



PMI-NH Chapter News

The newsletter of the New Hampshire Chapter of the Project Management Institute



PMI-NH sponsored participants in the CIGNA/Elliot Corporate 5K Road Race



From the President's Desk

Howie Lyhte, PMP

If you ever need to be reminded that change can be beautiful, New England's fall foliage extravaganza will soon be here. A few trees on my commute have even cashed in their reserve and begun early.

As Project Managers, we are the agents of change: we need to create change and we need to react to it. We try to manage change as best as we can through our experience, training, disposition, tools, and, sure, luck (both good and bad). By getting together with other Project Managers we can formulate and refine ideas, processes, practices, and then share these with other groups doing the same. Almost 40 years ago, R. D. Laing said what we today can truly relate to: "We live in a moment of history where change is so speeded up that we begin to see the present only when it is already disappearing." Keep that in mind during your next schedule review!

Four PMs got together in the spring of 2001 and became chartered as PMI NH Chapter. Today, we're approaching 400 members! Although we are a relatively young Chapter, it's easy to see that our greatest resource is our membership and it is through our mem-

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This Edition's

Editor's Challenge

How have you handled "Lessons Learned" on your projects? In your company?

In each issue we'll ask a question on how you might have implemented one of the processes out of the PMBOK, or how you addressed a certain situation, or some other clever or witty question we can come up with.

Send us one or two paragraphs on this question reflecting your personal experience and we'll print the best responses in the next newsletter. Email your responses to:

Communications@pmi-nh.org

**Next Chapter Meeting—
September 20
see page 3!!**

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Website: www.pmi-nh.org

**For sponsorship, advertising or
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Editorial

Nick Pangaro, PMP—Director of Communications



New Features and Directions

This newsletter represents one more step in attaining our goal of building a project management community through an interactive mechanism reaching out to PMs in New Hampshire. We've taken some pretty important steps in that direction, the most prominent being the appointing of a Board of Editors (BoE), responsible for the content (*see below for the list of editors*). The BoE consists of PMI-NH chapter members who wanted to become more and more involved in chapter activities, and have a bit of fun doing it.

Being good project managers, we realized one of the most important things for any project, like publishing a newsletter, is a charter designed to guide the project team. We've developed a charter for the newsletter that provides that guidance. We've defined our charter as:

To produce a bimonthly chapter newsletter which provides a mechanism for:

- *Relaying information about chapter events, general news, and outside interests.*
- *Chapter members and others to share personal project management experiences and information in an interesting and entertaining manner.*
- *Allowing feedback from chapter members on chapter-related issues.*
- *Members to have fun. We promise to remain professional but not to not take ourselves too seriously.*

We're also introducing a couple of new interactive features in this edition of the newsletter, including:

- The **Editor's Challenge**. This is a good way for our members to share their experiences by short responses to questions that we've posed, like this edition's "*How have you implemented Lesson's Learned*".
- The **Get Involved** section, where we solicit help from the membership to address issues within the chapter or help out with some of the work the chapter is doing to meet (or set) chapter goals.

And we always encourage you to write in with your comments for a Letters column. Send your comments to:

communications@pmi-nh.org

PMI-NH CHAPTER NEWS

*The newsletter of the NH Chapter of PMI. See
the last page for publication details.*

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GET INVOLVED!!

There are several opportunities open for you to get involved and help develop the sense of community that is a prime goal of the chapter. We'll list chapter opportunities in this section.

Assistant Director of Ambassador Program

The PMI-NH Chapter is seeking a volunteer to assist with the oversight of the chapter's Ambassador Program. Assistant Director will assist with establishing policies and procedures to govern the program. A formal Position description and Ambassador Program Charter are available on request.

Requirements: To be a chapter member in good standing, no legal action underway, pending, or contemplated with the chapter, potential conflicts of interest are clearly expressed, currently a PMP, has no other chapter assignments. No previous chapter experience is necessary.

Typical Duties: To assist the Director with overall management of the program and creation of program governance. Establishes relationships with external sponsors and stakeholders for the promotion of the program, conducts routine program meetings, helps to recruit volunteers and works closely with chapter Officers and Directors. Prepares and presents Project Management presentations for the membership, potential sponsors, and stakeholders.

