

MILESTONES

ORANGE COUNTY CHAPTER OF PMI

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

DECEMBER 1998, Volume 10, Number 12

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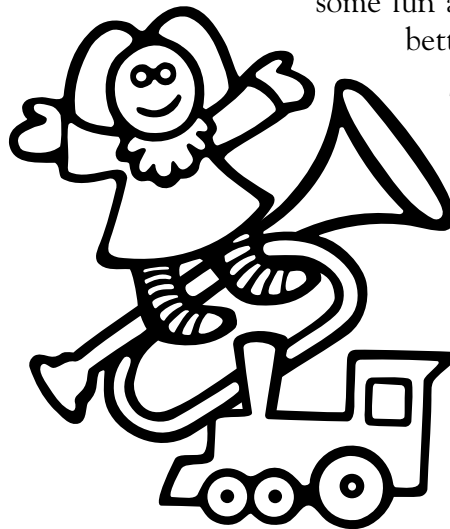
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December 8th Meeting

A Time for Holiday Sharing

AS THE YEAR DRAWS TO AN END, we invite you to an evening of sharing with your PMI friends and guests. It's time to take time out of our busy holiday schedules to share friendship, experiences, and our caring for others.

We will be departing from our usual meeting format to an informal cocktail and hors d'oeuvres night starting at 5:30 PM and finishing at 7:30 PM. There will be no speaker and just a small amount of chapter business conducted. Mostly we'll have some fun and get to know each other a little better!



To keep with the holiday spirit of sharing, we are sponsoring a toy drive through the local Marines TOYS FOR TOTS program. PMI-OC will waive the \$10.00 meeting cost to all members and guests who bring a *minimum \$10.00 value, unwrapped toy* to the meeting.

Let's all get together and celebrate a great year of PMI and help make a needy Orange County child's Christmas special.

Please make your meeting reservation by Monday, December 7.



NEW MEMBERS

Cyndi Snyder
PBHI

Ayman Abdelbari

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George Stumpf

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/](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

WE ARE ALMOST TO THE END OF 1998, and what a year. In addition to the PMI 98 Conference in Long Beach, we had a lot of other important activities going for us.

We began this year with 321 members. As of today we have 85 new members, bringing our total chapter total up to 406 members. We grew 26% during the year. Most important to me, we have the best programs, the best mix, and our members are the warmest and friendliest anywhere. When I attend our local Orange County PMI meetings, I can't tell if I am in church, or at the local Wal-Mart store—our members want to meet other members. During this past year I attended other PMI meetings in New York City, Sunnyvale, and Los Angeles, and none of them are as good as us (please don't tell them I said this!, but it's true).

This year we held two Strategic Planning Meetings with our Orange County Advisory Board, the first in April and another in October. In these meetings we try to figure out whether we are doing the right things for our membership. In addition, these meetings provide us with members who want to take an active part in the management of our chapter. Our 1999 Board has four new faces, and all four actively participated in our planning sessions.

This year we elected to designate a non-Board member as our “**Julie M. Wilson Volunteer of the Year**” for their outstanding contribution to our chapter. This year there was no contest. **Warren Nogaki** won this award, by a unanimous vote, with no close competition. This isn't to say that no other members contributed—Warren simply did so much for us:

When our PMP Tutorial sessions needed a project manager because the existing person was transferred out of the area, Warren jumped in and made it a success. When we needed a track manager for the Tool and Techniques Track, Warren volunteered. At our Council of Chapter Presidents meeting in October, Warren volunteered to develop and deliver a paper. Warren, we all thank you for your work this year. Since you will be on our 1999 Board, and thus be ineligible to win it again, someone else will have a chance this next year.

Lastly, let me mention that an organization I have belonged to since the mid-1980s has voted to join PMI. In October, the Performance Management Association voted to join PMI as a new “College of Performance Measurement,” sometimes called “earned value management.” While the size of this amalgamation may not be significant, the fact that another professional organization felt that PMI provides the best vehicle for them to align themselves with is significant. Please join me in welcoming our new PMA members into our Orange County Chapter at our future meetings.

Thank you all for allowing me to have a wonderful 1998. And, as they say in those cheap novels, “I hope it was good for you too!”

Quentin Fleming

PMI 98 THANKS

A **SPECIAL THANKS** to the Orange County PMI Volunteers who made the conference a success. Because the October conference was delivered with ease and professionalism, there is a tendency to assume that it just happened. Not quite. This conference came together as a result of the efforts of three groups of people: First there were the PMI professional staff from Pennsylvania and North Carolina. They come through each time and are already starting work on PMI 99 in Philadelphia.

