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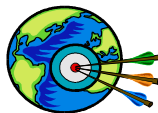
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President's Corner

Maureen Myers

Bulls-eye! Our first year has been challenging, exciting and eventful. Our membership has exceeded our expectations—hats off to all our members! The 2000-2001 year holds potential for even more growth, progress in establishing our chapter's direction, and programming. I would like to take this opportunity to personally encourage interested members to run for an Office on the Board of the Michigan Capital Area Chapter (MCAC). If you are elected as President or as a Board Member, you will have the opportunity to assist in determining the Chapter's future direction. The current MCAC Board initiated a strategic planning process; and the next Board will be able to refine and enhance our objectives and programmatic efforts.

The MCAC Bylaws provide for a turnover of a portion of the Board each year. Our intent is to draw in new people with new ideas with an easy transition period provided by the assistance of our experienced Board Members. The Board is now seeking a diversity of perspectives and would like to broaden our membership to other Project Management areas and industries.


 Now a pitch for my position:

As President of MCAC, you will be offered a wide range of opportunities, such as:


- Working with a challenging and progressive Board.
- Attending the annual PMI Leadership Meeting where hundreds of PMI leaders share experiences, both good and bad.
- Being involved in various aspects of program development.
- Receiving all this and you don't have to visit any Buddhist temples or Bob Jones University to get elected.

If you are interested in running for one of the open Board seats, the President's position, or would simply like to nominate someone, all you need to do is complete the nomination forms that were recently e-mailed to you. If you are a Chapter Member and did not receive a form, please contact Ginger Schoettinger at schoettingerg1@sosmail.state.mi.us.

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PM Eye on Francine Wresinski



Francine Wresinski is the manager of the Internal Integration Section of the Office of Special Projects at the Michigan State Police. Fran's primary line of business is public safety. Fran is involved in information technology project to be used by troopers, courts, counties, local agencies, and other state and federal agencies. Fran is working toward obtaining her PMP and is interested in obtaining advice from anyone who has recently taken the exam. Please introduce yourself to Fran at a future dinner meeting, as she was the latest winner in the "free dinner" drawing!



Events Schedule

The Chapter Dinner Meetings are held on the third Tuesday of each month, September through May, with the exception of December. The dinner meetings are held at the Lansing Sheraton 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.

April 18, 2000 - Roy C. Greenia, PMP, "The Project Management Aspects of Getting a New Model Year Automobile Into Production."

Bonus Program: "Project Communications Management," Amy Piper

May 16, 2000 - Annual Business Meeting and Awards Program

Bonus Program: "Project Procurement Management," Mark Lawrence

September 19, 2000 - "House Moving Project," Ruth Varner

October 17, 2000 - "Habitat for Humanity Housing Projects," Jennifer M. Grau



VP Programs

Scott Brown

Last seen in the Lansing vicinity searching for PMI dinner meeting speakers and Bonus Program providers. Also known to engage in activities such as writing speaker confirmation letters, thank you notes, presenting recognition certificates, preparing monthly status reports, introducing speakers, and attending PMI Board meetings.

If suspect is spotted, provide contact information to any PMI Board Member or call Special Agent Brown at 517-281-6729. Reward offered. Anonymity guaranteed.

Featured Speaker

Roy C. Greenia, PMP



Roy C. Greenia, PMP, is a Senior Program Analyst for Robbins-Gioia, Inc. He has eleven years experience in various aspects of program management, mostly on site at various automotive design and manufacturing environments with Ford, General Motors, and their suppliers. Currently, Roy is conducting an Assessment of Project Management Processes at a Tier I Supplier. Roy's Bachelor's Degree is in Marketing from Michigan State University. He is a Certified Project Management Professional and serves as a volunteer with the PMI Certification Committee. He is also Co-Chair of the Core Development Team of the Automotive Product Development Certificate of Added Qualifications. Roy is married, has three children, and lives in Grand Blanc.

