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Message from the President

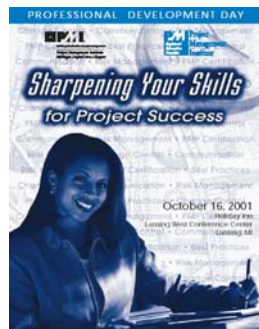
Rick Cummings

The new program year is now upon us and I would like to take this opportunity to welcome you to a very exciting Michigan Capital Area Chapter Program Season. First, allow me to introduce myself to those new members that have joined us over the summer. I am currently with Jackson National Life Insurance Company leading the Project Office and Business Recovery Management departments within Internal Audit. I'm a certified Information Systems Auditor and (like many of you), getting ready for taking the PMP exam in the very near future. I have been with Jackson National for 2 and half years. Prior to Jackson National, I worked 16 years for NCR Corporation in a variety of management positions including Program/Project Management, Internal Audit, Information Systems, and Accounting. I received my Bachelors Degree of Business Administration from Western Michigan University and Masters Certificate in Project Management from George Washington University. I was born and raised in Battle Creek where I attended Harper Creek Community Schools. I live near Holt with my wife Becky and our furry canine children, Angus, Kael and Zeus.

I'm very excited about a number of activities that have been planned for this year. The Chapter holds monthly Dinner Meetings for its members and guests. These meetings are held on the third Tuesday of each month, September through May, with the exception of December. This year the Dinner Meetings will be held at: Holiday Inn South Convention Center, 6820 S. Cedar Street, Lansing (at I-96 exit 104). Our first dinner meeting is September 18, with Ms. Jill Richards, Vice President of Advisa Group. She will be discussing *Project Rescue: Identification of a Project Nearing Crisis*. In addition we will be providing a Bonus Program, led by Glenn Underwood (EDS), discussing "*Project Health Checks*". This should be a great lead in to Jill's presentation. Mark your calendars and get those registrations in today!! Also, please

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Vice President of Membership Intro

Maureen Myers, PMP

I'm back...and I've got big shoes to fill. After serving as the charter President for the chapter and one year as Immediate Past President (a grueling role), I will be taking over the task of maintaining and growing our Chapter membership from Rick Cummings. Rick has done an excellent job of tracking membership and encouraging new participants in the chapter.

We currently have a small membership committee dedicated to developing presentations, strategies and other innovative approaches to growing the chapter and keeping our current members engaged. If you are interested in participating on the committee (and earn up to 5 PDU's), please email me at myersm3@state.mi.us.

My goals for the next term are to

- Maintain and increase an active membership committee to implement membership initiatives
- Attract membership from industries and companies not currently participating in the Chapter
- Increase membership to 250 members
- Determine desired services to retain our current members
- Investigate corporate memberships

Please look me up at the meeting and let me know what we can do for you as Chapter members. Hope to see you at the dinners and our Professional Development Day on October 16.

Vice President of Publicity Intro

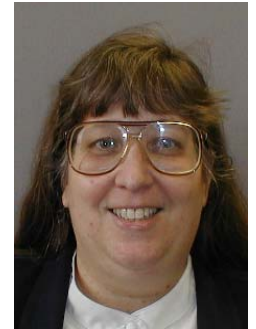
Dan Buonodono, PMP

I want to take this opportunity to thank all of you who supported me in by bid for a second term as your VP of Publicity. This position entails participation in the administration of the chapter (Board Meetings), as well as managing the Chapter's website and newsletter.

My goals for the coming two years are simple... Communicate information to the chapter membership in a professional (and sometimes comical) manner through Maximum Float and our simple, yet informative, website. With your help, and the help of the MCAC Editorial Board (see last page of this newsletter for a list of these super individuals), I can achieve these goals. You can help by sending me useful, informative articles that will benefit your fellow chapter members.

Vice President of Special Projects Intro

Cathy Pelham



I am Cathy Pelham, and have been elected to the office of Vice President of Special Projects. I am employed by the Department of Management and Budget as an IT Analyst serving Management Services groups. The focus of my work is as a project manager on software acquisition and implementation projects. I look forward to serving the membership in the Special Projects arena.

Special Projects will focus on assisting the Professional Development Day sub-committee through the end of 2001. I have been reviewing special projects and services offered by other PMI chapters, and look forward to your suggestions. Please contact me at pelhamc@state.mi.us, or talk to me at the dinner meetings. And don't forget to register for the Professional Development Day Conference!

