

# MILESTONES

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

DECEMBER 1998, Volume 10, Number 12

## 1998

### CHAPTER BOARD

#### President:

Quentin W. Fleming  
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Nominee: Bob Bazargan

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Nominee: Janice Preston

## November 10th Meeting

# PUTTING A HUMAN FACE ON THE WORK BREAKDOWN STRUCTURE

*Dave Jacob, Doren Associates*

THE PROCESS OF DEVELOPING A PROJECT PLAN can be at times an arduous endeavor. One of the most important, yet daunting, sub-processes is the creation and use of the Work Breakdown Structure. Dave will provide some unique ideas on how to create and effectively use a WBS during the implementation of the project — while maintaining a strong inter-supportive and highly motivated team. These are hands-on techniques involving:

- Mind mapping to prevent overlooking important tasks.
- Developing, utilizing and enforcing a mind-set that all stakeholders have a customer-supplier relationship,
- Recognizing and applying the concept that the WBS comprises a set of interdependent “contracts” called Work Packages
- Applying the philosophy of the “Incentivised Tracker” during the implementation phase of a project.

These are by no means abstract academic concepts. Over his extensive career in Project Management, Dave has honed them and used them with amazing success. Come to the meeting and learn!

Dave is currently serving on the PMI-OC Board of Directors for 1998 and is President-Elect for the 1999 Board. Dave has 25 years experience in the aerospace and commercial industries, of which most of his efforts were devoted to program management, with a smattering of marketing and engineering management.

Dave currently teaches project management courses at UCI Extension and is the recipient of the Distinguished Instructor Award for 1998. He is a principal of Doren Associates, a Management Consulting company, which he founded 5 years ago. Doren Associates provides services to various corporate clients in the areas of Project Management Systems Development, Team Building/Staffing Strategies and Project Management Training.

## NEW MEMBERS

Elias Malouf

Dong Beom Seo

Jeffrey Wells

Sharon Sharpe  
Allegiance

Anthony Karimi  
Automatic Data Processing

Sandeep Hardas

John Albano

Joel Banez

Rick Dodge  
Allegro Systems Innovations, Inc.

Richard Eich  
BellSouth Property Services  
Management

Berislav Bosnjak  
PZS Engineering

Herbert Head  
International Network Services

## 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](http://PMForum/welcom.htm)

Search Engines  
[http://home.netscape.com/home/  
internet-search.htm/](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](mailto:lmcnatty@drmcnatty.com)

WE JUST FINISHED AN EXCITING PMI 98 CONFERENCE IN LONG BEACH. It was the largest such gathering ever delivered by PMI, both in technical papers delivered and in attendance. Many from our local Chapter took an active part in the management of this conference. Half the technical program was managed by the two local host chapters of Los Angeles and Orange County. The entire technical program is available (for a cost) on CD-ROM from the PMI Bookstore at [www.pmi.org](http://www.pmi.org).

It is that time of the year when the PMI Orange County members must approve a new slate of Officers to represent them for the year 1999.

Last July a three person nominating committee was appointed consisting of myself as Chairperson, Frank Reynolds, and Marty Wartenberg. The committee selected our recommended slate and the Board approved them for submittal to our full membership. Our VP Administration will now conduct an election of the full membership for this slate of Officers for 1999. The proposed 1999 Officers are:

- President Dave Jacob
- VP Programs Keith Reynolds
- VP Administration Adrienne Keane
- VP Membership Myrna Bravo
- VP Public Relations Ed Fern
- VP Professional Development Warren Nogaki
- VP Finance Robert Bazargan
- Trustee Marsha Peterson
- Trustee Janice Preston

From my perspective, this is the strongest Board I have ever seen assembled to represent PMI Orange County. If approved by the membership, we will have four new people on the Board: Myrna Bravo, Ed Fern, Warren Nogaki, and Bob Bazargan. Each of these people took an active interest in our chapter during the year by attending our strategic planning session, and by performing other duties for us. All four took an active part in the PMI 98 Conference.

