

MILESTONES

ORANGE COUNTY CHAPTER OF PMI

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

JANUARY 1998, Volume 10, Number 1

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January 13th Meeting

PROJECT MANAGEMENT IMPLICATIONS OF THE YEAR 2000 SOFTWARE PROBLEM

FRANK PARTH

Deloitte & Touche Consulting Group

By now, most of us have heard about the Year 2000 software problem, sometimes called the Y2K problem or the Millennium Bug. The problem itself is extremely simple: in many software systems, the full year is stored only as the last two digits instead of the full four: "98" instead of 1998" with the "19" assumed rather than stated.

While intellectually a simple problem, the consequences of not storing the full date can be potentially catastrophic. When dates are manipulated in calculations, the software suddenly finds itself subtracting from "00" with unknown consequences. A small business user of packaged software can find and repair most of the places in his critical software where date manipulation takes place. However, systems at General Motors, Wells Fargo, or the IRS may have several billion lines of code, all of which must be examined, repaired, and tested.

The Y2K problem is particularly interesting from a project management standpoint because of a severe time schedule, the immovable end date, inadequate resources, and many project-specific subtleties. Year 2000 projects incorporate a nightmarish combination of project management constraints. Mr. Parth will talk about some of the implications of the problem and how these implications will impact project managers and methodologies.

Frank Parth has been a member of the Orange County Chapter of the PMI since early 1993. He is currently working as a manager for Deloitte and Touche Consulting Group in their Santa Ana offices specializing in Year 2000 project management. He was previously with Experian as the head of a Systems Engineering group and as a software project manager. Most of his career was in the aerospace industry where was thoroughly trained in project management methodology. He is also active in the International Council on Systems Engineering (INCOSE). He has undergraduate and graduate degrees in Physics, a Master's Degree in Systems Management from USC, and is currently working on an MBA.



NETWORKING OPPORTUNITIES

PMI L. A. CHAPTER

FEBRUARY 19, 1998 MEETING

Project Dynamics: Applying Systems Thinking to Project Management

Guest Speaker: Mr. William R. Duncan

Much of today's accepted management practice remains focused on cause-and-effect analysis. Yet, virtually all work involves "systems" with feedback loops, timing delays, and other factors that create unintended consequences when you take corrective action. In this presentation, Bill Duncan will explain how a dynamic model can be used to help you make better decisions when responding to project issues. He will also share the results of some simulations that explain the "whys" of such well-known phenomena as the "Mythical Man-Month."

William R. Duncan is a principal of Project Management Partners, a project management consulting and training firm headquartered in Lexington, MA USA. He is the recent Director of Standards for the Project Management Institute (PMI), a member of the Editorial Review Board of the Project Management Journal, and a certified PMP.

Mr. Duncan has nearly 25 years of management and consulting experience including five years with the consulting group of one of the Big Six accounting firms. He recently authored a complete rewrite of PMI's "A Guide to the Project Management Body of Knowledge (PMBOK)." He has worked with numerous clients in the US, Canada, and Europe to improve project team performance in new product development, engineering, electronics, and software development.

Location: Proud Bird Restaurant, 11022 Aviation Blvd. Los Angeles, CA
Near LAX, 405 to Imperial west to Aviation (right to the restaurant) or
105 to La Cienega/Aviation Exit right on Aviation to the restaurant.

We're in the VIP Room

Agenda: 6:00 p.m. Networking Hour and Vendor
7:00 p.m. Dinner Menu
Caesar Salad and choice of Flame Grilled Tri Tip of Beef or
Baked Red Snapper with Potato or Rice and Vegetables
Chocolate Suicide Cake, Iced Tea, Water and Coffee
8:00 Presentation and Question and Answer Session
9:00 Adjourn

Cost: Prepaid or Reservation by 2/16/98: \$20.00
Without Reservations \$25.00. Parking is Free.

Reservations: Call (310) 546-4177 to log your reservation
Email slc1@earthlink.net

Members with firm reservations by 2/16/98, pre-paid or not, will be charged \$20 for the meal; those without reservations, along with all non-members, will be charged \$25. Student members will be admitted for a reduced rate of \$15. If you have the time, mail us your check along with the following completed reservation coupon. **Make your check payable to: PMI-LA.**

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MEET YOUR 1998 OFFICERS

QUENTIN W. FLEMING, President

MY WIFE AND I are both products of Detroit Michigan, something few people will admit to in public. We met in high school at age 16, "steady-dated" through high school, and were married in 1953. The following year we moved to California and haven't looked back.

