ORANGE COUNTY CHAPTER OF PMI

MILESTONES

1991, 1992, 1993, 1995 & 1997 CHAPTER OF THE YEAR

MARCH 2000, Volume 12, Number 3

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March 14th Meeting

MANAGING CHAOS: THE FUTURE OF IT MANAGEMENT

By Joan Ugljesa

Pick up any newspaper or visit your favorite on-line news service, and the message is clear. The business consequences of information technology (IT) failure are huge; ask E-Bay, Whirlpool, Hershey, or Norfolk Southern. It is also clear that IT is now a critical part of business strategy and success. That means IT cannot do business as they have in the past. They must understand process structures and learn how to measure and improve their own processes just like any other critical business process. It also means IT must be able to take advantage of current and emerging methods and technologies to create collaborative teams that can work across location, time, and national boundaries.

An IT program manager needs a complete arsenal of methods and tools to help them manage projects in today's fast-paced, chaotic business environment. This presentation will take a look at current issues in an IT environment and how Web-centric and collaborative technologies can be used to improve the IT program management process. It will also present ideas on how emerging technologies could be used to further enhance the program management process.

***Joan Ugljesa** has been involved with project management for over 20 years in a variety of roles. She has worked for oil and gas companies, aerospace and defense companies, and project management software vendors; and has worked with a variety of companies and government agencies as an independent consultant. She is the author of national and international electronic data interchange (EDI) standards (ANSI X12 and UN/EDIFACT) for the exchange of cost and schedule data. As an independent consultant, she was instrumental in the U.S. federal government's and the U.S. Navy's efforts to migrate to an electronic program and business management environment. She is currently a Product Manager for Artemis Management Systems, and is working on completing her Masters degree in Business Administration.*

Vendor Showcase:
Pacific Edge Software

ORANGE COUNTY CHAPTER PMI™

NEW PROJECT MANAGEMENT PROFESSIONALS

Pamela Ashton, PMP # 21282
Sprint

Von Holbrook, PMP #21160
Unisys Corporation

Patty Hondrop, PMP #21212
IBM

Kent Messersmith, PMP #21238
GTE

Ken Pao, PMP #21601
Computer Science Corporation

Khalil Saba, PMP #21250
California Dept. of Transportation

Cyndi Snyder, PMP #21674
Pacificare Behavioral Health, Inc.

NEW MEMBERS

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Johnson Controls

Nader Bokaie

John Bryan
Project Assistance

Maxine Henry

Tim Kee
Plaid Brothers Software

Michael Klein
ARES Corporation

Laurence McCabe
Southern Counties Oil Co

Tammy Preuss
AT&T

Daniel Pugh
Digital Convergence LLC

Christine Rahlf
KDC Systems

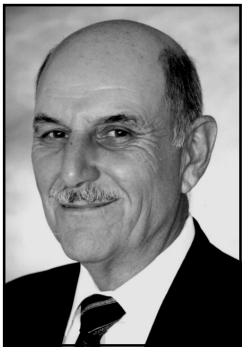
Jim Robbins
Johnson Controls

Dr. Tai-Sheng (Jeffrey) Liu
Southern California Edison

Theresa Theiler
Pacific Bell

TOTAL MEMBERS 565
TOTAL PMPs 90

THE PRESIDENT'S COLUMN



I'M SURE THAT MOST OF YOU ARE AWARE that your Chapter is "owned and operated" by volunteers. Frankly, I've never polled those on the Board and the various Committees as to what is their inner drive to give of themselves. However, there was a poll conducted a couple of years ago by *HR Focus* magazine, published by the American Management Association, to attempt to determine what motivates volunteers. Here is a brief summary of what they found:

- To use my time wisely —58%
- To have a stake in well managed programs —52%
- To use my talents where they will be appreciated —50%
- To attain a sense of comradeship while doing something of value —54%
- To provide me with experiences that enhance my career —58%

You can draw your own conclusions from this survey, but here are four reasons why you should consider volunteering some of your time to your Chapter:

- Contribute by teaching and learning from others. Do you have any good ideas to add value to our Chapter? Let's hear them.
- By learning from new experiences you hone your interpersonal skills
- Get recognized for your achievements. Chapter volunteer work is an extremely effective means of increasing your visibility and enhancing your professional contacts.
- You can apply your time spent in volunteer work for PMI by earning Professional Development Units (PDUs) for PMP re-certification. Check the PMI website <www.pmi.org> for more details.