April Meeting Sponsored By



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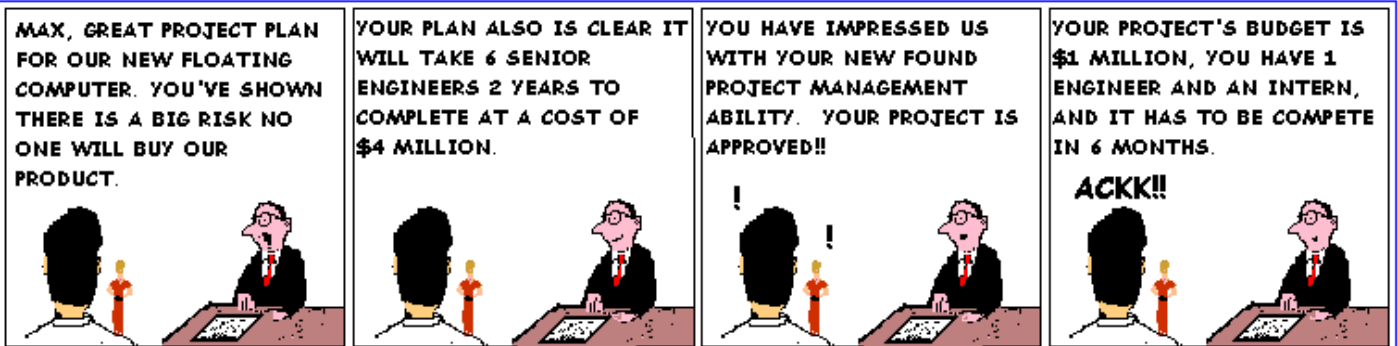
Bonus Program

Amy Piper

"Project Communications Management"

MAX & MAXINE

BY LARRY SELVAGE & DAN BELCHER





VP Communications

Ginger Schoettinger

It has been a privilege serving as Vice President of Communications for the MI Capital Area Chapter of PMI during its first year.

The duties (as I have accomplished them) include taking and reporting minutes of board and program meetings, then distributing them to the appropriate individuals. (Mailing lists will be provided.)

In addition, the VP of Communications maintains the e-mail scheduled activity for the notification of program meetings, distribution of MAXIMUM FLOAT (the chapter newsletter) and other items determined appropriate to send to the membership.

On average, I probably spend from 4 - 8 hours monthly (a few more hours on busier or planning months).

One of the advantages of this position is that you have an opportunity to become e-mail pals and a contact point for members of the chapter. This is a fun position and I recommend it to anyone interested in having a personal impact on the organization.

It has been a pleasure to serve the chapter membership.



Quotes, Quips and Tips

The sooner you make your first five thousand mistakes the sooner you will be able to correct them. **-Kimon Nicolaides**

Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity. **-General George S. Patton**

Democracy is a process by which people are free to choose the man who will get the blame. **-Laurence J. Peter**

If Stupidity got us into this mess, then why can't it get us out? **-Will Rogers**

No one can make you feel inferior without your consent. **-Eleanor Roosevelt**

There's only one me, and I'm stuck with him. **-Robert L. Stanfield**

He was a bold man that first ate an oyster. **-Jonathan Swift**

The nice thing about standards is that there are so many of them to choose from. **-Andres S. Tannenbaum**

I'd give \$1,000 to be a millionaire. **-Lewis Timberlake**

The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn. **-Alvin Toffler**

It is amazing what you can accomplish if you do not care who gets the credit. **-Harry S. Truman**

To succeed in life, you need two things: ignorance and confidence. **-Mark Twain**

I think there is a world market for maybe five computers. **-Thomas Watson, Chairman of IBM, 1943**

Experience is simply the name we give our mistakes. **-Oscar Wilde**

I not only use all the brains that I have, but all that I can borrow. **-Woodrow Wilson**

Finally, in conclusion, let me say just this. **-Peter Sellers**

If you're going to do something tonight that you'll be sorry for tomorrow morning, sleep late. **-Henny Youngman**

PMI Word Search

B	H	P	M	I	C	H	Z	R	F	T	R	E	P	M
D	A	E	D	U	R	A	T	I	O	N	O	N	R	A
N	M	S	L	O	A	N	A	S	R	V	Z	E	O	R
O	M	T	E	F	S	G	R	K	W	S	S	T	G	G
U	O	I	A	L	H	E	R	M	A	E	C	W	R	A
R	C	M	D	O	I	R	O	N	R	A	H	O	A	I
A	K	A	L	A	N	N	W	V	D	S	E	R	M	D
K	K	T	P	T	G	V	E	B	P	D	D	K	J	O
R	L	E	A	R	N	E	D	V	A	L	U	E	H	T
O	F	Q	T	R	O	F	F	E	S	F	L	P	G	E
W	K	P	H	Y	T	J	R	W	S	K	E	O	S	R
T	C	T	G	N	O	D	E	J	L	H	G	C	O	A
A	A	A	Z	T	R	A	H	C	R	A	B	S	Z	P
S	L	O	R	T	N	O	C	Y	T	I	L	A	U	Q
K	S	T	A	K	E	H	O	L	D	E	R	P	M	P

- | | | |
|----------|--------------|-----------------|
| BASELINE | EARNED VALUE | PROJECT |
| CRASHING | ESTIMATE | PATH |
| DURATION | SCOPE | PROGRAM |
| FLOAT | SCHEDULE | QUALITY CONTROL |
| HAMMOCK | RESERVE | RISK |
| HANGER | WORKAROUND | SLACK |
| NETWORK | STAKEHOLDER | FORWARD PASS |
| LAG | NODE | EFFORT |
| PERT | LOOP | TASK |
| RFP | BAR CHART | PMP |
| LEAD | PMI | ARROW |

MAXIMUM FLOAT

Published Monthly prior to Chapter meetings.