Five of the Board will have served last year, but four of the five will be holding a new office next year. Dave Jacob will move from Administration to President. Adrienne Keane and Keith Reynolds will trade jobs. Janice Preston will move from Professional Development over to Trustee. The Board will be balanced, experienced, and full of new ideas. I hope you will concur in this slate of recommended officers.

Those of you who would like to become involved in the management of the local Chapter please contact any of the existing or newly proposed Board.

*Quentin Fleming*

## MEET YOUR CHAPTER BOARD MEMBERS

# MARSHA PETERSON

I'VE PUT OFF PRESENTING A BIOGRAPHY because I'm afraid of being discovered as a fraud! I joined PMI solely because of an intense philosophic streak that contends that if a project is worth doing, its worth doing well, with some planning and what they used to call foresight. The fraud part is, that unlike nearly all of my compatriots in PMI, I've come from a background that does not include a degree in engineering or management or construction or programming.

I'm a Southern California native (3rd generation!) who's grown up watching the transition and change of the Orange County environment from bucolic orange groves to our bustling economic machine. My education has the distinctive flavor of the general, liberal arts study that culminated in a bachelor's degree in history. Globally, locally, and personally, I've witnessed many examples of projects accomplished that seemed to the observer deliberately confused, wasteful, and done with no discernable insight or foresight.

My interest in this topic started in high school when our government class got a chance to grill the department heads from the City of Anaheim. All of them except the planning guy got many questions. My friends goaded me into asking him a question. He then failed miserably in explaining why State College Boulevard was constantly torn up, repaired, and then torn up again. We were delighted in watching him squirm (he was in the un-trusted over 30 age group), but as I grew up, I've made a study of how complex items can be accomplished well.

My degree secured, concurrently with having a stable marriage and my two wonderful children, I went to work as a temporary employee on a Disneyland ride renovation project. This was my introduction to CPM scheduling, as I developed the project network, updated it daily, and made my contribution to bringing the project in on budget, with a shortened time delivery. I then worked for a construction management company, and developed the skills that enabled me to understand the construction process. I refined my work with a client so that they didn't get just the desired schedule, but a schedule that was a good, logical network that represented the work to be performed.

I was then downsized into becoming a self-employed consultant assisting computer-phobic construction companies translate their experience and plans into electronic schedules, using good CPM practices to develop their project networks. My greatest joy is in bringing my clients to the realization that their schedule isn't just a pretty picture, but that it updates well, and that what is shown on the schedule reflects what is happening in the field.

PMI has been a constant source of my further education in project management. This was the only place in 1989 where I could find information on the various aspects of taking complex endeavors, applying a methodology, and accomplishing monumental work with groups of unique, flawed human beings. A chance comment I overheard John Bing make at a very early meeting about the dangers of software jockeys that don't understand project management, has spurred me to bring more than just knowledge of CPM software to the work I've done. I've been a member of PMI since then, and have seen many like-minded people succeed in doing good things, well done!

## Benjamin F. Caffey, PMP

(1928 - 1998)

*We are sorry to learn of the death of one of this chapter's early members and its first PMP.*

*Ben Caffey, a Senior VP with Fluor Daniel, was an exemplary Project Manager and supporter of PMI. He became PMP #16 in 1981 and joined the OC Chapter in Jan. 1990. He was an elected Trustee of the chapter in 1991. Ben was also a member of our chapter supported UCI Project Management Advisory Board as well as an advisory board at his alma mater Georgia Tech and at USC.*

## 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

## E-MAIL

If you would like to make an E-mail announcement to all PMI members, contact [RStein@PTSStaffing.com](mailto:RStein@PTSStaffing.com).

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## **WHAT IS PMI?**

### **THE PROJECT MANAGEMENT INSTITUTE**

is a non-profit professional organization dedicated to advancing the state-of-the-art in project management. Anyone involved or interested in project management, regardless of industry or discipline, is encouraged to attend the monthly meeting to find out more about PMI and the Orange County Chapter.