And finally here are my personal top ten reasons (albeit tongue-in-cheek) to volunteer:

1. Who cares about money?
2. Your Mom would be proud of you.
3. The car needs a workout.
4. Why let your boss have all the fun?
5. If you don't get out and do something useful, you're gonna get old and crotchety.
6. After a while all TV soap operas sound alike.
7. It's hard to win a game of solitaire on your computer, unless of course you're trying to improve your mouse skills.
8. You may need some help yourself some day. So collect some markers on the way.
9. Be considerate. Your family could use a break from you.
10. By staying at home, you'll have to answer all those telemarketing calls.

All jesting aside, let's hear from you. Contact any Board member. You'll find their telephone numbers and e-mail addresses in the sidebar on the front page of every issue of *MileStones*.

Dave Jacob

Project Management Institute (PMI)
Orange County Chapter

Project Management Professional (PMP) 2000 Certification Workshop

"…. Building Professionalism in Project Management…"

Be recognized for working in Project Management. Apply for a PMP Certification.

Purpose of Workshop: The purpose of this workshop is to assist PMI Members to prepare for the PMP Certification Exam by providing them with study materials and guidance. The sessions are conducted by Southern California PMI members who are PMP's, or are recognized as experts in the subject matter being taught. Refer to the PMI-OC homepage for current location information.

Saturdays 8 am-5 pm

Date:	Time:	PMBOK Area
8 Apr	(8-12)	Overview/Study Prep and Integration
	(1-5)	Framework
22 Apr	(8-12)	Scope
	(1-5)	Communications
6 May	(8-12)	Time
	(1-5)	Human Resources
20 May	(8-12)	Cost
	(1-5)	Contracts
3 Jun	(8-5)	Risk
	(1-5)	Quality Communications
17 Jun	(8-5)	Comprehensive Review

Certificates of completion will be provided for students completing all sessions.
Certificates of attendance, for hours attended, will be given to all others.

Workshop Registration:

Please refer to the Orange County homepage (below) for registration instructions.

Workshop Fee: Must be paid prior to registration acceptance.

PMI Members. ..... ***$450*** Non-PMI Members. ***$600***

Ensure your education and work experience will qualify you for the PMP.

Review PMP Certification Handbook requirements via http://www.pmi.org/certification/certbrochure.htm#in

Refer to our homepage for registration information on: (http://www.pmi-oc.org/)

Construction Workers!

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division of extended education

California State University
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If you are looking for a way to help your organization answer questions like:

- "What projects are going to be late?"

and

- "Who has the right skill and is available for this new project?"

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PMP Exam Questions

TRY YOUR KNOWLEDGE ON PMP EXAM QUESTIONS (answers are on page 6)

1. The purpose of project plan development is to:
   a. Create a document to guide project execution and control
   b. Document project assumptions and constraints
   c. Promote communication among stakeholders
   d. Define key project reports

2. Rebaselining may be needed to:
   a. Show that the project is not behind schedule
   b. Provide realistic data to measure performance
   c. Report schedule updates
   d. Show special forms of corrective action taken

3. Change requests may result from:
   a. A review of the project charter
   b. A review of the performing organization's strategic plan
   c. Enhanced problem-solving skills on the part of the project team
   d. An error of omission in scope definition

4. All of the following are symptoms of bad teamwork in the project team *except* :
   a. Frustration
   b. Excessive meetings
   c. Lack of trust or confidence in the project manager
   d. Unproductive meetings

PROJECT MANAGEMENT AT COMPUTER SCIENCES CORPORATION

by Ken Pao

Computer Sciences Corporation (CSC) is an inter-nationally known information technology services company providing management and information technology consulting, and Global Infrastructure Services (GIS) outsourcing services worldwide. Every organization within CSC manages information technology service projects for its clients. CSC continues to improve its Project Management (PM) service delivery, and actively supports the Project Management Institute (PMI).

PM is a highly regarded and specialized discipline within CSC. There are documented PM processes and procedures, standard training curriculum, and clear career paths defined. GIS Project Resource Management is responsible for developing and deploying project management processes and procedures, and developing "World Class " project managers within CSC/GIS. The GIS organization has implemented the PM process following PMI's PMBOK model. This process is currently undergoing ISO 9000 certification.

For the GIS Raytheon Account CSC began a successful relationship with the University of California, Irvine (UCI) in the form of UCI's eight month long Project Manager Development and Certification Program. CSC is leveraging this program throughout CSC. GIS has populated classes with half applications development and half technical infrastructure management personnel, resulting in enhanced synergy between the applications development and technical infrastructure organizations with improved project delivery within GIS. For the Raytheon Account, GIS has formed a Project Management Office (PMO) to manage projects and to implement the PMO organization structure and a Lotus Notes based PM Management Information System (MIS) which supports the Raytheon Account's infrastructure projects.

