



# PMI Central Mass Report

## Summer Job-Search Strategies

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It's easy to lose career focus during the summer months. Kids home from school, warm sunny weather and household projects tend to distract job seekers. Additionally, the interview process often gets disrupted while employers accommodate multiple vacation schedules. These interruptions become an easy excuse to put a job search on hold until September. Don't give in to the temptation to take the summer off. Your summer sabbatical will add months to your job search. Increased competition in September means a smaller margin of error in interview performance. Keep your job-search momentum throughout the summer to avoid frustration in the fall.

Here are three tips to keep your job search moving forward.

### 1. Stay on track.

Keep a schedule of weekly job-search activities that include networking for leads. Summer is a great time for increased social activities, which can quite naturally lead to discussions about your search. Additionally, tap into your on line social network to find people who know people within your targeted companies who may be able to introduce you to hiring managers. Don't overlook the potential help of others in uncovering job leads.

Don't let your project "to-do" list take precedence over your job search activities. Yes, Summer is a great time to build a deck, paint a kitchen or landscape your yard, but don't allow your projects to keep you from moving forward toward a new job. Take care of your job-search goals first, then use all those extra day-light hours to fix up your nest.

### 2. Don't get impatient.

It's easy to let job-search activities slide when interviews get delayed, rescheduled or canceled. It's best to accept that hiring stalls are a natural summer phenomenon. Use your extra time to research targeted companies in greater depth. The insider information you pick up may give you the extra "leg up" in the interview to win out your competition. Remember, even though the hiring process seems slower during summer companies still interview and make offers June through August.

### 3. Keep your interview skills sharp.

The normal tendency in summer is to neglect critical interviewing skills. The idea is "once interviews start back up I'll pull out that book and get ready." Bad idea. Don't get caught off guard. Start perfecting your interview skills BEFORE your next interview is scheduled. Minimally you should be able to:

- State your strengths and weaknesses
- Give reasons for short job durations
- Sell your transferable skills
- Give examples of your accomplishments

Remember, these are just the minimum issues you should be able to handle in an interview. Every job seeker has their own list of questions they hope they don't get asked. You must identify the questions that make you squirm and be ready with great answers.

Following these tips will help you maintain your job search momentum during the busy Summer months. Remember, work on your job search, then work on your tan. Build your interview skills then build the deck. You'll be way ahead of the September crowd and months ahead in landing your next job.

*Deborah Walker, CCMC is a career coach helping job seekers compete in the toughest job markets. Her clients gain top performing skills in resume writing, interview preparation and salary negotiation. Learn more about Deborah Walker, Career Coach at:*

<http://www.AlphaAdvantage.com>

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### PMI CentralMass Report

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## President's Note

The first half of 2009 was a great success! Thank you to the Board and volunteers for all their hard work. Thank you to all of you for your participation and feedback.

The second half of 2009 has a great lineup! Our July Chapter meeting was scheduled in response to numerous requests for more networking events. The workshop, entitled "Industry Exploration: The Inside Scoop on Being a PM", focused on industry networking. Maya Townsend facilitated the meeting. Twenty three industry experts representing 11 industries spoke about what project management was like in their industries. Round table sessions allowed attendees to sample a variety of industries and talk about how project management skills can transfer from one industry to another. Feedback was great and many people want to see similar workshops in the future.

Our August Event is coming up soon - August 11th. This year's event, "Communicate with Confidence, Integrity, and Flair" focuses on communication skills. Three speakers, along with a panel discussion, will make this 4 PDU event a winner! Our fall lineup consists of four chapter meetings with topics ranging from the State of the PMO to Distressed Projects. We are also offering a Leadership workshop by Lisa DiTullio in October.

Planning for 2010 is underway. To help us align our strategy with your interests, we will be conducting a member survey in the fall. Consider being a speaker for one of our chapter meetings. Our meetings average 100 attendees and provide a great forum to showcase your talent. If you are interested in being a speaker or sponsor, contact the [dirofmeetings@pmicmass.com](mailto:dirofmeetings@pmicmass.com) or [dirofsponsors@pmicmass.com](mailto:dirofsponsors@pmicmass.com).

