ORANGE COUNTY CHAPTER OF PMI

MILESTONES

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

JUNE 1999, Volume 11, Number 5

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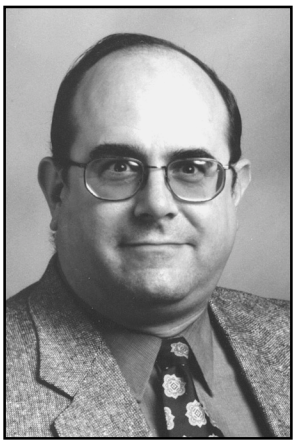
June 8th Meeting

HOW INTERNET BASED TOOLS CAN INCREASE PROJECT COMMUNICATIONS

By HOWARD BURKETT
James Martin + Company



HAVE YOU EVER WONDERED if you're speaking the same language as your project sponsors and/or the team members on your project? Are you looking for ways to increase the effectiveness in your communication with those you work with? Do your team members have difficulties accomplishing their tasks to your standards?

Mr. Burkett will present how the Internet can improve project communication. The discussion will center on the use of two specific tools that allow project managers to communicate with both management and team members. These tools not only list the task, but also provide knowledge of how to do the task and allow for the capture of best practices to shape future projects. The presentation will discuss the tools and the changes that must occur to your culture to make the investment succeed. Learn how the use of a tool like E-PACE can be the first step in setting up your Project Management Office.

Howard Burkett is the Engagement Support Manager for the Western Region of James Martin + Company, an international consulting firm specializing in building value added solutions based on specific business objectives. In addition to his work in the Data Warehouse area, he provides mentoring and training to company staff and clients on project management and engagement support. He was a principal team member in the development of the Data Warehouse Methodology for the company and recently authored a chapter of a soon to be released book from Microsoft Press on the Development and Deployment of a Data Warehouse. He can be contacted at **hburkett@jamesmartin.com**

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The President's Column

LOOKING AT STATISTICS can be a bore, but not when they reflect the superlative performance of PMI in general and our outstanding Chapter in particular. I just received the PMI Annual Report for 1998, "A Year of Success, A Year of Change," including some other statistical stuff I periodically receive from headquarters. Here are some highlights pertaining to membership and PMP certification I thought worthy of sharing with you:

MEMBERSHIP. Between 1997 and 1998, PMI enjoyed a worldwide net increase of 37%, (from 31,333 to 43,101 members. Un-audited numbers indicated that we are approaching 45,000 members. That is what's stated on the PMI website <www.pmi.org>. Although not quite so impressive, our chapter nevertheless performed commendably, with a net increase of 31% for the same period, increasing from 321 to 419 members. Since this year began, we've had an increase of 77 new members with 59 members who have not yet renewed their membership, for a net total of 436 members through April. This amounts to a 4.1 % increase for the first four months. A linear extrapolation indicates our membership would increase by only 12% at years-end. The numbers tell me that we need to get the "word out," especially to our late renewing members that there is a terrific chapter here in Orange County—of which I'm proud to be a member; and that it's worthy of re-joining. We are determined to improve in the area of retention.

Our attrition rate, which in 1997 averaged about 22%, was dramatically reduced to less than 10% for 1998. Our attrition is increasing again—it's now at 14%. A tentative conclusion one can make is that we are doing well in attracting new people, but we definitely need to improve our retention effort. You can be assured that your board will be working diligently on this effort, with a realistic target of reducing the attrition to less than 10%. We achieved it in 1998, and we can do it this year. To expect attrition to be at or near zero would be unrealistic. Given the mobility of our society, people do leave the area. We just hope they moved to a region with a chapter as good as ours, so they can continue to be involved in PMI.

To those "non-renewals" who haven't moved away, we want to know how the chapter can best serve your professional needs and what can we need do to convince you to re-join.

Incidentally, there are now 184 Chapters worldwide vs. 167 at the end of 1997, most of which were founded outside of the U.S., another indication of the international character of PMI. The number of student chapters in the U.S. grew moderately from seven in 1997 to nine in 1998.

PMPs. Ed Fern, our VP, Public Relations, tells me that our chapter had 62 PMPs, or 14% or our membership as of March, 1999. This is below the global average but reflects our dramatic acquisition of new members over the last two years. We hope all 33 of those enrolled in the chapter's PMP workshop, which began in April and will conclude in June, will go on to successfully become PMPs. We wish them well.

