M. Chaney, Contributing Editor**

"Money is only money, beans tonight and steak tomorrow. So long as you can look yourself in the eye."
--Meridel LeSueur

"All happiness depends on a leisurely breakfast." --John Gunther

"Education is not a problem. Education is an opportunity." --Lyndon B. Johnson

"The great question is not whether you have failed, but whether you are content with failure." --Laurence Peter

"In the game of life, it's a good idea to have a few early losses, which relieves you of the pressure of trying to maintain an undefeated season." --Bill Vaughan

"You never know where bottom is till you plumb for it." --Frederick Laing

"Self-pity in its early stages is as snug as a feather mattress. Only when it hardens does it become uncomfortable."
--Maya Angelou

"People do not wish to appear foolish; to avoid the appearance of foolishness, they were willing to actually remain fools."
--Alice Walker

"It may be necessary temporarily to accept a lesser evil, but one must never label a necessary evil as good." --Margaret Mead

"The first requisite for success is the ability to apply your physical and mental energies to one problem incessantly without growing weary." --Thomas A. Edison

"Life is not easy for any of us. But what of that? We must have perseverance and above all confidence in ourselves. We must believe that we are gifted for something and that this thing must be attained." --Marie Curie

"If you keep doing things like you've always done them, what you'll get is what you've already got."
--Anon.

Don't let winning go to your head:

"Even victors are by victory undone." --John Dryden

"You're never as good as everyone tells you when you win, and you're never as bad as they say when you lose."
--Lou Holtz

"Nobody wins unless everybody wins." --Bruce Springsteen

Michigan Capital Area PMI Chapter Mission

The Michigan Capital Area Chapter is established to provide a professional forum dedicated to promoting project management excellence by:

- Encouraging the development of professional project management
- Sharing project management expertise
- Providing project management education and training
- Supporting the application of project management standards

Michigan Capital Area PMI Chapter Vision

The Michigan Capital Area Chapter is the professional organization of choice for project management professionals.

Communicate, Communicate, Communicate

By Judy Walsh, Contributing Editor

How many times have we heard it said? In every walk of life have we heard someone say that their success was built on it. How do you handle “It?” Think about the Communication Management and the style you are applying in your project.

How many times have we naively thought that a plan may not be necessary? Once again the clique’ is heard ‘Fail to plan, plan to fail.’ PMI devotes a complete section of Project Management to Communication Management. Look again at the specific Communication Plan for your project. We can always review and improve.

Are you using your Communications Management Plan or were you just filling out paper when you made it? (You do record one, right?) Does your team know it exists?

In your information distribution, does your team understand why the distribution contains the records it does?

When your project team is giving performance reports, do you utilize the proper analysis? Then, are you reporting the performance based on the analysis or by the ‘seatofyourpants’ tools? Are all changes in your project on the Change Request forms or hidden in discussion around the water fountain? Communicate by using your tools and plans.

When you reach administrative closure are you having a formal acceptance gathering, meeting or party? Whose been gathering your lessons learned and preparing your archives? Your communication to everyone should show the team this is in place.

Even if what you go through is old hat or it’s the first few times and it feels like fire and brimstone, you can grow your Project Communication Management skills. Reviewing will help you have the feeling that you can handle ‘It’.



Mr. William Kerr from Keane, Inc. presenting the “must haves” for establishing a Risk Management Plan for a project. Bill’s presentation followed one of the most well attended bonus programs to date, presented by Mr. David Szary-Founder – “Seeking Employment in a Bear Market”.

News from National...

