



MARCH 2003
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Number 3

PMI-OC
VISION
▶ We are recognized as the volunteer organization of innovative project management professionals. We provide value to our stakeholders and the community at large. We promote the development of project management as a benefit in all industries.

PMI-OC
MISSION
▶ We promote project management by providing services, tools and knowledge to project sponsors, project managers, team members and the community. We provide a forum for networking and opportunities for social interaction.

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Adrienne Keane, PMP, President
Tel: 714-968-5387
E-Mail: president@pmi-oc.org

Glen Fujimoto, VP Communications
Tel: 714-227-9172
E-Mail: communications@pmi-oc.org

Victoria Flanagan, VP Corporate Relations
Tel: 949-888-2839
E-Mail: corporaterelations@pmi-oc.org

Stephen June, PMP, VP Finance
Fluor
Tel: 949-609-9378
E-Mail: finance@pmi-oc.org

Judy Quenzer, PMP, VP Membership
The Capital Group Companies
Tel: 714-672-1909
E-Mail: membership@pmi-oc.org

Mike Beard, PMP, VP Operations
P4 Project Management
Tel: 714-357-6766
E-Mail: operations@pmi-oc.org

Kristine Hayes Munson, PMP, VP Professional Development
State Street
Tel: 949-720-5892
E-Mail: professionaldevelopment@pmi-oc.org

Frank Parth, PMP, VP Programs
Pacific Life
Tel: 714-813-8971
E-Mail: programs@pmi-oc.org

Kathy Sharman, Trustee
Balboa Life and Casualty
Tel: 949-222-8328
E-Mail: trustee@pmi-oc.org

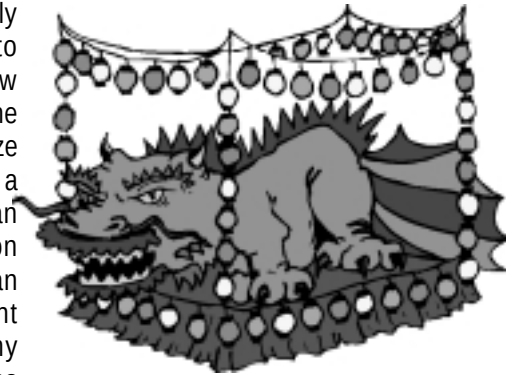
MARCH 11TH PMI-OC DINNER MEETING

Project Managing a Rose Parade Float

By Tim Estes

Ever wonder what it takes to create a Parade Float? How do they coordinate it all and get the parades underway without ANY change in schedule? How do they do it with a largely volunteer workforce?

The Rose Parade is one of the most widely watched events in the world, beamed to audiences throughout the world on New Year's day. With 50 floats entered in the parade and tight restrictions on both size and materials, the competition to enter a float and to win a prize is fierce. It is an expensive endeavor. Rain Bird, who won the coveted Sweepstakes Trophy for an unprecedented 3rd year in a row, spent \$300,000 on their float. Like so many other prize-winning floats, this float was created by Fiesta Parade Floats in Duarte.



The creation of a prize-winning float can take 15 months, a series of approvals for the design, a lot of mechanical work to build the chassis and moving parts, and a frenzy of activity in the last 48 hours to attach thousands of live flowers to give the floats their brilliant and captivating appearance. This is done with a minimum of paid staff and professionals and hundreds of volunteers who arrive at the last minute to crawl over the floats and attach live plant materials.

How this entire process is coordinated and managed will be the topic of the March dinner presentation by Tim Estes, the owner of Fiesta Parade Floats. He and Jim Hynd, the artistic director, have put together more prize-winning Rose Parade Floats than any other company.

Tim Estes is the owner of *Fiesta Parade Floats* in Duarte. Tim purchased Fiesta Floats in 1988 from the original owners and has turned it into an internationally recognized float builder with annual revenues of \$2.5 million. With a permanent staff of 24 and a seasonal staff that measures over 1000 people Tim manages to turn out prize winning floats year after year.

NEW PROJECT MANAGEMENT PROFESSIONALS

Ian Tonks	PMP-# 61063
Elizabeth Carlson	PMP-# 60247
Thomas Titterud	PMP-# 59713
Joseph Roux	PMP-# 60338
Wayne Weisman	PMP-# 61050
Shawn Dodge	PMP-# 60167
James Manson	PMP-# 48414
Willy Young	PMP-# 60489
Kenneth Oka	PMP-# 60183
Sherman Gomberg	PMP-# 39955
Edward Hanna	PMP-# 46338
Adnan Maiah	PMP-# 46188
Jim Piotrowski	PMP-# 37632
Maheeb Awad	PMP-# 48898

Total new PMP's: 14
Total PMP's: 300

NEW MEMBERS

RaghuRam Bariged
Cap Gemini Ernst and Young

Behdad Baseghi
Jonathan Bronson
KPMG LLP

Rajasekhar Chevuri
Pentafour Software Solutions, Inc.

Richard Coyle
Russell Demetri Ollie
Robyn Dunyon
Bruce Eriksen
Competitive Information Systems

Suresh Guttikonda
James Hateley
Brinderson

Maria Hines
Donald Kuhns
L3 Communications, Power Systems

Brian Kuhle
Marriott

Mark Layton
Platinum Edge, Inc.

Brandon Lee
Eric Marking
Framework, Inc.

James McLaughlin
AmerisourceBergen Corp.

William McLean
Alboa Life and Casualty

Charles Meagher
Insignia/ESG

Christopher Mellen
Noresco

Troy Messer
Ingram Micro

Suresh Nair
James Nisbet
Denise Perkins
Sriram Ramadas
Tara Regan
Digital Convergence

Gene Rosen
Kevin Steinfeld
Cap Gemini Ernst and Young

Herbert Turner
Galaxy Hotel Systems, LLC.

Total new members: 30
Total PMI-OC members: 965

THE PRESIDENT'S COLUMN



Moving Toward Governance

When I first joined the PMI-OC chapter in 1996, the Board and a small group of volunteers ran the operation of the chapter. In those days, with a membership of 350 and an average dinner meeting attendance of 40, no one worried about strategic planning or fiduciary responsibilities. Today, the landscape is quite different. With chapter incorporation, growth to 950+ members, and the economic and technological challenges we face, the chapter requires a different type of leadership. Our project management skills that serve us so well in the work place do little to assist us in our new strategic, governance role.

What is Governance?

According to BoardSource.com, governance can be defined as *"the legal authority of a board to establish policies that will affect the life and work of the organization while holding the Board members accountable for the outcome of such decisions"*. As we move the Board toward a strategic model of governance, our responsibilities and focus change. The running of the operational aspects of the chapter is shifting from the Board to Operational Committees, providing more opportunities for members to serve and lead in smaller roles while further developing leadership skills. Having this committee infrastructure enables the Board to concentrate more on the governance of the chapter.