The challenge is placed squarely in front of us—to be the best PMI chapter. Let's work on it together!

Dave Jacob

MEGATRENDS IN PROJECT MANAGEMENT

PRESENTED BY
DAWN HALDANE, PMP, Keane, Inc.

by Keith Reynolds

YOU MAY RECALL John Naisbett's groundbreaking 1984 book titled Megatrends. Megatrends are characterized by important technological advances—and the counterbalancing human responses to them. One of the ten Megatrends Naisbett identified regarded the concept of high tech/high touch.

Dawn identified some high tech/high touch technological advances we use today on a regular basis: E-mail, chat rooms, WYSIWYG (What You See Is What You Get) technology and Interactive Games. Dawn identified a new "Metaphorical Vernacular" we have adopted to describe our new high tech/high touch world. High tech/high touch has changed the way we work. Concepts such as Glance Management, Tiger Teams, Peer Reviews, Theory Z and the popular Scott Adams "Dilbert" cartoons are all facilitated—or born from the high tech/high touch business world.

How does high tech/high touch affect project management? It's quite complementary. Companies adopting project management methodologies are shifting away from the traditional functional organization structure. Chimneys are being knocked down, partly from a response to the inherent complexity of project interfaces and the de-evolution of the middle manager. Ms. Haldane stresses that project managers juggle all of the balls. Project management, it seems, is one of the last great bastions of generalization in today's business world.

The high tech/high touch Megatrend is apparent in the PMBOK (Project Management Body of Knowledge): Both Communication and Human Resources management benefit greatly from the high tech tools we take for granted today. Harold Kerzner mentions the concept of "Modern Project Management" in his venerable text. The triple constraints of schedule, budget and scope are inadequate: Quality resides in the middle.

Dawn referenced Tom Block's suggestion that project management is "20% science and 80% art." Effective project management means making the most of your "temporary" contributors. The so-called "soft" skills are often the hardest, as they involve the need for effective persuasion, inspiration, teambuilding and a thoughtful focus on environmental factors. Dawn listed several project success factors for our audience of PM Artisans and then introduced, a la David Letterman, a "Top Ten PM Megatrends" list:

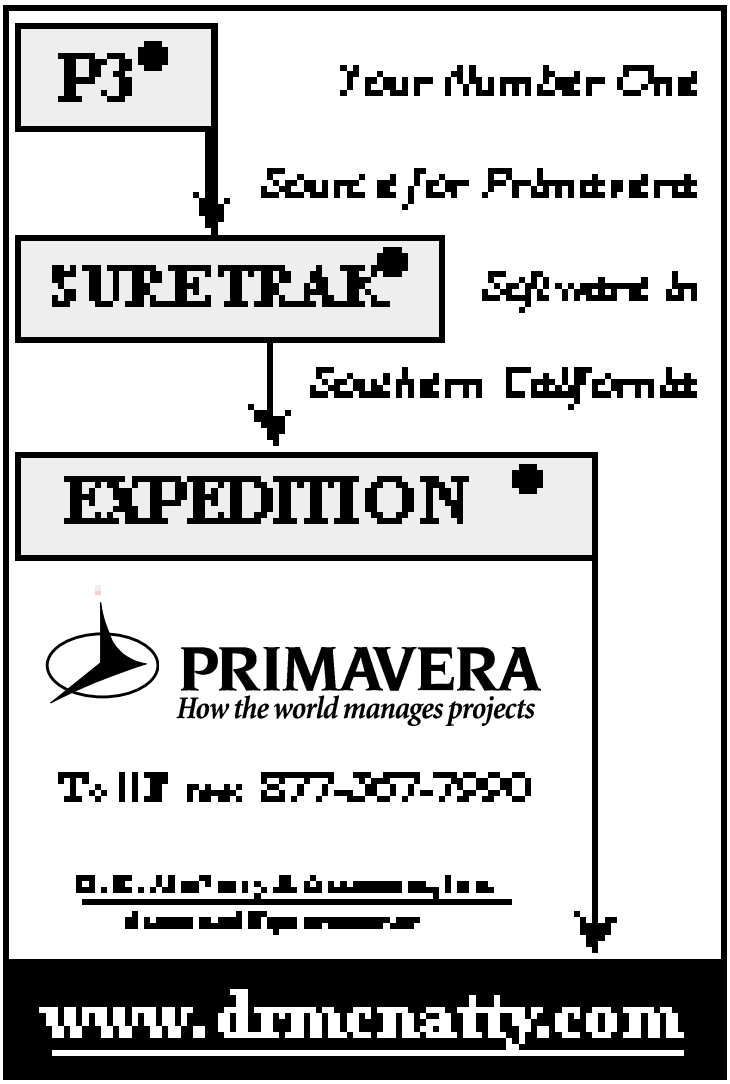
1. Growth of the Project Office
2. More Virtual Teams and Telecommuting
3. More JAD
4. Increase in Outsourcing
5. Increased Project Controls
6. Partnering with Client for Shared Risk
7. Increased Demand for Qualified Project Managers
8. Desire for CMM Certification
9. PM Demand will alter College Curricula
10. Focus on Integrity