MARTIN TATE AD

## PMI '98 FIRST TIMER IMPRESSIONS

by Ed Fern

WHEN QUENTIN ASKED ME TO WRITE A PIECE about my impressions of my first PMI Symposium, I thought it would be easy. By the time he asked me if I had enough to write about on Wednesday afternoon, I was awash in impressions. Each hour brought new excitement and a new appreciation for the privilege we share of being a part of our profession. My challenge is to focus on a few most important impressions.

PMI is striving to become a global organization. Of 40,000 members (up 21% in a year), 11% are Canadian and 13% are neither Canadian nor American. The international membership is growing faster than domestic membership and over 34% of the new PMPs in 1997 and 1998 are not American. However, the national PMI web site, books and magazines, membership applications and materials, and the annual conference proceedings are available only in English. All of the new officers elected this year are American, though some Europeans did run for offices. Still, international recognition, particularly of the PMP designation, is the organization's greatest strength. Project sponsors, our customers, appreciate that we are not just an American organization. Rapid growth and the accommodation of cultural and language diversity are the critical challenges.

PMI will shortly appoint a steering committee to guide the globalization effort and I will have much to say to that group, based largely on my Infonet experience. I attended the presentation of 15 papers focused on new product development. Canadians presented five papers. No other foreign papers were presented. Language is a critical opportunity for us, and technology will play a critical role in meeting the challenges. PMI must lead the application of technology to the language barriers that make globalism difficult.

I met and exchanged business cards with project managers from four continents. E-mail is nearly ubiquitous in this group so I will be able to grow these relationships going forward. I spent a great deal of time with one member in particular.

Vladimir Liberzon is a construction project manager and the president of PMI's Moscow chapter. Vladimir was the project manager in charge of the construction of Moscow's Olympic Village, a project that was executed in only eleven months under harrowing weather conditions. Vladimir was selected for this job, in part, because he had created a Russian Language software scheduling package that demonstrated that the project could be executed in less than one year. His software is most impressive, even to a project manager that does not read Russian. It includes an integrated spreadsheet that allows easy quantitative analysis of schedule, budget, and resource dimensions of tasks and project segments. The package allows storage of schedule network fragments, which can be accessed in the development of future project schedule networks so the application "learns" and reduces the effort, required to use it over time. I wonder how the 8.75% of our membership who attended PMI 98 might compare to other organizations of our size and geographic diversity. I suspect I'd be even prouder if I had these figures.

UCR Extension  
Winter 1999  
Project Management  
Course

January 12 –  
March 16, 1999

Project Planning and Control  
Riverside, California  
Tuesdays, 6:30-9:30 pm,  
Fee: \$240.

This course presents the tools and techniques for analyzing project scoping, cost estimating, budgeting, project scheduling and quality planning. Main areas covered are developing the project plan, project management tools and techniques, and the initiation/implementation stages. Prerequisite: Mgt X470.31, Introduction to Project Management, is strongly recommended.

For information contact UCR Extension at (909) 787-4111 or check out our web site:  
[www.unex.ucr.edu](http://www.unex.ucr.edu).

### OC WEB SITE

The Orange Country chapter web site is now updated. Please visit <http://www.pmi-oc.org> often for meeting information, coming events, new *Milestones* articles and to reserve your place at the meeting on-line!



# MONTHLY DINNER MEETING

TUESDAY, NOVEMBER 10, 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 **Speaker:** Dave Jacob, *Doren Associates*  
"Putting a Human Face on the Work  
Breakdown Structure"

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 714-816-3813

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## ADVANCE REGISTRATION FORM *November Meeting*

*Please enclose either \$25 or \$27.50*

Name: \_\_\_\_\_ Company \_\_\_\_\_

Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Please provide a receipt: ~ Mail to: PMI-Orange County

Vegetarian meal requested: ~ 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  
or register online at [www.pmi-oc.org](http://www.pmi-oc.org)

**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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