

MILESTONES

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

APRIL 2000, Volume 12, Number 4

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April 11th Meeting

CAPABILITY MATURITY MODEL

By *Kerinia Cusick*

EVERY YEAR PROJECT PERSONNEL are asked to meet more aggressive goals for profit, customer satisfaction, on-time delivery, and product quality. As people rush to meet these aggressive goals, how can they ensure they don't miss a fundamental project management task necessary for project success? What data can they use to prioritize changes to meet these aggressive goals? Fortunately, there are tools that can help. In the mid 1980's, the Software Engineering Institute published the first Capability Maturity Model, elaborating upon concepts in use at IBM and other companies. This model set a standard for companies to measure the "goodness" of their management practices. While this first model focused on managing software development, there have been a number of others published, including some dedicated to project management.

The key benefit that any Capability Maturity Model offers is the ability to prioritize improvement efforts, helping identify initiatives that will have a high probability of helping the bottom line. The models do that by defining the spectrum of management maturity from chaotic (level 1) to optimum (level 5). The concept is simple, if you're a level 1, focus on what you need to do to become a level 2, and don't worry about the higher levels for now.

Kerinia Cusick, a principal consultant for ESI International, is an author of two Capability Maturity Models, and a reviewer of a number of others. She has helped companies use these tools effectively for over five years, assisting them directly in achieving their goals. Kerinia holds an MS in Systems Management from USC, and a BS in Mechanical Engineering from Drexel University. She has managed aerospace projects through all phases of product development during her careers at Grumman Aerospace and Hughes.

Vendor Showcase: eLabor.com

NEW PROJECT MANAGEMENT PROFESSIONALS

Wesley Older
Digital Equipment Corporation

NEW MEMBERS

Noble N. Acuff

Brenda Cornelison
IKON

Robert Davis
The Trizetto Group

Leritta Dicus
CDB Infotek/ChoicePoint

Daniel Flynn
William Lyon Homes Inc.

Andrew Higgs
Optivus Technology Inc.

David Huang
Caltrans

Christopher Johnston
Fluor Signature Services

Jed Louvier

Shirley Maimoni

Tracy Mogan
I/O Interconnect

Lisa Naruko
Southern California Edison

Dale Schmidt
KDC Systems Inc.

Harvey Schuster

Colleen Sorensen
Williams Communications
Solutions

Cathy Stumpf
Daly Commerce, Inc.

Niko Suhaili

Joyce Taino
PacifiCare

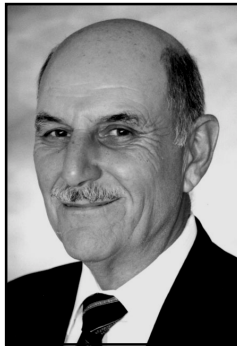
Shailesh Thakkar
Gartner Group

Liz Weston

Paul Wyrick

Cheryl Young
Document Control Solutions

THE PRESIDENT'S COLUMN



There sure are a lot of great things going on with our Chapter.

First, let's talk about our March dinner meeting. WOW! We broke all attendance records—109 members and guests, reaching the point where we now have to worry about fire marshal occupancy regulations. A lot of excitement and energy was experienced by all, with a terrific speaker (Joan Ugljesa) and productive networking! My thanks to Judy Quenzer, VP Programs, for an excellent job of keeping us on track. One thing we will never do is turn away anybody—even if we have to set up a revival tent in the parking lot. Seriously

though, we have dusted off a 1996 report developed by a committee of volunteers from your chapter (including Adrienne Keane, our VP Operations) who looked into other venues. Considering the alternative, these are the good kinds of problems to have. It means we are growing. I can still remember back not too long ago when we thought that having 30 to 40 people attending was marvelous. Of course in those days we had a membership of around 250. We've since more than doubled and are targeting to exceed 600 before this year runs out. Considering the number of guests we had, especially first-time attendees, I can safely say that PMI in general and the Orange County chapter in particular is no longer the "world's best kept secret."

