

MILESTONES

ORANGE COUNTY CHAPTER OF PMI

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

JUNE 1998, Volume 10, Number 6

1998 CHAPTER BOARD

President:

Quentin W. Fleming
Fleming Management Consultancy
714-731-0304 Fax: 714-731-0304
E-mail: quentinf@ix.netcom.com

Programs Director:

Adrienne Keane
Mitsubishi Motors Credit of America, Inc.
714-816-3813 Fax: 714-816-3822
E-mail: akeane@writeime.com

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Fluor Daniel
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E-mail: Mico.Llanos@fluordaniel.com

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June 9th Meeting

NEED TRAINING? MONEY IS NO EXCUSE!

STU NEWMAN

Newman Management Associates

Every project manager complains of not getting enough properly trained personnel, or of burning time and money inefficiently or unnecessarily due to insufficiently developed skill levels. How can functional managers provide us with personnel who have what it takes to meet and even exceed requirements in a time of scarce personnel development resources?

Answer: Use Project Management methodology applied to Human Resource Development to implement a strategically focused training PROJECT, AND get the state to PAY for it!

One of the best deals around for companies who need to train their workforce in Project Management and many other skills is to fund the training by the State of California Employment Training Panel (ETP). This organization, which Stu calls "the best kept secret that's not a secret", has been around since 1983. It is a self-funded organization that, for those companies able to show good cause to use the funds (i.e. put together a proposal and design a complete program), awards an average of \$330,000 per company to be used to pay for training and related expenses. The industries who have accessed these funds are many and varied; information systems, engineering, construction, manufacturing, insurance, health care, high tech - most any company involved in higher paying jobs.

Newman Management Associates (aka Newman & Warren) has designed funded training programs for over a hundred companies in California to access these funds with 100% success rate including clients like Ford, Arco, HJ Heinz, Unocal, Texas Instruments, Dyncorp, JSP International.

COMING IN JULY
SOFTWARE PM PRACTICES
PANEL DISCUSSION



NEW MEMBERS

Edan Epstein
Skillpath Seminars Independent

Mamood Sabshi
The Bentley Company

Steven J. Willey
Unisys Corporation

William J. Honeyman
William Honeyman Consulting

David K. Gillette
Bausch & Lomb – Ciron Vision

Brett G. Hirsch
IBM Global Services

Jeffery A. Okeson
SECO Industries, Inc.

William Wood

Kurt Gunther
Regulus Corporation

Linda Lee

William May

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.

I mentioned last month that our PMI-OC Chapter held a strategic planning meeting on Saturday, April 18. We discussed many items which ranged from near-term to far-term issues. Our collective/consensus of goals fall into six general categories:

1) Create a new PMI-OC web site which would be updated monthly, with the latest announcements, and ultimately contain the Milestones newsletter. Keith Reynolds has started this effort for us.

2) Create a formalized mentoring program with PMI-OC, whereby an experienced project manager would give counsel and support to a novice in project management. Gwen Vangelisto has taken the lead and initiated this “mentoring program” for us, and conducted a survey of those in attendance at our May meeting. If you would like to help Gwen with your thoughts, she can be reached at Gwenners@home.com.

3) Expand the networking opportunities within PMI-OC by allowing members with common backgrounds and interests to connect with each other as needed. We have a large database of our membership, and we need to find a way to allow the sharing of that data, while respecting the privacy of our members.

4) Expand the educational opportunities for PMI-OC members. Suggestions ranged from electronic interactive education and programs; annual regional seminars in Southern California in conjunction with other PMI Chapters in Los Angeles, San Diego, Riverside; support an MBA degree program at UCI with a project management concentration; re-activate the community college project management series, etc.

5) Provide virtual electronic connectivity for our busy members who cannot attend monthly meetings due to travel commitments, and offer PMP tutorials electronically. This is an ambitious idea that we will consider over the long-term.

6) Establish PMI-OC as the focal point of project management activity and knowledge within Orange County. Suggestions ranged from conducting assessments and benchmarking surveys on project management capabilities of local companies, providing a one-stop source of project management knowledge, etc.