Behind the scenes in California we had a joint team made up from representatives of both the Los Angeles and Orange County Chapters. This local effort began five years ago by people who have since moved out of the area. Two in particular come to mind. **Russ Archibald**, who got me involved, has since retired to Mexico. Our own **Julie Wilson** was very instrumental in the beginning and still claims to have an Orange County residence. Secretly, I bet she spends more time on airplanes than in her local home. Our **Jerry Swain** was also a part of this early effort.

The Orange County Chapter placed its emphasis on the Technical Program. In October we had the biggest and the best Technical Program ever. Over 250 professional papers were delivered. About half of the program was managed by the PMI Special Interest Groups (SIGs). However, the other half of the Technical Program was managed by the Orange County Chapter, with one very important exception: **Bernadette More** from Los Angeles who was deputy to Frank Parth and together they managed the single largest track at the conference. "The Future of Project Management" had some 40 papers in this track alone, 16% of the total PMI conference. Both Frank and Bernadette managed it as if they had been doing this work all their lives.

Another large track was "Project Management Tools and Techniques" managed by **Warren Nogaki** and **Janice Preston**. They had 28 papers. Still another was "Professional Development" managed by **Marty Wartenberg**, **Lori-Munoz Reiland**, and **David Jacob**, which had 25 papers.

What is the significance about the numbers of papers being delivered? If we recognize that a "full" two and a half day track consists of 14 papers delivered in sequence, then to have 40 papers delivered we have in effect almost three separate parallel tracks! Even 28 papers require two separate parallel tracks to manage. Warren and Janice and Marty, et al, had their hands full for the three days.

Rounding out the tracks managed by the local team were PMBOK Education, managed by **Leedelle Kasper** and **Myrna Bravo**. **Gary Humphreys**, **Nancy Mehrmann**, and **Adrienne Keane** managed the Poster Sessions.

In addition to the tracks, many from our chapter devoted their time to supporting activities within each track. We had **Laurie Heil**, **Jan Birkelback**, **Lou D'Angelo**, **Frank** and **Keith Reynolds** all supporting this task. (Note to those who contributed but whom I forgot, shame on me, and please send me your complaints by email, ASAP)

Lastly, it was my privilege to act as the Technical Project Manager for this PMI 98 team.

Quentin Fleming
(QuentinF@ix.netcom.com)

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.

E-MAIL

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

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!

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- Introduction & Overview of Project Management, starts January 6
- Management of Multiple Projects, starts January 11
- **New!** New Approaches to Project Management, starts January 12
- Earned Value Project Management, starts January 16
- Project Management Simulation and Case Project, starts February 3
- Project Scheduling Using Microsoft Project, starts February 5
- **New!** Managing Business Process Improvement Projects, starts February 23

To register for classes and for more information, call (949) 824-5414. Ask about our special team discounts and accelerated format program.

COMPUTER-BASED TRAINING FOR PROJECT MANAGEMENT

Time is always precious. Other activities always seem to have a higher priority. When do you and your colleagues find time to prepare for the Project Management Certification? Attending classes is often inconvenient and may be scheduled at times when your retention rate is low.

Now you have an alternative. **MagnaMedia Training Solutions** offers three Project Management courses:

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PMI '98 brought together the representatives from every continent – besides Americans and Canadians. There were people from Europe, South America, Australia and New Zealand, India, Japan, Philippine Islands, etc. Friendly atmosphere was captivating. I was absolutely charmed when people who did not know me personally congratulated me warmly with official chartering of the Moscow PMI Chapter. Today PMI is becoming a global organization and the problems arising from this process became one of the main topics for discussion and are taken into serious consideration when decisions concerning PMI structure and policy are made. It should be noted that some action has, indeed, been taken - thus it is now possible to pass PMP examinations in seven languages including German, French, Spanish and Japanese. However the content of examination did not undergo any changes and does not take into consideration the peculiarities of project management in other countries with respect to, for instance, contract relationships, methodology of planning, etc. An unanimous opinion has been voiced that cultural peculiarities of different countries should be taken into account; however, when I asked if we might develop our own standards and certification program complying with PMI requirements and approved by PMI, the answer was negative. On the other hand, the question of translation of PMP exams into Russian has been placed on the agenda, and we may hope that in due course (in two years or so) this translation would be completed. Such attitude leads to the fact that in most European countries the majority of PMI members are the staff-members of large multinational corporations under powerful American influence. If PMI would not be able to adapt to their own globalization quickly, they would be the losers in their competition with IPMA. I received support from many PMI members, but not from the executives, who, I think, simply don't understand what it's all about. My impression is that among them are smug, self-righteous people with rigid thinking.

