PMI
Building professionalism in project management.™

Project Management Institute
Eastern Iowa Chapter

100'S NUGGET

The Board of Directors hopes everyone has had a great summer!

Inside this issue:

2005 Issue 8   **August 2005**

Our Next Chapter Meeting - August 9th

The August chapter meeting will be held Tuesday, August 9th, 7:30am to 9:00am at the Clarion Hotel and Convention Center at 525 33rd Ave SW in Cedar Rapids.

The program will be two-part. VP Professional Development Jamie Northrup, PMP, will share information about the new PMP exam application criteria, which will be implemented on August 30th, and the revised PMP exam which will be implemented on September 30th. This topic has been requested several times and we are pleased to be able to offer this presentation just in time for the rollout of the revised exam.

President Bob Sanders, PMP, will present the proposed changes to the Board of Directors structure. At the conclusion of Bob's presentation, a vote will be conducted on the changes to the chapter bylaws necessary to implement the new structure.

Our Buffet Breakfast will include:
- Assorted chilled fruit juices
- Golden scrambled eggs with Cheddar Cheese
- Crisp bacon & sausage links or Ham
- Breakfast potatoes
- Pancakes or French Toast with Butter and Maple Syrup
- Assorted Fresh Pastries with butter and preserves

Program:
7:30 - 7:50	Breakfast/Social time
7:50 - 7:55	Opening by President Bob Sanders
7:55 - 8:15	Presentation by Jamie Northrup, PMP
8:15 - 8:40	Presentation by Bob Sanders, PMP
8:40 - 8:50	Vote: Bylaws changes
8:50 - 9:00	Final Announcements and Wrap-Up

Please RSVP no later than Friday, August 5th to ProgramRegistration@pmieasterniowa.org.

Stephen Schmitz,
VP of Programs

President's Corner - by Bob Sanders, PMP

Are you investing in your and your company's future?

Professional development is an investment in your future. PMI Global Congress 2005-North America gives you and your organization a substantial return on that investment!

- Customize your learning experience according to your career level and learning style.
- Select professional development opportunities from eight areas of focus:
  1. Advanced Topics for the PMP
  2. Education and Certification
  3. New Trends
  4. Problems with Projects: How to Avoid or Fix Them
  5. Project Management in Specific Industries
  6. Project Management Maturity
  7. Project Management Tools and Approaches
  8. Team, Leadership and Marketing Skills
- Project Management Professionals (PMP®) can earn PDUs toward maintaining their credential, and participate in advanced presentations exclusively for them.
- Be inspired by motivational coach, Keith Harrell, at Opening General Session.

- Access the latest tools and resources for your profession in the exhibit hall.
- Advance the profession through participation in either the Research or Standards Program Working Sessions.
- Identify emerging trends in your profession.
- Examine the project management culture in depth.
- Explore best practices and lessons learned from global projects.
- Join your colleagues to recognize excellence in project management at the PMI Awards Ceremony and Reception.

The North America Congress will be hosted in Toronto, Canada from September 10-13, 2005. To register please visit the following site, http://congresses.pmi.org/NorthAmerica2005/Registration/ .

Sincerely,
Bob Sanders, PMP
President, PMI Eastern Iowa Chapter

PMI GlobalCongress
NORTH AMERICA 2005
10-13 September
Toronto, Canada

June Program Recap - by: Stephen Schmitz

Thirty five members and guests were in attendance for "Who Moved My Cheese". Bob Lohr, Gazette Communications Trainer, used a short video to stimulate discussion about different attitudes and responses to change. His facilitation led us through four personality types, Sniff, Scurry, Hem and Haw, and their motivation (what excites them, what do they fear, what are their potential contributions). Recognizing these character traits can assist project managers in motivating team members and stakeholders to actively participate in the changes that projects necessitate. Wayne Henderson and Sandra Van Wyk won door prizes -- a copy of the book "Who Moved My Cheese", by Spencer Johnson.

Date	Time	Location	Topic
Aug 9th	7:30 - 9:00 am	Clarion Four Points Cedar Rapids	PMP exam application criteria & Proposed Changer Bylaw Changes
Sept 20th	6:00 - 8:00 pm	TBD	Annual Fun Night

Web Site Statistics - by Darin A. Hart, PMP

July web site statistics are included below.

