



## 2009 Sunday Seminar

May 3, 2009

Spring is in the air and planning is underway for another great PMI NJ Sunday Seminar and Symposium in May. These events will be excellent opportunities to increase your knowledge and gain PDUs.

The Sunday Seminar topic is "Creativity for Project Managers". The Symposium theme is "Outside the Box Project Management". They will be held on May 3 and 4 respectively, at the Pines Manor in Edison, NJ. The Symposium registration is very popular and may be sold out by the time this newsletter reaches you.

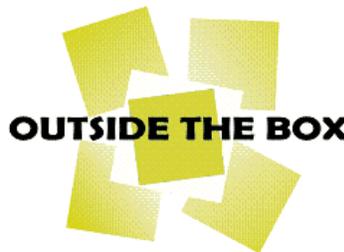
Creativity for Project Managers  
PMI NJ Sunday Seminar – 4 PDUs  
May 3, 2009  
1PM-5PM  
Pines Manor - Edison, NJ

The Sunday Seminar will be conducted by Dr. Oliver Schlake from the University of Maryland, College Park, Robert H. Smith School of Business. Dr. Schlake will pre-

sent a hands-on interactive seminar with the focus on new and creative ways to achieve project goals.

There are many benefits to employ creativity in managing projects: beating deadlines by redesigning established processes, improving employee motivation and retention when they can be part of a creative process, finding outside-the-box solutions for critical problems, and better career opportunities for creative project managers due to more challenging (and creativity requiring) assignments.

But creativity is not an on-demand service. It is essential for project managers to understand obstacles to creativity and how to overcome them, learn and practice creativity techniques, and learn from best-practices of leading creative organizations. Ultimately, the workshop gives answers to the question: "Does more creativity in managing projects pay off?"



*Continued on page 6*

## Program & Project Assessments – Ready for Prime Time

By, Ted Williams

Surveys and research from leading experts in the field of program management indicate that approximately fifty percent of projects fail to meet their objectives. The figures reported tend to be in the thirty-five to sixty percent range. The variation is a product of the "not meeting objectives" criteria that is applied and the methodology that is employed to capture the data and interpret the results. What ever the actual number might be, we can probably at least

agree that anything hovering around a "coin flip" is higher than it should be.

Think about the excited Project Sponsor who walks into the office of the Project Manager with a newly approved and funded project charter. After asking the Project Manager the likelihood that the project would meet its intended delivery objectives, the Project Manager pulls out a coin and flips it into the air. What is likely to happen next is that the Project Sponsor will quickly turn around and

be out the door before the coin hits the ground. This probability technique might be appropriate at the start of the Super Bowl, but not in response to a question about project delivery.

It's not as though there haven't been any positive trends. Project management standards and best practices continue to evolve, the number of experienced certified project manage-

*Continued on page 6*

### In this Issue

2	3	4	7	8	9
2009 Programs Recycle for Sight	Campaign to Find a New Job	LIG / SIG Information	Photos from the Recognition Dinner!	Volunteer of the Quarter	Newly Certified PMPs

# 2008-2009 Program Schedule

Meeting Date	Speaker & Topic	Venue	Satellites
<b>21 April 2009</b> Tuesday: 5:30 to 9:00 Earn 1.5 PDU's	<b>Traci Duez:</b> Understanding Thought Processing for More Effective Project Management	Westin Governor Morris Inn in Morristown	Marlton Princeton Roseland
<b>3 May 2009</b> Sunday Seminar 1:00 pm to 5:00 pm Earn 4 PDU's	Creativity for Project Managers	Pines Manor in Edison	
<b>4 May 2009</b> Monday: 8:00 to 5:00 Earn 8 PDU's	Annual Symposium Outside the Box Project Management	Pines Manor in Edison	
<b>16 June 2009</b> Tuesday: 5:30 to 9:00 Earn 1.5 PDU's	Student Paper and Project of the Year	Martinsville Inn in Martinsville	Marlton Parsippany Fairfield Princeton Roseland
<b>29 Aug to 3 Sep, 2009</b> Seminar at Sea 5 days Earn 15 PDU's	Combining Pleasure with PDU's	Carnival Triumph NY to St John, NB & Halifax, NS	

## RECYCLE For Sight

Do you have one or more pairs of eyeglasses that you no longer use? Please don't throw them away. Bring them to the next New Jersey PMI meeting, and your donated eyeglasses can be recycled to bring sight to men, women and children in developing countries through the "Lions Recycle For Sight" program sponsored by Lions Clubs International (the largest service organization with over 1.3 million members in approximately 46,000 clubs in 193 countries and geographical areas) and the NJ Lions' Eyeglass Recycling Center located at the Katzenbach School in West Trenton.