Governance responsibilities of the Board include:

- Setting the vision, mission and strategic goals for PMI-OC
- Ensuring effective organizational planning
- Ensuring our financial assets are invested wisely
- Ensuring legal and ethical integrity and maintaining accountability
- Establishing metrics and monitoring performance
- Ensuring our programs meet the current and future needs of our members and stakeholders

Fulfilling these responsibilities requires good governance standards and practices. These standards and practices are not fully in place today. In addition to establishing repeatable practices, we need to develop our current and future leaders to assume the responsibilities required of Board leadership. We need to recruit, train and recognize the best candidates to serve in this capacity. We need to provide the tools they need to develop their leadership skills and be successful.

Governance Committee

To support the PMI-OC Board's transition to a more strategic organization, I have chartered the Governance Committee. The main role of this committee is to recruit new Board members and ensure that each board member is equipped with the proper tools and motivation to



President's Column

Continued from Page 2

carry out his/her responsibilities. Additionally, I am looking to this committee to recommend improvements to the running of the Board and our strategic and business

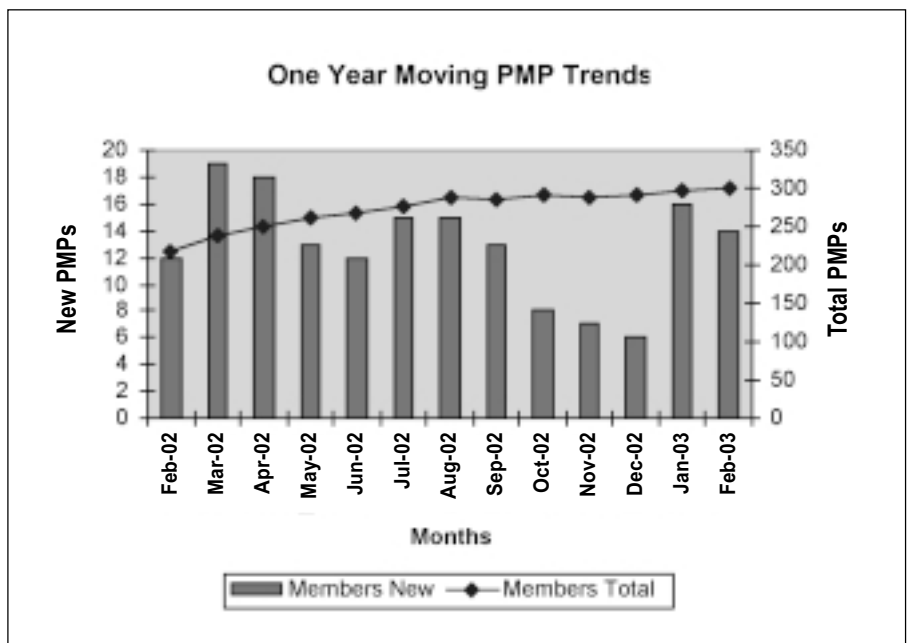
- Develop a leader recruiting plan and process
- Develop a formal Board transition plan and process
- Identify leadership training and mentoring for the Board and other chapter volunteers
- Refine and document the annual strategic and business planning processes

This committee will be one of the most influential standing committees of the Board. I am seeking volunteers with experience in non-profit leadership and recruiting, strategic planning, or leadership training and mentoring to help us take this chapter to the next level. I am also looking for volunteers that may not have the experience, but have an interest and motivation in developing their skills and expertise in this area. My expectation is a commitment not to exceed 5 – 8 hours per month.

This is an outstanding opportunity to enhance your skills, build your resume and really make a difference to this chapter. To learn more, please contact me at keanepmp@socal.rr.com. I would like to have the first committee meeting in March.

Adrienne Keane, PMP

MEMBERSHIP AND PMP TRENDS



VOLUNTEER OF THE MONTH

Mark Greenwald Honored as Volunteer of the Month



Mike Beard (right), PMI-OC Chapter's Vice-President of Operations with March Volunteer of the Month, Mark Greenwald, PMP

A resolution was unanimously passed, at the January Board meeting of your Chapter, designating **Mark Greenwald** as the **Volunteer of the Month for February**. Chapter Volunteer Coordinator, **J. C. Moreno**, honored Mark at our February 2003 general meeting, by presenting him with a Certificate of Appreciation.

Mark joined PMI-OC in the summer of 2000. He recalls, that when about 60 people attended a dinner meeting, it was considered a large crowd. Mark successfully completed his PMP exam in July of 2002 after attending the chapter's 2001 Fall exam preparation workshop and studying on his own. He started contributing his time as a volunteer for our chapter immediately thereafter. It was during a dinner meeting conversation with **Mike Beard, VP Operations**, that he committed himself to assisting Mike in preparing the Chapter's Operations manual. By his own admission, he volunteered because he "wanted to contribute something of value to the Chapter and get to meet and learn from some of the brightest people in this profession." On reflecting on his contribution he genuinely enjoyed the process as well as the result and to bring to this endeavor his 20-years of extensive experience in technical writing and project management. Mark's own testimony epitomizes those feelings of accomplishment that all who volunteer experience.

Mark's career reflects his highly diverse interests. Having formerly worked as a technical writer for 20 years and an IT consultant for Sprint and for Universal Studios. His current career combines IT and construction, and his goal to seek work in project management prompted him to take employment with Forecast Homes as an on-site superintendent, supervising the construction of tract homes. Although not quite a PM position, Forecast Homes is attempting to create a new position as an

incentive to retain Mark. He has a B-1 General Contractors license from the State of California, which he had put to good use in his own company (now inactive) involved in high-end home remodeling.

Mark graduated from Michigan State University with both a BA and MA in Speech and Hearing Sciences, research degrees involving humans and acoustics. His academic pursuits is yet another example of his varied interests.

As for his future aspirations, Mark would like to work as a project manager in a PMO overseeing construction projects for data centers, schools, and engineering projects or administration of communication and documentation needs for an enterprise. We wish you well for your future, Mark.

Dave Jacob



UC Irvine
extension

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OC-PMI

THE EARLY DAYS

The founding of the Orange County Chapter of the PMI was set in motion in late 1987 and early 1988. It was the result of a task that **Kathy Sharman** was assigned to while working in the Office of the President at Pacific Mutual Life Insurance Company. Kathy was tasked to set up a Program Management Office. A friend of Kathy's learned about this assignment, and when her UCI instructor mentioned the Project Management Institute, she passed it along to Kathy.

Kathy thought the existence of the Project Management Institute interesting and convinced a number of co-workers, including **Julie Wilson**, who faced a similar task of setting up a product development organization, to accompany her to the LA Chapter monthly meeting. In addition, **Frank Reynolds**, a former employee who had set up his own consulting firm, accompanied them. Immediately upon entering the meeting place, they were struck by several, ironic contradictions. First, they were literally confronted by a male dominated, engineer-focused group in a smoke filled room. Second, the group did not understand or value this group of newcomers who were seeking ways to implement project management in a services-based company and industry. This was the beginning of several challenges that the group faced.

That first meeting was an eye opener as the three quickly recognized that both the value and challenges that faced them in the following months would include convincing a traditional organization that there were other industries interested in project management that were not as traditionally project-based such as construction and engineering.