It was impossible to keep up with all events at the conference – too many sections and reports proceeded simultaneously, with each other and with the exhibition. It provided the opportunity to choose but, as a result, the conference lost its integrity. In fact, the conference broke down into separate mini-conferences. It seems to me that it would have been reasonable to present the majority of reports as poster sessions, especially since one could easily acquaint oneself with the content of reports in advance. This would have allowed more time and attention for

discussions which is, undoubtedly, the most interesting thing.

Most of the time I spent at the exhibition learning about the new products and the companies specializing in consulting and training. Unfortunately I was not greatly impressed by what I saw. The progress in software development has definitely slowed down, and the main lines in the development of new products are the access to Internet and the multi-project management. The former seems to me rather a simple task, though not quite topical for our country, and the latter did work before, even though it was not advertised so widely. I haven't seen any new ideas. A new serious product appeared on the market – Eagle Ray package based on Oracle – which is going to compete with Artemis Views. Co-operation of Artemis with Advanced Management Solutions has disintegrated. Schedule Publisher with Artemis attachment is no longer exhibited. I noticed the absence of several well-known products, particularly of Time Line which is quite popular in our country. On the other hand, there were many products complementing Microsoft Project. In general, Microsoft Project is still quite popular though everybody agrees that it is intended for beginners.

Most benefit I gained from association with other participants. I hope that these contacts will continue and I believe that such personal contacts are the most useful and important outcome of participation in the conference. Personal contacts allow better understanding of each other, professional improvement and wider outlook at the world. One can share experiences and learn a few things. It is especially important for us Russians - there are not many PM professionals in our country and the circle of professional communication is too small.

Talking to people I learned quite a few interesting things about the practice of Project Management in the USA, for instance some facts concerning the extremely tight competition in construction business which makes it necessary to implement PM.

The interest in Project Management grows steadily. The number of PMI members increases by 35 to 40% each year and the fastest growth is observed outside the USA. Particularly I was impressed by the great density of PMI members in New Zealand. I hope that one day we shall be able to catch up with New Zealand in this respect.

Vladimir Liberzon
President
PMI – Moscow

PUTTING A HUMAN FACE ON THE WORK BREAKDOWN STRUCTURE

DAVE JACOB, the new president-elect of the Orange County Chapter of PMI, graciously accepted the challenge of substitute speaker at the November meeting. This was a fortuitous event for the full house crowd, and especially so for about half of the attendees, who were first-timers. Dave was masterful in breathing excitement and renewed interest into a subject that many consider bland.

The basic thrust of Dave's presentation was to reinforce the criticality of building a comprehensive Work Breakdown Structure (WBS) and to impart the general approach and specific techniques that have proven effective in a long and successful career in project management. Along the way, the audience was treated to amusing anecdotes and some invaluable pearls of wisdom.

The first step in creating a WBS and, coincidentally, constructing a precedence network for a project is to utilize the "mind mapping" technique to identify tasks and related issues. Dave demonstrated the mind mapping process of graphically visualizing a project by placing key words in a pictorial format. The group had some fun with the wedding project, and it was easy to see that this exercise could indeed minimize omission of tasks and maximize the potential for catching risks by capitalizing on the synergy of the group. This was Point One, **Mind Mapping**.

A discussion on the definition, component parts, and basic mechanics of building a WBS followed. What, When, Why, How, and Who questions were asked and answered. Dave then held forth on the Holy Grail of Project Management . . . the Triple Constraint. He showed how developing a contract with the subject matter expert at the work package level of the WBS would, at once, establish accountability, ownership and pride of accomplishment, heighten customer satisfaction awareness, and encourage a win-win relationship within the project team. This was Point Two, **Think as a Contractor**.

Finally, Dave advised applying the concept of "Incentivised Tracker" at all levels of the WBS. Incentivised Tracker charges the successor Work Package Manager with monitoring the predecessor's progress. This extends monitoring and control to the lowest possible level and enables early detection and proactive resolution of problems. Point Three, **Incentivised Tracker**.

An informal consensus at the close of the meeting held that this was a presentation that offered real and practical advice to all. Thanks, Dave, for enriching our experience with yours.

SEASON'S GREETINGS
and Best Wishes for a Happy and Prosperous New Year



MONTHLY MEETING

TUESDAY, DECEMBER 8, 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: 5:30-7:30 **HOLIDAY SHARING**

Informal Cocktails

and Hors d'Oeuvres

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an unwrapped toy, valued at \$10

or more, for the local Marines

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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

PMI Orange County MILESTONES

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