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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

Greetings,
September's dinner meeting went off without a hitch at our new venue at Holiday Inn South. A little cozier than the Sheraton, but very nice and rumor has it that the Veggie Turnover was excellent! We thank Jill Richards for a very good presentation. It is learning these tools and techniques that help round us out as effective project managers.

I would like to remind you all that the Michigan Capital Area Chapters Professional Development Day is just around the corner. On October 16th (Tuesday) please join many of your colleges at this very informative event. There is no better value than our one-day, 3 track (12 presentations), two keynotes, and drawings, all for a low low price of \$125. NOTICE: If anyone, who has already signed up for this event, would like to assist in volunteering, please send an email to me right away. We would like our chapter membership to help introduce the speakers, present them with a speaker gift when they are done, and collect session evaluations at the end of the session. Let me or Viji Jayaraman know if you are interested in helping out.

Registration forms can be found on our web Site (<http://www.pmi.org/chap/mcapmi/>). In addition, we are also holding our regular dinner meeting that evening at the Holiday Inn South. The speaker, Steve Shaughnessy, Traffic and Safety Engineer will be providing a presentation on the I-496 Project "Putting the Fix on 496". More details inside!!

On September 8th the Michigan Chapter Presidents and other board members from Great Lakes, Thumb, and Western Michigan met at Jackson National Life for a

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PM Eye On Glenn Underwood

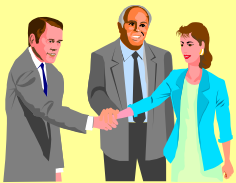
Glenn Underwood is a Project Management Consultant with EDS Project Management Delivery. He has been supporting Information Technology (IT) projects for the State of Michigan over the last few years. Glenn is currently setting up essential PM processes and documents for a Family Independence Agency (FIA) IT project using the State of Michigan's Project Management Methodology.

Glenn has been a member of the Michigan Capital Area Chapter of PMI since April 2000. He attends the dinner meetings to continue developing contacts in the PM arena and to assist others in PM. Glenn was the Bonus Program speaker at the September dinner meeting, and provided those of us who attended a tool to gauge organization status as a projectized organization.

Glenn is married to Mishal, with two daughters Cate (six) and Nicole (four). Cate has just started first grade, and Nicole is looking forward to going to school next year. Glenn's family had fun this summer remodeling the upstairs of an old farmhouse and vacationing in the U.P.

Please introduce yourself to Glenn at a future dinner meeting. Glenn was the winner of the May 2001 Dinner Meeting drawing!

Contributed by Cathy Pelham, VP Special Projects



PM Eye On Elizabeth Moncrief Chaney

Liz Chaney is a Business Tax Specialist with the Michigan Department of Treasury. She has worked for the State of Michigan for 24 years, 14 of those with Treasury in the Revenue Bureau. She holds a BBA in Accounting. Prior to working in project management she applied tax laws and audit processes to computer mainframe programs and PC applications. She works on special projects for the Revenue Administration in the Office of Policy and Research Development. Liz is currently involved in four projects: the IT Resource Management Project as the Project Manager for the Revenue Bureau; the CRM Customer Service Improvement Project as Assistant Project Manager; the Enterprise Security Standard Development Project as a team member; and the Privacy and Confidentiality Project as a team member.

Liz is a chartered member of the Michigan Capital Area Chapter of PMI. She attends the dinner meetings as a learning experience, enjoying the quality speakers and especially the non-meeting time with her peers. Liz has always been very inclusive of new members and guests at the meetings.

Liz is married to Dennis C. Chaney, with an extended family of five children, three girls and two boys. Liz and Dennis have six wonderful grandchildren aged from nine years to four months. Liz enjoys participating in non-profit projects that improve the quality of life and dispel fear of technology in economically poor communities. To that end, Liz volunteers time with a not-for-profit community technology center in the Lansing area.

Please introduce yourself to Elizabeth Moncrief Chaney at a future dinner meeting. Liz was the winner of the September 2001 Dinner Meeting drawing!