Pages-URL (Top 20) – Full list – Entry – Exit				
63 different pages-url	Viewed	Average size	Entry	Exit
/index.htm	171	4.45 KB	110	47
/calendar.htm	65	16.56 KB	13	21
/Dendurent.htm	53	3.74 KB	28	33
/TestTips.htm	45	2.36 KB	4	8
/Dixon.htm	43	9.22 KB	35	35
/pdu.htm	42	26.74 KB	16	12
/newsletter.htm	40	8.05 KB	2	5
/jobs.htm	40	3.11 KB	2	13
/documents.htm	39	3.07 KB		3
/courses.htm	33	2.68 KB	2	3

Membership Update - by Darren Benzing, PMP

MI Eastern Iowa Chapter membership stands at 243, with 84 PMP©s. Our top companies by member count are Pearson (103), Intermec (16), Rockwell Collins (16), and Aegon (15).

New PMP©s: Jacqueline Haltmeyer, Mike O'Donnell, and Jeff Simoneau.

New Members: We welcome: Nitin Gupta from Thaddeus Computing, Chip Harbour, Tim McMullin, Agra Monagan, Molly Rausch, Mary Rutherford, Brian Strauss, and Russ Vogt from Pearson, Doug Lloyd from Rockwell Collins, Tracy Montgomery from Siemens, Jeff Peters from Intermec, Kevin Rose from Rabo AgriFinance, and Sangeena Sharma from McLeodUSA. We are glad to have you in the PMI Eastern Iowa Chapter!

Renewing Members: my Adam, Cheryl Fiala, Kristi Goldsmith, Joy Heitland, Carrie Jones, Jim Kircher, Manish Mukherjee, Laura Nicholls, Suzanne Prymek, Jeff Quell, Brad Thayer, Robert Traeger, Kevin VanDorin, Mike Woodard, and Rich Young. Thank you for renewing your membership for another year.

Want to join PMI and/or our Chapter: Check out: http://www.pmieasterniowa.org/Membership.htm

Chapter transfers: If you have a need to transfer to another chapter because you have moved or relocated due to changes in employment or work locations, please contact chaptertransfer@pmi.org.

PMP Exam Info

Attention PMP Exam Candidates: Seats in testing centers are filling quickly. If you have already received your letter of eligibility and plan to take the current PMP Exam ("2004 Exam", PMBOK 2000 Edition) please visit the website of PMI's test delivery vendor, Prometric (https://securereg3.prometric.com/Welcome.aspx) to reserve your place today. PMI is working with Prometric to proactively match applicant location with test center capacity and, where needed, has taken actions such as increasing the number of seats, extending center hours and scheduling additional paper and pencil exams to address capacity needs. If you plan to take the current exam, we urge you to schedule now. Although PMI is working diligently to ensure adequate capacity, PMI cannot guarantee space at any Prometric Testing Center. Important dates:

- 29 August 2005 - Final day to submit applications to test on the 2004 Exam*
- 24 September 2005 - Final day to test on the 2004 Exam
- 30 September 2005 - First day to test on the 2005 Exam (PMBOK Third Edition)

*Please note: the application has to be received by PMI on Monday, 29 August 2005 latest. This date is applicable worldwide.

Candidates who do not pass the 2004 Exam on the first try will have one year to retake the 2004 Exam.

You can also check out the following site published by PMI Corporate:
http://www.pmi.org/info/PDC_CertificationsOverview.asp?nav=0401

September Meeting Preview

MARK YOUR CALENDARS.

The September chapter meeting will be held Tuesday, September 20th. This is a one-week delay from our usual "2nd Tuesday" schedule, so that we do not conflict with the PMI Global Congress in Toronto. Planning is underway for our annual "Fun Night" with a new meeting location, a team challenge event complete with prizes, and gifts for the guests in attendance. If you've been thinking about bringing a coworker to a PMI meeting, this is the night. Watch for details in next month's newsletter.