Vice President of Finance Intro

Ruth Mealy



My name is Ruth Mealy and it is my honor to be able to represent the Chapter as the VP of Finance this year. I am a Certified Public Accountant and serve as a manager of audit and consulting engagements with Andrews Hooper and Pavlik P.L.C.

I am looking forward to the upcoming chapter year and the opportunity to assist the chapter in developing and achieving financial goals that are appropriate for our rapidly growing association. While, as a CPA, I have taken on the role of VP of Finance, I also look forward to assisting my fellow board members in achieving all of the Chapter goals for the upcoming year.

Thank you for entrusting the Chapter's finances to me. I pledge to adhere to excellent standards of ethics and integrity in fulfilling this Chapter role.



Grey Matters

Random Thoughts on Project Management

by Daniel Belcher

Conferences

I will soon attend a large conference in Philadelphia. The PMI Professional Development Day is also right around the corner! So, I thought that I would share some of the things that I have learned while attending conferences.

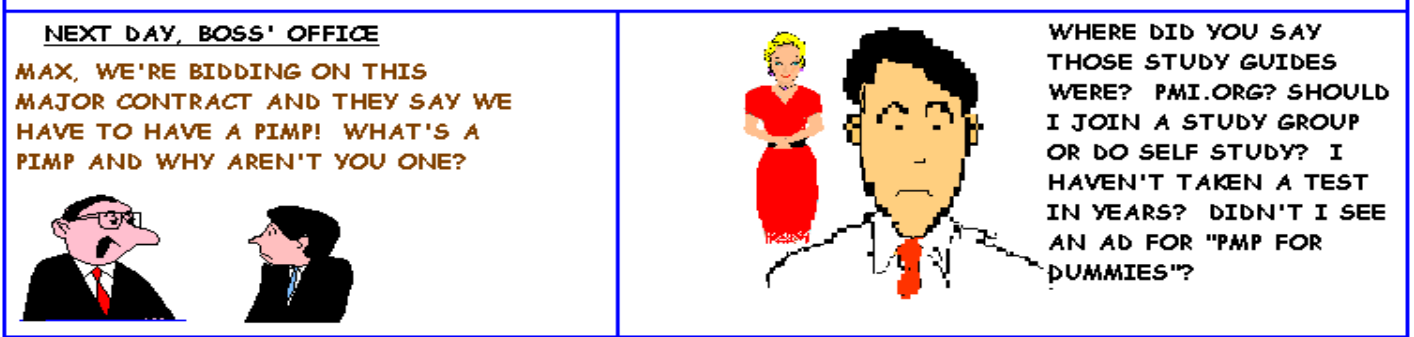
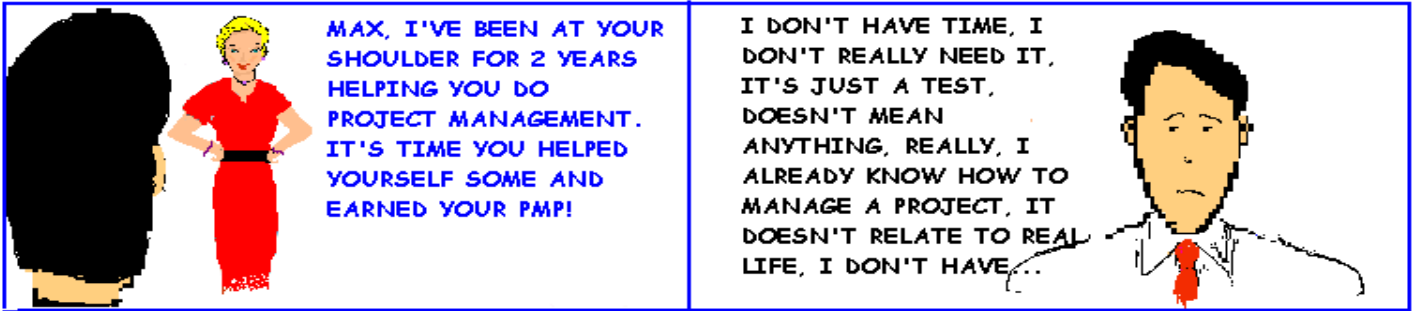
Many of the multi-million dollar conference centers around the country (Baltimore comes to mind) apparently could not afford clocks. Typically events are scheduled on 15-minute intervals. Not being one to wear a watch, this can be very frustrating. I have been embarrassed several times, either having to wear my wife's watch or caught staring at a stranger's wrist. I now make it a point to take a watch.