Contributed by Cathy Pelham, VP Special Projects



Grey Matters

Random Thoughts on Project Management
by Daniel Belcher, Contributing Editor

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The Shower

It is much easier for me to do my manly home improvement projects when my wife and 2 daughters are out of the house. There are no little girls trying their best to help and no one to complain about all the dust.

My project started the summer of 2000 when my family was away visiting my in-laws. I remodeled a bedroom and had extra dumpster space. Being a frugal engineer, I decided to fill the remaining space with plaster, lath, shower and sink from the downstairs bathroom. I did manage to get insulation and a few pieces of drywall up, but that is how it stayed for a year (toilet with no sink or shower). My wife did well not to nag me until this summer's in-law visit was planned. It quickly became apparent that she expected the bathroom to be completed before she returned.

I started by reviewing my plumbing, drywall and general labor resources with the strict requirement that the candidate must like to fish. My brother came to my rescue and stayed for a week. He is a consultant and is currently assigned to an internet banking project. Through technology, he was able to work out of my house instead of his.

Next I put together a fishing schedule and in turn developed our project schedule. I then went to the home improvement stores and bought everything that I would need: drywall, plywood, cement board and lumber and arranged for delivery. I tend to get everything I need as if I could finish the project in a weekend. Then I trip over everything that I am storing for countless months while the project is delayed by higher priorities. Unfortunately, they would not be able to deliver the materials for a week which caused a delay in the project. The fishing schedule was quickly revised and the project delayed without consulting the primary stakeholder (my wife).

The first weekend, my brother and I replaced all of the plumbing in the house. Two days later it became quickly apparent, after washing the same dishes 3 times, that the dishwasher was no longer working. Tests of other water systems revealed that the clothes washer was also malfunctioning. More unexpected project delays. We spent the night cleaning the screens that trap small particles from the water supply to keep them from entering the washing area. Why there are screens on dish and clothes washers ranks up there with the theory of relativity as being beyond my engineering mind. The way I see it, the particles on dirty dishes and clothes are bigger and dirtier than anything that flows through my water pipes.

The next weekend we installed a new sub floor and headed to the home improvement stores to decide on a shower. We compared showers at Lowes and Menards. Menards won out primarily because they have a truck you can rent to get your large purchases home. They had two 36" square showers that looked the same except one was a 3-piece (\$60 more) and the other a 1-piece. The 3-piece was sold fully assembled. I asked the sales lady why I would purchase a 3-piece shower when a 1-piece was much cheaper. She really did not know but mentioned that you would have to clean the seams on the 3-piece. I bought the one piece. We rented the truck and headed for home. On the way my brother read the instructions (obviously not an engineer). In hindsight the part "make sure shower is delivered early to the construction site" is what sticks out in my mind. Many of you seasoned home improvement professionals may have figured out where this story is going, but at the time I did not have a clue.

The next day after preparing for drywall we decided to bring the shower into the house to see how it looked. We started to lift the shower and it immediately struck us why a 3-piece shower was more expensive. A 36" square shower does not fit through a 32" door. I began to run through the options. A trip back to Menards would take 2.5 hours and cost an extra \$80 for the 3-piece shower and truck rental. I could get the shower into the basement but not up the stairs. I could get it in the house but not to the bathroom. Careful measurements indicated that if I took the bathroom window completely out (down to studs) the shower would easily fit with 2" to spare. This option seemed very risky since I had

Continued, see "Brain Shower" on page 6

President, continued from page 1

Assembly of Chapter Presidents (ACP) Michigan Chapters meeting. Many items were discussed including the new section on the PMP Exam for Professional Responsibility, as well as the new certifications for Certificate of Added Qualifications (CAQ) and Certified Associate in Project Management (CAPM). From that meeting a conference call has been scheduled between the chapter Professional Development leaders to discuss these issues and how we can disseminate as much information as we can on the various subjects. This call is being facilitated by Dennis Bolles of the Western Michigan Chapter. Also discussed was membership retention among the chapters and agreement that members of one chapter can go to any other chapter meetings at their member price.