We will work these items one by one over the next months. Also, we expect to hold a similar strategic planning meeting each year.

On Tuesday, June 9th, Adrienne Keane has another outstanding program arranged for us. Unfortunately, I will not be in attendance. A year ago I made a commitment to give a talk to the International Project Management Association’s (IPMA) conference in Europe. This year’s IPMA meeting will be held in Ljubljana (pronounced lub-yanah), Slovenia, one of the former provenances of Yugoslavia. Slovenia is situated in the Alps, bordering northern Italy, Austria, Hungary, and Croatia. Before flying into Slovenia I will stop off in Stockholm, Sweden to give a talk to a conference sponsored by the Swedish Defence Materiel Administration.

Please bring your business cards, have a great meeting, and meet ten new project management professionals.

Quentin Fleming

ADRIENNE KEANE

Programs Director

My road to project management was certainly full of many detours! I've always had a penchant for doing things in new and different ways, never wanting to follow the charted course. Although this proved challenging for my parents, it has ultimately served my career well.

Like Keith Reynolds, I too studied the sciences in college. I graduated with a degree in Public Health from the University of Massachusetts. Since this was during the recession, what else could I do but become a bill collector? After two years of chasing deadbeats, I knew that was not for me. I took programming courses at night and secured a junior programmer position. MIS (I'm dating myself here) suited me to a "T." I couldn't believe they paid me good money to solve puzzles all day. Striving to do things better, I learned about project development methodology and developed standard methods and deliverables for my company. After learning about project planning, I convinced management to fund PM training not only for MIS, but for the business users too!

In 1991, my husband landed a retail management job in California. One of my biggest projects ever was to move the family cross-country from a small New England town to this new country—Southern California. My first challenge was to lose that Boston accent. Second, to bring order to a chaotic systems implementation project at Mitsubishi Motors Credit of America. I have managed many challenging and innovative projects for Mitsubishi over the years. Most notably, the implementation of the Project Support Office and a culture change to Managing by Projects. (Inspired by the writings of Paul Dinsmore in PMNetwork.)

I joined PMI in 1995. After a brief time of attending meetings, I was recruited (coerced) into the Programs area by Marty Wartenberg and joined the Board in 1998. I have learned so much from my colleagues at PMI and consider my membership a turning point in my career. PMI provides me a continuous source of new friends and ideas.

The light of my life is my family: Husband Bob, daughters Maribeth (11) and Jennifer (8). We have two pets: A Welsh Pembroke Corgi named Lucky and a tabby cat named Simba. Working full time and managing a family is certainly the most challenging Program! When I'm not working at Mitsubishi or PMI, I can be found refereeing AYSO soccer or coordinating a ballet production. In my spare time I sleep and try to stay on my exercise schedule!

EMPLOYMENT OPPORTUNITY

ABT TOOLS CONSULTANT

The Toyota Motor Sales Program Management Office has implemented the ABT 2.0 suite of tools. We are looking for an individual to assist with the following:

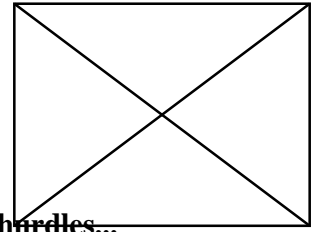
- Assist TMS in successfully implementing and using ABT products in managing project-oriented work.
- Mentor TMS Project Managers on the use of ABT tools for project planning, scheduling, and tracking.
- Must know ABT's 2.0 suite of tools, including Project WorkBench, Repository, and Team WorkBench.
- Must be able to mentor others on the use of these tools and assist Project Managers in trouble-shooting schedule problems.

Please contact Anthony Woltkamp at (310) 974-5656 or email anthony_woltkamp@toyota.com

LONG BEACH, ICA, USA
9-15 OCTOBER 1998



Get Out In Front!!