Dawn concluded her presentation with her so-called "PMeta High Touch Megatrend:" The Triumph of the Individual. To support this, she referenced Tom Peters: Project Management is the key to organizational survival and success in the next millenium. As you send off your next email, or manipulate data from your company intra- or Internet, think about how much you can accomplish in your high tech/high touch world.

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.



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- Earned Value Project Management, **starts July 10**
- Project Management Simulation and Case Project, **starts July 12**
- Project Management Professional (PMP) Certification Examination Review, **starts August 17**
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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.

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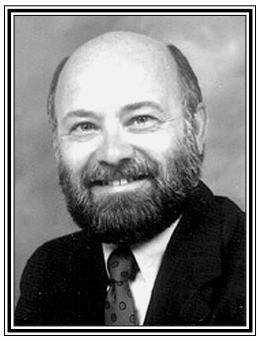
ORANGE COUNTY CHAPTER PMI™

Meet a New Member

ROBERT COOPER



READING THE "BIO" of Gwen Vangelisto and how she was introduced to "project management" brought back similar memories for Robert Cooper (Bob) and how the San Diego chapter of PMI was born. At the time, Bob was in middle management at San Diego Gas and Electric (SDG&E) managing corporate capital budgets and operating budgets for a large department. Bob discovered that project managers were unfamiliar with project budgets or project schedules and he consistently heard, "one day my boss told me I was now a project manager," yet each PM had no concept of what it meant or what the responsibilities entailed. So, Bob decided to get a pulse on project management at SDG&E by holding an open meeting for about 75 project management types invited from throughout the organ- ization to hear a presentation given by a senior manager, and proven project manager, to introduce project management to the entire corporation. At the appointed time about 150 people showed up creating an overflow audience of corporate officers, directors, department heads, and staff workers!

Out of that meeting, a "formal" course in Project Management was created and is now taught by Roger Glaser, Ph.D. (PMI Fellow). Bob encouraged Roger to seize the opportunity to form a PMI chapter in San Diego, so Roger, Mike Manion (PE, PMP), Bob and others were instrumental in bringing PMI to San Diego; with that chapter being selected as Chapter of the Year a short time later. Bob also was the founder, charter year president and board chairman of the American Association of Cost Engineers, Greater San Diego chapter.

Bob is a Senior Consulting Manager with Cinergi Consulting Partners, LLC, headquartered in Mill Valley, CA, with offices in Long Beach, Texas and Florida. Cinergi (www.cinergi.com) is a specialty management consulting firm, supporting clients in the selection and implementation of state-of-the-art Business Information Systems. Cinergi's business process and systems expertise includes financial management and accounting, human resource management, enterprise resource planning (ERP), manufacturing, sales force automation (SFA), and web solutions (including website, storefront and Intranet development and hosting).

He has a solid career in project management and broad-spectrum management experience (public and private sectors) in the Construction Industry, Gas and Electric Utilities, Federal Judiciary, small business ownership, and independent consultancy.

Bob was born and raised in the small western Kentucky city of Paducah. He served in the U. S. Army (Taegu, Korea, 7th Log Command; and 11th Air Assault Division at Ft. Benning, GA). Bob worked his way through college and received degrees at Paducah Community College (AB in Accounting/Economics, a University of Kentucky community college), and Murray State University (BS-Area in Management, and MBA course work). He lived in San Diego for 17 years and after attempting to move "back home" to Kentucky for three years (1995-98), Bob returned to the southern California sunshine in early 1998, and now enjoys living in San Clemente. Bob has three lovely adult daughters, Gretchen (a graduate chef), Heather (a publicist for a Christian publishing house) and Laura ("beaming herself up" at the Star Trek exhibit in Las Vegas). His varied interests are: tennis, golf, fly fishing, photography, water sports, camping, reading, Bible study, and just kicking back and enjoying life to the fullest.