I will be attending the PMI Leadership Conference November 1 –3rd and hope to have some excellent information to share in an upcoming edition of Maximum Float. Don't forget the 2001 PMI First to the Future Symposium November 1st through the 10th.

We are also going through a reconciliation of our ListServ and membership listing. You may be getting information via email with instructions on how to sign up for the ListServ distribution service. The ListServ is a very useful email tool for the chapter and many notices are sent (including the Maximum Float newsletter) through this medium. However, the same information can also be accessed through our local chapter website indicated above. We encourage you to sign up for the ListServ in order to have the chapter information sent directly to you. The fact that you receive a notice through the mail is an indication we could not find you as a member of the PMI MCAC ListServ. If you do not respond, you will remain off the ListServ service.

I look forward to seeing many of you October 16th.
Take Care and be safe!

Rick

Tactic: Acronym Slaughtering

(Otherwise known as "not knowing your audience")

Judy E. Walsh, Contributing Editor

During the "breaking the ice" portion of a meeting, acronym slaughtering can produce a chuckle and help ease tensions. Some of the acronyms that we may use can be misunderstood at any level. Below are few examples of assumptions that people from different backgrounds can make:

PMI	Project Mgmt Institute	Accountants: P roduct and M aterial I nventory
QA	Quality Assurance	Cost Analyst: Q uantitative A nalysis
IS	Information Sharing / Systems	Scientific Analyst: I nstrument S tudy
EVA	Earned Value Analysis	Human Resource: E vent V iolation A ccepted
AI	Analysis and Investigation	Veterinarian: A rtificial I nsemination
FF	Finish-to-Finish	Psychologists: F ace T o F ace
WBS	Work Breakdown Structure	Payroll Mgmt: W ithholding and B enefits S election

There is an unending list that grows daily. We know that communicating effectively is the part of our job and that it is a BIG (in the best interest of the group) challenge. We can use this challenge to our advantage, including defining an acronym first, any time it is used in a written document. Then, chuckle at what the team can come up with. Lighten the load first and your team will learn they can enjoy the journey!

Membership Corner

Maureen Myers, PMP VP Membership

As of the end of August, the Michigan Capital Area Chapter has 204 members in our Chapter. While we've had many new faces added to our membership, we have also lost a number of members. Due to the tightening economy, we assume a number of companies are no longer supporting memberships.

As the new VP for Membership, I am asking for your input on how we can attract and maintain our membership. We also will be using the results of the membership survey as input to our programming this year. There will be a Membership Committee meeting scheduled in October after we successfully complete our Professional Development Day activities. So please consider participating. (You can earn up to 5 PDU's too). If you are interested please contact me at myersm3@state.mi.us.

We'd like to extend a warm welcome to our members who have joined in the spring and summer. Our newest members include:

April joins: James Wojciechowski, Mark Mashburn, Kevin Dean, Janice Tuttle, Edward Floyd, Aparna Agrawal, Jim Hogan, Louie Calandri, Richard Foster

May joins: Jeanette Clark, Julie Gee, Ken Poddany, Kristie Cheadle, Mary Ladd, Jody Bartilson, Margaret Arend, Gregory Bensinger

June joins: Timothy Diebold, Judith Carroll, Melissa Klutchko, Darlene Jensen, Thomas Franke, Debra Miros, Marcia Wilcox, Garland Salmon, Julie Muszynski, Lynda English, Clayton Tierney, John Hicks

July joins: Henry Mayers, Pamela Witzleben, Irene Mascola, Harshavardhan Takawale, Dawn Brennan

August join: Melinda Curtis.

Hope to see you at the Professional Development Day and Chapter Dinner meeting on October 16!

Professional Development Update

Viji Jayaraman, PMP VP Professional Development

The Professional Development sub-committee has been very busy this summer working on the Oct 16 conference. It looks like the conference is going to be a great success. We have 138 registrants during early registration. I hope we get more soon. Please encourage non-members to register.

We have become a Registered Education Provider over the summer. This means that all the dinner and bonus programs are registered with PMI head quarters. At the dinner meetings you will receive a sheet with the program number and pertinent information that you can mail into PMI headquarters to obtain PDU's for the dinner and bonus programs. You can get 1 PDU for the dinner and 1 PDU for the bonus program.