Last month we sent three delegates from your board to attend the three-day ACP Leadership Meeting, held in Birmingham, AL. Adrienne Keane, VP Operations, Judy Quenzer, VP Programs, and Cyndi Snyder, VP Communications, ably represented us. (Yes, and they are entitled to earn PDU's for being there by contributing and learning.) One of the highlights of this event was a series of meetings held by Region 7 Chapter Representatives. Region 7 (of which we are a part) largely covers the geographical area of the Western states, including Hawaii and Alaska. And here I blatantly excerpt from the minutes of those meetings, recorded by Ida Harding, president of the LA Chapter:

The group agreed that we need to create a means to allow open communication amongst all Region 7 Chapters and create synergy with each other. They brainstormed and came up with the following ideas to benefit the group:

- ❖ A Region 7 web site or intranet site
- ❖ Scheduled Region 7 meetings at all ACP Leadership Meetings
- ❖ Regional meetings where chapter officers can be trained
- ❖ Regional meetings/seminars/symposiums on project management topics
- ❖ Jointly funded training programs on "Introduction to PM"
- ❖ Sharing of ideas on incorporation, something we must do before the year is out.
- ❖ Need for active Regional Advocate
- ❖ List of websites and emails for presidents of other chapters in Region 7
- ❖ Copy of newsletters from other Region 7 chapters
- ❖ Share information about good program speakers or seminar topics
- ❖ Share information about any PMI HQ staff member who is going to be in the area, so that other chapters can take advantage of their visit and ask them to speak at chapter meetings.
- ❖ Party for Region 7 at the Houston ACP Leadership Meeting in September
- ❖ Share "Best Practices"

As you can plainly see, volunteering has many, many benefits.

What exciting times we live in!

Hope to see all of you at our next blockbuster meeting on April 11th . . . and bring tent materials.

Dave Jacob

ANNOUNCEMENT

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

<u>Date:</u>	<u>Time:</u>	<u>PMBOK Area</u>
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/>)



- *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) 2000 Edition Exposure Draft* is included with the April mailing of *PMI Today* and *PM Network*. The deadline for submission of comments is 30 June 2000 at 5 p.m. (EDT). (standards@pmi.org)
- *The project management profession will be featured on an upcoming television episode of "The Next Wave with Leonard Nimoy."* The show will discuss project management and its positive effects on business, and PMI will be an integral part of the show. This half-hour television series airs on CNBC and is dedicated to exploring the issues and trends of emerging technologies in the new global economy. The episode is tentatively scheduled to air in June. PMI Headquarters will update us on the air date, as it becomes available. (mktgmgr@pmi.org)
- *The surveys for The 2000 PMI Project Management Salary Survey have been mailed.* If you have been selected as part of the global random sample, you are encouraged to complete the questionnaire and return it by the posted deadline of 30 April 2000. The final report will provide valuable information about levels of compensation and benefits received by project management practitioners around the world. (mktgmgr@pmi.org)
- *The PMI Corporate Council is happy to announce its first participant - IMRglobal Corporation.* For further information about the Corporate Council, visit www.pmi.org/corporatecouncil or e-mail Megan Mitchell, Corporate Council Coordinator, at corporatecouncil@pmi.org.
- *Over 250 leaders from PMI Assemblies, Chapters, the College and Specific Interest Groups (SIGs) gathered in Birmingham, Alabama for PMI's March Leadership Meeting.* The surveys and attendance figures indicate that this meeting, packed full of sessions on Component best practices, how-to program guidelines and effective organizational leadership, was the most successful thus far. Planning for the 7-9 September Meeting in Houston, Texas has begun.
- *1999 In Review, a descriptive report about last year's achievements and progress of PMI,* is now available for viewing from the PMI Web site (www.pmi.org).

PMP EXAM QUESTIONS

TRY YOUR KNOWLEDGE ON PMP EXAM QUESTIONS (answers are on page 7)

Here is a sample of some questions:

1. Assumptions generally involve some risk because:
 - a. Assumptions are based on lessons learned
 - b. Historical information may not be available
 - c. Assumptions are based on constraints
 - d. Assumptions involve factors that are considered true, real or certain
2. A change control board is:
 - a. Recommended for use on all projects, large or small
 - b. Used as required to approve or reject change requests
 - c. Managed by the project manager who serves as its secretary
 - d. Composed of key members of the project team
3. Which of the following is an output of cost control?
 - a. The cost baseline
 - b. Change requests
 - c. EAC
 - d. Additional planning
4. The ISO 9000 standards provide—
 - a. A description of how products should be produced
 - b. Specifics for the implementation of quality systems
 - c. A framework for quality systems
 - d. The maximum quality requirements necessary to ensure that customers receive a good product

PROJECT MANAGEMENT AT FILENET PROFESSIONAL SERVICES

by Rick Michaels

"There are lots of projects at FileNET Professional Services. Some are large direct engagements. My name is Rick Michaels, and this is my job," I wrote in my best Sgt. Friday impersonation. "Just the tasks, man!"