Although this core group continued to make the trek to the LA chapter meetings, they still encountered the chapter's skepticism and a general lack of vision and understanding of how to transport this discipline to IT systems, product development, and the insurance industry, which they represented. Convinced of the chapter's value but weary of the commute, the idea of a new chapter with a more convenient location in Orange County began to take shape.

The core group quickly began exploring the idea for a new chapter and linked up with **John Bing** as an advisor; he later became a founding Trustee. John was a great help as he identified and assisted with contacting 40 people that became the initial membership. Once the formal petition to PMI was submitted in early 1988, **Frank Jenes** (CH2Mhill, Seattle), the Region PMI Vice President, became the PMI Board advisor.

In early 1988, Frank's initial meeting with Kathy Sharman once again illustrated the major challenge to be faced. Frank and PMI were very skeptical that Orange County had the right type of industry Headquarters and enough interest to support a chapter without negatively impacting the LA chapter.

This skepticism was the final catalyst that transformed Kathy and the founders. The group bonded and developed a vision for their chapter to provide more diversity and balance in membership, disciplines, industries, and opportunities. Armed with a new vision, dedicated volunteers on the organizing committee, and the corporate sponsors, Pacific Mutual Life (now Pacific Life) and Welcome Software, Kathy and the founders began what was to become a successful chapter formation campaign.

Truly the keys to the success were dedicated and hardworking volunteers such as **Myla Goldman** the first Director of Finance; **Mike Varrone**, the first Director of Professional Development; **Bill Caughlin**, the first Director of Communications; **Quentin Fleming**, promoter extraordinaire; and the youngest participant, 16 year old **Keith Reynolds**, who eventually became chapter VP of Communications and VP of Programs. These volunteers made it happen and the chapter was up and running in record time. PMI officially recognized the Chapter in 1989. PMI Orange County went on to be recognized as the Chapter of the Year in its first year of existence and has garnered many awards over the years for its innovative programs and leadership. Of note, the PMI-OC Chapter was a leader in promoting collaboration among Chapters in Southern California; this included both the Los Angeles and San Diego Chapters.

Over the years, the PMI-OC Chapter has seen tremendous growth, change, and success. The most notable are demonstrated by the vision set in place in 1998: diversity in membership, industries, and opportunities within the project management profession, which can be found in the chapter. Moreover, the Chapter has been a springboard for such leaders as **Julie Wilson**, who went on to co-found the Information Systems SIG and the Council of SIG Chairs (now Assembly of SIG Chairs). In addition, Julie served six years on the PMI Board of Directors.

The success of the Chapter can easily be attributed to the vision and motivation of Kathy Sharman; the organization and drive of Julie Wilson; the discipline and standards of John Bing and Frank Reynolds; and the overall dedication, persistence, and hard work by the 40 founding members. The following table, on Page 6, lists the Chapter Officers throughout the years.

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OC-PMI

THE EARLY DAYS (CONT.)

Chapter Officers 1989-2003

Year	President	Treasurer/ Director/ VP Finance	Secretary/ Director VP Admin/ OPS	Director/VP Programs	Director/VP Membership	Director/ VP Prof Develop	Director/VP Public Corporate Relations	VP Comm	Trustees
1989	Kathy Sharman	Myla Goldman	Carolyn Brown	Frank Reynolds	Julie Wilson	NA	NA	NA	
1990	Kathy Sharman	Myla Goldman	Carolyn Brown	Frank Reynolds	Julie Wilson	NA	Bill Caughlin	NA	John Bing Tom Bogard
1991	Julie Wilson	Hannah Markman	Elaine Rail	Dale Brown	Stephen Pare	David Yturraide	Christina Lee	NA	Ben Caffey Bill Caughlin
1992	Stephen Pare	Hannah Markman	Sheri Shade	Gordon Taylor	William Reinders	Rick Framme	Christina Lee	NA	Julie Wilson Rodney Stroope
1993	Rick Framme	Julie Wilson	Bruce Byers	John Beatty	Marsha Peterson	Claudio Dalavalle	Al Borchardt	NA	Stephen Pare Dale Brown
1994	John Beatty	Hugh Cronin	Tom Herrera	Quentin Fleming	Joseph Boustani	Paul Jackson	Alvin Colclasure	NA	John Bing Julie Wilson
1995	John Beatty	Rick Moss	Darryl Selleck	Jerry Swain	Saad Suhail	Janice Preston	Marty Wartenberg	NA	Frank Reynolds Tom Herrera
1996	Marty Wartenberg	Ellory Sokol	Al Borchardt	Jerry Swain	DW Nesper	Janice Preston	Linda King	NA	Frank Reynolds John Beatty
1997	Jerry Swain	Judith Ratcliffe	David Jacob	Marty Wartenberg	Mico Llanos	Janice Preston	Linda King	NA	Frank Reynolds John Beatty
1998	Quentin Fleming	Vijay Mididaddi	David Jacob	Adrienne Keane	Mico Llanos	Janice Janice	Keith Reynolds	NA	Mary Wartenberg John Beatty
1999	David Jacobs	Rob Barzaragan	Adrienne Keane	Keith Reynolds	Myrna Bravo	Warren Nogaki	Edward Fern	NA	Marsha Peterson Janice Preston
2000	David Jacobs	Janice Preston	Adrienne Keane	Keith Reynolds	Edward Fern	Warren Nogaki	Mary Wartenberg	Cyndi Snyder	Charles Lopinsky
2001	Cyndi Snyder	Stephen June	Terry Warner	Judy Quenzer	Glen Fujimoto	Edward Fern	Ken Pao	Kristine Munson	David Jacob
2002	Cyndi Snyder	Stephen June	Terry Warner	Judy Quenzer	Glen Fujimoto	Edward fern	Ken Pao	kristine Munson	Frank Reynolds
2003	Adrienne Keane	Stephen June	Mike Bread	Frank Parth	Judy Quenzer	Kristine Munson	Victoria Flanagan	Glen Fujimoto	Kathy Sharman

List of Orange County PMI Chapter Officers

The Orange County Chapter of PMI has been blessed over the years with a dedicated group of volunteers. From 1989 until the present, there have been 59 different members that have held Chapter offices. Thirty-four or 57% have held more than 1 office during these years. Janice Preston has the distinction of holding more Orange County Chapter offices, at seven, than any other member. Not far behind Janice are Frank Reynolds, Julie Wilson, and John Beatty, each holding six offices.

Their dedication, leadership, and continuity were major factors that contributed to its recognition as Chapter of the Year in 1991, 1992, 1993, and 1995. At the time, it was the only Chapter to have the distinction of Chapter of the Year for three consecutive years.

Marv Bonta

What Our Past President's Have to Say . . .

Julie Wilson – President 1991



I've benefited from my involvement in PMI in several ways including: Being a leader in the formation and later early years of service as an officer in the OC Chapter. I made many friendships I treasure and will continue into the future. Being in the forefront of the Specific Interest Group movement resulting in its official recognition and endorsement by the PMI Board—It was a long road and filled with many challenges—and in the end, it was a very worthwhile journey made when one looks at the positive impact it has had on PMI. We are truly diverse now—by industries, by project management application, and by global representation in our membership. Being recognized as a leader by the PMI membership—being elected twice to serve on the PMI Board was a vote of confidence I've treasured. Building a global network of professional associates and friends—many of whom I have stayed in contact with over the last 15 years. This is social capital at its best.