We are planning to hold a PMP Study Group in early 2010. The RFP has been issued and we are looking for a company to sponsor the study group, which will be held weekly for 12 weeks. If you are interested, contact the Director of Events at [dirofevents@pmicmass.com](mailto:dirofevents@pmicmass.com).

Our chapter continues to grow. Membership has hit an all time high of 572 members, with 392 PMPs, 3 CAPMs, and 2 PgMPs. You don't have to be a member to attend our meetings and events. Our current distribution list for announcements reaches over 1,000 people.

Officer Elections are coming up in October. Two officer positions are up for election this year: VP and Treasurer. Nominations are due September 11th. See the article on elections or visit our website [www.pmicmass.com](http://www.pmicmass.com) for more information.

We have some new openings on the Board: Assistant Director of Membership, Assistant Director of Meetings, Assistant Director of Logistics, Assistant Director of IT, and Project Managers for special events. The Assistant Director position is like an apprentice. They work with the Director and learn the role. It is a good way to see what the Board work is like. This year we began to utilize project managers for our special events. Denise Davies was the project manager for the MS Project Workshop in June. Thank you, Denise for a fine job! Vern Valero is the project manager for the August event. We are looking for a project manager for the Lisa DiTullio workshop in October. If you are interested in volunteering, please contact Deb Trainor at [Dirofvolunteers@pmicmass.com](mailto:Dirofvolunteers@pmicmass.com).



### PMI Central Mass "Central to Success"

The Central Mass Chapter of PMI is a professional association serving the Central Massachusetts area promoting the practice of project management.

For more information and how to become a member or attend an event, visit our web site: [www.pmicmass.com](http://www.pmicmass.com).

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#### The Board of Directors

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Vice President: Debra Wallace, PMP  
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## Board Profile: Debra Wallace, PMP, Vice President

This is the second of a four part series in which I interview the current elected Board members of the Central Mass chapter. By getting to know the people and a bit about their role on the board, you will get a better picture of who Board members are and what their volunteering brings to the chapter. Maybe you may see yourself in this role! This month, I interviewed Debra Wallace, the current VP. Deb has been with the chapter since 2006 and on the board for over 3 years.

### **Deb, let's review some of your work experiences and get a picture your background and skills.**

I was an economics major in college, then went directly into grad school for an MBA. I spent 15 years in a finance career, then took some time off to raise some kids. When I came back, I had a great opportunity at the UMass Medical School. Project management was a new concept in the medical field, so UMass sponsored me and 15 others to attend the Boston University PM certificate program. After our accreditation, the group was set up to provide PM expertise to various state agencies to help them organize, develop and implement new programs. We were a service organization, like a PM office for these state agencies. We even went to their sites to work with their teams.

### **And when did you get your PMP and how did that tie into your position or career?**

Well, I earned my project management certificate in 2000 from Boston University, then started earning experience and received my PMP in 2006. This was critical to the change in my career. Project management was a growing field and it was exciting to broaden my role and to manage the projects, not just track financials and budgets. I eagerly embraced the opportunity.

### **How did your past work and experience help you on the board ?**

My financial background was obviously very helpful in the Treasurer's position. From the strategic perspective, my financial background also served me well, as so much of finances is how it affects the organization at the moment and in the future. This experience also helps me in my VP role. If you think of the two positions I held, the treasurer holds the picture of where you are, the VP creates a view of where you are going.

### **Deb, you have served on the Board as the Treasurer**

### **and now the Vice President. What is the VP responsible for? How did being Treasurer help you in the VP position?**

As VP, I am responsible for the strategic aspects of the chapter. I oversee the chapter's organizational processes, such as the RFP or sponsorship activities, to see how they impact the chapter and how they can be improved. I also communicate with PMI Global, linking the chapter with global initiatives and organizational knowledge.

Being a Treasurer first gave me the practical insight into the chapter activities and how they feed into the chapter as an entity. I saw how the monthly meetings, special events and the operations that go on behind the scenes play into the chapter as an entity. It helped me understand the business that we're in.