Contact: Gary O'Kula (gokula@pmi-nh.org)

Mission and Vision Committee

The PMI-NH Board of Directors (BOD) has established a committee to review the existing Mission and Vision statements, and is looking for Chapter members to participate. The working objectives of this project are to review, analyze and, if necessary, rewrite the existing Mission and Vision statements. The desired completion date to present the committee's findings and/or rewritten statements is the December 6 Chapter meeting.

Why is the BOD doing this?

The original Mission and Vision Statements were created by PMI-NH founders approximately 10 years ago and have served the substantial growth of the Chapter very well over the years. However, the BOD, along with input from several members, felt the Statements were possibly not representative of today's Chapter population and future growth, thus this committee was established.

Would you like to contribute a small amount of time in this effort?

The committee believes the effort will take a couple of in-person meetings and the exchange of documents and emails. If you would like to be part of this project, and help guide the growth of the PMI-NH Chapter, please contact Larry Gagnon prior to October 2 at:

marketing@pmi-nh.org

Next Chapter Meeting



Titanic Lessons for IT Projects

Mark Kozol-Holland has authored a series of books on "Lessons from History". He is a

business consultant to Fortune 500 companies and has recently published a book, **Titanic Lessons for IT Projects**, which serves as the basis for this presentation.

To register:

<http://www.acteva.com/booking.cfm?bevoid=117714>

*Please join us on the evening of
Wednesday, September 20th*

at

The Yard

in Manchester, NH.

*Networking hour starts at 6.
Open to all.*

PMI-NH Chapter Announces Ambassador Program

The PMI-NH Chapter is pleased to announce the formation of an **Ambassador Program**, designed to support the chapter's vision of advancing the project management profession in the State of New Hampshire. The program's ultimate goal is to increase chapter membership through increased exposure and recognition by actively reaching out to New Hampshire businesses and colleges, building relationships, and identifying and developing marketing opportunities.

Because of the importance of this program to the chapter, the PMI-NH Chapter Board of Directors has appointed **Past President Gary O'Kula, PMP** as the **Director of the Ambassador Program**. Gary's near term challenge is to find and appoint an Assistant Director to assist with the establishment of policies and procedures to govern the program.

Gary has identified a number of critical success factors for the Ambassador Program, including:

- Producing a sound governance model.
- Developing high quality presentations tailored to specific industries, businesses or colleges that could be presented at local business meetings, industry workshops, chapter meetings, or other internal gatherings.
- Recruiting Chapter PMP Ambassadors who are effective speakers to the program.

If you have any questions on this, or want to help Gary out with this important effort, contact him at:

gokula@pmi-nh.org



Ambassador Program

Gary O'Kula—Program Director

The education team completed the first round of our new PMP Study Group Sessions based on the latest version of the PMBOK in mid-July. We have already begun to hear back from students who have taken and passed the exam and are now PMP's. Congratulations to each of you on your accomplishment!



Education Corner

Eric Johannesson—Director of Education

As part of the class wrap-up and lessons learned process, we received feedback from students to help us make modifications to the class format to provide an improved student experience in our next round of classes.

Because we are committed to providing the best possible education experience we can for our members, we are undergoing an analysis and redesign process to incorporate many of the student suggestions along with a number of quality and delivery changes into the course content.

This process is expected to take at least 4 months so we will not be offering a PMP Study Group session this Fall. We are now working to finalize the course delivery and content redesign for a Spring session to begin in early March.

Assistant Education Director and Education Team Volunteers needed

We are seeking a volunteer to assist with the oversight of the analysis and redesign of the PMP Study Group course delivery and content. This individual will also assist with the organization of the classes including working with location booking and operational support for the class location in the Manchester/Merrimack area. This individual can also serve as a class mentor for their location if they are a PMP. A formal position description is available upon request.

We are also seeking a few volunteers to assist as an education team with the analysis of the current course content and incorporation of student suggestions as well as evaluation of CEU options.