Managing Change - by: Paula K. Martin CEO

July Column: Kicking-Off a Project & Building a Team

There are two roles that every manager must perform that aren't typically thought of as part of the manager's job: 1) contributing to the building of a network of positive relationships both within the organization and between the organization and the outside world, and 2) building organizational capability for the long term. Since you, the project manager, are, in fact, a manager, you are also accountable for building relationships and capability, in addition to your regular job of creating a project plan and monitoring and controlling that plan. Doing these additional jobs well is a major challenge and one worthy of anyone who calls himself or herself a project management professional.

Let's talk about the team-building side of your role. The first time you get the team together is for the project kick-off. Kick-off is critical because it launches the process by which you mold a group of individuals into a team, which consists of four stages: forming, storming, norming and performing, also know as the team development process. (This process is also known as Tuckman's stages of team development.)

The forming stage begins at kick-off, when individuals that haven't worked together before come together and need to get to know one another. They usually have questions in their minds, such as:

- What's this project about?
- Who are the other people on the team? Will I like working with them? Will they like me?
- Who is the leader? What is she like? Will I like her? Will she like me?
- Am I going to be successful at this? How will this project affect me? What will I have to do?

You can help people answer these questions positively if you lead the kick-off session in the right way, or you can create negative answers if you lead it the wrong way. During the meeting, use some of the following techniques for addressing these questions effectively include: 1) review the charter with them and resolve any issues they have with it, 2) help them get to know the other members of the team using introductions and/or some type of individual and/or team profiling, such as thinking or behavioral styles, 3) have an icebreaker, and 4) have the team participate in planning the project.

If you've done a good job of putting people at ease and addressing their forming stage questions, you're ready to move onto the next stage - Storming. This stage may also occur at kick-off if you're using the kick-off meeting to begin the planning phase of the project. During storming, you'll find disagreements erupting about what needs to be done and who should do it. You'll know you're in storming when you hear, "I can't," and "that's not possible".

As much as you might like to, you can't skip over the storming stage; you need to move through it. Here are some tips for moving through storming: 1) use a participative project management process so that everyone gets to help build the project plan, 2) clearly define roles and responsibilities, 3) encourage everyone to contribute their own point of view, 4) use participative decision-making and problem-solving processes to reach consensus, 5) use a conflict resolution process to resolve conflicts, and 6) practice good communication skills in the form of effective listening and constructive feedback.

If you do it right, you'll breeze through storming and head right into norming, and then into performing – where you will have performed your job of building team relationships.

Remember, your style and approach at the kick-off meeting are the first impression you make with your team, so set a good one by being prepared, inclusive and open - encouraging questions and participation - and finally, being supportive so they can answer their questions about you and the project positively.

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Paula Martin is the CEO of Martin Training Associates (MTA), the developers of the Project Management Evening Certificate program at Northeastern University. MTA offers in-house training in project, matrix and meeting management. For more information call 866-922-3122.

**Project Management Institute
Eastern Iowa Chapter**

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  Leo Bertling, PMP
  SpecialProjects@pmieasterniowa.org

External Training Opportunities

PROGRAM	DATES	TIME
Priority Manager Web-Shop	Oct 12 . . .19	10:00am – 12:00 EST
Working Sm@rt with Microsoft Outlook Webshop	Sept 20…27 Oct 12…19 Nov 16…23 Dec 7 .. . 14	1:30 -3:30pm EST 1:30 -3:30pm EST 1:30 – 3:30pm EST 1:30 – 3:30pm EST
Working Sm@rt with Lotus Notes Webshop	Sept 21…28 Nov 8…15	2:00 – 4:00pm EST 2:30 – 4:30pm EST
Working Sm@rt with GroupWise WebShop	Oct 4 . .11	2:30 – 4:30pm EST

Contact:
Rich Smith "Productivity Pro" CFPE
Priority Management Phone 319-447-9442
7324 Hampshire Dr. NE Cedar Rapids, Ia 52402
rsmith@prioritymanagement.com
www.prioritymanagement.com/rsmith

Chapter Sponsored Professional Development

The following chapter sponsored professional development opportunities are available.