In summary, if the Treasurer's position is a tactical one, then the VP position is a strategic one. Strategically, the VP assesses the elements for future chapter growth and prepares for the President position. The VP and President have to respond to the challenges established by PMI Global. The VP also works to support and encourage the Board to do more things better.

### **You went to the Leadership Institute Meeting (LIM) in Atlanta in 2007. What things impacted you?**

LIM was very inspiring and energizing. It is amazing the number of people who are passionate about running and planning the future of their chapters. I attended the treasurer's track, which focused on fiduciary responsibility, auditing, and the integrity of the Treasurer's position, as other chapters experienced abuse of chapter finances. My take-away is to think about the chapter's development, how it can move toward higher maturity. And the concept of continuous quality improvement, doing things better.

### **Do you have any advice or encouragement for anyone considering a board or elected position?**

The Board is very approachable. A good way to come in is as an event project Manager. It's a place of sharing, and personal growth is guaranteed. I say, come along join in the fun.

Deb, Thanks for your time. I'm sure the members appreciate the work that you're doing.

*Deb Trainor*

## Member Benefits



### **PMI Central Mass LinkedIn Group**

To join the group, please use the following link:  
[www.linkedin.com/groupRegistration?gid=46588](http://www.linkedin.com/groupRegistration?gid=46588)  
(Benefit is only available to Chapter members.).

### **MetSIG Webinars**

PMI Central Mass offers its members the MetSIG Webinars for free. There are hundreds, each with 1 PDU. For access code, contact [dirofcommunications@pmicmass.com](mailto:dirofcommunications@pmicmass.com)

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## Summaries of Past Events and Meetings

### “Fundamentals of Project Portfolio Management”

Jack Nevison, PMP, presented his talk about project portfolio management on May 12th. His presentation helped us understand about a project portfolio so that we could recognize the mandatory projects and choose the best among the remaining optional projects. He explained the on-going relationship between a project's need to balance scope, schedule, and cost and the portfolio's need to achieve strategic business objectives. A review of the just-published 2nd edition of PMI's Standard for Portfolio Management was included. He introduced the use of a “composite value table” and

how to build one.

John M. (Jack) Nevison, PMP, is the founder of New Leaf Project Management and the author of six books and numerous articles on computing and management. He is past president of the Mass Bay Chapter of the Project Management Institute (PMI®), a past president of the Greater Boston Chapter of the Association for Computing Machinery (ACM), and a Phi Beta Kappa graduate of Dartmouth.

**Sponsored by WSG Systems Corp.**

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### H. Meeker Green & “Resolving Conflicts Effectively”

For our meeting on June 9th, H. Meeker Green, presented a workshop that helped us build the conflict resolution and communication skills we need to enhance relationships and achieve meaningful resolutions to tense situations in the workplace. This approach fosters awareness that resolving conflict is joint problem-solving that requires understanding of other parties' needs and concerns, questioning skills, and creative solutions that benefit both sides. In this session, Heather provided us tools for resolving conflict that can be put to immediate use, resulting in more effective achievement of your project goals and objectives.

Ms. Meeker-Green is Facilitator and Chief Operations Officer of Accordence and has a B.A. in Hispanic

Studies and Russian Studies from Connecticut College and a M.A. in Liberal Studies from Simmons College. During almost twenty years in the world of interest-based negotiation and conflict resolution, Ms. Meeker Green has facilitated, mediated, and trained a variety of public and private sector audiences. Her experience includes negotiation skill enhancement for business leaders, labor management negotiation training sessions at universities, mediations among stakeholders at public institutions, facilitation of annual retreats, and speaking engagements at national and regional conferences.

**Sponsored by Accordence.**

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### Industry Exploration: The Inside Scoop on Being a PM

On July 14, 2009, PMI Central Mass hosted a 1.5 PDU workshop focused on industry networking. A number of our members have posed the questions to us of what working in a different industry is like and how well project management skills transfer between jobs. This workshop was intended to help you answer that question.

Crossing industries can be daunting. The hope we all have is that the learning curve will be small and a PM will quickly become a valued member of staff. The worst case scenario: the milieu will be so different that the PM never learns enough to contribute and, after struggling, leaves to find a new job. In this fast-paced, interactive session participants interacted with fellow members who facilitated as subject matter experts.