Recognition for my contributions has been made at the Chapter, SIG and international levels helping me realize the difference I've made as a professional volunteer—it gives me great satisfaction considering the time I chose to invest. I'm also very grateful for the many people I've met and helped as well as learned from along the way.

Julie M. Wilson, CEPM, PMP®
Practice Executive & Principal
Project Management Practice

IBM Global Services Americas Business Operations

Marty Wartenberg - President 1996

Both the joining of and participation in the PMI Orange County Chapter has had a significant impact on my career and life directions. When I first joined the Chapter, I discovered not just professional relationships but good friends. I think that is one of the things that make the Orange County Chapter different. I truly believe that we are not only the best chapter in PMI but the friendliest and the most fun.

When I joined PMI, I was actually working in a functional role as a VP of Engineering at Interstate Electronics. One of the things I discovered while associating with our members, was that running projects was and is a lot more fun than almost any other job. I heard a quote from one of our unnamed members that “..... running projects is about as much fun as any one can have with their clothes still on.....”.

My colleagues at PMI, including Frank Reynolds, Frank Parth and Janice Preston, and several others, convinced me to go into my own consulting practice with a specialization in leading complex product development projects primarily in the embedded software market. I have also had the opportunity to help several companies set up and organize PMO's and to achieve various CMM level Capabilities. I am currently actively consulting for a large embedded systems company called Wind River Systems. I primarily work out of their San Diego office and help get specialized projects organized and kicked – off. I find the variety and changes exciting and would never go back to the routine work world. So I thank PMI Orange County for changing my direction and focus.

Marty Wartenberg, PMP

Jerry W. Swain- President 1997

I am currently an Executive Project Manager with IBM. I manage the Enterprise Systems Management e2e M3 Special Projects. I joined IBM in 1997, as part of the Project Management Group.

During my time with IBM I have worked as a PM in numerous industries: energy, healthcare (e-business), insurance, and aerospace, to name a few. I have run both national and international projects. As I was making the transition from my military career to my civilian career, I joined PMI in 1994.

PMI has been an excellent organization to meet people and network. It has also proven to be a great source of diverse information on Project Management practices in different industries.

I have been active in the Orange County Chapter since joining. Over a period of three years, I held the offices of President and Programs Director. I have also been an instructor as part of the UCI PM Program.

Jerome (Jerry) W. Swain, PMP

Quentin W. Fleming- President 1998



In 1984 I joined PMI, the Los Angeles Chapter. At that time neither the Orange County nor San Diego Chapters had been formed. At one of my first PMI meetings I sat next to a gentleman by the name of Joel Koppelman, who had just started a new company called Primavera. We became friends. Later when I started my own consultancy practice I met with Joel and last month we extended my consultancy agreement into its 12th year.

In 1988 I transferred to the newly formed Orange County Chapter. The Director of Professional Development was David Yturralde and he indicated that our chapter was starting a PMP preparation course. David asked me to prepare the Cost module- which I did. The following year I did both Costs and Time. Over the next several years, I added a Scope and Procurement module. Since I do not have the capacity to deliver someone else's material, I had to develop these four modules myself. It was a fantastic experience. I gained more than I ever gave. If ever you get a chance to get involved in the PMP training...do it.

In 1994 I had the honor of serving as Vice President of Programs. In 1998 I served as President of our Orange County chapter. In those days if we had 40 people attend, we had a BIG meeting! That same year I also served as the Project Manager for the Technical Program at the PMI International Conference held in Long Beach, a collaboration of the Los Angeles and Orange County Chapters. That year we had 264 professional papers delivered in Long Beach.

What does the PMI experience mean to me? It allowed me to create my own project management consultancy practice. I can sum up PMI in just three words:

KNOWLEDGE, NETWORKING, FRIENDSHIPS.

Quentin W. Fleming
<http://www.QuentinF.com>



David Jacob – President 1999 & 2000



An energetic and articulate speaker, Mr. Jacob currently is the principal of Doren Associates, a management consulting company that he founded in 1993. His firm provides services to corporate clients in the development of

project management and business process systems, team building, staffing strategies and training. Among his clients are several divisions of Boeing, Edison International, Honda USA, Computer Sciences Corporation, Mitsubishi of America and Pixar Animation Studios, where he has performed a variety of services.

Mr. Jacob is a strong advocate that a well-disciplined approach in the application of proven project management principles will consistently yield successful results. He has further demonstrated that these very same principles can be applied in any industry and are scalable to the size, risk and complexity of the project.

When asked why he volunteers for PMI-OC, Dave replies, "There are so many bright people I've gotten to know at PMI-OC, it spurs me on to use whatever modest talents I possess to help out. It's also a nice feeling to be appreciated while learning from exciting new experiences with my friends and colleagues in the chapter."

David Jacob, PMP

Cyndi Snyder – President 2001 & 2002



Although I am no longer President of PMI's greatest chapter, I am still very much involved with PMI. I am the Chair Elect of the Chapter Leadership Development and Excellence Committee. So in a sense, I am still involved in the governance

of the chapter, though not directly. In my new role I encourage chapter maturity using a chapter maturity model, encourage chapters to adopt and be aligned with PMI's strategic plan, and serve as a communication link for chapter Presidents to the PMI Board or PMI Headquarters, as needed.

I have gained so much from my volunteer efforts at PMI. I have had the opportunity to develop leadership skills, learn about governance, meet exceptional people, and have loads of fun. Truly the people I have come to know and the activities I have been engaged in have been some of the most rewarding over the four years I have participated in PMI.

I am grateful to my predecessors for all that they have done to build such a wonderful chapter. I am grateful to my successors for all that they will do to make it even better.

In gratitude,

Cyndi Snyder, PMP

FEBRUARY MEETING REVIEW

Multilevel Governance Matches Integrity, Honesty and Respect



Governance at all company levels—from the top, to the project, to the team—ensures business profit and client satisfaction. **Mike Rose** couldn't have stated it any clearer than with

"Succeed or perish! It's pretty black-and-white."

as he told his account of a failing project that he had turned around "against all odds."

Just what were Mike's odds?

His client, a Fortune 500 leader in the title and escrow industry with 22,500+ employees and 1300+ offices worldwide, had just severed its relationship with a software consulting company. This vendor had been tasked with finding the "Holy Grail" in the form of a web-based loan origination system. The goal was to deliver an application that provided a world-class production system with an architectural and process framework that offered essential software components for future enhancements.

To begin with, Mike readily dispelled such myths as

- The problems were chiefly technical,
- The team needed better people, or
- Software project management differs from 'ordinary' project management.

When he realized that this project had failed because of fundamental shortcomings in its leadership and organizational process. He set out to implement his strategy for increasing the probability of project success, to which end he proposed a multi-level governance process for translating and propagating the company's strategic direction. The purpose of this governance process is to enable the:

1. Identification and management of the requirements definition in accordance with the client's success criteria.
2. Rigorous project management with frequent reviews and communications, risk management, and frequent inspection and testing of deliverables.
3. Design and testing of architectures that eliminate unnecessary risk and complexity: **KISS**—keep it simple and straightforward.
4. Release of software builds early and often, satisfying just enough requirements each time.