I have also determined that a mechanical pencil is good to have with me, and that it is important to sit towards the back of a conference room (these will become apparent shortly).

I often find myself in a presentation that quickly loses my attention. During these presentations, I have noticed that fellow attendees often choose to catch up on lost sleep from a night out on the town. In my opinion this is very disrespectful. In an effort to help these folks (myself included), I have developed the top ten ways to survive a boring presentation:

10. Study your conference schedule as if it were a horse race program and attempt to pick the winning sessions to attend. Keep in mind novices often blindly pick horses by number, cloth color, jockey, or horse's name and frequently do better than the experts who study the statistics.
9. To feel more comfortable when speaking, they say to picture the audience in their underwear. Reverse this and picture the speaker in his or her underwear.
8. Using your imagination, see if you could jump from bald head to bald head (or heads with the same hair color) and make it to the front of the room without touching the floor.
7. Play Survivor and start mentally voting people out of the conference room (typically the speaker is the first to go).
6. See how many clicks it takes to reach the end of your mechanical pencil lead (care should be taken not to break it off).
5. If you have an equally bored acquaintance, who knew to bring a mechanical pencil (I sometimes carry a spare), have pencil lead races to determine who has the fastest thumbs.
4. If you happen to be a ventriloquist (sadly I am not) make noises come from the speakers stomach.
3. See how long an ice cube can remain in you mouth until it melts (current record 17 min 23 sec)
2. See how many complimentary candies you can fit in your mouth at one time (current record 27)
1. When the speaker is not looking, try and start the wave.

Seriously, the best advice is to walk out and find another session or person to talk with that you can gain some knowledge from. I am told that you will not have the opportunity to try any of these tips during the upcoming PMI Professional Development Day because the sessions are all excellent. Hope to see you there!



News From PMI ...

PMI® is pleased to announce its new portal to e-learning events — the e-Learning Connection — offered by the PMI Education Department, PMI Components and PMI Registered Education Providers (R.E.P.s). PMI e-Learning offerings are designed to meet the needs of PMI members and respond to globalization, technology, and demographic trends. These offerings will provide participants the flexibility to attend seminars just in time and just-when-needed without traveling to a central location. Please visit <http://www.pmi.org/education/e-learning/index.html> for more information. To link your e-Learning events to this portal or for more information, please contact Dr. John Roecker, PMI's e-Learning Programs Administrator, via e-mail at jroecker@pmi.org.

President, continued from page 1

note our first Professional Development Day October 16, 2001. "Honing in on Project Management - Sharpening Your Skills for Project Success!"

It gives me great pleasure to announce that The PMI Michigan Capital Area Chapter is the recipient of the **2001 PMI Chapter Member Growth Achievement Award**. This award is being given in recognition of our Chapter's 2000 activities, initiatives and commitment to promoting project management in our community by attracting new members. PMI stated: "Your aggressive and comprehensive campaign resulted in one of the highest percentages of member growth." Congratulation to all our members, volunteers, and Board for their hard work and efforts in making this a successful chapter.

Lastly, it is bittersweet to inform you of my absence from the opening meeting September 18th. Since January of this year, my wife and I have been planning our 20th wedding anniversary (September 26th) and will be spending our second (first real) honeymoon in Paris, France. Unfortunately, our trip begins the day of the chapters first meeting. I would like to say that I will be thinking of you all as I head over the Atlantic during the meeting, however, it will likely be a fleeting thought!! So, I will be looking forward to meeting many of you in October at our Professional Development Day!



An Interview with Steve Vaitones

**Managing Director,
USA Track & Field – New England Association**
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Question: When do you start the planning process for the Boston Marathon??

On the day of the previous year's marathon! Really. Even on race day 2001, everyone involved in the organizing committee and below is already making notes on adjustments and improvements for the following year. Quick post-race comments become after-action reports, and some areas of activity are adjusted annually.

Question: How BIG is the project planning effort for the Boston Marathon?? Person Hours, etc.

Consider that this is an event that pretty much bisects 26 miles of the state of Massachusetts. There is only one overpass from start to finish on the point-to-point west to east route from a suburban town to the center of Boston and passing through six other towns. The event is held on a state holiday (Patriot's Day) that has become in effect just another workday for everyone except students and government employees. The event has grown from 1500+ to 15,000+ official participants (and who knows how many unofficial runners) in a span of 25 years. And, as much for tradition as for any other reason, it has to start exactly at 12:00 noon.