The program was led by Maya Townsend. Maya, founder of Partnering Resources, builds aligned, focused organizations that achieve their goals more ef-

fectively. She helps organizational and project leaders identify the hidden web of relationships that drive performance and reach across the white spaces to develop solutions that stick.

Maya's client list includes companies such as the Hannover Insurance Group, Fidelity, and eCopy. She advises Gartner, the leading technology research company, on organization effectiveness and publishes articles on CIO.Com, Chief Learning Officer, Mass High Tech, and other venues. A former instructor in Boston University Corporate Education Center's PM Certificate program, Maya now teaches strategy and leadership through BUCEC.

**Sponsored by Marlboro College Graduate School**

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## Microsoft Project Intermediate Training Special Event



The hands-on Microsoft Project Intermediate-level training, which was conducted on June 19 in Auburn was very successful. The session was a full-day class and generated a lot of interest. It was conducted by PM Providers, LLC who covered a lot of advanced concepts of MS Project including working with multiple projects, resource pools, and graphical/web pages. Attendees also learned how to import/export data, manage cost data, customize features, finalize projects, filter data and customize project reports.

According to Ed Yee: "I thought the class was well done. John Riopel from PM Providers delivered the material as outlined, in addition to enriching the class by covering material not in the training material. The training material (70+ pages) was well laid out and easy to follow (can be used without an instructor to re-enforce the material covered). John answered questions completely stopping to make sure the class was on the same page several times. He's a MS Project (2003, 2007, Server) expert and able to teach the material. All in all, John covered a lot of material in the 7 hours."

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## Future Events

### September 8, 2009 — The State of the PMO

Presented by J. Kent Crawford.

Sponsored by PM Solutions.

Many organizations have invested significant time, effort and money on Project Office deployments but are still not achieving the desired results. This session explores how the Strategic Project Office provides project management expertise throughout the organization. Learn how to overcome the political foes of a more active project office, and how to change the very culture of the organization to a "project culture." This session will focus on three areas of a project management culture critical to project management performance: Governance, Portfolio Management, and Resource Optimization. Ground-breaking research on PMOs will be shared to reflect how organizations are approaching Project Office cultural change. Project Office best practices will be incorporated throughout the presentation.

J. Kent Crawford, PMP is the founder and CEO of PM Solutions. His experience spans more than twenty five years, where he has been responsible for the development of systems requirements and the functional design of integrated project management systems for a number of Fortune 500 organizations. He is the Former President and Chair of the Project Management Insti-

tute (PMI®). During his tenure in office, Mr. Crawford implemented innovative programs, which resulted in an astounding fifty percent membership growth for the Institute. His leadership in PMI has been widely recognized as a primary driver in PMI's success. Mr. Crawford is a recipient of the PMI Fellow Award, PMI's highest and most prestigious individual honor. A prolific speaker and advocate of the profession, he is also the award-winning author of *The Strategic Project Office: A Guide to Improving Organizational Performance* (for which he won a David I. Cleland Project Management Literature Award from PMI), *Optimizing Human Capital with a Strategic Project Office*, *Project Management Maturity Model: Providing a Proven Path to Project Management Excellence*, and *Project Management Roles & Responsibilities*.

### October 13, 2009 – The Trouble with the Triple Constraint

Presented by Rich Maltzman and Ranjit Bizwas

Sponsored by Bryant College

### November 10, 2009 – Business Strategy and the Role of Relationship & Portfolio Management

Presented by Craig Horgan & Peter Amory, Bose Corporation

### December 8, 2009 – Distressed Projects

Presented by Tom Flynn, AMS, Inc.

Sponsored by Advanced Management Services, Inc.

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## Upcoming Chapter Events and Meetings

### August: Communicate with Confidence, Integrity, & Flair

Please join us for our 4 PDU August Event, “*Communicate with Confidence, Integrity and Flair*” on Tuesday, August 11, from 4:00 to 8:45 at the Westborough DoubleTree Hotel. We will have three speakers and a panel discussion on the topic of communication.

