

# MILESTONES

ORANGE COUNTY CHAPTER OF PMI

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

NOVEMBER 1999, Volume 11, Number 10

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November 16th Meeting

## PM – EDUCATION: TRAINING PARTICIPANTS TO DEAL WITH FIVE PROJECT DILEMMAS

By Frank Reynolds, PMP

**WHY TRAIN PROJECT MANAGERS ONLY?** What must project participants know to succeed? Project participants might be given WBS, PERT and RFP awareness in a project kick-off. Begin with a 50-item questionnaire to identify which of fifteen dilemmas a team most needs to resolve. Address topics with activities that project managers and contributors can use at critical phases in any project.

What is the world of project participation like? Consider some of the issues that project participants face. Project managers are asked to perform a modified version of stakeholder analysis to recognize the breadth of project participants they are dependent upon. In this expanded project environment, a questionnaire is offered to a wide range of potential contributors. The following paired questions are an example of the means to assess the degree of challenge project managers face in staffing:

A participant is asked if he or she is normally able to provide full time attention to each project assignment with few or no competing assignments. This question reveals the amount of task juggling demanded and the potential of priority conflict. Combine that result with the response to this related question: Are you normally able to work on a project assignment continuously from the beginning of the project to its completion? The response to this question determines the degree of buy-in the respondent brings to their responsibilities. Responses to fifty questions like the two above assist the project manager to select the dilemmas to be addressed for members of the project organization.

- The Half-life dilemma grapples with participants' need to avoid professional obsolescence while performing the work that must be done.
- The What's-in-it-for-Me dilemma confronts the challenge of teamwork and individual needs through the choice of followership and leadership.
- The Player-coach dilemma depicts how a member of a team makes room for additional colleagues and how to consolidate work when a team member departs.
- The Odd Duck dilemma reveals the conflict inherent in individuals outside the project organization norm and reconciling individual preferences to that norm.
- The Invisible Project Manager dilemma illuminates participants' expectations for project manager leadership and support and its actual availability.

Project managers can be assisted to train project contributors at critical arrival and challenge points in project phases. The need for Just-In-Time training demands project manager involvement in recognizing this timing of arrivals and departures and assuring timely training, coaching and leadership.

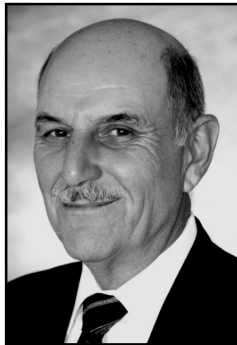
*Frank P. Reynolds, PMP started his project management consultancy in 1985. Frank pioneered the project participant perspective through training of and consulting with non-project managers. Frank is the founding VP Programs of the PMI Orange County Chapter in 1991.*

ORANGE  
COUNTY  
CHAPTER

PMI™

**NEW MEMBERS**

- Sean Blankenship
- Richard Schwarz
- Gregory Lynn  
ESI International
- Doretha Clemon  
IBM
- Adrian Dixon
- Eric Leavitt  
UNISYS Corporation
- Gary Wallace
- Robert Leonard  
PacifiCare of California
- Declan Taafe
- Florence Duvall
- Bruce Hunt  
Safeway Inc.
- Carlo Luzzi
- Carlos Orellana
- James Barron
- Walter Grinyer  
The IT Group
- Paul Morris
- Robert Borden  
Northrop Grumman
- William Cole  
Avery Dennison
- Tamara Elliott  
Electronic Data Systems (EDS)
- Kenneth Garmany  
EPS Solutions
- Edythe Brown  
Logicon
- Brenda Glim  
Experian
- Susan Herman  
Logicon
- C. Frank Rawson  
Logicon
- Radot Sinaga  
California State Univ. Fullerton
- Franklin Allen  
Allied Signal  
Turbocharging Systems



WE ARE COMING TO THE END OF THE YEAR—and the millennium I might add—and what a great year it has been for PMI in general and for our Chapter in particular. We began this year with 419 members. With two months remaining in 1999, our membership is at 527. This represents an annualized growth of over 30 percent, a goal we set for ourselves early in the year. (See my Column in the March issue.) What's even more significant is that 207 are first-time members. The good news is that we are getting the word out to many in our community that there is a global organization, PMI and the Orange Chapter, that promotes project management as a profession and supports their career aspirations. Unfortunately, there is a sprinkle of

bad news. If you do the numbers, you'll see that we lost about 100 past members. While we have every reason to cautiously rejoice, we need to find better ways of keeping our existing membership active and interested. This will become an important initiative for the new Board of Directors in the coming year. If anyone has good ideas, I'd like to hear them. So please call or write me or any other Board member.

By now all of you should be aware that we have a new Chapter Constitution, either through the ratification by the membership or by reading the last issue of this newsletter. The fundamental change from the former Constitution is that the Board positions have been reorganized to reflect the phenomenal growth we have experienced and to serve you better. To that end I'm pleased to announce that the slate of officers for the coming year has been established and was presented to the membership at our October dinner meeting by Quentin Fleming, the Chairperson of the Election Committee. Many thanks, Quentin, for a job well done! The titles of the incoming Board reflects the new constitution:

<u>OFFICE</u>	<u>1999 BOARD</u>	<u>2000 BOARD</u>	<u>COMMENTS</u>
President	David Jacob	David Jacob	
VP Operations	Adrienne Keane	Adrienne Keane	Was Director, Administration
VP Programs	Keith Reynolds	Keith Reynolds	
VP Membership	Myrna Bravo	Ed Fern	
VP Professional Development	Warren Nogaki	Warren Nogaki	
VP Communications	Ed Fern	Cindy Snyder	Was Director, Public Relations
VP Finance	Bob Bazaragan	Janice Preston	
VP Corporate Liaison	Janice Preston	Marty Wartenberg	Was Trustee
Trustee	Charlie Lopinsky	Charlie Lopinsky	