Given the above parameters, few other road races - or events in general - can offer a significant amount input through similar experiences, so collective local expertise developed over the years is the best input in planning.

The Boston Athletic Association has a board of directors, a full-time office staff of about a dozen headed by an Executive Director, a race director, and a chief administrator. (The BAA office is also involved in several other events during the year, but the bulk of their time is taken up with the marathon). There are also about 40 individuals on the organizing committee who coordinate specific areas of the race from officials to transportation to municipal relations to merchandizing. Except for a few representatives of contracted companies, all the positions are volunteer-based. Five Organizing Committee meetings take place October through May where general news and information on the event is presented to the key volunteers. Organizing Committee members then hold a number of meetings with their groups and sub-groups.

There are over 5000 volunteers for the race, a nearly 1 to 3 ratio that can't be matched in any other road race in the world, with a wide assortment of responsibilities and time commitments. The lure of getting one of the event jackets is certainly a lure, I'm sure, for some of the positions.

Question: How long have you been involved in the planning process for the Boston Marathon??

I was named as referee in 1991, which is a position primarily as a race official. However, I've become more involved due to my job with the regional office of USA Track & Field and by simply stepping forward to become more involved.

Question: How did you get involved with planning for the Boston Marathon??

I started by being selected as a race day finish line official. As I got more involved in the sport as a whole, I was put in different positions as an official. After being hired by USA Track & Field - New England, and being involved in the sport as a whole for many years, I was asked to step up and serve as the referee when the long-time referee, a former national road running chairman, "retired".

Question: Do you use any type of methodology or tools to assist with the planning process??

Common sense and experience seem to be the best tools we have with this event. Race director Dave McGillivray is often asked by directors of other events, both large and small, how their event can be as successful as the Boston Marathon. Dave's response is, "you can have a successful event of any size that you want, as long as you plan for it".

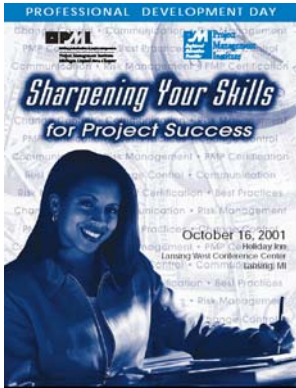
Editors Note: Don't miss Steve's presentation on the planning of the Boston Marathon during lunch on October 16th during our Chapter's Professional Development Day!

September Dinner Meeting

Pam Sawatzki, VP – Programs

Please join us for the PMI Michigan Capital Area Chapter dinner meeting on Tuesday, September 18, 2001 at the **Lansing Holiday Inn-South (Note that this is a new location!)**.

The speaker for the evening will be Ms. Jill Richards, the evening's topic will be "Project Rescue: Identification of a project nearing crisis." The bonus program speaker will be Glenn Underwood with EDS speaking on "Project Health Checks".



Don't forget to get your registration in for Professional Development Day! Early registration ends September 25th Space is limited!
For more information, including the registration packet, visit www.pmi.org/chap/mcapmi/

Tips, Quips, and Quotes

Compiled by Liz Chaney

"The difference between one man and another is not mere ability... it is energy." --Thomas Arnold

"The way a man's mind runs is the way he's sure to go." --Henry B. Wilson

"Class is... the sure-footedness that comes with having proved you can meet life." --Ann Landers

"Anyone who has ever struggled with poverty knows how extremely expensive it is to be poor."
--James Baldwin

"You never find people laboring to convince you that you may live very happily upon a plentiful income."
--Dr. Samuel Johnson

"If anyone wants to make himself invisible, there is no surer way than to become poor." --Anon

"If you deny yourself commitment, what can you do with your life?" --Harvey Fierstein

"When you have a great and difficult task, something perhaps almost impossible, if you only work a little at a time, every day a little, suddenly the work will finish itself." --Isak Dinesen

"From a fallen tree, make kindling." --Spanish proverb

"It is with our passions as it is with fire and water, they are good servants, but bad masters." --Aesop's Fables

"The ruling passion, be it what it will. The ruling passion conquers reason still." --Alexander Pope

"The trouble with some women is they get all excited about nothing – and then marry him." --Cher

Bottom-up Introduction of PM

Todd Trainor, PMP

In an environment where it is not required by management to use project management (PM) disciplines they are seldom used with regularity and consistency. That is, in most businesses PM is not required by management. Rarely do PM methodologies spontaneously arise from the lower levels to become institutional practices without decrees from management.