Upcoming events: PMP prep class in the spring.

Look forward to seeing you at the conference on Oct 16. Please fill out feedback forms at the conference so we can further understand and meet your needs in the future.

Programs Update

Pam Sawatzki VP Programs

Please join us for the PMI Michigan Capital Area Chapter dinner meeting on Tuesday, October 16, 2001 at the Lansing Holiday Inn-South.

The speaker for the evening will be Mr. Steve Shaughnessy, Traffic and Safety Engineer with the Michigan Department of Transportation the evenings topic will be "Putting the Fix on 496".

Hope to see everyone there!!!

Ten Characteristics of a Good Leader

– Ameritech Yellow Pages

Contributed by Ganesh Reddy

1. **Persistence.** Not insistence. A strong leader hangs on a little longer, works a little harder.
2. **Imagination.** He or she harnesses imagination to practical plans that produce results.
3. **Vision.** The present is just the beginning. A good leader is impressed with the possibilities of the future.
4. **Sincerity.** A good leader can be trusted.
5. **Integrity.** A good leader has principles and lives by them.
6. **Poise.** A good leader is not overbearing, but is friendly, assured.
7. **Thoughtfulness.** He or she is considerate, aware.
8. **Common Sense.** A good leader has good judgement based on reason.
9. **Altruism.** A good leader lives by the golden rule.
10. **Initiative.** He or she gets things started – now!

To Succeed, Communicate With Workers

Gannett News Service / Lansing State Journal

Contributed by Ganesh Reddy

Communication skills are key to success for a chief executive officer, according to Executive Communications Group of Englewood, N.J. It said there were six primary traits:

- **Listening:** With ears and eyes wide open, listen to what is said as well as what is not said, especially during times of stress. Determine the true problem with interoffice squabbles, upset clients or project derailment. Take time to fix at that moment.
- **Examine:** Think through problems and look at them from everyone's perspective. Never play favorites or jump to conclusions. Arm yourself with all the facts, and aim to find the solution that is best for the individual and the group.
- **Assist:** Help others turn mistakes into learning experiences. Don't chew people out for errors. Go over what went wrong, where others could have helped and how the situation should be handled in the future.
- **Develop:** Implement fair policies and solutions. When you need to make a tough call, explain how you arrived at your decision, and why you think it is best.
- **Encourage:** Provide employees with the tools, resources and assurance to to the best job. Give people extra responsibility and gently push them to advance to more demanding roles. If you let people grow, they'll reward you with better performance and loyalty.
- **Recognize:** When deserved, praise the positive in every worker. Do not overlook flaws, but give approval and focus on the positive.

Brain Shower, *continued from page 3*

no experience in removing and installing windows. Being an engineer, this last option was quickly adopted. It would save \$80 and should be easy enough that it would not take more than 2.5 hours. Six hours later, knuckles bleeding, voice strained by choice words, the shower was in the bathroom and the window was back together.

That night I talked to my wife on the phone. I said that I had bought a 1-piece 36" square shower for the bathroom. She asked, "How did you get it through the door and into the bathroom?" I thought to myself, "another good reason why it is best to do home improvement projects when my family is out of the house."

The Value of Stakeholders

Todd Trainor, PMP

8/30/01

Stakeholder sign off is one communication management tool that can generate a lot of positive results if you are not in a highly PM disciplined shop.

All projects benefit from managing stakeholders. This is most obvious with big projects. However, this is not obvious for smaller or medium internal projects.

Stakeholder management has two primary benefits: 1) it fosters communication between the project manager and the stakeholders, and 2) it encourages participation from the stakeholders in a climate that competes for resources.

A stakeholder is defined as someone with a vested interest in the satisfactory completion of the project. The list of stakeholders needs to be created by the project manager in the early stages of a project. A stakeholder should be a specific person, not a position or organization. Putting a name on the stakeholder list helps assign personal responsibility to the function.