- **Project Planning and Execution using MS Project—Look for classes this fall.**

- **Proactive Risk Management Class—Look for classes this fall**

Please send questions to ProfessionalDevelopment@pmieasterniowa.org

WBS TASK 1: Review the Project Management Basics

By: Douglas Williams, PMP   EMAIL DKWILLAIMS@WITSYSTEMS.COM

Opening Dialogue

In today's fast-paced business climate, project managers are often burdened with an onslaught of business practice, process and culture change, which is sometimes made more interesting by an abundance of supportive technology change. Project managers (and their support teams) are often wooed by the intensity of change and sometimes overcome by its mob-like excitement. Project management teams are easily distracted by resulting chaotic workflows and are sometimes lured away from simple project management standards and basics, the ones that are the foundation to the PMI-PMBOK®.

This column continues the intention to present ideas, concepts, tools, and definitions to help you learn (or reaffirm) many project management standards and basics that make project management tasks easier. These writings are presented within the simple PMBOK® phase context: initiating, planning, executing, controlling and closing. Most are presented with industry independence in mind, but some may include industry specific references to improve overall clarity. Your comments and thoughts are always welcome to the email address listed above.

Important Terms

Balance

Baseline

Expertise

Methodology

Skill

WBS TASK 1.2: Project Definition - Planning

WBS Task 1.2.5 Balance project specific work skills needed with resource skills offered.

Scenario: After being a project manager within the organization for a few weeks, your resource manager reassigns to you one of the enterprise-sized, cross-functional projects. The project scope, schedule, and budget understanding is established and some resources (twelve or so) have already been assigned. You understand the high-level scope, cost, and schedule details and are now building a detailed project plan, including the resource planning aspects. Being "new" to the organization, your understanding of the skills available as they would apply to this project is awkward (at best). It quickly becomes a struggle to balance the project skills needed and team skills offered.

Balancing project work skills needed and team skills offered is easier when one uses a structured approach. Review the following sections to help balance project work skills needed and team skills offered within the Project Definition – Planning context.

Coming Up Next

PLANNING

- Vendor Management

  Set Up

Some Google Strings For More Information

Go to Google's advanced search engine http://www.google.com/advanced_search and try the following search strings with special settings to obtain additional information.

project "resource management" - choose last six months

"skills matrix" "project management" - choose last six months

"skills matrix" "project management" filetype:xls

"skills matrix" "project management" filetype:doc

WBS TASK 1.2: Project Definition - Planning (continued)

WBS Task 1.2.5 Balance project specific work skills needed with resource skills offered.

Project managers seem to rely on many approaches to resolve questions relevant to project resource planning. Some prefer to handpick their team membership. Some prefer to rely on the recommendations of others. Some simply leave it to fate. Regardless of one's approach, engaging a data supported project work and team member skills analysis and balancing protocol seems to improve the likelihood of a project being successful. This section describes fundamental steps needed to develop the initial work and team skills balance while performing the project's Project Definition – Planning set up steps.

Understand the basic project work skills analysis balancing objectives

One first needs to consider the following objectives while working to establish a project work and skills balance:

o   To determine a discreet understanding of the work related skills needed.

o   To determine a specific understanding of the team skills offered.

o   To determine project work and skills imbalances (the gaps).

o   To appropriately communicate the need for balancing project work demands with the organization's skills available.

o   To define a reusable skills reference point so that team member training or realignment can be more effective.

Determine a project work centric skills analysis methodology

One needs to determine a project work-centric skills analysis methodology. Although the exact methodology may vary slightly between projects , the publishable results - likely a document and supporting templates - should explain key concern areas that are likely to surface while performing the analysis. Consider the following analysis impacting audience questions:

o   Why is a skills analysis needed?

o   How are the project work skill needs determined?

o   How are team member skills offered determined?

o   How are the project work skill needs expertise levels determined?

o   How are team members skills offered expertise levels determined?

o   How are comparisons between skills needed and skills offered performed?

o   Where will the analysis results be stored?

o   Who will have access to the analysis results?

o   How are analysis process or results objections to the results going to be handled?

o   How will the skills analysis results affect my individual job performance?

o   Will the results be shared for reuse? And how?

WBS TASK 1.2: Project Definition - Planning (continued)

○ It should align to the project's overall communication plan.

○ It should be written to the audience, which may be using a different language context than the project management context.

○ The methodology should be changed only if required and directly aligned with the major project baselines.