- Announcing a new PMI Member Benefit: The *Project Manager Competency Development Framework Exposure Draft* and the *Government Extension Exposure Drafts* are now available as read-only PDF files from the Members Only Web site. While these are not official standards and the standards published this coming fall will be different, these exposure draft documents are made available as references for use until the PMI Standards are published later this year.
- PMI Year In Review 2001 Now Available! The *PMI Year in Review 2001*, which highlights PMI's accomplishments from this past year, is now available for download from the PMI Web site. The report features information about member facts and figures, improved and enhanced value and benefits delivered to the members and our global markets; the continued advancement of project management through PMI products, programs and services, and much more. To download your copy, please visit www.pmi.org/news/review/index.htm.
- Announcing a new PMI Member Benefit: The inaugural issue of *PM KnowledgeWire*, the quarterly newsletter of the PMI® James R. Snyder Center for Project Management Knowledge & Wisdom, is available in the Members Only section of the PMI Web site. *PM KnowledgeWire* contains practical tools and relevant project management information; this issue features links to document templates and valuable statistics and figures as well as advice on selling project management. For more information about *PM KnowledgeWire*, please contact nila.sathe@pmi.org. To learn more about the Knowledge & Wisdom Center, visit www.pmi.org/k&wc.
- "The Frontiers of Project Management Research" has just been published by PMI through a joint effort of the PMI Research and Publication Departments. It is available through the PMI Online Bookstore. This 500-page, hardcover book is a collection of state-of-the-art research from around the globe with immediate, practical value. Co-edited by three respected academics in the fields of project management and general management – Dennis P. Slevin, Ph.D., David I. Cleland, Ph.D., PMI Fellow, and Jeffrey K. Pinto, Ph.D.- the book contains twenty-eight chapters authored by internationally known and well-established researchers in project management.
- PMI Board of Directors Election material will only be transmitted via e-mail to all members with a valid e-mail address in the PMI membership database. Therefore, it is essential that the database reflects members' current and correct e-mail address. Additionally, members who desire a paper ballot must specifically register their preference in the database. To update or validate your e-mail address and/or register your preference for a paper ballot, please visit <http://www.pmi.org/members/> and select "Update Membership" after logging into the PMI Members Area with your Member ID and Member Password. If you are unable to access the PMI Web site to update your record, please call PMI Customer Service at +610-356-4600 (Option #8). Members must update their PMI record or register their preference by 5:00 p.m. (US Eastern Time) 30 April 2002 to be eligible to receive a ballot.
- New Research Manager! Beginning on 1 April 2002, Harry Stefanou, Ph.D., joined PMI in the position of Manager, Research Program. Stefanou brings to PMI extensive experience in the management of research and development, commercial development, and total quality management, most recently with the Bayer Corporation. Stefanou holds a Ph.D. in Physical Chemistry/Polymer Physics from City University in New York and brings to PMI the experience and leadership necessary to continue PMI's successful research program and support the continued growth and globalization of the Institute. As previously announced in the January 2002 issue of *PMI Today*®, Lew Gedansky, Ph.D., will now fully assume his role as Director, Center for Operational Excellence at PMI.

Notice

Our Chapter's listserv is self-subscribing. If you would like to receive email-generated announcements regarding chapter activities, you will need to make sure you are subscribed to the Chapter listserv. To sign up as a new subscriber, or if your email address changes, you need to go to the listserv website (<http://listserv.michigan.gov/listserv/subscribe.html>) and select **PMI-Members**. Questions should be directed to Kristen Mullaney, VP Communications at mullaneyk@michigan.gov.

Chapter Events Schedule

APRIL:

Friday, April 12, 2002 – PMI Mid Michigan PMP Prep Class registration due.

Tuesday, April 16, 2002 – Chapter Dinner Meeting, featuring Ms. Robin Norman from Christman Construction, "The Hall of Justice Project" – Lansing Holiday Inn South. Bonus Program: Mr Brian Jennings, "Changes to the 2002 PMP Exam"

Saturday, April 27, 2002 – PMI Michigan Thumb Chapter Professional Development Workshop.

Saturday, April 30, 2002 – PMI Membership update preference for ballot due

MAY:

Saturday, May 4, 2002 – PMI Mid Michigan PMP Prep Class.

Saturday, May 11, 2002 – PMI Mid Michigan PMP Prep Class.

Tuesday, May 21, 2002 – Chapter Dinner Meeting, featuring Mr. Dave Davis, AT&T, "A Philosophy of Project Management According to Meatloaf" – Lansing Holiday Inn South. **Also** – Annual Business Meeting and Awards Program!

Chapter Dinner Meetings are held on the third Tuesday of each month, September through May, excluding December. Bonus Programs are held prior to dinner meetings from 5:15 to 6:00.

Costs: Dinner costs are \$25 for members and \$30 for non-members. Anyone who does not pay in advance will be charged an additional \$5 at the door. If you are not pre-registered, we may be unable to accommodate you due to restaurant limitations.

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