We will begin recruiting for these roles at the next Chapter meeting on September 20th. If you are interested, please come to the meeting or contact Education at:

education@pmi-nh.org

PMI-NH is proud to be a Registered Education Provider, meaning we've earned the right to award Professional Development Units (PDUs) for our quality meetings, workshops, seminars and classes.

PMPs are required to earn 60 (PDUs) every three years to maintain their certification.

Featured Article

Title: Subject Matter Expertise: How Important is it for a Project Manager?

Author: Linda J. Amico, PMP

Copyright 2006 Linda J. Amico

You are a seasoned project manager. You are asked to manage a project in a business area in which you lack expertise. Should you be excited at the prospect of a challenge? Alternatively, should you run for the hills? Subject matter expertise (SME) is an innate tool project managers use to manage scope, risk, schedule and budget. With deliberate action, project managers can succeed without this tool.

The depth of subject matter expertise required for a project factors heavily into the level of risk to a project manager's success. A highly complex project affecting a mission critical business function, such as implementing a new payroll system, contains more risk for a project manager without subject matter expertise. A less complex, non-mission critical project provides greater probability of success.

The project management corporate culture also factors into the level of subject matter expertise a project manager needs. Cultures where project managers simply manage the project will afford a greater likelihood of success. Cultures where project managers are expected to perform project work, such as business analysis or coding, as well as manage the project will present more of a challenge. Project managers in these cultures are typically stretched thin, often performing project work during the day and project management activities during the quiet of evenings. This leaves little time for learning the subject matter.

Project managers apply subject matter expertise to all project elements they manage, starting with project scope. As scope is defined, subject matter expertise provides project managers the ability to keep scope manageable. Without this expertise, project managers run the risk of agreeing to scope that proves disastrous later in the project.

The work breakdown structure, project schedule and budget require subject matter expertise to build. This expertise ensures the appropriate deliverables are identified; the tasks producing those deliverables are mapped out, and their durations estimated accurately. These factor into project budget development as the number and types of resources to accomplish activities many times account for a majority of the budget. Project managers are well aware of the havoc caused by not getting plans right in the beginning, making subject matter expertise critical.

Risk management can be a challenge without subject matter expertise. For risks included in the risk plan, the project impact may be over or under-estimated, making the plan ineffectual. Project managers may not identify risks until they run straight into them. This leaves managers scrambling to perform damage control.

At this point, you are probably thinking about running for the hills. How can you possibly succeed without subject matter expertise? A project manager can do many things.

First, get a broad overview of the business area involved with the project. This can be accomplished through formal courses, professional organizations and trade magazines. Books, particularly those with titles such as "Topic for Managers," the "The Complete Idiot's Guide to topic" or "Topic for Dummies", are great resources to become immersed in a subject.

Project team members must be subject matter experts. If you lack expertise, the team members must compensate. Involve them intimately in project planning. They will provide the deliverables, activities and task durations needed for the work breakdown structure, project schedule and budget. Educate them on the purpose and use of the risk plan. Engage them in the identification and management of project risks. Do not accept management responsibility for a complex, mission critical project, if you are unable to enlist team members who know the business area and have done this type of project before. It is a guaranteed recipe for disaster.

Collaborative skills are necessary if you are relying on your project team to provide subject matter expertise. You must know how and when to prompt the team with questions to ensure they have identified and thought through all of the project deliverables, tasks and durations. You must do this in such a way that expresses your trust in them and communicates the value you find in their knowledge.

Look for similar projects undertaken by your company in the past. There is no glory in reinventing the wheel. Find the project plans, budgets and other documentation from those projects and shamelessly plagiarize for yours. Look also for documentation around lessons learned. In lieu of documentation, interview people who were on those pro-

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Book Review Corner

Project Management, A systems approach to planning, scheduling, and controlling

Author: Harold Kerzner, Ph.D.