Used prescription eyeglasses and prescription and non-prescription sunglasses are collected as part of a unique recycling program supported by donations and volunteer

work. Over a half of a million eyeglasses have been recycled and distributed in the past four years.

The collected glasses are first sorted by prescription type (single, bifocal, trifocal) before being cleaned and sterilized. Next the specific eyeglass prescription is identified on a lensometer. This prescription is entered on a label that is affixed to a plastic sleeve into which the eyeglasses are placed.

Following these steps, the eyeglasses are prepared for distribution to developing countries where eyeglasses are often unaffordable.

The Lions Eyeglass Recycling Program was adopted as an official service activity of Lions Clubs International in October 1994. However, members of the Lions Club have been working to aid the visually impaired since 1925 when Helen Keller asked them to become "Knights of the Blind."

Recycle your used eyeglasses. Bring them to the next NJPMI meeting and give someone else a chance for sight.



SIG / LIG Updates

# A Campaign to Find a New Job

*PMI NJ Career Networking LIG*

The Career Networking Local Interest Group January meeting was very informative. The speaker, John Sampson of MIS Network Associates, discussed mapping a campaign to find a new job.

His unique approach was almost military in nature. He emphasized that getting a job should be considered a full-time project, with the end result identified up-front: what are you looking for; what is the long view?

The first thing John recommended is that after deciding on your project goal, explore the emotions associated with having to look for a new position. This is not simply the need for a job – there is a whole spectrum of things you should consider, from lack of help from expected sources and rejection to the grind of continuous activity. It is a continuous process, and you should use your skills as a project manager to make finding a job your full-time project.

John then outlined the tenets all should follow: getting a job is a numbers game, and at all times you should keep the pipeline full, expect many opinions about everything – your resume included!

The next step is to establish an infrastructure that will carry you through

the process. You need an elevator pitch – summarize YOU in one line for any and all contacts. Once you have that, you develop a resume that is a baseline for your search. This resume can be used to develop very specific alternate resumes that you tailor to the positions you are applying for. The second part of this infrastructure you are developing as part of your campaign is the development of thank you letters that can also be tailored to the positions. Thirdly, you must have a cover letter that reflects YOU. Lastly, you must have the marketing and technical tools that will bring you to a level of professionalism equal to when you are employed...business cards, marketing plan, appropriate apparel and updated technology (PC, printer, software). These 4 parts will give you an underlying framework to support you through the project plan you have developed to get a position. These are the tools that will be your weapons as you execute your campaign.

John then addressed the various venues that can be explored in their order of success: Networking by far is the number 1. Reach out to former colleagues, friends, anyone whom you believe can get you an “in.” Remember you may be needed by them later, so set yourself up with a con-

vincing pitch and always remember to thank everyone, no matter what their impact.

Number 2, surprisingly (or not) was the Internet. Of course there were various levels of effectiveness with the tools found on the web. The job boards can be most effective, but be sure you refresh your own data regularly. Corporate sites do not always list their senior jobs, and their job lists are not always kept up to date – jobs listed may no longer be open opportunities, and not all of the opportunities will be listed.

Groups are your number 3 option. These Networking/Professional/Interest Groups can provide new knowledge and of course, new sources for networking. They are worth a look when you need support, new ideas or just a place to share.

Number 4 and beyond, with varying levels of effectiveness, were Headhunters, consulting opportunities, periodicals, direct mail and unusual sources like neighbors. All of these need to be understood in their context. The main thing to remember is that at ANY time you could be in a position to network, so you must be prepared. Every one of these venues requires preparation and time, some

*Continued on page 4*

Chapter Meeting	Networking Topic
21 April 2009 - Morristown	Speaker: Helen Hogan “The Financial Implications of Losing your Job – What you can do about it”
4 May 2009 - Edison	PMINJ Annual Symposium
16 June 2009 - Martinsville	Open Networking