So how does one person persuade management to the values of PM? By example.

Managing a project without PM disciplines is analogous to the Law of Entropy: All things tend toward maximum disorder: entropy naturally increases. We've all seen projects fumble, deadlines missed, and resources wasted by ineffective project management. In thermodynamics, you have to add or exert "energy" in order to decrease entropy. In project management, the "energy" is PM disciplines. You add PM methodologies, practices, and disciplines to create order and structure to all the facts, ideas, requirements, constraints of a project.

We can all agree that PM methodologies and skills, when practiced, greatly enhances the chances of a successful project. We all want to work in a shop that embraces PM. However, it appears that in the real world, PM is not taken as seriously as we'd like, or sometimes, not at all. Many institutions would be ranked as Level I (Chaos with heros), according to the SEI Capacity Maturity Model.

Fortunately, you can find pockets of PM excellence in an ordinarily non-PM shop. This is especially the case with small or medium projects where the project manager has control of an entire project. Often these

project managers select a small subset of the PM disciplines that give them the greatest advantage considering their organization.

In some sense, it is easier to run a more effective project in a chaotic environment than in a highly disciplined environment since a little bit of organization and communication in these situations can achieve fantastic results. The key phrase is "more effective." That is, more effective than your colleagues attempting to manage a project through brute force and no formal PM methodologies.

The most rewarding part of creating a pocket of PM excellence in your organization is when upper management observes the string of consistent successes from your projects and then acknowledges and requires the need to further develop and deploy PM methodologies.

Showing your organization the value of PM through example of your own successful projects speaks more loudly and is more persuasive than any lecture or speech that you give to management.

Being an example of how PM can be more effective in your mostly non-PM shop is as easy as picking the few PM tools that give you the biggest bang for the buck. Then persistently and consistently apply those tools to your projects.

Selecting the PM tools appropriate for your projects is dependent upon your unique situation and organizational structure. However, time management and communication management are two areas that may be worth focussing on.

From PMI National...

PMI recently sent a letter dated 23 or 24 August 2001, which was intended for dissemination to those Project Management Professionals (PMP®) whose PDP cycles will expire on 31 December 2001. Unfortunately, the letter was generated to all PMPs with less than 60 PDUs recorded instead of only those whose Professional Development Program (PDP) cycle expires in 2001. To rectify this error, a second letter has been generated with the correct PMP expiration dates, to all PMPs whose certification expires after 31 December 2001. Please note that PMPs continue to have a three-year cycle in which to accrue the 60 PDUs required for recertification.

PMI would like to apologize for any inconvenience this has caused. Questions or concerns should be directed to the Certification Department at +610-356-4600. (cfalls@pmi.org)

PROFESSIONAL RESPONSIBILITY IN PROJECT MANAGEMENT INFORMATION FOR THE 2001 PMP EXAM

Compiled by Cathy Pelham, VP – Special Projects

The 2001 version of the PMP® Certification Examination has recently been developed. Candidates should note that the 1996 version of the PMBOK® Guide was used as a reference for the 2001 examination. However, beginning in mid-September of 2001 the test blueprint of the examination will change to include an additional performance domain – Professional Responsibility (in addition to the other domains – initiating, planning, executing, controlling, and closing). Candidates should view the [Code of Professional Conduct](#). The Role Delineation Study, which was recently completed and is available for purchase at the [PMI on-line bookstore](#), outlines the examination's content and is therefore a good resource for candidates preparing for the examination. Please see [Additional References](#) for other resource material used for the Professional Responsibility questions on the PMP Certification Examination. The 2000 version of the PMBOK Guide will be used as a reference for the 2002 version of the PMP Certification Examination, which is currently in development.

THE PROJECT MANAGEMENT PROFESSIONAL CODE OF PROFESSIONAL CONDUCT IS AS FOLLOWS:

As a PMI® Project Management Professional (PMP®), I agree to support and adhere to the responsibilities described in the PMP Code of Conduct.

I. Responsibilities to the Profession

A. Compliance with all Organizational Rules and Policies

1. Responsibility to provide accurate and truthful representations concerning all information directly or indirectly related to all aspects of the PMI Certification Program, including and not limited to the following: examination applications, test item banks, examinations, answer sheets, candidate information, and professional development program reporting forms.
2. Upon a reasonable and clear factual basis, responsibility to report possible violations of the PMP Code of Professional Conduct by individuals in the field of project management.
3. Responsibility to cooperate with PMI concerning ethics violations and the collection of related information.
4. Responsibility to disclose to clients, customers, owners, or contractors, significant circumstances that could be construed as a conflict of interest, or an appearance of impropriety.