It applies to the client organization and the project at four levels:

Level 1: Company/IT Division governance—sets the strategic direction

Level 2: Project managers governance—performs project oversight

Level 3: Team leaders governance—manages deliverables

Level 4: Individuals governance—governs task management

Continued on Page 8

TRY YOUR KNOWLEDGE ON PMP EXAM

(answers are on page 11)

Here is a sample of some questions:

1. All but one is an output from the initiation process:
 - a. Constraints
 - b. Assumptions
 - c. Strategic plan
 - d. Project Charter
2. A facilitated kickoff meeting is an example of:
 - a. An assumption
 - b. A soft tool
 - c. An organizational policy
 - d. A hard tool
3. Of the following executing processes, which one is a core process?
 - a. Contract administration
 - b. Team development
 - c. Project plan execution
 - d. Quality assurance
4. Your project charter states that meeting the schedule is the most important constraint. Your are using earned value metrics to measure project performance. At some point in time you have computed that the CPI = 1.07 and the SPI = 0.88. Which one of the following statements is a reasonably accurate observation regarding the current "health" of the project:
 - a. This project is in serious trouble.
 - b. We should consider applying the forecasted cost under-run to "crash" the schedule and bring it in line with our original plan.
 - c. This project is going exactly according to the plan. No corrective action required.
 - d. There is insufficient information to make a judgment.

February Meeting Review

Continued from Page 8

Level 1 establishes the ROI/ROA justification for the projects, identifies the supporting criteria, and defines critical success factors. It also manages divisional expectations, such as the internal competition for projects and resources. Once the strategic decisions have been made, the project manager at Level 2 keeps the team focused on the company's goals. She/he manages the approved scope through rigorous change control and publicizes the good, the bad, and the ugly of the project's status.

"Share the pain and also share the successes"

is Mike's motto. At level 3, the team leader governance calls for timely feedback to the project manager about the team's ability to meet, exceed, or miss specific goals. It adjudicates the compromise for balancing quality, time to market, functionality, and cost. Level 4 governance is all about pride of ownership. It provides timely feedback about the individuals exceeding, meeting, or missing their goals.

It instills affirmations like "It is my task and I need to do the best I can", "I am meeting my client's expectations" and "My tasks are on time and within budget."

Specifically, Mike's client wanted his project to realize the following vision:

1. To be the first in the industry to create a completely integrated system that enables its products and services to be not only electronically ordered, routed, and processed, but also delivered to any customer anywhere on any computer platform.
2. To reduce dramatically the per-order production cost and therewith increase profit and operational efficiency.

To achieve this objective, Mike created separate software teams with six to eight members for addressing the software key features:

- One or two analysts
- One architect
- One or two DBAs
- One to three developers
- One QA

While Mike created the high-level schedule himself, he allowed his teams to develop their own detailed schedules. Biweekly project meetings were held with the project teams and the core user team. They examined the project status: schedule, financials, resources, assumptions, risks, and the proof of deliverables. These meetings not only enabled effective control but also afforded the opportunity for synchronizing the project's objectives with the client company's mission and business vision. In addition, the risk management plan identified and assessed the risks and their likelihood for occurring, their difficulty to be detected, and their impact on the project. In turn, the risk mitigation plan specified preventive action and contingency plans with three options for every risk.

Several factors had an impact on the project and brought valuable lessons learned:

Continued on Page 13





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ANSWERS TO PMP EXAM QUESTIONS

From page 8

1. c. **Strategic plan.** (This is an *input* to Initiation.)
[Initiation] PMBOK 2000, paragraph 5.1, (page 53)
2. b. **A soft tool**
[Planning] PMBOK 2000, paragraph 4.1.2.1, Tools and Techniques for Project Plan Development (page 44)
3. c. **Project plan execution**
[Executing] PMBOK 2000, paragraph 3.3 and Figure 3-6 (page 35)
4. b. **We should consider applying the forecasted cost under-run to “crash” the schedule and bring it in line with our original plan.**
A $CPI > 1$ (1.07) indicates that cost performance is better than plan (an under-running condition), while a $SPI < 1$ (0.88) indicates that the project is behind schedule. Crashing involves taking action to reduce the project duration at the least possible increase in cost.
[Controlling] PMBOK 2000, paragraph 10.3.2.4 (pages 123 and 200)
[Planning] PMBOK 2000, paragraph 6.4.2.3 (page 75)

ABC&P Forum™ 2003

May 19-22, San Diego, California



Break Through the Project Management Information Barrier with Electronic Rapid Information Distribution and Exchange!

Modern organizations collect an enormous volume of data associated to their business activities. Thousands of transactions can occur each minute as internet technology is used to expand business horizons. Disseminating processed information and key risk factors to all stakeholders is a huge challenge. In order to make strategic decisions leading to profitable outcomes executives must be informed quickly. The ABC&P Forum™ 2003 focuses on harnessing technology in the management control center using Electronic Rapid Information Distribution and Exchange (Dekker eRide™).



Keynote Speaker:

Ken Schmidt

The former director of communications for Harley-Davidson Motor Company, Mr. Schmidt played an active role in one of the most celebrated turnarounds in corporate history. *The Rise, Fall, and Rise of Harley-*

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Joseph T. Kammerer

Deputy Assistant Secretary for Cost and Economics, Office of the Assistant Secretary of the Air Force, Financial Management and Comptroller, Washington, D.C.

Mr. Kammerer is responsible for directing the Air Force cost analysis and economic analysis programs. He is Executive Director of the Air Force Cost Analysis Agency, Chairman of the Air Force Cost Analysis Improvement Group, and serves as Chairman of the Investment Subcommittee of the Air Force Services Organization Board of Directors.

Five additional guest speakers from industry and government will present a variety of insightful and motivational lectures during the General Session.

Multi-Day Event Schedule:

Sun, May 18: Early Registration, Kickoff Evening Reception

Mon, May 19: All-Day General Session Forum

Tues thru Thurs, May 20-22: Applications, Theory and Technology Training Sessions

Fri, May 23: Optional Private Q&A Sessions (First Come Basis)

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Learn how Welcom's solution can help you to:

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- Automate the earned value process
- Plan and control multiple programs
- Achieve tight cost/schedule integration
- Forecast completion costs accurately
- Report from a master program
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Also learn about best practices for implementing and controlling DOD programs that require weekly earned value.

Presented in partnership with AIM.