## SIG / LIG Updates

# PMINJ SIGs Looking for Members

The New Jersey Chapter of PMI has been able to develop a closer working relationship with several of the SIG/LIG organizations in order to further common activities. These groups have been active participants at the New Jersey PMI events like the annual Symposium and the International Project Management Day. If you have interest in joining or assisting with their local activities please reach out to the following contacts. ▲

Healthcare Project Management	Jim Schneider	jschneider@solarish.org
PMI Women in Project Management	Rose Tyler	chair@wipmsig.org
BioPharmaPM Network	De Scacchetti	dscacchetti@dsus.com
Career Networking LIG	Barbara Fuller	bfuller@processandprojectsolutions.com
Aerospace & Defense	Larry Gibbs	larry.gibbs@us.army.mil
College of Process Management	David Radkovich	david.redkovich@us.army.mil
Consulting SIG	Kim Johnson	kajohnson@johnstech.com
Program and Project Assessment Group	Ted Williams	trwj@comcast.net
Information Systems	John Tse	newresgrp@optonline.net

### Networking

Continued from page 3

more than others, but you must be sure of what you want.

Interestingly, John's next area of discussion was the "Home Front". He urged the room to engage their family as a team. Make sure they understand what has happened. Make sure they can articulate your elevator pitch. Clean up any social networking sites. Make an economic plan for you and your family, so you have a better idea of your flexibility. Lastly, but most important -- get out of the house! Do not get sucked into a home routine, do not spiral downwards. Stay up!

What do you do when you get out? Network, network, network! Join groups when you are employed, join

when not.....there is some crossover. Obviously PMI is a favorite choice of the readers of this article, but there are other professional groups (FENG, TENG, MENG, and outplacement groups such as Lee, Hecht, Harrison) that can help while you are in transition or when you are actively looking for a new opportunity.

Alright... you are set. You've done your preparation, you're networking, and you've planned your campaign. Now it is time to be sure your tools are ready.

Tool #1...the Resume. It is not a single document. It needs to be customized by you for the variety of opportunities you are looking for. Assume you will not know the reader. If possible, engage an ex-boss to review it. ALWAYS, ALWAYS, ALWAYS keep an updated supply with you in your car.

If you have been networking, something may come your way in an unusual place. Keep track of where your resume has been sent, and which version you sent. Be sure each and every version is as compelling as you can make it. You are selling your most important asset --- you!

Tool #2...the Interview. Practice, practice, practice so you are ready for anything. This should be an opportunity for a dialogue about an opportunity that may be right for you. Even if it evolves that it is not right for you, remember an interview is still a networking opportunity. Bring your resume, be punctual, and ask questions. Listen carefully and be ready for the potentially "obvious" questions (i.e. Tell me about yourself, Why do you want to work for us? Why

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**Networking**

Continued from previous page

should we hire you?). Remember that everyone you meet at the company is special, be nice to everyone you meet. Customize the thank-you notes you send. Keep track of your expenses for networking, travel and materials for your later use with income tax preparation.

Be ready for the interview by due diligence. Find out what you can about the company in advance. Observe while you are there. Get a handle on the business of the company.

So, you've planned your campaign, you've used different venues, you've networked and you have sharpened your tools. You are now executing.

We said in the beginning this was like a military campaign that should be worked like a project. Next a "Project Plan" checklist should be developed. This will obviously be customized to your needs, but it should include EVERY activity and output you are using. Is each item updated? Do you have your schedule? What is in your pipeline? What are your networking plans? Do you have a personal sounding board to support your efforts? Develop the Checklist and use it as a Project Charter. Document everything you do, so that if you again need to map out a campaign, you will have your Lessons Learned built in. You will know what worked for you, what didn't and why.

So, now you have found that job!! Do not stop your campaign until you have been employed for a while. You do not want to lose momentum should something happen at this new company. John offered several possible scenarios:

Offers are retracted

Organizations change

The offer you initially accept may really be a "settle for"

There may be some really better opportunities out there

The "bird in hand" may not be what you thought it was

Mergers, reorganizations, and resignations continue

Your new boss may not be what you expected: "he's a great guy, but a terrible manager"

Additionally, thank EVERYONE you reached out to, no matter how much or how little impact they had. Thank all the contacts you made during your campaign by email or snail mail, even the ones who weren't particularly helpful. Attach an updated resume so that if something comes up, you are a first thought.

