

MILESTONES

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

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714-731-0304 Fax: 714-731-0304
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July 14th Meeting

SUCCESSFUL CONTRACTING TECHNIQUES FOR PROJECTS

It seems everyone is developing or buying custom software for something. Whether for an MIS application, part of a product, or controlling a factory process, software is the last item to finish, and the glue that holds all the other parts together. What the software does or doesn't do ultimately affects what the system does or doesn't do.

Experts from four different industries will discuss their particular needs and experiences. They will answer your questions and discuss how they manage the development of software. What is common? What is different? Our July panel discussion will address how they meet customer expectations; define the software requirements; manage the technical, cost, and schedule triad; control the development process; and the challenge of managing future projects. What is the significance of the Software Engineering Institute process maturity rating to each industry? What directions are each headed to improve s/w development and management?

Our panel of four includes:

Dave Bailey (Raytheon) has 24 years in the computer industry with 9 of those years as a project management trained s/w Process Assessor and ten years as a Software Engineer. Dave is most recently involved as a Process Assessor for a Finish cellular phone company.

Pat Alexander (Optum Software) has over 13 years experience in Information Technology with seven of those years in the Health Care Industry. Pat has been a Project Manager for a wide range of IT and software development projects, including commercial software development.

Don Kutina (Unisys) is a Project Manager for Unisys assigned to the Public Administration section for government integration projects. Don has managed both custom software development and systems integration projects and is also responsible for planning and pricing client proposals.

Rollie Johnson (SoCal Edison) has 14 years of s/w project management experience at San Onofre, and presently leading s/w process improvement efforts across 100 projects with a staff of 2000. Rollie leads 13 process engineering teams and Y2K efforts. He was previously with Bechtel and Fluor Daniel.

Our panel moderator, **Ray Stratton** is founder and president of Management Technologies. Ray has over 20 years experience in real-time software engineering, system program management, management metrics, and software development processes. He has taught Program Management Metrics, and Metrics for S/W Development to over thirty US and foreign firms.

Bring your questions! Whatever your industry, you will likely be developing or buying software. Learn what you need to know to manage your software intensive projects from these panelists!



NEWMEMBERS

Tonya Joyce Powell

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Fluor Daniel

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City of L.A. Info Tech Agency

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UCI Extension

Timothy Prescott

Cathy B. Jackson
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Kyung I. Min
Northrop Grumman

Winnie W. Woo
IBM Global Broadcast Solutions

Anthony J. Kurpakus
Belmont Construction

Jeannell R. Kurpakus
So. California Edison

Vladmimir Lubavin
Implement Inc.

Kay Kim

Grahme Jensen
Digital Equipment Corp.

Leroy Lambright

It had been a couple of years since I had taken a flight from Europe back to Los Angeles, and frankly, I had forgotten how long they can be. After my flight left Frankfurt, I had two gins on the rocks, a bottle of beer, ate a full meal and watched a bad movie. I later looked at my watch and realized we still had 8 hours of flying time ahead of us! Sitting for 10 hours next to someone you don't know, and possibly don't like, is cruel and unusual punishment.

Stockholm was as beautiful a city as I had expected. Slovenia was the big surprise. The little capital city of Ljubljana (population 300,000) with its ancient section built in the 5th Century was the highlight of the trip. The city is adjacent to a large hill with an old castle built during the Middle Ages. Saturday night the young people of Ljubljana had a rock concert in the town square, right under my window at the old Grand Union Hotel (circa 1905) which we all enjoyed well into the night. Lovely people.

* * *

Our PMI Orange County Board met on June 22nd and addressed a couple of important items. First, we decided to create a "PMI Orange County Volunteer of the Year Award", for PMI-OC members (not currently on the Board). At our December PMI meeting we will make our first such award to our volunteer of the year, together with a small check to cover dinner for two to express our appreciation to the chosen individual.

Second, after our Strategic Planning Meeting held in April, we have decided that we want to continue with the relationship with those people who joined us for an all Saturday session to plan our future activities. There were ten people in addition to our Board members who attended our meeting, and we would like to formalize this relationship. Thus, a PMI-OC "Strategic Advisory Council" will be created, made up of those individuals who have supported us over the years, and particularly, those who may succeed the existing Board in future years. It is sort of a "succession plan" of people who have shown a particular interest in our Chapter.

Our next meeting will be on Tuesday July 14th, and it should be one of our best meetings. It will be a panel discussion on the "black-magic" category of project management: SOFTWARE PROJECTS! Please join us and bring lots of questions for the panel, and of course, lots of business cards.