We have three grown children, twin sons, one a management consultant specializing in organizational development, and another a trial attorney with a focus on business/real estate law. Our daughter is a neuro-psychologist at the University of California Irvine Medical Center. Earlier, she spent three years in Washington, D.C., serving a post-doctoral fellowship at the National Institute of Mental Health.

I have spent a career working on projects, even before I knew they were called projects. On my first project I was responsible for the cost and schedule management. We overran that project by 400% and slipped the schedule by 100%. While that experience did not enhance my career, it certainly taught me many things about project management. The projects that I have worked have ranged from small, to over \$10 billion dollars in size. Many times our projects were pushing the state of the known technologies.

In 1991, at the urging of our sons, I left a three decade career in aerospace and defense to start my own consulting firm: Fleming Management Consultancy. I typically work alone, because I enjoy the personal challenges from project management.

Thus far, I have written seven published management textbooks, five of them are distributed by the Project Management Institute's bookstore. My latest book was released in 1996 by PMI and is entitled: "Earned Value Project Management." I am also under contract with PMI to write one additional book on the subject of "Project Procurement Management."

Since 1990, I have developed and delivered four PMP modules for our local chapter covering Cost, Time, Scope, and Procurement Management. No, I have not yet taken the PMP test myself. Being from Detroit, one must know one's limitations!

As an outgrowth of our local PMI Chapter, I have developed two new courses for the University of Irvine, as a part of their extension series in project management. One is entitled "Earned Value Project Management," and the other "Managing Subcontracts in Projects." This latter course is also offered at the University of Wisconsin, as a part of their certificate program.

In 1971, I received an appointment with the United States Government and moved with my family to Tehran Iran where I was the 7th, and the last. Peace Corps Director for the country. Concurrently, I also directed the Peace Corps mission in Bahrain.

Unfortunately we have no grandchildren . . . yet, thus my wife and I collect dogs. We presently have three dogs: a large red Doberman Pinscher appropriately named Tyson, a chocolate brown Labrador Retriever named Muffy, and a big mouthed bossy Pomeranian we call Sasha.

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PROJECT MANAGEMENT BY DESIGN: EDUCATION AS IF STUDENTS MATTERED

FRANK P. REYNOLDS, PMP

FRANK'S DESIGN LINE: Got a meeting? If you want results from a temporary endeavor, invite one or two project managers. What is the first thought that comes to mind when you hear the words “faculty meeting?” Now forget that image and look over my shoulder.

In December 1998 I joined UCI Extension management staff and instructors. Half the people I'd never met before. The other half were acquaintances and friends. As usual in projects some things had gone on before I arrived. Earlier this fall I was given a review copy of the revised participant guide for the Project Management Fundamentals course. Although I was an early contributor, many changes and some improvements had been made. I unavoidably missed what was to be the one and only session to evaluate the document before it went to press. The job wasn't completed in the assigned time; I was invited to the second and presumably last session in mid-December.

Bear in mind this was a faculty meeting. Extension instructors only get paid for in-class hours. And yet half a dozen of us participated for nearly four hours off the clock. Instructors are like the legendary Texas Rangers: one riot, one ranger. One class—one instructor. We've been called freeway faculty. Or in my case, frequent flyer faculty. We never get together except some of us at PMI meetings. Getting us together caused a lot of learning to go on. Administrators got more feedback about the student body they served than a dozen questionnaires could have revealed. Instructors learned new techniques. We sharpened understanding of the relationship and particulars from our heavy-duty colleagues. We actually learned lessons learned.

So what did we talk about with one another? As we turned pages in the participant guide, each of us revealed the audiences we'd reached with this course. Some saw in their mind's eye seasoned aerospace project managers who confronted at each step. Others saw a room full of software, engineering and pharmaceutical specialists in midst of a first project or seeking a new career path. Each of us present was a

practicing project manager. Many of us have our PMPs. Most of us managed projects before we got any project management training. Project management education came even later. Why were we working together? Our comments were intense but civil. It was clear we cared passionately about our students in the front lines and the crises and challenges each faces.

How did we get along? I once heard it called hitchhiking—the ability for members of a working group to build on the contributions of another while acknowledging each one's contributions. In a freewheeling way we moved from typographic nits, to review of sequential flow of topics, to questioning fundamental premises and purposes. I've worked with some of the folks present before. I know that collaborative work among them doesn't always go this easily. I observed, however, that project managers working together get more accomplished than PTAs or homeowners' associations. Let's face it, we have to be able to get together, organize ourselves around a common purpose, get the work done, and go on to something else. It is what we do.