If you are satisfied with where you land, make sure you forward new leads to members of your networks. Take and return calls to everyone. Be helpful, help everyone. Forward the calls you receive to groups or other individuals.

John's final thoughts to the room revolved around understanding that "Your employment may be temporary and your transition may be permanent" and "Keep in mind that a job search campaign is a project, but career management is a process". Never stop networking, and always give back. Your first campaign may not be your last.

Marianne Kasel Burke  
Communication team member of the Career Networking LIG

John Sampson can be reached at [jcspike@yahoo.com](mailto:jcspike@yahoo.com). ▲

**The Career Networking Local Interest Group**

**Meetings:** 5:30 pm – 6:25 pm – before the regularly scheduled PMI-NJ Dinner Meeting

**Webpage:** [http://www.pminj.org/nj\\_cnl.mr](http://www.pminj.org/nj_cnl.mr) For more information: [networkinginfo@pminj.org](mailto:networkinginfo@pminj.org), Barbara A. Fuller

**Mission**

Teach and facilitate Networking among PMINJ members to support their personal and professional growth and promote exposure to career and business opportunities.

**Description**

The PMINJ Career Networking Local Interest Group (CNL) was established to facilitate business and career networking among PMINJ members. The CNL's goals are to provide additional networking opportunities to PMINJ members in the form of networking events, educational forums, and professional development opportunities. Each month a structured networking event is produced with elements of speakers, panel discussions, job announcements, networking sessions and interactive workshops.

**Your NJ Chapter of PMI is the best game in town for earning PDUs.**

**Sunday Seminar**

Continued from page 1

The seminar will consist of three modules: 1) creativity matters, 2) techniques on how to infuse more creativity and 3) strategies to build and sustain a creative project management culture. The modules are supported by several hands-on exercises, ready-to-use worksheets and checklists as well as “best practices” stories from well-known and not-so-well-known companies around the world. The design of the workshop is interactive and participants gain more insight through active participation and sharing of experiences.

Dr. Oliver Schlake is a Tyser Teaching Fellow and full-time faculty member at the Robert H. Smith School of Business at the University of Maryland, College Park, a senior business consultant, entrepreneur and researcher. He is also the Faculty Director for the Undergraduate Entrepreneurship Fellows Program, and teaches courses in Strategy Implementation, Industry and Competitor Analysis, Corporate Venturing, Entrepreneurship, and Creativity for Business Leaders.

As a strategic advisor and management consultant, he specializes in business foresight and innovative strategy design, helping organizations and individuals better respond to uncertainty, change and complexity with innovative, flexible and future robust strategies.

Please check the PMINJ website [www.pminj.org](http://www.pminj.org) for pricing and availability of the Sunday Seminar and the Symposium. ▲



**Assessments**

Continued from page 1

ment professionals and the number of organizations who view project management as a necessary core competency continues to grow, and “new” development approaches continue to be introduced, just to name a few.

What appear to be lacking are standards and best practices related to the measurement and assessment of project performance. Understanding project performance is the first step towards improving it. Program & Project Assessments (P&PA) offer an effective approach to proactively identify and address delivery issues before they significantly impact project objectives.

What are Program & Project Assessments?

Program & Project Assessments are structured evaluations of project subject matter areas where performance is measured and assessed against established baselines. Assessments are sometime referred to as audits where there is formal authority, or as health checks where there is less formality or self assessment. Assessment scope can include project management, systems development, quality management, finance, technology, business readiness, and many other project related areas.

Why are Assessments not a standard practice?

Assessments, health checks, or audits can provide project stakeholders with valuable information and significant benefits in helping to monitor process and delivery performance, and manage project risk. Why then are they not a standard practice? Reasons include:

Awareness – the project stakeholders do not have a clear or shared understanding of the purpose, mechanics, outcomes, or benefits of project assessments

Uncertainty – audits or assessments can put fear into the heart of even an experienced Project Sponsor or Project Manager

Framework - an appropriate assessment structure for providing oversight does not exist

What is an Assessment Framework?

The establishment of an assessment framework is central to developing an effective project oversight solution. An appropriately developed framework can overcome obstacles related to awareness and uncertainty. The framework should integrate proven assessment processes, state-of-the-art tools, and people. Bypassing this step would be like jumping into a pool of water before knowing how deep it is.