Establish a skills analysis specific communication plan

As mentioned in the rules of the road above, it is most important to develop a link to the project's overall communication plan. As an extension, the skills analysis' communication strategy and corresponding protocols should be assembled before performing an actual project skills analysis. This communication plan extension helps to set reasonable expectations as to why the project work is the defining source for skills related decisions. It directly helps quell some of the "rumor-mill" activities relating to why someone may or may not be part of the perceived "chosen-ones" who work on the project. It calms any anxious, but excellent, team members, who would otherwise worry of some unintended outcome of the skills analysis (i.e. termination). Most importantly, it helps everyone understand that the work results are more important than otherwise unfounded personnel preference assumptions.

Establish project sponsor support for the skills analysis

The project skills analysis effort needs the project sponsor's acknowledgment and long-term support. Due to the assessment/inspection nature of the skills analysis, it is very wise to advise the sponsor of criticisms that may show during and after the initial skills analysis. Although the project manager may be capable of handling these criticisms, some are best resolved with the project sponsor's influence.

Establish methodology alignment with Human Resources practices and guidelines

The methodology should obtain review and acknowledgement by the organization's Human Resources department. This "advisory" step is important for helping the organization resolve any related complaints or job class change obstacles, which have the potential to slow or stop the project.

Identify a skills analysis methodology supportive toolset.

Once a methodology is formally determined, it is important to find a tool or toolset to automate analysis processing. Some automated functions may include:

○ Individual collection of work skills needed and related rankings (work expertise needed).

○ Individual collection of staff skills offered and related rankings (staff expertise offered).

○ Work area display of work skills needed, offered, and any imbalance (s), positive or negative .

○ Individual linked training planning.

○ Resource planning (hiring and realignment) tracking to apply to both internal and external team members.

It is most important to understand the overall methodology *prior* to looking at any tools. To do otherwise will likely create abnormal / disconnected skills analysis results, which would likely result in project or tool rework.

Perform Initial Project Work Skills Needs Analysis

This process is simply a mechanical translation of the project's work breakdown structure (WBS) into work skills needed. For efficiency, it is wise to use the WBS to identify named tasks for the project's intended work area needs. These tasks are then analyzed to determine specific work skills, expertise levels and other knowledge needs. It is effective to then group the results of this analysis into project standard roles (including descriptions of responsibilities, skills, and expertise). If the WBS is constructed correctly, the roles would then very likely map to a similar organizational chart.

WBS TASK 1.2: Project Definition - Planning (continued)

Perform Initial Staff Assigned Skills Offered Analysis

This process is also mechanical. Review each assigned team member's skills, experience, and potential. Rely on resumes, job histories, resumes, referrals (internal and external), and anything else to develop a clean sense of how each team member may contribute to the project result. It is important to recognize all skills, experience, and potential, but being careful to get to the skills offered data as it specifically aligns to the skills needed data. To do otherwise may obscure the project work skills needed with team skills offered balance.

Perform project work and staff skills gap analysis

Simply put, just compare the project work skills needed with the team member skills offered. Document the result in order to act on imbalances (the gaps). Also use this result as part of the project baseline, which should account for current scope, cost, and schedule.

Pursue skills needed and skills offered gap resolutions

Resolving the gaps is sometimes difficult. The work skills needed tends to remain static unless the scope changes. The "hope" that the gaps will repair themselves usually amplifies their long-term (negative) influence on the project. This leaves the project manager with the use of staff re-alignment, staff augmentation, or staff training, all of which have other consequences on the project's scope, cost and schedule.

Extend skills analysis into the project's timeline

It is important to keep the skills analysis in-step with the active project baseline. Skills needed levels change over time and especially when project scope changes are processed. Skills offered also change over time, and especially as team members come and go and overall team member experience levels change. Given all of this potential change, it is incumbent on the project to look to these areas as potential sources of skills imbalance.

Extend skills analysis results reuse into other projects and general resource management areas

The project skills analysis results can easily be extended to assist other projects or organizational departments. For example, when used within the enterprise project management (EPM) context, similar projects (based on WBS similarities) can be better grouped to leverage similar team member skills. It is important to differentiate that similar projects executed by similar project team members tend to move faster and with fewer rework needs. As another example, the skills analysis results can be used by resource managers to better substantiate staff-work alignments, staff skills training needs or general staff augmentation/hiring plans.