Get past Microsoft® Project user barriers and over project hurdles...
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MPUG is a national Microsoft Project Users Group with Chapters currently in the Great Lakes, Southwest and Texas areas of the United States, and over 600 members all over the country. It is co-sponsored by Microsoft® and Program Planning Professionals, Inc. Members have access to other existing user groups, affiliations, and professional organizations both nationally and internationally. They benefit from MPUG's quarterly newsletters, Chapter meetings, Specific Interest Groups, and its viable and informative Web site.

It is the mission of MPUG to: provide the installed user base of Microsoft® Project with a forum to exchange ideas, support, and experience in order to facilitate increased understanding and better utilization of all Microsoft® Project related products.

Check it out... MPUG will help you beat the work load!

With all these professionals helping your efforts, you'll leap ahead. Working with Microsoft®, your ideas and product suggestions will be added to the many others whose suggestions have helped bring improvement to Microsoft® Project. Membership is available for both individuals and corporations. Complete the application available on our web site or contact us at 734-741-7770 for your membership package.

MPUG

Microsoft Project Users Group-National
209 S. Ashley St.
Ann Arbor, MI 48104
734-741-7770

*Please visit our Web site <http://www.mpug.org>
or drop us a line at
mpug@pcubed.com*

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The PMI-Orange County Chapter

1998 PMP EXAM REVIEW WORKSHOP



Are you ready to improve your professional skills and value in the marketplace? Beginning May 16, 1998, PMI-Orange County Chapter will present the annual review for the Project Management Professional (PMP) Exam.

The PMP Exam Review workshop was established to assist PMI Members in preparing for PMP Certification. How? We help you assess your readiness for the exam. We refresh your exam-taking skills. We provide study materials and recommendations for other sources of material. And we help motivate you to achieve your goal.

HERE'S WHAT YOU NEED TO KNOW. The exam is given at Sylvan Technology Centers located throughout Orange and Los Angeles Counties. The tested topics and subject matter are still based on the Guide to the Project Management Body of Knowledge (PMBOK Guide) but the format of the PMP exam has changed.

LOCATION: Fluor Daniel

3333 Michelson Drive (405 at Jamboree), Irvine, CA

DATES: The Workshop will be on alternate Saturdays from May 16 through July 11, 1998:

16 May / 30 May / 13 June / 27 June / 11 July

TIME: Each workshop will be eight hours: 8:00 am-12:00 pm and 1:00 pm-5:00 pm

SUBJECTS: Overview / Study Preparation / Scope / Risk / Time / Cost / Quality / Procurement / Communications / Human Resources / Integration / Comprehensive Review

COST: **WORKSHOP FEE (INCLUDING STUDY MATERIALS):** payable to the PMI-Orange County Chapter

Per person \$300.00

PMI COSTS: **Application/Exam Fee (required):** payable to PMI International

Members \$405.00

Non-Members \$555.00

Full Certification Bookset(optional): payable to PMI International

Members \$189.95

Non-Members \$236.95

PMI Membership (optional): payable to PMI-Orange County Chapter or PMI International

Annual dues \$100.00, with a one-time application fee of \$10

Local Chapter dues \$ 25.00

Corporate memberships are also available.

REGISTRATION: Reserve space by contacting:

Warren Nogaki at (818) 354-1512

Fax: **Janice Preston** (714) 587-1022, email: Janice Preston, JY Preston@aol.com

The PMI-Orange County Chapter **1998 PMP EXAM REVIEW WORKSHOP**

REGISTRATION *(please print)*

Name _____ Date _____

Address _____

Home Phone _____ Work Phone _____

Email _____ Fax _____

Company Name _____

How will you be making payment: Company check Personal check

The fee is \$300 payable to PMI-Orange County Chapter.