Publisher: Wiley Publishing

Reviewer: Neil Craig, PMP



List Price: \$85.00

Amazon Price: \$70.77

PMI Member Price: \$80.75

Ebay Listing: \$63.98

Relevant Websites

- Project Management Institute (www.pmi.org)
- Wiley Publishing (www.wiley.com)

Ratings

- Amazon (www.amazon.com): 5.0/5.0, 1 reviews (*no I didn't write this one review!*)

Book Summary:

Project Management, A systems approach to planning, scheduling and controlling

is a reference for all elements of practical project management. Notice I said 'practical'. Its scope goes above and beyond the procedures found in the PMBoK and is a great book to have on your shelf. It is NOT a PMBoK study guide and in some cases contradicts the PMBoK on some nuances of PM theory!

What the book did for me:

Full disclosure time, I did not read all 1000+ pages of this book. It is fundamentally a textbook and I don't have 'that' much trouble sleeping. I use it as a reference and read what I'm curious about or am researching.

I made the mistake of purchasing this book before taking the PMP as part of a primer course. Being easier to read than the PMBoK with more illustrative examples and a significantly greater depth, I found myself reading this book instead of studying the PMBoK as I considered this book a superset. This led to no small amount of confusion when I started reviewing sample tests and digging into why I missed this or that question. Ultimately, I put Kerzner's book aside until after the PMP exam. Having said that, I've found myself using it at work whenever I was attempting to use a new process or procedure. The case studies and examples really helped me form a foundation to pull from as I worked to improve my project management skills.

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About the Reviewer:

Neil Craig is a self-admitted book junkie, which has brought him here to share his thoughts on what he's read and guide you to and from books that may or may not help in your quest for knowledge of project management, business, and life. He holds a Master's degree in electrical engineering, an MBA from Northeastern University, and achieved his PMP certification in May, 2006. He also holds a design for six sigma (DFSS) black belt. Neil enjoys discussing any and all of these subjects at length and will gladly field questions. If you have any comments or know of a good PM book others might like, feel free to email him at:

neil.craig@comcast.net

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jects to get first hand feedback of what was entailed, went well, and could be done better.

If your project is large, break it down into smaller discreet phases. You will get your feet wet without jumping head-first into the pool. This provides the luxury of time to come up to speed on the business area. Mistakes will be made on a smaller scale and you can apply lessons from them to later phases of the project.

There is a saying: "You don't know what you don't know". Given this, add a contingency factor to the project schedule and budget to account for finding out the hard way what you do not know. Project sponsors will try to cut this padding from your plan. Stick to your guns. The contingency time and money are needed to mitigate the project risk of your not having subject matter expertise.

Involve your project customers early and often throughout the duration of the project. They will help you identify deliverables you have missed. The earlier these are identified, the better positioned you are to address them.

Lastly, foster relationships with people in your company or outside it who have managed similar projects. Meet with them regularly to review what you are doing. Brainstorm ideas with them. Discuss the challenges you are facing. Ask about challenges they have faced and how they were dealt with.

Subject matter expertise is very important for project managers. Without it, project risk is increased. Like all risks, it should be identified and mitigated; with an action plan in place should the risk come to pass. Lack of expertise is a surmountable obstacle to project success.

About the Author

Linda Amico is Director of Implementation at Fidelity Human Resources Services Company; where she develops project management and business analysis tools and has project managed payroll outsourcing projects for Fortune 1000 companies. Prior to joining Fidelity, Linda spent five years at Kana Software. Her responsibilities included building a professional services organization and developing project management best practices in the implementation of Web enabled contact center software. Prior to Kana, Linda spent 14 years implementing and developing accounting software in various capacities including developer, software development manager, call center manager and Professional Services Director.

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Lessons Learned: From Jeopardy to Granite State Challenge

By Peg Duggan, Webmaster



The Challenge

Each year the PMI-NH Chapter "End of Season Event" offers a fun-filled evening with the opportunity to team with and against other members in a challenging game of PMI Jeopardy. The June 2005 Jeopardy event was based on an interactive PowerPoint presentation, with several categories of answers and questions, a tracking method, and a scoring method. What began in fun became progressively frustrating to players as the categories would not update and scoring became difficult to manage. This was not good.