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Thursdays, 6:30-9:30 pm

April 3-June 5

Fee: \$280

EDP 24B02

UCR Extension Center,
1200 University Ave, Riverside

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Mondays, 6:30-9:30 pm

March 31-June 9

Fee: \$280

EDP 24B03

UCR Extension Center,
1200 University Ave, Riverside

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Mondays, 6-9 pm

April 9-June 11

Fee: \$280

EDP 24B59

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News from Headquarters

Joan Knutson resigns from PMI Board of Directors. PMI Board of Directors Chair Debbie O'Bray, CIM, announced that effective 24 January 2003, Joan Knutson resigned from the Board of Directors due to unforeseen personal reasons. Knutson, who began her term on the Board as of 1 January 2003, will remain active within PMI. The PMI Board of Directors is deliberating to fill Knutson's unexpired Board director term through 2005. (gary.boyler@pmi.org)

The deadline for new 2003 PMI Professional Awards is rapidly approaching! The nomination deadline for the two new PMI Professional Awards - the PMI Research Achievement Award and the PMI Community Advancement through Project Management Award - is 28 February 2003. Individuals, organizations and even PMI Components can be nominated for the PMI Community Advancement through Project Management Award. You can find award descriptions and submittal guidelines on www.pmi.org. We urge you to participate and inform your members about these prestigious awards. Nominations for these two awards must be received by postal mail, attention Manager, Marketing, at PMI, no later than 28 February 2003. (alison.watkins@pmi.org)

Improve your leadership skills! Expand your knowledge! Don't miss the exciting learning and leadership development opportunities available to you through the PMI Leadership Institute. The Leadership Institute is a unique program that offers its students the opportunity to participate with a small group of individuals in active learning sessions and skill building activities. Participants in the Leadership Institute are goal setters - and goalachievers! They gain valuable knowledge and feedback through personal development planning, peer networking, active discussion and mentoring. For more information on how you can become a participant in the PMI Leadership Institute, we encourage you to visit the PMI Web site at your earliest convenience at http://www.pmi.org/info/GMC_LeadershipInstFile.asp, or contact Linn Wheeling, Manager, Worldwide Component Affairs at linn.wheeling@pmi.org.

February Meeting Review

Continued from Page 8

1. A new CIO joined the company and was entirely unfamiliar with the issues at hand; he generated many extra reporting requirements.
2. The project team grew rapidly from six to 50; some members experienced a difficult paradigm shift from the client-server model of old.
3. The labor market was tight; good talent took much time to bring in.
4. Just about as the team had become stable in its routine, the dotcom craze set in with recruiters raiding the project's technical staff.
5. The users of the loan originating system did not make effective use of the beta evaluation.
6. Much of the work effort for creating the document templates continued beyond anticipation.
7. Unanticipated technology issues.
8. It is important to have established and documented processes. Their absence required frequent drill-downs that lead to over-communication.
9. The project plan was too aggressive with too much emphasis on date-driven development.
10. Most importantly, the political communication deserves much more attention, because whenever the business office came up with a change, the communication of this change was not fast enough.

Mike ran a successful project team. He implemented governance at multiple levels. His team chose to attack the risks rather than to avoid them and successfully hit the dates for the milestones. He skillfully eluded the team politics by turning the project over to key employees. In his communications, he adhered to the fundamental values of honesty in dealing with people, truth in reporting status, respect for the team members and client staff, and integrity in all interactions. Not surprisingly, the client was happy with the results.

George D. Meier, PMP

Mike's Safety Tips:

1. *You have nothing to fear but lack of governance!*
2. *Know your project's history, because history can repeat itself.*
3. *Know your customer's business, culture and markets.*
4. *You tend to get an increase in budget, when you hit milestones.*
5. *Attack risks or risks will attack you.*

PMI WISDOM CENTER

NEWS BRIEF#1 FOR PMI COMPONENTS' NEWSLETTERS OR MEETING ANNOUNCEMENT

What is the PMI Knowledge & Wisdom Center?

The PMI Knowledge & Wisdom Center is your organization's information center, your source for relevant, reliable, and timely information on the practice and profession of project management. The Center's staff is always ready to assist with your information needs through research and document delivery services. Subjects investigated frequently for member customers include project success and failure rates/causes, project planning, statistics, definitions, job descriptions, and templates. The Center's Knowledgebase (online database of citations to books, journals, journal articles abstracts, Web sites, and research reports) is also a fantastic resource for pointers to project management-related information.

Visit the Knowledge & Wisdom Center on the Web:

www.pmi.org – Publications & Information Resources, by e-mail: kwc@pmi.org, or by phone: +1-610-356-4600.

Marjorie Smink

NEWS BRIEF #2 FOR PMI COMPONENTS' NEWSLETTERS OR MEETING ANNOUNCEMENT

What new products are available through the Knowledge & Wisdom Center?

Two new products are available through the Knowledge & Wisdom Center's document delivery service: *2002 PMI Seminars & Symposium Proceedings CD* for US \$74.95 while supplies last and *Guide for Developing Training for the Certified Associate in Project Management (CAPM) Examination* (PDF) for US \$19.95. Members may also order photocopies of articles from PMI journals for US \$10/article; literature searches to identify PMI-published articles on specific topics are provided at no cost.

Visit the Knowledge & Wisdom Center on the Web: www.pmi.org – Publications & Information Resources, by e-mail: kwc@pmi.org, or by phone: +1-610-356-4600.

Marjorie Smink
Manager, PMI Knowledge &
Wisdom Center
610-355-1671

With Much Appreciation . . .

Orange County Chapter Recognized



The California Inland Empire Chapter would like to thank the Orange County Chapter for sponsoring us at January's Region 7 Summit. Orange County provided transportation and hotel accommodations for Glenn Eckels, VP of Operations for the California Inland Empire Chapter. CIE is a newly formed chapter, located here in Riverside County, California.

The Region 7 Summit meeting is only one of a few opportunities that chapter leaders can get together as a whole and discuss ideas, best practices as well as review other issues and concerns. This meeting was no exception. Because CIE is a newly founded chapter we want to participate in opportunities that allow us to learn from other chapters. This venue gave us that opportunity and we came away with a lot of information and insight as to how to make the CIE chapter as successful as the other chapters in the Region. Again this was possible because of the generosity of the Orange County Chapter. The CIE chapter looks forward to the opportunity to be able to help other future chapters.

Mark Greenwald, PMP



NEW SERIES- COST CONTROL

CONTROLLING SOFTWARE COSTS

For most organizations, software development is a necessary evil. Just about every manager has at least one horror story involving a software development project gone awry. Unfortunately, discussions about software quickly degenerate into technical jargon (and in many cases, technical nonsense) that is difficult to understand and even more difficult to use as the basis for meaningful executive decisions and strategy.

This 3-part series will address these issues in a non-technical and meaningful manner.

Organizational Costs of Software

If you look at your corporate income statement, you'll probably find that somewhere between 2% and 7% of your revenue is spent on information technology. You may be aware that most of that is absorbed by the information technology infrastructure (computers, networks, network administration people, and so on). The money you're spending on custom software development is probably under one percent of your total revenue. At this point in the analysis, most executives move on to other areas where changes are likely to result in a more significant improvement to the bottom line.

This is a flaw in the accounting standards, resulting in often bad management decisions.

The problem is that the income statement only looks at the direct costs of software development, ignoring the far more significant opportunity costs and indirect costs. The fact is, for many businesses the execution of the strategic vision is dependent on software. FedEx could not deliver packages overnight, Southwest Airlines could not turn planes around in 20 minutes, and Pfizer could not get their latest drug to market without software. Software enables and defines the organization's business processes, and so in a very real sense, defines the organization itself. Delays or failures in software projects often have opportunity costs in the form of lost market share, delayed new revenue streams, and prolonged organizational inefficiencies that are many orders of magnitude larger than the cost of the software itself.