Assessment solutions also need to extend beyond the limitations associated with process based approaches. For example, if you are relying solely on PMBOK® to provide answers to whether the program or project will meet its objectives, you are probably going to miss the boat. An effective framework will include a balanced scorecard containing process and delivery perspectives, benefit management, a well defined Basis of Assessment (BOA), the integration of process, tools, and people, and techniques such as Earned Value Management (EVM) to validate delivery results and expectations.

Who is interested in P&PA?

During November 2008, a survey was provided to visitors in the Vendor area of the PMI NJ International Project Management Day event and at the sign-in table for the monthly PMI NJ Chapter meeting. The purpose of the survey was to gauge the utilization and interest in Program & Project Assessments. I had promised to submit the results of the survey to the PMI NJ Newsletter such that they

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### Assessments

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could be published. I wish to thank those of you who took the time to complete the surveys and provide your valued insights. Survey results:

69% reported that their organization performs formal assessments or audits (59%) or would like to (10%)

Time constraints and the lack of a formalized process were the most common obstacles to performing assessments

11% reported that their organization performs formal assessments or audits without an established framework

10% reported that their organization has an established assessment framework but does not perform formal assessments or audits

77% thought that PMBOK® does not adequately address project assessments

52% would like to see a Specific Interest Group or SIG established for Program & Project Assessments

65% would like to see a Practice Standard developed for Program & Project Assessments

39% would volunteer to participate in a New Jersey based Local Interest Group of LIG for Program & Project Assessments

The survey results indicate that there is a significant interest in Program & Project Assessments, enough to suggest that we take the next step to explore the establishment of a New Jersey based LIG. I will initiate the process by contacting those individuals who have volunteered and provided me with their email address.

If you are interested in participating in the LIG, would like to place your name on a list to obtain information for upcoming developments regarding P&PA, or know of a potential sponsor company, please send an email with your comments and contact info to [ted@projectrx.com](mailto:ted@projectrx.com). ▲

## Seminar at Sea



Carnival Triumph  
Saturday, August  
29 to  
Thursday, Sep-  
tember 3, 2009  
5 Day Canada –  
St John, NB &  
Halifax, NS



*Photos by Dave Case of attendees at the recent Recognition Dinner at the Manor in West Orange.*

# Maureen Sammis: Volunteer of the Quarter

Maureen Sammis has been a member of the New Jersey Chapter since 1992, when she achieved her PMP status. She has been a role model of a volunteer for more than 7 years, mainly supporting the Symposium and the International Project Management Day events with communications to the chapter and beyond. She has also contributed two poster presentations to chapter symposia.

The Symposium Communications Team that Maureen leads is our connection to the world at large. The role has grown through the years. Currently, Maureen's team develops content and writes articles for the chapter web site, for specific e-mail notifications, for chapter newsletters, and for PMI News articles. These pieces of journalism involve pre-event and post-event objectives, and rely on input from the entire Symposium Team. Maureen's team takes feedback gracefully, while meeting the deadlines. To the extent that you know what is going on with upcoming symposium and International Project Management Day events, it's thanks to Maureen and her team members.

Maureen spent 35 years of her career with AT&T. For her last 5 years there, she was the Vice President of Customer Service, serving large business customers with worldwide networks. She was one of the first executives on the AT&T Project Management Organization board. After retiring from AT&T, Maureen has taken on new challenges. She currently consults for Creative Resources,

interfacing with customers in the gourmet food industry to design, develop, and deliver custom packaging, which is created in China. Her extensive project management skills, as well as her communication and diplomacy skills, are used daily in this work.

Join us in congratulating Maureen Sammis as the PMI NJ Volunteer of the Quarter for 2Q09. ▲



## M a s t h e a d

### Newsletter Advertising Rates & Sizes

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### Deadlines for 2009 issues

Summer	June 1, 2009
Fall	Sept. 1, 2009

Please submit articles in MS Word, RTF, Mac Pages or plain ASCII text. Graphic files should be in **high resolution** JPG, GIF or EPS.

All members are invited to submit articles, meeting reviews or other items of interest for publication.

The newsletter is edited by Connie Nicholson who can be reached at [editor@pminj.org](mailto:editor@pminj.org).

As part of your New Jersey Chapter's effort to go green, this newsletter is being printed on 30% recycled paper.