The PMO is composed of Project Managers and support staff, who execute the PM support and control processes, for the portfolio of GIS projects. The PMO MIS consists of on-line documented PM processes, and databases for Project Initiation, Cost Review Board, Change-Of-Plan, Customer Cost Review Board, Project Records, and Dashboard Status Reporting. The Project Records Database is the repository of the Requirements, Project Definition, Statement of Work, Project Plan, Cost Estimates, Earned Value Reports, Status Reports, Issues Log, Acceptance Document, and Project History. External to the PMO organization, there is a Project Review Board made up of all of the functional organizations, who, periodically, review projects of interest

The GIS PMO is an evolving organization undergoing continuous improvement. Topics, being considered for immediate future implementation, include improving project process quality metrics, project product quality metrics, project resource management, project financial accountability, and project history knowledge sharing. Externally, CSC supports PMI and encourages its employees to participate in PMI and contribute toward PM. CSC is proud to be a PMI sponsor. In southern California, CSC is currently hosting the 1Q2000 PMP Certification Workshop at its world headquarters in El Segundo, CA.

PMP Certification Exam Centers

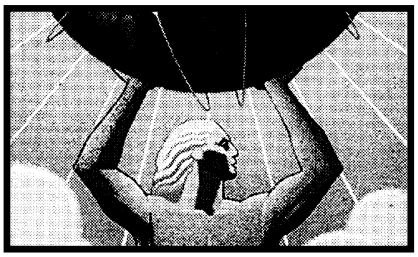
Candidates can now schedule their computer-based PMP certification examinations at Assessment Systems, Inc. (ASI).

To schedule an appointment for the examination, eligible candidates should call ASI at 877-244-1688. Candidates may also register with ASI via the Internet at www.asisvcs.com.

Detailed scheduling information will be provided in the candidates' eligibility letters. Questions regarding exam scheduling should be directed to the Certification Program Department.

For information on paper/pencil-based certification examinations, please contact the Certification Program Department. e-mail to: certasst1@pmi.org

SELF-IMPROVEMENT PROJECT.



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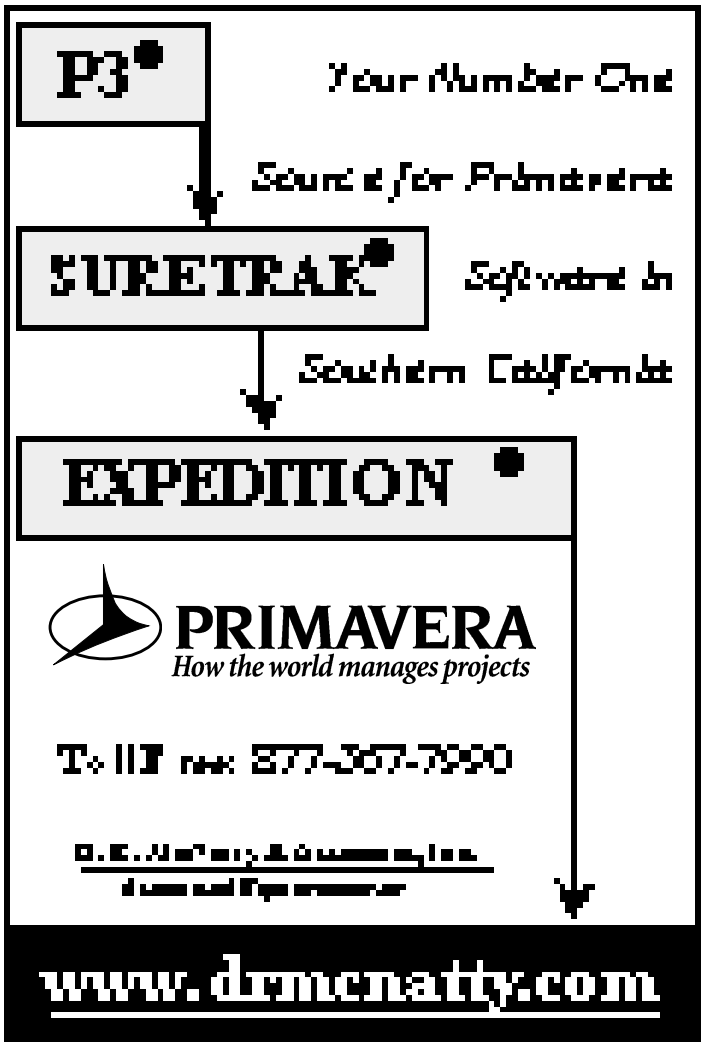

ANSWERS TO PMP EXAM QUESTIONS

1. a. Create a document to guide project execution and control.
Developing the project plan entails taking the results of other planning processes and incorporating them into a consistent, coherent document to guide the project
[Planning] PMBOK '96, pgs. 39 & 40