So, what is a project at FileNET? No, I won't quote you chapter and verse from the PMBOK, unless of course I am forced to; kind of like read 'em their rights, huh? FileNET PS is in the business of helping customers best utilize infrastructure products built by FileNET. Other than large direct engagements, we have small-scale projects, where the tasks are quite well known and are repeated from customer to customer, and we have solution development, where FileNET technology compliments enterprise technology like ERP and CRM.

In the area where I work, there is the opportunity to practice the broader definition of a project manager; more in line with the nine skills of project management defined by PMI. These large direct engagements can be characterized as multi-month, multi-resource, often using new technologies. Project teams are generally not collocated. Project Managers participate in pre-sales activities (initiating and planning cycles), as well as executing, controlling, and closing cycles.

We are organized with a Project Office that will help qualify sales opportunities, resolve technical issues arising during the sales engagement, assist with the definition of specifications and requirements, prepare formal statements of work, and respond to RFP's by developing proposals. The project office is also used to provide human resources for projects. These resources are secured from either internal or external sources.

There is opportunity for growth here at FileNET PS. It seems that the number of new projects is growing faster than the number of completed projects as if the projects are cloning themselves. We are in the process of selecting time and expenses reporting technology. And to my total delight, the technology selection is based in part on integration with project planning software. In addition, the latest demonstration included calculations for earned value, SPI, and CPI. I am looking forward to the day when we discuss our projects using these performance indicators.

Voice mail and email are the staples of collaboration. But that is not all, no that is not all at all (at this point please do your best Dr. Seuss impersonation)

*We use pagers, and desk phones, and the coffee pot meeting place
We use video conferencing and Net Meeting in cyber space
We use cubicle shouting and conference rooms face-to-face
We use cell phones with no hands for those on a quicker pace
But that is not all, no that is not all at all . . .*

And finally there is project closure and historical data. We are better at closure than historical data. In truth, each project manager archives historical project materials in his own way. But I have no doubt that the leadership in FileNET PS will make improvement of this process a priority at the appropriate time. Closure mostly involves making sure the billing gets out correctly to the customer. Those working in the FileNET PS financial area assist project managers in the preparation of the materials, but it is the project manager's task to get the customer authorization to be billed. Did I mention the personal financial incentives to get the billing complete for each quarter? Hmmm . . .

Anyway, you know the closing for this article. All together now.

"The story you have just read is true, the names have been changed . . ."

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.asivcs.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

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Dominguez Hills



MONTHLY DINNER MEETING

TUESDAY, APRIL 11, 2000

Program: CAPABILITY MATURITY MODEL

Vendor Showcase: eLabor.com

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	\$30.00
	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**.

ANSWERS TO PMP EXAM QUESTIONS

- d. Assumptions involve factors that are considered true, real or certain.**
For example, during the preparation of the project plan, if the project team assumes a start date based on the time a resource is expected to be available, there is risk that the project may not be completed on schedule or within budget.
[Planning] PMBOK '96, pg. 40
- b. Used as required to approve or reject change requests.**
The change control board's responsibilities should be well defined and agreed upon by key stakeholders. On some projects, multiple change control boards may exist with different areas of responsibility.
[Controlling] PMBOK '96, pg. 45
- c. EAC.**
After measuring cost performance and managing changes, the project manager can calculate the total estimated project cost.
[Controlling] PMBOK '96, pg. 108
- c. A framework for quality systems**
ISO 9000 provides a basic set of requirements for quality system, without specifying the particulars for implementation.
[Planning]

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@PTStaffing.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.

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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:

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

11 JULY **Will Your Project Overrun?
Do a Cost/Risk Analysis**
by David Hulett

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

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