

MILESTONES

ORANGE COUNTY CHAPTER OF PMI

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

JULY 1999, Volume 11, Number 8

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July 13th Meeting

DIGITIZE, ORGANIZE, AUTOMATE AND NETWORK

Multimedia Project Management

SAVVY BUSINESS LEADERS recognize the need to digitize, organize, automate and network vast areas of their organizations. In today's world, failure to address this issue is not an option. The inevitable task of bringing sales, technical, operations and training content to the desktop and the laptop presents a variety of new challenges. It means managing many different types of media projects that must be professionally produced, completed on time, on budget and fully integrated:

- What are the areas of your company that need to be digitized and automated?
- Which projects should be handled in-house or out-sourced?
- Which applications and vendors are right for your specific needs?
- How much will it cost?
- Who will manage the production process?
- Are you prepared with the right resources to meet these challenges?

Chances are you do not know, or are unsure, which is why, as you venture into this new territory of rapidly changing technologies and confusing array of media options, you need a **guide**.

At the **DIGITIZE!** seminar you will learn about the real world of the digital revolution from a working professional helping major companies today ensure tomorrow's growth and profits using multimedia.



Stephen Pullin is founder/CEO of PIXO Communications, a full service digital conversion and multimedia production company. He is a multimedia consultant / project manager with more than 20 years experience and over 500 production credits helping corporations communicate more effectively to their customers, employees, vendors and shareholders using all types of media. An informative and lively speaker, Mr. Pullin provides a fresh perspective to this perplexing issue.

His presentation is filled with multimedia examples and real world applications including interactive video, Intranets, streaming video demonstrations, product-training CD-ROMs, speaker support, document imaging and many other solutions.

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OUR CHAPTER IS IN A BULL MARKET! In my column back in the February '99 issue, I expressed my amazement and delight that we had 90 people attend the January meeting. I used the term "a new high-water mark" to describe this event. Since then our average attendance has been hovering in the 80's, a significant increase over last year. That was until our last meeting in June, when reached another all-time high of 104. WOW!

Not only did it keep our "gatekeepers" busy registering attendees and collecting monies, but the surge of "walk-ins" caught the hotel staff by surprise as well. Those who attended might have noticed the flurry of activity in setting up new tables as new people continued to arrive even after dinner was being served. Yes, it's definitely a bull market for us, but it also presents *new challenges to handle the growth we are experiencing*.

So what am I getting at? Simply this. Your chapter is run by volunteers, those on the Board and those who serve on the Strategic Advisory Council. These are the people who willingly donate their time to make it all happen. They enjoy the challenge their position offers as well as the camaraderie they enjoy with their fellow PMI-OC Board and SAC members. I want to personally voice a note of deep appreciation and gratitude for their stalwart efforts.

But with our phenomenal growth we need more of your support. Where do we need this support? Here are some areas for which you might consider volunteering for a few hours a month:

1. We can always use a few hands to help register dinner attendees—Contact Keith Reynolds, VP Programs, or Bob Bazargan, VP Finance. I know they would love to have additional support in this area.
2. If you know of an individual who would be interested in making a presentation at one of our future dinner meetings, contact Keith Reynolds. He's always looking out for good speakers who can offer a timely topic in project management.
3. Myrna Bravo, VP Membership, has done an outstanding job of developing a set of requirements in our goal of bringing our membership database into alignment with the new database software being implemented by PMI Headquarters. Contact her if you would like to work on upgrading the Chapter database, or if you have skills in using MS Access.
4. Ed Fern, VP Public Relations, whose has the daunting job of publishing this newsletter as well as maintain our Chapter website, has lots of new ideas and could use a lot of help in making them happen.
5. Warren Nogaki, VP Professional Development, and his able staff—all volunteers—have successfully completed the 1999 PMP Workshop. He is now embarking on at least four new major initiatives, too numerous to elaborate here, to expand our educational programs. Contact him if you have a yen to work in this area.

The sidebar on the front page of this issue provides the phone numbers and e-mail addresses for each of our Board members. You'd be doing yourself and your Chapter a great service by contacting them to express your desire in taking our Chapter to new plateaus of excellence.

Dave Jacob

HOW INTERNET BASED TOOLS CAN INCREASE PROJECT COMMUNICATIONS

HOWARD BURKETT OF JAMES MARTIN+COMPANY presented to a record group of 104 PMI dinner attendees. There was standing room only as he showed us how software tools can be used via the Internet to improve project communication, tracking, visibility and accountability as well as provide an avenue for sharing knowledge.

Besides just wanting more “toys” there are valid reasons for using tools to improve all of the above areas. In 1998 it was estimated that there was \$22 billion dollars spent on project cost overruns. What is needed to improve the problem is a stable and predictable infrastructure which will enable I.T. to leverage their existing investment in technology, reduce schedules and costs to get the most out of resources, gain control of projects, ensure the quality of applications, and automate routine tasks to improve time to market by “getting it right the first time.”