2. b. Provide realistic data to measure performance.
In some cases, schedule delays may be so severe that rebaselining is needed for accurate performance measurement. Such cases demonstrate the importance of integrating schedule control with the overall project change control system.
[Controlling] PMBOK '96, pg. 72

3. **d. An error of omission in scope definition.**
Change requests may result from an error or omission in defining the scope of the product, such as failure to include a required technical feature in the design of a product or system or in the scope of the project, such as creating a bill of materials for procurement.
[Controlling] PMBOK '96, pg. 57

4. b. Excessive meetings
The problem is not too many meetings but unproductive ones. The purpose of project meetings is to focus the skills and resources of the project team on project performance. Meetings that are considered "gripe sessions" or a time for the project manager to "lay down the law" are demoralizing to the team.
Stuckenbruck and Marshall, 1985, pg. 7, *Team building for Project Managers*

1999 FINANCIAL REPORT FOR PMI-OC

As required by the Chapter By-laws, below are the financial statements for 1999.

Statement of Financial Position As of 12/31/99

ASSETS		
Cash and Bank Accounts	13,084	
Investments	27,171	
Total Assets		40,255
LIABILITIES		-0-
NET WORTH		40,255

Statement of Activities For the Year Ended 12/31/99

REVENUES		
Advertising	427	
Interest	929	
Membership Dues	14,217	
Programs	54,757	
Total Revenues		70,330
EXPENSES		
Conferences & Meetings	5,214	
Membership	4,371	
Operations	1,975	
Printing & Publications	10,388	
Programs	25,945	
Total Expenses		47,893
NET INCOME		22,437

ORANGE COUNTY CHAPTER PMI™

MONTHLY DINNER MEETING

TUESDAY, MARCH 14, 2000

Program: **MANAGING CHAOS: THE FUTURE OF IT MANAGEMENT**

Vendor Showcase: **Pacific Edge Software**

Location: **Holiday Inn, 2726 Grand Avenue, Santa Ana**
Next to the 55 Freeway
next to the Dyer Road Exit.

Time: **5:30 - 9:00 p.m.**

Cost:

In Advance	**Members**	**$25.00**
	Non-Members	**$27.50**
At the Door		**$30.00**

Please register online at **http://www.pmi-oc.org**

Payment, by cash or check, may be made at the meeting. Checks should be made out to **PMI-OC.**

COST CHANGE EFFECTIVE WITH THE APRIL MEETING

In Advance	**Members**	**$25.00**
	Non-Members	**$30.00**
At the Door		**$30.00**

WHAT IS PMI?

THE PROJECT MANAGEMENT INSTITUTE
is a non-profit professional organization dedicated to advancing the state-of-the-art in project management. Anyone involved or interested in project management, regardless of industry or discipline, is encouraged to attend the monthly meeting to find out more about PMI and the Orange County Chapter.

E-MAIL

If you would like to make an E-mail announcement to all PMI members, contact **RStein@PTSStaffing.com.**

ORANGE COUNTY WEB SITE

Visit our web site at: http://www.pmi-oc.org to reserve your place at the meeting and to stay informed of events that are important to members and to project management.

PMI Orange County MILESTONES
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PMI-Orange County Chapter

MILESTONES is published for the members of the Orange County Chapter of the Project Management Institute for the purpose of notifying members of meetings, Chapter activities, member accomplishments, and to provide information regarding project management in local business and government agencies. Advertising is welcome. However, its publication does not constitute endorsement by the Chapter or the Project Management Institute.

Subscription rate for non-members is $10.00 per year for individuals with U. S. Mailing addresses.

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(tlwarner@ca.freei.net)

Printing: Sir Speedy Printing

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PMI-Orange County Chapter

Attention: Cyndi Snyder
P. O. Box 15743
Irvine, CA. 92623-5743
or cyndi3@home.com

COMING EVENTS

Mark your calendar for these ***can't miss*** PMI-OC dinner meeting topics:

11 APRIL **Capability Maturity Model**
by Kerinia Cusick
Vendor Showcase by eLabor.com

9 MAY **Your Web Site is Cool, Does Your Plumbing Work?**
by Phil Quigley

13 JUNE **The Accountability Revolution: Achieving Breakthrough Results in Half the Time**
by Mark Samuel

Why not attend one of the following nearby PMI Seminars World 2000 events:

2-5 MAY **San Diego**

10-13 JULY **San Francisco**

Visit www.pmi.org/semcat/ for more information.

Don't forget the PMI Annual Seminars & Symposium "Connections 2000" to be held in Houston, Texas from **7-13 September 2000.**

PMI/OC MILESTONES
Project Management Institute
Orange County Chapter
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