By the end of the evening, though, we had two volunteers to fix the problems in the Jeopardy PowerPoint presentation for the following year. What could go wrong? *We had 12 months. No problem.*

Well-laid Plans

The problems would be fixed as soon as possible. Updated questions would come from the new PMBOK® Guide. The study group would finish in September and there were plans to update the training materials to reflect the new PMBOK® changes for the next study group. The questions for the game would come from the study group materials scheduled to be completed in January. We would have 5 months to add the questions. *No problem.*

What Could Go Wrong, Does Go Wrong

By the end of November, we lost one volunteer who moved out of state. The second volunteer became unavailable in January. The fixes to the Jeopardy game were not complete. We no longer had the experience to fix the game. The study group materials were not completed until the end of February. *Houston, we have a problem.*

The Workaround

There is always risk with any project and a contingency plan is always a good way to recover quickly when the risk becomes a reality. Without a contingency plan, though, we had to develop a workaround. We had lots of questions and study material. We had to design a game from scratch. We had less than 3 months before a preliminary walkthrough. It was 4 months before the event.

The Formula

What type of game? A list was composed, reviewed, and the final selection was based on the local television game, "Granite State Challenge". Keep it simple. Points are collected by answering the questions correctly. Each round is different and included "Before and After", "What Is..?", "Multiple Choice", and "A Question of Ethics". The team with the most points win. PowerPoint was used to create the question and answer slides. A set of rules was outlined. Ready for review.

With a Little Chaos Added Mixed In

The walkthrough answered many of the questions we had with the game. But more importantly, it showed that the first design of the game was quite boring. Trying to avoid problems and chaos encountered in Jeopardy made the game fair, but too safe. It was not going to be fun and entertaining. That would be a big problem. So, a little controlled chaos was added by creating timed rounds, the option to grab a question if it wasn't answered correctly, and adding a lightening round.

Game Day

Even though we knew that the game would last 1 hour, we did not have any idea how long each round would take or how many teams would be playing. We built in redundancy by adding backup questions in each round and several additional rounds. We had judges, scorekeepers, flag spotter, and a moderator. We had backup copies of questions and answers. The game was interesting and more importantly fun. We received a lot of positive feedback. We accomplished our goals with planning and review.

PMI-NH Granite State Challenge

We have the basis for the game for next season. Let us know your thoughts or your suggestions for improvements. Send email to

webmaster@pmi-nh.org

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bership that we will continue to grow and change. If you'd like to be part of that change, there are a couple of opportunities available.

The first is our new **Mission and Vision Project**, for which we will need a few members to help review and possibly rewrite the Chapter's Mission and Vision Statements. This will be a relatively short project, and the details are on page 4 of this newsletter.

The other is that we are seeking a member to be the **Chapter's Director of Sponsorship**. This is a great opportunity to work with potential meeting sponsors and newsletter advertisers, as well as being a member of the Board of Directors. Please see me or any Board member if you'd like more information on either of these opportunities.

And for a closing thought on things that are barriers to change, Daniel Goleman, author of **Emotional Intelligence**, wrote, "The range of what we think and do is limited by what we fail to notice. And, because we fail to notice that we fail to notice, there is little we can do to change until we notice how failing to notice shapes our thoughts and deeds." It's OK to go back and read that again!

Hope to see you at our next meeting.

Howie Lyhte, PMP
President
PMI NH Chapter

Stevens Institute Requests Assistance in Developing Strategic Project Leadership Maturity Assessment Tool

The Stevens Institute of Technology (SIT) in Hoboken, NJ has contacted PMI-NH requesting support for a research project in the field of project management. As a part of the research in strategic aspects of project management, SIT developed a new strategic maturity model. The model allows assessing current or former projects and comparing them to many other projects in their database. An assessment enables a respondent to identify gaps and strengths in their projects compared to the industry standard and to learn how to correct possible weaknesses in the future. There is no need to use any classified or confidential information. SIT benefits by having more projects in their beta project database.