Star Dargin from Star Leadership LLC will discuss change in her presentation titled “Stepping into Change”. We all have differing ways of handling change, and an understanding of these styles is critical in stakeholder and team management. Our second presenter, Gregory Barros has been a professional model for print, electronic media and promotional events since 1988. In “Project Management Conflict Negotiation: Positioning Oneself,” Gregory will help us to understand how project managers can promote themselves more

effectively, and become a strong asset to negotiations. Our third presenter, Lisa DiTullio, of Lisa DiTullio and Associates, will discuss how to meld a group of people into a high functioning team in her offering “Road Rules, not Road Rage”.

We’ll conclude the evening with a panel discussion of questions fielded from the audience. At \$55 for PMI Central Mass Chapter members who register early, this is a real value. There will be a drawing for two seats at Project Summit. We hope to see you there!

**Sponsored by Promemento and Project Summit/  
Business Analyst World (Diversified Business Communications)**

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### PMP Preparation Class RFP Solicitation

We are soliciting bids for a PMP certification study group facilitator for 2010. The intent of this RFP is to solicit qualified vendor bids for the purpose of providing the 35 hours of certified PMP study preparation required to sit for the PMP certification exam. The successful candidate will be a PMI REP provider or PMP certified. This course will be open to members as well as non-members who have expressed an interest in acquiring PMP certification. The bidding period is open until August 30, 2009. If you would like the opportunity to bid, please contact [DirofEvents@pmicmass.com](mailto:DirofEvents@pmicmass.com).

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### PMI Membership Renewal Hardship Provision

*From PMI Global Operations:* A Hardship Provision is available to any PMI member whose financial condition has changed drastically and sufficiently so that a member would have difficulty renewing their membership. A member must be in good standing for at least three previous years to qualify for the hardship provision. Under the provision, a member is granted a waiver for one year of PMI Membership dues and one year of dues for membership in any two PMI Components of which the applicant was a member the previous year. The Hardship provision may be granted for a maximum of two years for each member. To apply for consideration, send a signed letter explaining the nature of the hardship, along with the membership renewal invoice, to the attention of the Manager, Member Services prior to the membership expiration date. Please remember that any incorrect or untrue statements made by a member are in violation of the Project Management Institute Code of Ethics and Professional Conduct and may lead to the initiation of an ethic complaint in accordance with the PMI Ethics Case Procedures.

You may send your request and invoice (attached) to:  
Project Management Institute  
Attn: Manager, Member Services  
14 Campus Blvd  
Newtown Square, PA 19073-3299  
or by fax to: +1-610-819-0476

#### WRITE FOR US

The PMI Central Mass newsletter is always looking for great articles to publish. If you have a great project story to tell or a new and interesting technique that worked on a project, let us know.

Email [editor@pmicmass.com](mailto:editor@pmicmass.com) or attend one of our chapter meetings. If your article is published, you can also earn PDUs.

#### JOBS AT PMI CENTRAL MASS

A free service of our chapter, our Jobs distribution list allows employers to access our group of skilled project management professionals. As a member, if you would like to receive our job postings, please email your name to [jobs@pmicmass.com](mailto:jobs@pmicmass.com)

If you have project management openings at your organization, email the information to [jobs@pmicmass.com](mailto:jobs@pmicmass.com) for distribution to our list.

#### VOLUNTEER WITH US

Get involved! Volunteering with us is a great way to make contacts in the field, take on projects you care about, and further your career. Send us an email or attend one of our chapter meetings. Thanks!

# LEADing the Way to Project Success

*Lisa DiTullio & Associates*

Leadership has received increased recognition over recent years, as more and more organizations rely upon strong leaders to realize success. Regardless of industry, company size, or organization type, all entities need leaders to succeed. Attendees will learn how to LEAD, using four simple strategies: Listen, Encourage, Act and Delegate. This highly interactive workshop encourages networking and collaboration, and finds ways to strengthen leadership attributes among participants.

**Who Should Attend:** This seminar is for project managers/leaders, program managers, functional managers, and anyone who aspires to become a successful leader.