The Central Iowa Chapter of PMI is once again proud to provide an opportunity for the advancement of your knowledge and skill set by offering a one-day event geared towards people whose responsibilities may include the management of other people, projects, or the people who manage projects. This event is offered yearly and is considered one of the premier PMI chapter sponsored events in the Midwest, if not the entire country. Last year nearly 500 people attended this event, and that many or more are expected this year.

There will four concurrent tracks from which you can choose to attend any combination of sessions, within the same track, or across all tracks. The tracks will include sessions throughout the day that will focus on "Project Management Fundamentals", "Project Management Essentials", "Inter-Personal Communications", "and Advanced Project Management Techniques".

There will be three keynote speakers who will team with seven others speakers as presenters during the track sessions. They will present subject matter that is important to all those seeking continued professional and personal growth. In addition, if you are a PMP, you can earn up to 6 PDUs. All of this for a very affordable investment that includes a continental breakfast, lunch, and refreshments

Keynote Speakers
As always we have an excellent line-up of internationally known Keynote speakers. You can expect that their presentations will be both thought provoking and entertaining

Morning –
Michelle Ray – Born in Melbourne, Michelle Ray is an international speaker, author and seminar leader who has spoken to tens of thousands of people around the world. Her company, Walkabout Seminars International, has registered offices in Vancouver, Canada and Sydney, Australia. Walkabout Seminars International offers keynote speaking and training services in areas Michelle describes as "high-demand essentials for professional growth." Michelle was ranked as the top speaker in Canada for 2003 with the world's largest international seminar company.

Michelle uses an interactive approach to inspire and captivate the imagination of her audiences. Her clients include government departments, hospitals, numerous corporations, associations and small business. Michelle's style has been described as refreshing, uplifting, entertaining, informative and amusing with a common-sense message!

Lunch –
David Schmaltz – David is an author, consultant, and trainer. His latest book, *The Blind Men and the Elephant: Mastering Project Work -- How to Transform Fuzzy Responsibilities into Meaningful Results*, released by Berrett-Koehler Publishers, joins David's earlier work, *This Isn't A Cookbook: The Elements of Project Style*, and True North's newsletter, Compass, in passing along his unique insights into adaptive project work.

David uses his role as writer and consultant to help people discover for themselves what they need to know to make their assignments work well for them. His expertise includes creating new frames of reference for approaching projects and helping clients discover for themselves how these different models apply to their real world situations.

Afternoon –
Bruce Christopher - At the heart of it all, what separates Psychologist-Humorist Bruce Christopher from the pack is his outrageously funny, dynamic delivery of today's hot topics. Bruce inspires audiences internationally by giving them real, immediate solutions and practical strategies for change and success without fluff and hype. A practicing Clinical Psychologist, holding degrees in Professional Psychology and Interpersonal Communications, Bruce is a credentialed professional speaker, a member of the International Who's Who of Entrepreneurs, and the National Speakers Association. He is author and presenter for the acclaimed and best selling video series, "Staying Energized in a Draining World." He speaks over 150 times each year and is one of the most sought after speakers by the Fortune 500 and by many other world-class organizations. When you are faced with morale problems, gender conflicts, difficult people, change, or a need for teamwork, this psychologist is in!

Sessions Speakers
Session Speakers include many who have founded or lead companies related to project management consulting, project management standards, risk management, training, business facilitation, business process improvement, change management, business presentation, and workplace relationships. Their knowledge and experience will be the basis of excellent session topics that are sure to keep you fully engaged throughout the day.

Exhibitors
A variety of vendors and companies will be on hand to answer questions and display the latest in software, training, and other tools.

Complimentary Parking

Free parking will be available at the city ramps northeast of the Complex at 5th and Grand and southeast of the Complex at 4th and Grand. Please bring your parking ticket with you to be validated at the Event Registration Table.

PDU Credit

Participants will have the opportunity to earn up to 6 PDU credits for attending qualifying sessions.