When selecting a stakeholder, don't confuse a task owner with a stakeholder. Although an individual may have an important role in executing key tasks, that person may not have the authority and responsibility that can help influence the project.

From the beginning the stakeholders should be informed that they will be requested to "sign off" on the project plan. That is, once the project plan has been written and you are ready to enter the execution phase of the project, you will be asking for each stakeholder to sign off.

By signing off, a stakeholder "agrees and commits to the objective, scope, strategy and detailed project plan, including a commitment to tasks, dates, and resources for which they are assigned or have management control." This quoted statement should accompany the sign off request and should be posted on the same page as the stakeholder list.

This encourages them to participate in meetings, read meeting minutes, complete action items, and to understand the project and their role in it. This is really what you want and need, especially during the creation of the project when you need input to create a solid and reliable project plan. And also during the execution part of the project when you need the tasks completed.

Often it is the case that stakeholder and stakeholder resources are divided 18 different ways. You want to

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keep your project on their front burner without being forceful or annoying. The possible stigma of signing off and then failing to keep their commitment is more difficult to explain away to peers and management. If there is a perceived sense that management is looking over those who have signed off, there is more effort to perform.

Although it may be the case that some stakeholders will just pencil-whip their sign off and not give you any additional attention, it is less likely. They will be more inclined to attend your meetings, to read the planning documents, to provide input or suggestions than they ordinarily would. Especially if there is any fear of consequences when a failure occurs in their part of the project after they have signed off and committed to your project.

This sign off and commitment is not legal or binding, since contracts are rarely written for internal resources for small projects. But there is a motivation to perform when you get somebody to say, "I commit to" which is similar to saying, "I promise to."

The completed list of stakeholders should be made available to all stakeholders, management, and peers to view easily. Today, posting the stakeholder list on an internal Project Website would be appropriate. Since your organization may not have a formal project website, yet, you may be the first to create one.

The stakeholder list should also include the date that each person signed off. If an individual stakeholder refuses or neglects to sign off, then this fact is made clearly evident to all. This often motivates stakeholders to sign off.

When requesting a sign off, make an offer to the stakeholders to arrange a personal meeting to discuss the details of the project if they have any questions or concerns. Give them more than enough opportunities to ask questions and raise concerns. Keep making the offer over and over again until they sign off.

Stakeholder sign off is one very effective tool to make your projects a success. When selecting which PM disciplines to use on your small project, you should seriously consider stakeholder sign off as one of them.



Tips, Quips, and Quotes

Compiled by Liz Chaney, Contributing Editor

"The strongest of all warriors are these two – Time and Patience." --Leo Tolstoy

"The man with insight enough to admit his limitations comes nearest to perfection." --Goethe

"In embracing change, entrepreneurs ensure social and economic stability." --George Gilder

"Strong lives are motivated by dynamic purposes." --Kenneth Hildebrand

"Aim at nothing and you'll succeed." --Anon.

"One of the sources of pride in being a human being is the ability to bear present frustrations in the interests of longer purposes." --Helen Merrell Lynd

"Optimism is the faith that leads to achievement. Nothing can be done without hope or confidence." --Helen Keller

"It is a common experience that a problem difficult at night is resolved in the morning after the committee of sleep has worked on it." --John Steinbeck

"One should count each day a separate life." --Seneca

"Bang-whang-whang goes the drum, tootle-tootle the fife; / No keeping one's haunches still: it's the greatest pleasure in life." --Robert Browning