Quentin Fleming

VIJAY MIDIDADDI

Director of Finance

Believe it or not, I was introduced to PMI by the information superhighway. One day, while surfing the net for business school information, I noticed a pattern in requirements for employment. Most of the opportunities required either an MBA or a PMP certification. Knowing what an MBA was, I was hell bent to discover what PMP certification really meant. Six months later, thanks to John Beatty, I became the Finance Director of the Orange County Chapter of the PMI.

Born and raised in India, most of my education was completed in the Indian subcontinent. I came to the United States in 1988 in search of knowledge and experience. I graduated with a Masters degree in Transportation Engineering from Arizona State University. Since graduation in 1990, I have been working in the transportation consulting industry in southern California. Currently, I am a Project Manager with Parsons Brinckerhoff, Inc., the number one transportation-engineering firm in the country. In this position, I am responsible for technical and financial aspects of the transportation/traffic engineering for its southern California operations.

My career goal is to pursue international business operations. The unprecedented changes in the political, business and management environment, intricacies in global business relationships, and the ever-growing information superhighway are creating new challenges for managerial leadership. Given my career goal, an MBA from a top ten business school was a step along the road to meet these challenges successfully in the international arena. Thus, my enrollment into Anderson School of Business and Management at UCLA starting this fall.

My personal life - I married a beautiful girl, **Sharvani**, in December 1990. Her professional background is accounting and databases. I knew her for only three weeks before we married. Because of that, we still discover new things about each other to this day, which keeps life interesting. Together we are blessed with a beautiful baby girl, **Shradha**, born this past February.

Apart from my business and marriage life, I am involved in many professional (other than PMI) and charity organizations. I enjoy playing/watching sports and travelling. My fondest memory in sports is when I lead the university cricket team during my junior and senior years of undergraduate education at ASU. Our team kicked some b..... I am die hard Sun Devil and now look forward to being a die hard Bruin as well.

PMI Is Growing! Again!

Daniel Cozad of the L.A. chapter is spearheading an effort to bring PMI to the Inland Empire. The L.A. Chapter has been assisting the Curriculum Committee at UC Riverside, and like our chapter's work with UCI and Coast College, they will be offering courses at UCR starting this fall.

Do you have connections with the Inland Empire? Have you discussed PMI with a colleague who is based in the Riverside area, but couldn't get them to our meetings in Santa Ana? Are you interested in being in on the ground floor, as part of the critical mass to start a new chapter?

In my communication with Daniel Cozad, he indicated that there would soon be information forthcoming to gauge support and leadership willingness in the possible formation of the Inland Empire Chapter. He's looking beyond the Seminar/Symposia timeframe, and sees the first organizational activities happening in the new year! He'd like you to contact him via phone at (909) 785-5411 or via E-mail at dcozad@usa.net.

Let's support this effort!

Marsha Peterson

LONG BEACH, ICA, IUSA
9-15 OCTOBER 1998



PROJECT MANAGEMENT BY DESIGN



Post Project Depression

Frank's Design Line. The dilemma of a shovel going both ways full. Organize your project and your assignments consistent with the physiological and psychological needs for recovery and growth.

After delivering five weeks of sustained 18-hour days during principal photography on a low-budget film, my daughter Sofia slept longer than usual. Awake, she didn't act her "Tiggerish" self. Instead she was off her feed and couldn't concentrate on urgent school activities that normally fully engaged her. Such symptoms are consistent with clinical depression. Something as joyful and as exhausting as completing a film (or the birth of a child) is accompanied by *post partum* (following birth) depression.

I shopped this *post partum* idea around. On one flight a first class seatmate told me he spent two years in Italy for his pharmaceutical firm. He described how he and other expatriates often had difficulty re-entering the work life of the U.S. Firms are concerned that such offshore experiences are not retained; a very high percentage of returnees change jobs within the first year back.

More recently another seatmate suggested that Elizabeth Kubler-Ross' "On Death and Dying" explains the natural stages to deal with loss of a loved one in death or anticipating one's own fatal disease prognosis. There is an unavoidable sequence to loss: starting with disbelief, then anger, denial comes next, bargaining follows and ends

with acceptance. If a person tries to short-cut grieving steps, they will actually delay recovery that includes learning and adaptation to new circumstances.