**Learning Objectives:**

- Discuss different leadership attributes and recognize why there is not a one-size-fits-all way to enhance leadership skills.
- Improve your ability to listen effectively.
- Recognize the value associated with encouraging others and learn simple ways to offer encouragement.
- Adopt leadership actions and apply them to your own leadership style.
- Understand and apply easy delegation tactics which strengthen your leadership position.

The first 25 registrants will receive a free copy of Lisa's book "*Simple Solutions: How Enterprise Project Management supported Harvard Pilgrim Health Care's Journey from Near Collapse to #1*"; additional copies are available at 25% off retail

*A 4 PDU special event*

*Saturday, October 17<sup>th</sup>, 2009, 9:00 AM to 1:00 PM*

*Juniper Hills Country Club, Northboro, MA*

*Early registration (before Sept. 23) For Central Mass PMI members ..... \$125*

*For non members ..... \$135*

*Late registration (before Oct. 1) For Central Mass PMI members ..... \$135*

*For non members ..... \$145*

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## First-Ever Member Survey

We, at PMI Central Mass chapter, are setting a historical precedent as we launch our first-ever membership surveys with a lot of hope and optimism. The Survey Project Team was formed to collect data from the members to provide the Central Mass chapter leadership team with an understanding of the members opinion of the chapter, its activities, governance and opportunities it provides its membership.

This fall, in September, you will receive information about the first survey which will be on chapter operations. The information from this survey will be used to shape the Central Mass chapter strategy for 2009 and beyond.

Continuing through the fall, the Survey Team will collect the data from up to three more surveys, then provide both statistical and inferential analyses that provide the leadership and the members, clear indications on where to grow and improve the chapter in the following areas: 1) general chapter operations; 2) pro-

grams and events; and 3) networking - leads and needs. We will also look at the chapter demographics to see if there are specific areas where we can better serve the various industries or interests represented by the membership.

We want to hear from you. We want to provide you, our members with events and services that are of interest and contribute to your career and personal development. We also want to stand out as a very well organized chapter that provides members with a solid professional network of friends and colleagues.

To make the survey a resounding success, we ask for your support, enthusiasm and full participation.

Thank you for all your help.

The Survey Team

Fehmida Malik, Baskar Periasamy, and

Vinodh Ramadoss

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## Join the PMI Central Mass Leadership Team

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The Leadership Team for the PMI Central Mass Chapter is seeking candidates for the elected positions on the Board of Directors. We need your help to continue to offer the speakers and events that reflect your interests.

Participation in the leadership team offers you significant value:

- Earn up to 10 PDU's per year for your participation (PDUs vary based on length of service and Board/committee position)
- Participate in PMI global and regional conferences
- Use the experience as a resume 'enhancer' and/or project management experience to fulfill the PMI requirements to sit for the PMP, CAPM, and PgMP exams
- Stay connected with the Project Management community for your personal and professional growth

We are looking for volunteers for the positions of Vice President and Treasurer. Complete job descriptions are available at:

[www.pmicmass.com/bod\\_jobs.htm](http://www.pmicmass.com/bod_jobs.htm).

Chapter elections will be held at the October meeting (October 13, 2009), and the term of office is November 1, 2009 thru October 31, 2010. Positions to be elected at this meeting include Vice President and Treasurer. If you are interested in these positions, you must com-

plete a Nomination form, including your resume, and submit it to the Board by September 11, 2009. For submissions and info, please contact:

[karten\\_barbara@pmicmass.com](mailto:karten_barbara@pmicmass.com)

We also invite candidates and interested parties to attend a Board meeting in anticipation of submitting an application for BoD position.

Not sure about taking a Board position? We are also looking for Project Managers to manager our special events. Or consider volunteering to work with one of the Board members for a one time project or sign up for a quarter to see how it works.

Sincerely,

Board of Directors, Central Mass Chapter of PMI

### Appointed Positions

We are also seeking candidates for the following appointed positions on the Board of Directors.

**Assistant Director of Volunteers**  
**Assistant Director of Sponsorship**  
**Special Event Project Managers:**

For more information, please contact Deb Trainor:

[DirofVolunteers@pmicmass.com](mailto:DirofVolunteers@pmicmass.com)