We didn't finish our business in the second session. There will be a third session. How do we keep this magic happening? Remind us of our past success. Set an expectation that our professional civility makes all the difference in learning from one another. Keep our eye on the result—improved project managers producing better project management results. Most importantly, keep our attention on the real needs of our clients. This is good advice on any project.

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.

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THANK YOU for allowing me to serve as President of our Orange County Chapter for 1998. This will be a most exciting year to be a member of PMI. The Technical Program will be the largest and best ever. I suggest that everyone try to attend the PMI International Conference on October 12-14, 1998 in Long Beach.

Each of us has joined the PMI organization for a number of personal reasons. At the national level the materials we receive, the professional journals, the national conferences, the professionalism of the organization are all outstanding benefits. The issue for your local Officers: what do we have to offer you at the Orange County Chapter level? Three things are personally important to me at the local chapter level:

ONE: MONTHLY PROFESSIONAL PROGRAMS. Personally I am a person who does not attend a meeting unless I can listen to a speaker on a subject of interest to me. I am interested in learning about the management of projects from others who have been there. I don't care about what industry or type of project being discussed, as long as it is an honest portrayal of what took place. Most particularly I am interested in hearing how they solved their problems. Any project discussion that doesn't admit to having problems sounds more like a sales pitch than a description of project management. I am confident that Adrienne Keane, our new Vice President of Programs, will bring us an outstanding mix of professional project topics.

The one thing I will try to influence is the role of our audience. I believe that adults gain most from presentations when the talk is "interactive" with the audience. I will encourage questions, and discussion, during the talks. I like a seminar format with a lively exchange of ideas between professionals. Our January speaker, Frank Parth, always enjoys a good discussion. Let us learn something about the Year 2000 projects from Frank on January 13th.

TWO: NETWORKING WITH OTHER PROJECT PROFESSIONALS. I think we should take advantage of the 300 plus members of our local Orange County Chapter to "network" extensively with each other. We have been running 40 to 50 members at each meeting. I suggest you take this opportunity to exchange business cards with each of those in attendance. In fact, please bring a stack of business cards to our January meeting, and exchange them with others.

THREE: PROFESSIONAL EDUCATIONAL OPPORTUNITIES. Education in project management is most important at the local Chapter level. Since it was started, our Chapter has been instrumental in offering project management training to local people for over a decade. Our Chapter has been active in the very fine project management certificate program being offered at UCI under Marty Wartenberg's leadership. Many of his instructors have come from our Chapter.

I urge all of you to get involved in our educational efforts, either as a student, or better yet, as an instructor. There is no better way to fully learn a subject, than to commit yourself to instruct the subject to other professionals. See Janice Preston, Warren Nogaki, or John Beatty and get involved in our educational activities.

Under John Bing's leadership, we had offered the Coastline series on project management. Unfortunately for a number of reasons beyond our control, we are presently in search of another community college to offer this same series. Hopefully, it will resume it in the future.

These are the three objectives I have for our local Chapter in 1998. Thank you and see you at the January 13th meeting.

Quentin Fleming



MONTHLY DINNER MEETING

TUESDAY, JANUARY 13, 1998

Location: Ramada Hotel

2726 Grand Avenue, Santa Ana

Next to the 55 Freeway at the Dyer Road Exit
(Between the 5 and the 405)

Time: 5:30 Networking Hour with Cash Bar

6:30 Dinner

7:45 Program Presentation

*“Project Management Implications of the
Year 2000 Software Problem”*

8:45 Final Remarks, Awards, Door Prizes

Cost: In Advance Members \$25.00

Non-Members \$27.50

At the Door Members/Non-Members \$30.00

For information: Call Adrienne Keane at 714-816-3813



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ADVANCE REGISTRATION FORM *January Meeting*

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How to register: You may mail your registration or fax it to: Adrienne Keane at 714-816-3813

PMI Orange County MILESTONES

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MILESTONES is published for the members of the Orange Country Chapter of the Project Management Institute. The purpose of the publication is to notify members of meetings, Chapter activities, member accomplishments and to provide information regarding project management in local businesses and Government agencies. Advertising is welcomed; however, its publication does not constitute endorsement by the Chapter or the Project Management Institute.

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