Mail to: PMI-Orange County Chapter

P. O. Box 8026, Newport Beach, CA 92658-8026

<p><i>For office use only:</i> Date check received _____ Amount _____ Payor _____</p>
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HELPFUL INTERNET ADDRESSES

Project Management Institute
<http://www.pmi.org>

Orange County Chapter
<http://www.aimssoftware.com/pmioc>

San Diego Chapter
http://w3.thegroup.net/~pmi_sd/

Project Management Forum
<http://www.pmforum.org>
PMForum/welcom.htm

Search Engines
<http://home.netscape.com/home/internet-search.htm/>

PMI-L.A. Chapter
<http://www.pmi-la.org>

Microsoft Project Users Group
<http://www.mpug.org>

Primavera Users Group
lmcnatty@drmcnatty.com

E-MAIL

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

THE HONG KONG MASS TRANSIT RAILWAY

A Triumph of Human Engineering

Christopher Warren-Smith gave a broad overview of the mammoth Hong Kong Mass Transit railway project. His graphical presentation recounted how Hong Kong's largest and most expensive infrastructure development was completed on time, under budget and within scope. Described as "one of the great civil engineering ventures of the century," some 13,000 persons of diverse backgrounds were employed by the Mass Transit Railway Corporation at the height of construction. Today the passenger load of 53,200 per kilometer of railway line makes Hong Kong's MTR one of the most densely utilized railways in the world.

The properties of the project that were deemed essential to success were deceptively simple. It is important for any metro system to attract the maximum number of passengers. The government of Hong Kong required that the system meet the entire capital and operating costs completely out of fare revenue. To attract passengers it becomes essential that the system be convenient to use. Major factors affecting convenience are the location of stations and the careful design of interchanges to permit easy transfer from one line to another. Included in the scope is an extensive tunnel system to cross Victoria harbor. This comprised of 14 twin track pre-cast concrete immersed tube units (100m) weighing 7800 tons. These factors were also set against the need to minimize cost. The complexity and interrelation of planning and engineering parameters required close co-ordination to achieve optimum solutions.

The basic planning work to identify the size of the stations and establish the basic methods of construction was carried out in 1973 and 1974. It was decided to proceed with an invitation to tender on a multi-contract basis. The type of contract had to enable construction to be completed as early as possible in order to start earning revenue and so reduce interest charges and ensure financial viability.

Christopher Warren-Smith organized a collection of 260 (mainly expatriate) engineers dispersed among 8 floors of a building in Hong Kong. The principal nationalities employed in the construction of tunnel system were 52% Korean, 31% Chinese, 13% Japanese and 4% European. Hong Kong had no pool of trained tunnel miners, and contractors had to rely on overseas labor to train the local labor.

The success of the MTR project could have been jeopardized by the failure of just one contractor. For this reason, an extensive pre-qualification process was implemented. Taken in the context of high-interest rates and a global recession, the Hong Kong MTR project had many chances to fail. In an impressive display of effective project management, all of these challenges were overcome. Today the system remains one of the very few underground mass transit railways in the world which earns unsubsidized fare revenue sufficient to cover all costs, including depreciation, plus a meaningful operating profit margin.

Keith Reynolds



MONTHLY DINNER MEETING

TUESDAY, JUNE 9, 1998

Location: Holiday Inn

2726 Grand Avenue, Santa Ana

Next to the 55 Freeway at the Dyer Road Exit

(Between the 5 and the 405)

Time: 5:30-6:20 Sign-In and Networking

6:20-7:30 Announcement, Dinner,
Break (at your leisure)

7:30-8:50 Guest Speaker
Stu Newman

Newman Management Associates

“Need Training? Money is No Excuse!”

8:50-9:00 Final Remarks, Adjourn

Cost: In Advance Members \$25.00

Non-Members \$27.50

At the Door Members/Non-Members \$30.00



For information: Call Adrienne Keane at 714-816-3822

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ADVANCE REGISTRATION FORM *June Meeting*

Please enclose either \$25 or \$27.50

Name: _____ Company _____

Address: _____

City, State, Zip: _____

Please provide a receipt: ~

Mail to: PMI-Orange County

P. O. Box 8026

Newport Beach, CA 92658-8026

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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Advertising inquires should be directed to:

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