- Good News! The PMI® 2002 Regular Individual Membership Dues will remain at \$119.00 (US). After reviewing the prior year's actual performance in maintaining the balance of dues against member services expenses, no increase in regular dues is indicated for 2002. Also, as recommended by the Dues Project Action Team (PAT), the PMI Board of Directors approved alignment of student and retiree dues to the existing Dues Policy. Therefore, beginning 1 January 2002, student dues will be 25 percent of regular dues, or equivalent to \$30.00 (US) and the retiree rate will be 50 percent, or equivalent to \$60.00 (US). Additionally, as recommended by the PAT and approved by the Board, a Hardship Provision will become part of PMI's Dues Policy effective 1 January 2002. This provision recognizes the possibility that the circumstances of our members could change at any time and PMI should provide an opportunity for them to continue to participate in the Institute. Please look in the October issue of *PMI Today*® for more detailed information about this new membership provision as well as the alignment of student and retiree dues.
- Candidates for the PMP® Certification Examination were previously notified that an additional performance domain, Professional Responsibility, was scheduled for inclusion on the Certification Exam beginning 15 September 2001. Unfortunately, a software-related bug was discovered by Prometric during the final testing which has required the implementation of this new examination version to be postponed. As a result, the existing exam and domains (initiating, planning, executing, controlling and closing) will continue in use, both inside and outside North America, at least until 31 December 2001, and until such time as we are able to provide sixty (60) days notice. PMI® would like to apologize for this inconvenience.

Please note that, starting 1 January 2002, the examination for the PMP® Certification Program will use the new *PMBOK® Guide - 2000 Edition* as one of its references.

- As previously announced, PMI® will continue to make the PMBOK® Guide - 1996 Edition available for viewing and downloading on the PMI Web site until 31 December 2001. Thereafter, the *PMBOK® Guide - 1996 Edition* will no longer be available for viewing or downloading as it has been superseded by the *PMBOK® Guide - 2000 Edition*. However, starting January 2002, copies of the *PMBOK® Guide - 1996 Edition* may be purchased through the PMI James R. Snyder Center for Project Management Knowledge & Wisdom for research or historical purposes.
- The Project Management Institute (PMI®) is pleased to announce the Certificate of Added Qualification (CAQ™) in the field of Automotive Product Development (APD). This professional credential is an industry-specific certificate program for Project Management Professionals (PMP®). Its primary objectives are to identify the industry-specific knowledge and skills beneficial to PMPs practicing project management in that industry and to ensure that PMPs attaining CAQ credentials demonstrate industry-specific knowledge and skills by satisfying all eligibility requirements and passing an examination on industry-specific knowledge. Please check the APD CAQ Handbook online at <http://www.pmi.org/certification/CAQ/caq.htm>, which includes instructions, an examination application, and other details of the CAQ program.

The CAQ examination will be paper/pencil-based and is scheduled on Saturday, 1 December 2001, at Lawrence Technological University in Southfield, Michigan. Please note that the exam date has been moved from the 29 September previous schedule. Applications should be submitted to the PMI Certification Department, Attention CAQ, Project Management Institute, 4 Campus Boulevard, Newtown Square, PA 19073 USA. Applications will be accepted until 1 November 2001. For questions regarding the CAQ - APD examination, please contact the Certification Department at +610-356-4600.

- On 1 October 2001, the Exposure Draft of the Project Manager Competency Development Framework will be posted on the PMI Web site for viewing and downloading to facilitate review as well as solicit comments and recommendations. Please let your views be known by completing the online form. The Exposure Draft will be available until 1 December 2001 at www.pmi.org/standards/PMCDF/exposedraft.

Program Events Schedule

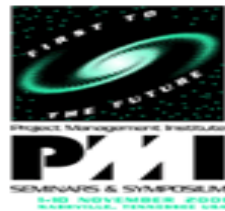
The Chapter Dinner Meetings are held on the third Tuesday of each month, September through May, excluding December. The Dinner Meetings are held at the Holiday Inn South Hotel and Convention Center. Bonus Programs are held prior to dinner meetings from 5:15 to 6:00.

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.

October 16, 2001 -- Michigan Capital Area PMI Chapter's Professional Development Day 8:00 am to 5:00 pm, Lansing Holiday Inn West

October 16, 2001 -- Chapter Dinner Meeting, featuring Mr. Steve Shaughnessy, Traffic and Safety Engineer with the Michigan Department of Transportation The topic will be "Putting the Fix on 496" – Lansing Holiday Inn South

November 2001 -- Chapter Dinner Meeting, featuring Ms. Mary Levine, State of Michigan, "The 800 Mhz System Project" – Lansing Holiday Inn South



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Become an exhibitor or
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Also available for viewing
is the Monday Morning
General Session from PMI
2000

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