Similarly, software failures have an indirect cost far beyond the cost to repair the software. For example, Scientific America (November, 1998) reported the case where a crew member of the USS Yorktown guided missile cruiser mistakenly entered a zero, causing a "divide by zero" error in the computer software. The cascading failures of the interlinked computers on the ship eventually shut down the propulsion system and left the ship dead in the water for several hours. The actual cost to fix this error might be a few thousand dollars, but the potential indirect costs could have been enormous. In a similar manner, failures in software projects within your business can have indirect costs that result in lost revenue, lost profits, lost market share, and lawsuits.

With this understanding of the big picture, it should be clear that successful software development within your organization is dependent on:

1. Selecting software projects that will enable the organization's business strategy;
2. Ensuring that those projects are delivered in a timely manner and to an appropriate standard of quality; and
3. Minimizing the cost of achieving the above objectives.

Next month, we'll address the critical success factors needed to achieve these results.

Mr. William Roetzheim is one of the world's leading experts on software project management and estimating, with over 26 years of relevant experience. He has worked in a software metric/process management position for the US Navy, Honeywell, the MITRE Corporation, Booz Allen & Hamilton, and Marotz, Inc. He was the original author of the Cost Xpert product and holds two patents (one pending). Mr. Roetzheim has 15 published computer software books, including *Software Project Costing & Schedule Estimating* (Prentice Hall), *The AMA Handbook of Project Management* (American Management Association), *Developing Software to Government Standards* (Prentice-Hall), and *Structured Computer Project Management* (Prentice-Hall). Mr. Roetzheim has over 90 published articles, has authored three computer columns, and has received 13 national and international awards. He has an MBA and has completed the coursework required for an MS in Computer Science. Mr. Roetzheim was the founder of the Cost Xpert Group.



Volunteering Opportunities with PMI_OC

According to Miriam-Webster's Dictionary (at least the online version), voluntarism is "the principle or system of doing something by or relying on voluntary action or volunteers".

My own definition of the PMI-OC volunteering experience is the opportunity to meet bright, interesting people while helping others achieve personal and professional development. Additionally, it provides an excellent forum to develop one's own leadership skills with the added benefit of expanding and enhancing one's networking abilities. So..., if that is what you were looking for, this is an exciting time to become a volunteer. The Orange County Chapter has set numerous goals for 2003 and different committees are being set up to accomplish them. Needless to say, we will need enthusiastic volunteers with a variety of skills to run them.

If you are interested in participating, please email me at emailjcm@yahoo.com, or fill out the form, on page 18 and mail it to OC Chapter, P.O. Box 15743, Irvine, CA, 92623-5743. As the Volunteers Committee chairperson I'll try to pair assignments with volunteers' interests, so in the end it becomes a mutually beneficial experience.

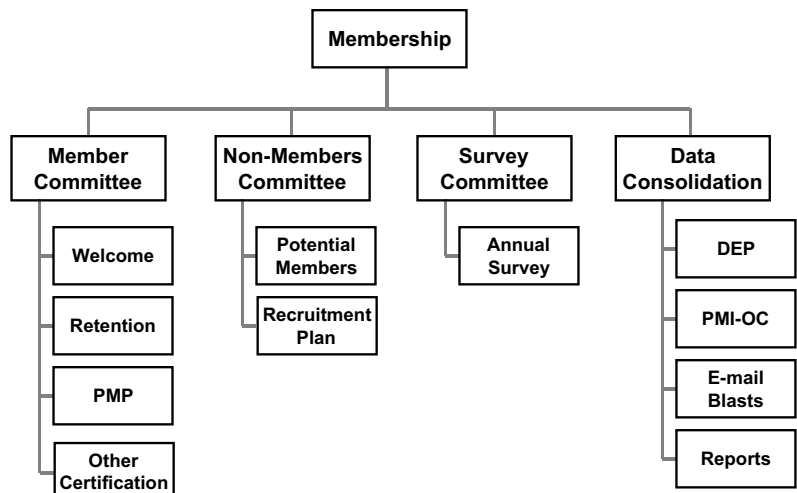
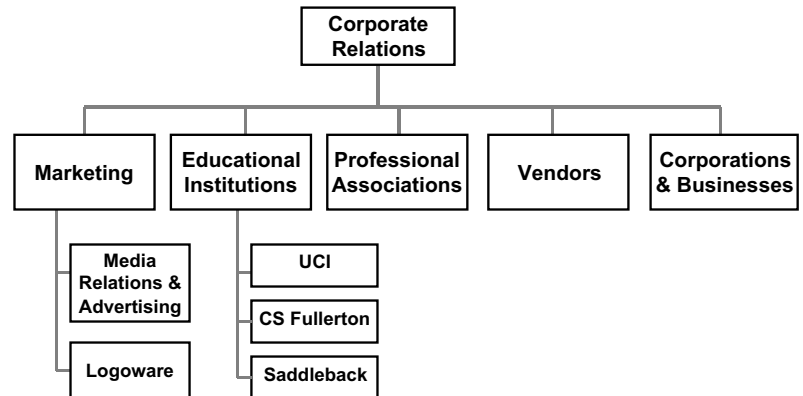
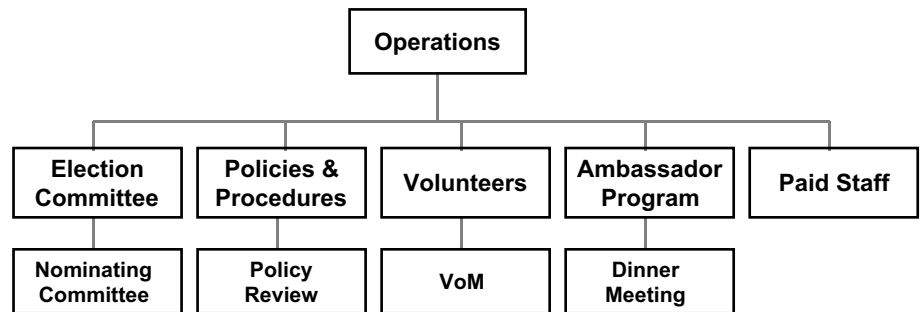
There are opportunities in different areas, ranging from participating in technical and finance related assignments to helping out with the review of project management books.

The following charts outline our Chapter's Committee structure. Our Vice-Presidents of Operations, Corporate Relations, Membership, Professional Development, Programming, Communications and Finance have numerous tasks where your help would be appreciated.

In closing, let me remind you that the Orange County Chapter is an organization run completely by volunteers. Without their hard work and enthusiasm, the chapter would not exist, so I'd like to use this opportunity to thank all volunteers for their commitment and contribution. You are greatly appreciated.