Imagine that you are in California, team members are in Florida and Washington, and you have contractors in other areas as well. A weekly status meeting would seem to be impossible because of the differences in locations, time zones, and other demands. But using the internet, a team can pull together information to post and publish on a web site.

Howard led us through samples of the Platinum Advantage software. Using the Advantage tools along with the various web sites for organization, project, team member, and subject area, he showed how the information being readily available for individuals can add to the team structure.

Using templates and examples provides easy references and guidelines on tasks and documents. Team members don't have to spend time researching how things are done. They have a

reference tool to answer “What do I need to do?,” “When do I need to do it?” and “How do I do it?”

Howard also reviewed the Engagement PACE tools. These provide a consistent management tool for company projects, covers the steps of a project from start through closure, allows for a central repository for the “company way,” a method to accept new ideas, and is internet based or can be carried on a CD-ROM.

The MOST Matrix tool is what the jm+co uses for all of their projects. MOST is the acronym for:

- M **Management Dimension:** What are the business results that you expect to achieve?
- O **Operational Dimension:** What needs to be different about your current operational processes?
- S **Social Dimension:** How will solving this concern affect your employees, suppliers, and customers?
- T **Technical Dimension:** What technical issues must be addressed in order to solve the problem?

The MOST matrix can help map client answers to questions into a matrix and prioritize their concerns.

In conclusion, using some or all of the above tools along with traditional methods will significantly increase your project communication and provide for higher success and quality.

For more information on E-PACE, Platinum or any of the other jm+co services you can contact Howard Burkett at his e-mail address: hburkett@jamesmartin.com

PMP CERTIFICATION

LOS ANGELES CHAPTER PROJECT MANAGEMENT PROFESSIONAL (PMP) 1999 CERTIFICATION PREPARATION WORKSHOP

Saturdays beginning September 18, 1999 and running every other week for 12 weeks (six sessions).

Location: Universal Studios

Purpose of Workshop: The purpose of this workshop is to assist PMI members in preparation for the PMP Certification Exam by providing the materials and guidance for members to prepare for the exam. The sessions are conducted by PMI members from the Southern California area who are PMPs or are recognized as experts in the subject matters being reviewed. A copy of the PMPBOK is required for this course. It may be purchased thru PMI for \$25.

Workshop Fee:

- \$350 Early registration (PMI-LA Members prior to July 15)
- \$400 After July 15 (PMI-LA Members)
- \$450 Non PMI-LA Members

To register, please:

- 1) E-mail Lynda Harman at lharman@briefcase.com
- 2) Send your check to: PMI-Los Angeles
c/o Maria McHolland
718 E. Elizabeth St.
Pasadena, CA 91104

The class is expected to fill very fast, so get your reservation and money in ASAP in order to guarantee a seat.


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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.

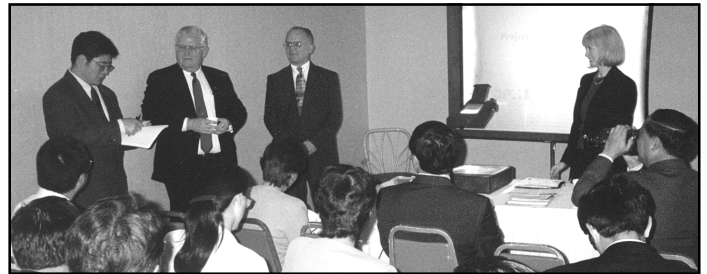
LOCAL PMI CHAPTERS HOST VISITORS FROM CHINA

EARLY IN APRIL, President Ida Harding of the Los Angeles Chapter received a request to make a presentation to a delegation from the Peoples Republic of China that would be visiting Los Angeles in May. The request came from The Canadian Center for Executive Learning in Toronto. It was described as “a corporation engaged in promoting the existence of a positive partnership between North America and China and work to support links between these nations.” The visiting group was made up of 23 people representing the China International Center for Economic and Technical Exchanges, an organization attached to the Ministry of Foreign Trade and Economic Cooperation of P. R. China. They are mainly engaged in engineering-construction projects throughout China and were from the many agencies and corporations that have been established to do this kind of work.

The group spent three weeks in the United States and they visited Washington, DC and San Francisco before coming to Los Angeles. Throughout their travels they were hosted by government agencies, construction associations, construction companies, and engineering-construction organizations. All made presentations relating to the engineering-construction industry.