TRY YOUR KNOWLEDGE ON PMP EXAM QUESTIONS

(Answers are on page 7)

Here is a sample of some questions:

1. To relate the functional organization to the WBS elements, the project manager should use a —
   a. WBS matrix
   b. WBS index
   c. Project WBS
   d. Cost account matrix
   e. Work package assignment index

2. Most statistical simulations of budgets, schedules and resource allocations use which of the following approaches?
   a. PERT
   b. Decision-tree analysis
   c. Present value analysis
   d. Monte Carlo techniques
   e. Random number generation (normal, triangular, beta, uniform, etc.)

3 The purpose of the communication management plan is to provide —
   a. Detailed descriptions of the methods that will be used to gather and store information.
   b. A description of the information to be distributed, including its format, content and level of detail; and the conventions and definitions to be used.
   c. A procedure to update the communication management plan as the project progresses.
   d. a and b
   e. a, b and c

4. Which tool provides a basis to identify the work that must be scheduled?
   a. Kanban chart
   b. WBS
   c. Budget
   d. Master schedule
   e. Gantt chart

ORANGE COUNTY CHAPTER PMI™

MONTHLY DINNER MEETING

TUESDAY, JUNE 8, 1999

Program: **HOW INTERNET BASED TOOLS CAN INCREASE PROJECT COMMUNICATIONS**
Presenter: Howard Burkett, James Martin + Company

Location: **Holiday Inn**
2726 Grand Avenue,
Santa Ana
Next to the 55 Freeway at the Dyer Road Exit

Time:	**5:30 - 6:20**	**Sign-In and Networking**	
	6:20 - 7:30	**Announcements, Dinner**	
	7:30 - 8:50	**Speaker**	
	8:50 - 9:00	**Closing and Adjournment**	
Cost:	**In Advance**	**Members**	**$25.00**
		Non-Members	**$27.50**
	At the Door	**$30.00**	

Please register online at **http://www.pmi-oc.org**

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Answers to PMP Exam Questions

1. **d. Cost account matrix.**
   The cost account matrix is a one-page chart or conversion table that relates the functional organizations to the WBS elements. It lists the WBS elements horizontally across the top and the functional departments vertically in the left column. An ***X*** is placed where each organization has work to do in the WBS element. The cost account matrix provides a useful summary of the work contained in the WBS dictionary.

2. **d. Monte Carlo techniques**.
   Monte Carlo techniques support various statistical distributions (normal, triangular, beta, uniform, etc.) used in estimating budgets, schedules and resource allocations.

3. **e. a, b and c**.
   The communication management plan should contain:
   A distribution structure, showing the methods used to distribute various types of information, as well as individuals and organizations to whom the information will be distributed.
   - Schedules showing when each type of report will be available, including methods to obtain information between scheduled reports.
   - A description of how the plan will be revised as needs change.

   The communication plan is an element of the project plan and may be formal or informal, detailed or broadly framed, based on the needs of the project.

4. **b. WBS**.
   The WBS provides the foundation for constructing a realistic schedule because it identifies all the work that must be accomplished.

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ORANGE COUNTY WEB SITE

Visit our web site at:
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to reserve your place at the meeting and to stay informed of events that are important to members and to project management.

PMI Orange County MILESTONES

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MILESTONES is published for the members of the Orange County Chapter of the Project Management Institute for the purpose of notifying members of meetings, Chapter activities, member accomplishments, and to provide information regarding project management in local business and government agencies. Advertising is welcome. However, its publication does not constitute endorsement by the Chapter or the Project Management Institute.

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COMING EVENTS

JUNE MEETING
TUESDAY, JUNE 8

HOW INTERNET BASED TOOLS CAN INCREASE
PROJECT COMMUNICATIONS
Howard Burkett, James Martin + Company

JULY MEETING
TUESDAY, JULY 13

DIGITIZATION OF THE WORKPLACE
Stephen E. Pullin, PIXO Communications

AUGUST MEETING
TUESDAY, AUGUST 10

REWARDS TO YOUR BUSINESS FROM THE
DIRTY LEGACY OF YEAR 2000
Norman Carter, Development Systems International, Inc.

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