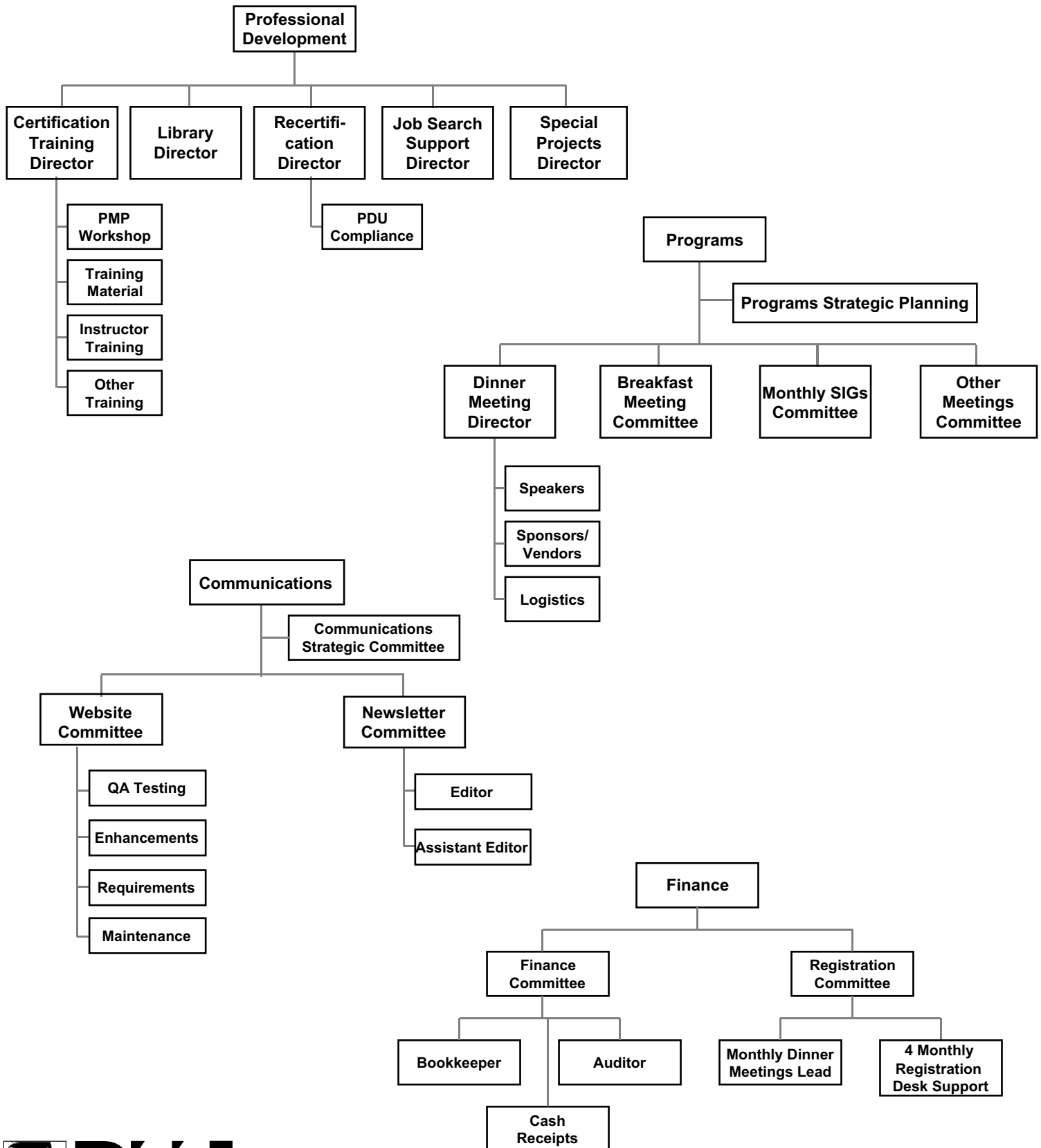
J.C. Moreno

PMI VOLUNTEER COMMITTEES



PMI VOLUNTEER

COMMITTEES (CONTINUED)





VOLUNTEER INFORMATION FORM

NAME: _____ **Date:** _____

WORK: (Preferred contact? Yes No) Email: _____

Phone: _____ Fax: _____

Cell Phone: _____ Pager: _____

Address: _____

HOME: (Preferred contact? Yes No) Email: _____

Phone: _____ Fax: _____

Cell Phone: _____ Pager: _____

Address: _____

Areas of strength /skills:

Chapter Interests: (Committee preference)

Other (please describe)

Availability:(Hrs per month)

DINNER MEETING

TUESDAY, MARCH 11, 2003

Program: **Project Managing a Rose Parade Float**

Location: Wyndham Gardens Hotel
3350 Avenue of the Arts, Costa Mesa
Behind the O. C. Performing Arts Center

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

Cost:	In Advance:	At the Door:	
	Members \$30.00	Members	\$45.00
	Non-Members \$35.00	Non-Members	\$45.00

Please register at www.pmi-oc.org. You can pay via credit card in advance or by cash/check at the door.

Make your reservation by 9:00 pm, Thursday, March 6th, to obtain the "in advance" price. Reservations made after 9:00 pm, Thursday, March 6th, will be charged the "At Door" price.

If you are unable to attend, please cancel your reservation at www.pmi-oc.org. Members and non-members who cancel after Sunday, March 9th after 9 p.m. will be invoiced a \$15 cancellation fee. Members and non-members who make reservations and do not show up at the meeting will be invoiced a \$15 no show fee.

PMI-OC BREAKFAST ROUNDTABLE

FOURTH TUESDAY OF EVERY MONTH
MARCH 25, 2003

Location: **Hilton Hotel**
(formerly The Red Lion)
3050 Bristol Street (near Paularino)
Costa Mesa
Atrium Café, Lobby Level
714-540-7000

Time: 7:15-8.45 a.m.

Register: Send your e-mail reservation to
Thomas Sippl at tsippl@pacificlife.com

Cost: Self-paid breakfast
Parking is validated

PMI-OC WEB SITE

Visit our web site at: <http://www.pmi-oc.org> to make your reservation for the dinner meeting and to stay informed of events that are important to members and to project management.

E-MAIL

If you would like to receive e-mail announcements about upcoming PMI-OC events, contact programs@pmi-oc.org

JOB POSTING TABLE

Share available employment opportunities with PMI-OC dinner meeting attendees. Submit your opening to Theresa Theiler, tt1591@sbcc.com.

PMI Orange County MILESTONES

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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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daltwies@outercoreinc.com

Advertising Director:
Sriram Ramadas
pmi_oc_advertising@yahoo.com

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Inquiries should be directed to:

PMI-OC, Inc.

Attn: **Diane Altwies, PMP**
daltwies@outercoreinc.com

COMING EVENTS

MARCH 11 DINNER MEETING

Project Managing a Rose Parade Float
Speakers: Tim Estes
Vendor Showcase: Pacific Edge Software

MARCH 24 PMI-OC BOARD MEETING

E-mail: info@pmi-oc.org for meeting information

MARCH 25 BREAKFAST ROUNDTABLE

APRIL 8 DINNER MEETING

Project Management in Howard Hughes' Hobby Shop
Speaker: Steve Gardein
Vendor Showcase: University of Wisconsin-Platteville

APRIL 8-11 PMI® SEMINARS WORLD

In San Diego, CA
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