The local presentation was focused on how project management related to the work being done by these people. President Harding wanted to make this a joint effort of both local chapters, and Frank Reynolds of the Orange County

Chapter was asked to join with Chase Lichtenstein of the LA Chapter. She started the program by giving an overview of the PMI organization and its world-wide influence. There is presently a chapter in China, and there are two potential chapters in the area. Chase and Frank divided the topics of the PMBOK and made a full presentation of the most important points in the short time that was allotted for this session. The format was typical of any presentation to a non-English speaking group. Our speakers would make statements in English and they would then stop to allow the interpreter to present to the group the same material in the Chinese language. The interpreter was Anchuan Jiang who is attached to the Canadian Center. Mr. Jiang expressed his thanks for our efforts and said that it was one of the most worthwhile presentations that they had received during the entire trip.



From left Anchuan Jiang, the interpreter, Frank Reynolds of the Orange County Chapter, Chase Lichtenstein, of the LA chapter, and Ida Harding, President of the LA chapter.

ARTICLE REVIEW



Our last year's President and current Advisory Board member **QUENTIN FLEMING** just co-authored a new article which was published in the July issue of *CrossTalk* magazine, the Air Force's software project management magazine.

It is entitled: “*Earned Value Project Management . . . an introduction.*”

It introduces the subject of earned value in an entertaining story. There are two characters in the story: an aspiring young man who wants to be a project manager, and a chief executive officer, a woman, who makes tough performance demands on the young project manager. It is quite interesting and very readable.

Anyone interested in earned value can read it or download it in either HTML or Adobe PDF format at: <http://www.stsc.hill.af.mil>

MAY BOARD MEETING HIGHLIGHTS

- Dave Jacob proposed we consider strategic alliances with local educational institutions to develop and deliver PMP workshop reviews. This would provide a service and possible fundraising opportunity. Warren Nogaki attempted to call Warren Washington at the University of Phoenix regarding a possible strategic alliance. We could potentially supply instructors who would be paid. University of Phoenix would contribute an amount per student to the chapter.
- Programs is planning another panel discussion that Ray Stratton will moderate. Will tentatively be held in September. Lou D'Angelo suggested we use a more focused approach and narrower topic. Could potentially solicit questions in advance.
- We may exceed the Holiday Inn room capacity if dinner meeting attendance continues to grow.
- Frank Reynolds supported the LA chapter and spoke at the PMBOK overview for the Canadian Center for Executive Learning.



MONTHLY DINNER MEETING

TUESDAY, JULY 13, 1999

Program: DIGITIZE, ORGANIZE, AUTOMATE AND NETWORK
Presenter: Stephen Pullin, CEO of PIXO Communications

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>

Or mail your check to:
PMI - Orange County
P. O. Box 8026
Newport Beach, CA 92658-8026

TRY YOUR KNOWLEDGE ON PMP EXAM QUESTIONS

(Answers are on page 7)

Here is a sample of some questions:

1. A project manager's company operates in a high-technology area requiring the integration and sharing of several specialties. The project manager considers the appropriate organizational structure for the new project. The likely choice would be:
 - a. Matrix
 - b. Tight matrix
 - c. Functional
 - d. Projectized
 - e. None of the above
2. The project charter should be issued by:
 - a. The project manager
 - b. The head of the performing organization
 - c. A manager external to the project
 - d. Functional managers and the project manager
 - e. The head of business development
3. Of the following risk quantification approaches, which one considers the attitude of the decision maker toward risk?
 - a. Decision-tree analysis
 - b. Sensitivity analysis.
 - c. Utility theory.
 - d. Monte Carlo method
 - e. Decision theory
4. Of the five tools and techniques for performance, which one integrates cost and schedule information as a key element of its approach?
 - a. Performance reviews
 - b. Variance analysis
 - c. Trend analysis
 - d. Earned value analysis
 - e. Information distribution tools and techniques

1. **a Matrix**
Used when projects are complex, involving cross-functional efforts, the matrix structure is a blend of functional and projectized organizations. (Ref. PMBOK, pg. 20).
2. **c. A manager external to the project**
The project charter should be issued by a manager outside the project but at a level appropriate to the project's needs. Because the project charter provides the project manager with the authority to apply organizational resources, it should not be issued by the project manager. Functional managers should have approval authority. (Ref. PMBOK, pg. 50)
3. **c. Utility theory**
Utility theory attempts to formalize management's attitude toward risk. For example, it may be reasonable to assume that a potential loss of 90% will not be viewed with the same equanimity as a loss of 10%. Somewhere between these percentages the perception will change. At which point will depend on the attitude of the decision maker. In practical work, utility theory tends to be viewed as theoretical.
4. **d. Earned value analysis**
Earned value analysis integrates cost and schedule using BCWP, BCWS and ACWP to measure and assess project performance

UCR EXTENSION SUMMER PROJECT MANAGEMENT COURSE

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

ORANGE COUNTY WEB SITE

Visit our web site at: <http://www.pmi-oc.org> 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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PMI-Orange County Chapter

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

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.

PMI/OC MILESTONES

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