# Congratulations to our new Certifications As of Feb 28, 2009

**Achieved PMP**

**Certification:**

Bhaskara Achyuthuni  
 Ellen Aggus  
 Gregory Ammermann  
 David Bona  
 Pallav Bordoloi  
 Mel Boskett  
 Francis Cann  
 Karl Carlstrom  
 Ramesh Challapalli  
 Jenny Chan  
 Sathi Reddy Chinta  
 Thurmon Cohen  
 Jeanmarie Collins  
 Benjamin Comings  
 Michael Craig  
 Arthur Drury  
 Angelena Edwards  
 Nancy Ernst  
 Juliana Farrell  
 Cesar Fernandes  
 Anna Fernandez  
 Lorrie-Ann Flanagan  
 Karen French  
 Pamela Gaines  
 Roderick Gammon II  
 Ann Garvey  
 Robert Gilbert  
 Anuj Goel  
 Sharon Golan  
 Nakkeeran Govindasamy  
 Gary Greene  
 Navi Grewal  
 Carmella Gualtieri-Ditmars

Christopher Hamilton  
 Charles Heller  
 Paul Hencoski, Sr.  
 Joseph Hopler, Jr.  
 Victoria Horner  
 Sarah Hoysted  
 Pin-Pin Hsu  
 John Hudson  
 Bruce Huffine  
 Shanon Hunt  
 Subha Ierokomos  
 Rupashi Jain  
 Lawrence Javick  
 Faith Karis  
 Amzad Khan  
 Dennis Komsa  
 Donald Koppel Jr.  
 Brian Kramer  
 Laurie Kraus  
 Sunil Kumar  
 Chiranjivi Kumar  
 Jerry Laurizio  
 Madeleine Lee  
 Mariusz Lewicki  
 Patrick Lombardi  
 Alan Lucas  
 Steven Maffei  
 Vivek Malhotra  
 Joycelyn Marshall  
 Bryan Mason  
 Michael May  
 Warren Vincent Mayo  
 Edmond Mc Laughlin  
 Christopher McCoy  
 Sheila McRae

Frank Mead  
 Robert Medvitz  
 Kunal Mehta  
 Daniell Meighan  
 Anthony Milillo  
 Sanjay Mittal  
 Anjaneya Modugu  
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 Andrew Sotirhos  
 Anurag Srivastava  
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 George Vilaro  
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 Vergle Wagner, Jr.  
 Symma Winters  
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 John Wydila  
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 Diane Yen  
 Asad Zaki  
 Jerry Zhong  
 Clifford Zivi

**Additional Certifications:**

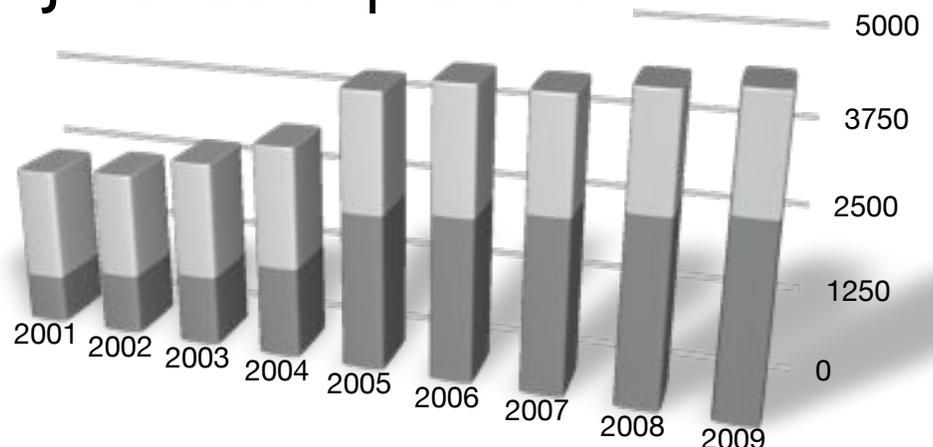
Warren Evans, PgMP  
 Debnath Bera, PMI-RMP  
 Ciro Casimiro, PMI-RMP  
 Jay Gassaway, PMI-SP

## PMI NJ Membership Growth

Membership as of Feb 2009

Total members = 4570  
 PMPs = 2902 = 64%  
 CAPMs = 15  
 PgMPs = 7  
 RMP = 2  
 SP = 1

■ PMPs





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# Project Management that's reshaping businesses



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