All of this thinking reminded me of my own consulting using the Social Readjustment Rating Scale. This is an instrument developed more than two decades ago at the University of Washington Medical School. Based on an assessment of positive (e.g. promotion) and negative (e.g. death of spouse) events in the preceding 12 months the cumulative stress on a person could be computed. A high score determined from such events predicted the likelihood of hospitalization for physical or emotional illness.

In his book on technology transfer to developing countries, Silvere Seurat asserts "It is not a question of moral choices; whether we like it or not, companies change people". For companies read projects and you see the consequences of the project experience. Companies have a pervasive culture that managers take for granted. Projects for or within companies provide an opportunity to maximize the advantages of changes with project participants.

Back at the last turn of the century, the Gilbreaths did early work in scientific management. Using formal observation including the first industrial use of motion picture photography they analyzed physical work. In a steel mill's open-hearth furnace, one job required an individual to fill a shovel with coal,

carry it to the furnace mouth and toss it in. Early managers were concerned that the shovelers returned to the coal-bin with an empty shovel when ash and clinkers could have been carried away from the furnace. Careful observation showed that the empty shovel phase was a physiologically necessary recovery from the exertion of the heavily laden coal phase. It was demonstrated that two jobs, coal shoveling and ash shoveling, was significantly more productive than a single carrying a laden shovel both ways.

This humanly, humanely necessity of not doing anything – or at least doing something different – is critical to project participant performance. A burst of overtime, for instance, needs a recovery period. Sustained overtime productivity declines if it continues unrelieved for two or three weeks. In a long project, phases or quality gates offer an opportunity to close things out, take a breather, and do something different. *Post mortem*, another handy Latin phrase, is often used as a synonym for lessons learned. Learning from a cadaver is useful training for a physician or a pathologist. To have a project come to a pass where there are dead and wounded – physically or psychologically – is too late. Make sure there are tasks in your WBS (Work Breakdown Structure) that represent rest, recovery and learning.

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Orange County Strategic Advisory Committee

- Pat Alexander
- Bob Bazargan
- Myrna Bravo
- John Bing
- Debbie Dexter
- Ed Fern
- Warren Nogaki
- Frank Reynolds
- Gwen Vangelisto
- Julie Wilson

HELPFUL INTERNET ADDRESSES

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

Orange County Chapter
<http://www.pmi-oc.org>

San Diego Chapter
<http://www.pmi-sd.org>

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@PTStaffing.com.

Need Training? Money is No Excuse

Stu Newman of Newman Management Associates enlightened all who attended the June meeting on how companies can access training funds from the State of California Employment Training Panel (ETP) (26 other states have similar programs). The ETP is funded through employer contributions. Every company pays \$7 per California employee per fiscal year. This money goes into a specially designated fund available for applicants to draw on for training. However, like any government program there are rules!

There are three types of training the ETP will fund: 1) Classroom (\$13/hr/employee), 2) Lab (also \$13/hr/employee), and 3) SOST - Structured On-site Training or on-the-job training (\$8/hr/employee). Of the overall training per employee, 60% may occur on-the-job with the balance taking place in classroom. A maximum of 200 hours of training per employee will be reimbursed.

The company can use either internal or external trainers. Stu recommends using external trainers because many times internal staff is acting as trainers "on the side" and as a result, the quality and duration of the training suffers. The ratio of student to instructor for SOST training is 10:1 and the student to instructor ratio for classroom instruction is 20:1.

As the project progresses and training is executed, the company is reimbursed by the state. The process is not automatic; the company must invoice the state to show the training has been completed. Payments are made in upon completion of milestones based on how many hours of training have been completed. Employees who are trained must be retained for 90 days past the completion of their training in order for the company to obtain full payment.

Some other very important rules are: 1) trainees must have a wage level of \$9/hr or higher, 2) training has to occur in California, 3) training must add to either productivity, profitability or quality, and 4) projects must be 21 months or less in duration.

Stu and his company have successfully acquired these funds and executed projects with hundreds of companies. His approach is the use of a seven-step process that may take anywhere from 3 1/2 to 7 months assisting the applicant with the initial funding and application processes through the invoicing and completion of the process. His observation is that a program that is well planned is 90% successful before it even begins. Well planned means that it fulfills specific strategic needs of the company. Sounds like project management to me!

To obtain more information from Stu on this process, contact him at: 714-639-4053 or email at stunon@aol.com.

Pat Alexander



MONTHLY DINNER MEETING

TUESDAY, JULY 14, 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 Moderator
Ray Stratton
Managment Technologies
Software Management Panel Discusstion
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 *July 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 714-816-3822

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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Project Management Institute
Orange County Chapter
PO Box 8026
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