B. Candidate/Certificant Professional Practice

1. Responsibility to provide accurate, truthful advertising and representations concerning qualifications, experience, and performance of services.
2. Responsibility to comply with laws, regulations, and ethical standards governing professional practice in the state/province and/or country when providing project management services.

C. Advancement of the Profession

1. Responsibility to recognize and respect intellectual property developed or owned by others, and to otherwise act in an accurate, truthful, and complete manner, including all activities related to professional work and research.
2. Responsibility to support and disseminate the PMP Code of Professional Conduct to other PMI certifiants.

II. Responsibilities to Customers and the Public

A. Qualifications, Experience, and Performance of Professional Services

Continued on next page...

PROFESSIONAL RESPONSIBILITY IN PROJECT MANAGEMENT INFORMATION FOR THE 2001 PMP EXAM

continued from previous page

MAXIMUM FLOAT

Michigan Capital Area Chapter Newsletter

Volume III, Issue 1 September 2001 www.pmi.org/chap/mcapmi

1. Responsibility to provide accurate and truthful representations to the public in advertising, public statements, and in the preparation of estimates concerning costs, services, and expected results.
 2. Responsibility to maintain and satisfy the scope and objectives of professional services, unless otherwise directed by the customer.
 3. Responsibility to maintain and respect the confidentiality of sensitive information obtained in the course of professional activities or otherwise where a clear obligation exists.
- B. Conflict of Interest Situations and Other Prohibited Professional Conduct
1. Responsibility to ensure that a conflict of interest does not compromise legitimate interests of a client or customer, or influence/interfere with professional judgments.
 2. Responsibility to refrain from offering or accepting inappropriate payments, gifts, or other forms of compensation for personal gain, unless in conformity with applicable laws or customs of the country where project management services are being provided.

PROJECT MANAGEMENT PROFESSIONAL (PMP) ROLE DELINEATION STUDY:

Price: \$34.95

Subject: Project Management

Pages: 60

Author: Project Management Institute

ISBN: 188041029X

Format: paperback

Publisher: Project Management Institute

Description: In 1999, PMI® completed a role delineation study for the Project Management Professional (PMP®) Certification Examination. In addition to being used to establish the test specifications for the examination, the study describes the tasks (competencies) PMPs perform and the project management knowledge and skills PMPs use to complete each task. Each of the study's Tasks is linked to a performance domain (e.g., Planning the Project). Each task has three components to it: what the task is, why the task is performed, and how the task is completed. The Role Delineation Study is an excellent resource for educators, trainers, administrators, practitioners, and individuals interested in pursuing PMP certification.

ADDITIONAL RESOURCES:

PMI	Prentiss Hall	Cultural Dimension of International Business, The	Ferraro
PMI	McGraw-Hill Professional Book Group	Doing Business Internationally: The Guide to Cross Cultural Success	Blake, Walker & Walker
PMI	Simon & Schuster	Global Literacies: Lessons on Business Leadership and National Cultures	Rosen, Digh, & Phillips

Program Events Schedule

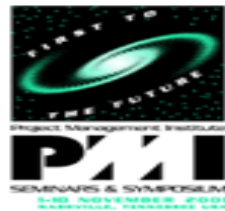
The Chapter Dinner Meetings are held on the third Tuesday of each month, September through May, excluding December. The Dinner Meetings are held at the Holiday Inn South Hotel and Convention Center. Bonus Programs are held prior to dinner meetings from 5:15 to 6:00.

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.

September 18, 2001 -- Speaker: Ms. Jill Richards, Vice President of Advisa Group, "Project Rescue: Identification of a Project Nearing Crisis." The bonus program speaker will be Glenn Underwood with EDS speaking on "Project Health Checks".

October 16, 2001 -- TBD

November 2001 -- Speaker Ms. Mary Levine, State of Michigan, "The 800 Mhz System Project"



**PMI 2001 -
First to the Future
1-10 November 2001.
Nashville, Tennessee USA**
Become an exhibitor or
submit an abstract today!
Also available for viewing
is the Monday Morning
General Session from PMI
2000

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MAXIMUM FLOAT

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suggestions and articles to**