Since projects are initiated for business reasons, the mindset of project management must shift from just meeting time, budget, and performance goals to achieving business results. This suggests going beyond the traditional focus on operational excellence. Project managers should therefore be considered as leaders, who are focusing on the strategic, operational, and human sides of project leadership. Based on this concept SIT suggests expanding the existing maturity models in project management to a three dimensional model, which will assess a project according to how well it is focused on the business results and the right strategy, how well structured is the process of planning and execution, and how much is the project leadership focused on the human side of motivating and inspiring the team. SIT defines the model and its dimensions and provides initial empirical evidence on how actual projects are rated on different dimensions of maturity.

(Continued on page 10)

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Favorite Features

- Case studies. What can be better than learning from someone else's mistakes!
- 9th edition. Who can argue with a 9th!?? Clearly this book is worth reading if it has survived 8 other editions.
- Details. More information than anyone will likely ever need on nearly every aspect of project management. If you are reviewing a particular area of project management, this book is a good place to start.
- Textbook. This is not a linear book that builds

on previous chapters; you can review what you want, when you want without a lot of flipping back and forth (those of you who are familiar with the PMBoK know what I'm talking about!).

Buy it, borrow it, or burn it.

Do not buy this book to prep for the PMP exam! Once you are a bona fide PMP and are serious about advancing your PM knowledge, then pick it up.

I hope you enjoyed this review. If you have any comments or know of a good PM book others might like, feel free to email me at:

neil.craig@comcast.net

Quotes on Networking from the July 2006 Chapter Meeting

- "Networking is the process of maximizing random luck". **Howie Lyhte**
- "Planning is an unnatural process; it is much more fun to do something. The nicest thing about not planning is that failure comes as a complete surprise, rather than being preceded by a period of worry and depression" **Sir John Harvey-Jones**
- "Fear not to entertain strangers for by so doing some have entertained angels unaware".
Hebrews 13
- "If we don't change direction soon, we'll end up where we're going." **Professor Irwin Corey**
- "You gain strength, courage and confidence by every experience in which you really stop to look fear in the face. You are able to say to yourself, 'I lived through this horror. I can take the next thing that comes along.' You must do the thing you think you cannot do." **Eleanor Roosevelt**
- "My greatest fear in life is that no one will remember me when I'm gone." **Anonymous**

(Continued from page 9)

The current research goals are:

1. Examining and confirming the model and providing metric baselines
2. Examining relationship between project management dimensions and project success dimension
3. Examining influence of moderating variables, like industry sector, project type, location, etc.

SIT needs a large sample in order to achieve the goals and will be grateful to all who contribute his/her data. All participants will be given access to our research results' Web pages, so that they can see their own scores and overall research results, as they become available.

All that a potential respondent needs to do is identify a specific project, ongoing or completed, that he/she is familiar with, and go to:

www.strategicprojectleadership.com

Click on "SPL Maturity Assessment Tool" button and fill in the questionnaire (about 15 minutes). Research findings will be made available on the Internet to all the participants, and those who wish so will have personalized reports on the data they contributed.

PMI has also extended their support as well, by posting the link to their survey on their Web site at:

http://www.pmi.org/info/PP_SurveyLinks.asp

About the PMI-NH Chapter News

The PMI-NH Chapter News is the Newsletter of the New Hampshire Chapter of the Project Management Institute (PMI-NH). All material is Copyright PMI-NH 2006, except as noted.

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- Allowing feedback from chapter members on chapter-related issues
- Members to have fun. We promise to remain professional but not to not take ourselves too seriously.

The newsletter is governed by a Board of Editors under the auspices of the PMI-NH Director of Communications. Chapter members are encouraged to submit proposals for articles to communications@pmi-nh.org at least two months prior to the expected date of publication. Send proposals to:

communications@pmi-nh.org

2006/7 Publication Dates

Issue	Proposals Dues	Submittals Due	Target Publication
Sept/Oct 2006	14 Aug. 2006	11 Sept. 2006	18 Sept. 2006
Nov/Dec 2006	25 Sept. 2006	30 Oct. 2006	6 Nov. 2006
Jan/Feb 2007	15 Nov. 2006	8 Jan. 2007	15 Jan. 2007
Mar/Apr 2007	19 Jan. 2007	12 Mar. 2007	19 Mar. 2007
May/June	14 Mar. 2007	7 May 2007	14 May 2007