Event Date, Time and Location

October 7, 2005
7:00 AM to 5:00PM
Polk County Convention Complex
501 Grand Avenue
Des Moines, IA 50309

Hotel Accommodations

For hotel arrangements, contact one of the following downtown hotels:

Des Moines Marriott	1-800-228-9290
Embassy Suites Hotels	1-800-362-2779
Hotel Fort Des Moines	1-800-798-9191
Renaissance Des Moines Savery	1-800-798-2151

Contacts

Additional details about this event will be available no later than June 17, 2005 on the PMI-Central Iowa Chapter website at www.PMI-CentralIowa.org. Questions may be sent via E-mail to: PM-PDD@PMI-CentralIowa.org or from the Chapter's Website. Please put "PDD Question" in the subject line.

Easy Registration

Register via a link to the registration site from the PMI-Central Iowa website at www.PMI-CentralIowa.org.

Registration Deadlines

Pre-Event Ticket Sales –
Tickets go on sale on July 1, 2005.
Ticket sales end on September 26, 2005

Early registration prices are available until August 14, 2005.

At the Door –
You may register at the door on the day of the event with a check.

No credit cards or cash will be accepted at the door and a surcharge will be added to the registration price.

Payment Options –
Before the day of the event, either check or credit card will be accepted. Acceptable credit cards include Mastercard, VISA, Discover, and American Express.

Registration Fees		
PMI Member Registration	**Non-Member Registration**	**Student Registration***
Early Registration $200 *(Registered by 8-14-05)*	Early Registration $275 *(Registered by 8-14-05)*	Early Registration $150 *(Registered by 8-14-05)*
Regular Registration $250 *(Registered after 8-14-05)*	Regular Registration $325 *(Registered after 8-14-05)*	Regular Registration $175 *(Registered after 8-14-05)*
At the door *(Checks Only)* $275	At the door *(Checks Only)* $350	At the door *(Checks Only)* $200
Registration fees include the seminar, continental breakfast, lunch, and refreshments.		

* To qualify for the Student Registration Fees, you must be a full-time registered student at the time of the event. You will be asked to show your Student ID and proof of your full-time student status at check-in desk on the day of the event.

Planning for the 2005 PMI Professional Development Days is well underway. The week-long series of events will take place Tuesday through Saturday, October 4 – 8 at the DoubleTree Hotel in St. Louis Park.

This year's theme is "Advocating Risk, Embracing Opportunity." In line with this theme, the Symposium Keynote Speaker will be Admiral William H. Cantrell, USN (ret). Admiral Cantrell is currently Deputy Chief Engineer for the Independent Technical Authority within NASA, and is working on the safe return to flight of the U.S. Space Shuttle program. Admiral Cantrell will speak on the risks and rewards inherent in large government and military projects. His four decades of project experience includes Program Director for the design and construction of a $260 million state-of-the art shipbuilding facility, Head of the TRIDENT Submarine Acquisition Branch in the Strategic Systems Project Office, and Advisor to the Columbia Accident Investigation Board.

Education Classes
One and two-day classes are scheduled for Tuesday, Wednesday, Thursday and Saturday. Choose from Business Process Modeling, Effective Virtual Teams, Six Sigma, Managing Stakeholder Communications, Affecting Positive Change, Sarbanes-Oxley Fundamentals, Goal Focused Communication, Reducing Risk through Project Planning Best Practices, Business Savvy Project Management, and Strategically Aligned Project Portfolio.

Neal Whitten will present a special two-day class entitled "No Nonsense Advice for Successful Projects."

PMP Prep Class
The Fall 2005 PMP Certification Prep class will be offered in a three-day format on October 4, 5, and 6.

Symposium and Vendor Fair
Learn to think beyond the bottom line and embrace risk. In addition to our keynote speaker and luncheon, our Friday Symposium features the following learning tracks:
- Soft Skills
- PM Technical Tools
- Risk Management Techniques
- Organizational Skills

Pricing and Registration
Register early and save up to $75 per class!

PMI Member Rates	Early	Late
• ½-day class	$190	$240
• One-day class	$375	$450
• Two-day class	$750	$825
• Three-day class	$1125	$1,200
• Symposium	$220	$270

Register for *both* an educational class and the symposium, and save an additional $50. Go to TicketWorks.com for more information on offerings, instructors and non-member pricing. Early registration ends August 31, 2005. Late registration pricing begins on September 1, 2005, and runs through October 7, 2005, or until the class or symposium is full.

More information can be found at www.pmi-mn.org.