- | | |
|---------------|---------------------|
| Dan Buonodono | Managing Editor |
| Dan Belcher | Layout Editor |
| Larry Selvage | Contributing Editor |
| Jerry King | Contributing Editor |
| Liz Chaney | Contributing Editor |

Please send comments, suggestions and articles to buonodonod@state.mi.us



Twelve Reasons Why Programs Fail

John Gioia, PM Magazine, November 1996

An analysis of program failures, both publicized and unpublicized, shows that the principle cause for program failure can be distilled down to twelve fundamental reasons.

#1: Underestimating Program Complexity

All too often, organizations embark on a large program having underestimated its size and complexity. Even savvy program managers who realize they face great challenges often fail to appreciate the full scope of the undertaking at the outset.

Underestimating complexity leads to poorly detailed management plans. The larger and more complex the program, the more detailed the program plan must be. While most program managers know that large programs must be dissected into incrementally smaller work elements, few actually break the program down to the level necessary to effectively manage it in sufficiently discrete work elements.

#2: Lack of Access and Internal Communication

As organizations implement their program plans, often they fail to view, listen, and communicate effectively. This usually results from the internal organizational structure. Because the program management function often falls outside the organization's core business competency, the program manager may not have access to critical information in different departments that affect the program. Without this deep insight into all factors that impact the program, the program manager is at the mercy of unforeseen influences. Fluid internal communication among different departments can prevent any potential negative impacts to the program.

Even when the program manager is armed with such deep access, authority to control these potentially negative impacts is critical. The program manager must be granted authority to proactively manage these influences to the program in order to keep it on the track of success.

#3: Not Integrating the Key Elements

Years ago, program managers concentrated on managing schedules. Now cost control and configuration management are universally recognized as key management processes requiring management's attention. However, only recently have program managers recognized the value of integrating all these processes.

Because these processes are inextricably intertwined in their effects (e.g., a delay in schedule will almost certainly lead to cost overruns or introducing changes midstream will likely impact both schedule and cost), the processes must be integrated. By integrating the processes, program managers can see how changes in one area impact another area and proactively manage them accordingly.

Integrating multiple processes to show and affect their relationships and impacts is a highly sophisticated effort. Organizations with relatively little program management experience will fail to implement them and will undoubtedly suffer the consequences. In addition, few software tools are designed to support this kind of integration.

#4: No Measurable Controls

How do you know when your program has succeeded? At first glance, this seems an obvious question with an absurdly obvious answer. However, most organizations fail to build such metrics into the program plan. Every program is designed to accomplish some fundamental goal: for example, deliver a quality product to market faster than the competition or introduce new technology to reduce operating costs and enhance usability. In the first example, metrics should measure product quality and speed of market delivery; in the second example, metrics should measure reduced operating costs and increased user friendliness and acceptance. Through metrics, the organization can quantify crucial parameters in a meaningful way. When an organization sees that its product reached market by "so many" weeks ahead of the competition or its product experiences "some" percentage of fewer defects requiring repair, it knows how successful its program really is. Without metrics, the final assessment of success or failure is left to individual interpretation rather than grounded in bottom line measures that stem from original goals.

#5: Requirement Creep

Some programs fail due to "requirement creep." "Requirement creep refers to adding new requirements or introducing changes which move the program further from the original Statement of Work (SOW). Properly base lining requirements and maintaining the SOW will overcome requirement creep.

Requirement creep typically results in delayed scheduling and spiraling costs, both of which will drive the program down. Just as important, as the program moves away from the original SOW, program managers cannot deliver against the original requirements, making measurement of success impossible.

#6: Ineffective Implementation Strategy

In the program management arena, implementation is the key to success. Organizations will invest time and resources carefully designing a sophisticated plan, only to fall short in the implementation. Some of these organizations naively use software packages to produce a variety of attractive outputs and consider this a sufficient plan to ensure success.

Regardless of the quality of the management plan, organizations must follow through with effective implementation to succeed. Program success hinges on two fundamental concepts: a high-quality plan and effective implementation. Any plan that remains on the drawing board is little more than a concept until the organization implements it and moves it from "concept design" to a tangible solution with measurable results. Most consultants do not specialize in implementation. In fact, few even attempt it. In a classical consulting role, these individuals will assist in designing the plan for their customer, then leave the customer to implement the plan for themselves. Yet it takes as much specialized expertise to effectively implement as it does to develop the plan. Either the organization must have the internal program implementation competence or turn to a specialized program implementation partner who can support them.

(To be continued in the next issue)