In the last issue, I mentioned that we developed vision and mission statements for our Chapter. Due to space limitations they were not published in the last issue as we intended. So here goes:

**FINAL VISION STATEMENT**

*We are recognized as the volunteer organization of innovative project management professionals. We provide value to our stakeholders and the community at large. We promote the development of project management as a benefit in all industries.*

**FINAL MISSION STATEMENT**

*We promote project management by providing services, tools and knowledge to project sponsors, project managers, team members and the community. We provide a forum for networking and opportunities for social interaction.*

We have scheduled another strategic planning session for Saturday, November 13th, where we will hone in on specific objectives/projects to undertake for the next year. If you're interested in participating in your Chapter's success, you are more than welcome. Please contact me or any Board member, but be prepared to commit yourself to take ownership on specific tasks that evolve from this meeting. Besides, I'm sure you'll enjoy the camaraderie and gain alot of personal satisfaction.

*Dave Jacob*

**ANNOUNCEMENT**

**Project Management Institute (PMI)  
Orange & Los Angeles County Chapters**

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**Project Management Professional (PMP)  
January 29, 2000 Certification Workshop**

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*“... Building Professionalism in Project Management...”*

**Be recognized for working in Project Management. Apply for a PMP Certification.**

**Purpose of Workshop:** The purpose of this workshop is to help PMI Members prepare 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 PMP’s, or are recognized as experts in the subject matters being instructed. Training will be provided at a location to be determined.

**Saturdays 8 am-5 pm**

<u>Date:</u>	<u>Time:</u>	<u>PMBOK Area</u>
29 Jan	(8-12)	Introduction/Study Prep and Framework
	(1-5)	Scope and Integration
12 Feb	(8-12)	Time
	(1-5)	Communications and Human Resources
26 Feb	(8-12)	Cost
	(1-5)	Contracts
11 Mar	(8-12)	Risk
	(1-5)	Quality
25 Mar	(8-5)	Comprehensive Review

Certificates of completion will be provided for students completing all sessions.  
Certificates of attendance will be given for hours attended to all others.

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**Workshop Fee:** PMI Members. ....**\$450**      Non-PMI Members. .... **\$700**

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Prior to registering for this workshop, ensure that you conform to the PMP requirements for education and work experiences in the certification handbook on <http://www.pmi.org/certification/>

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**For registration information, refer to chapter workshop homepages**  
([www.pmi-oc.org](http://www.pmi-oc.org) and [www.pmi-la.org](http://www.pmi-la.org))

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UCI AD

# UCR Extension Project Management Courses

Winter Quarter

## Project Planning and Control

Date/Time: Tuesdays, 6:30-9:30 pm, January 11-March 14  
Location: UCR: UCR Extension Center, 1200 University Ave.  
Fee: \$255

## Introduction to Project Management

Date/Time: Tuesdays, 6:30-9:30 pm, January 18-March 21  
Location: TEMECULA: UCR Extension Center, 27919 Jefferson St.  
Fee: \$255

## Project Management for New Product Development

Date/Time: Thursdays, 6:30-9:30 pm, January 20-March 23  
Location: UCR: UCR Extension Center, 1200 University Ave.  
Fee: \$255

Priority Code 3995

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



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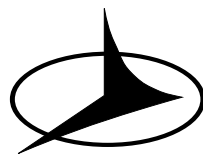
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• TeamPlay<sup>™</sup> IT Project Management

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# MONTHLY DINNER MEETING

TUESDAY, NOVEMBER 16, 1999

**Program:** PM-EDUCATION:  
TRAINING PARTICIPANTS TO  
DEAL WITH FIVE PROJECT DILEMMAS  
*Presenter: Frank Reynolds, PMP*

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

**Exit.**  
*(The Dyer Road exit from the northbound 55  
is closed until further notice.)*

**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>

**PLEASE NOTE:** PMI of Orange County has a new address:

Or mail your check to:  
PMI - Orange County  
P. O. Box 15743  
Irvine, CA 92623-5743

## TRY YOUR KNOWLEDGE ON PMP EXAM QUESTIONS

*(Answers are on page 7)*

Here is a sample of some questions:

1. In the earned value method of progress performance measurement, schedule variance (SV) is a measure of the time deviation between the actual progress and the planned progress that is measured in:
  - a. Workdays
  - b. Calendar days
  - c. Resource units
  - d. Monetary units
  - e. Monetary units and time units
  
2. The first step in preparing a presentation is to:
  - a. Define the audience
  - b. Determine the objective
  - c. Decide on the general form of the presentation
  - d. Plan a presentation strategy
  - e. Assess the environment in which the presentation will be delivered
  
3. The legal contractual relationship that exists between the buyer and seller is called:
  - a. Caveat emptor
  - b. Apparent authority
  - c. Contract privity
  - d. Terms and conditions
  - e. Force majeure
  
4. A milestone is best described as:
  - a. A combination of related activities and events
  - b. An intersection of two or more lines or arrows commonly used for depicting an event or activity
  - c. An identifiable point in a project that denotes a reporting requirement or completion of an important activity
  - d. A specific project task that requires resources and time to complete
  - e. The last stage leading to project completion

## ANSWERS TO PMP EXAM QUESTIONS

- d. Monetary units**  
The developers of the earned value method were interested in the relationship between cost and time. Thus, the method integrates cost and time and computes progress measurement in monetary units.
- b. Determine the objective**  
Only after the objective is determined can the other issues listed be addressed effectively.
- c. Contract privity**  
Contract privity is the legal relationship between any contracting parties. For example, privity exists between the buyer and seller and between the seller and its subcontractors, but not between the buyer and those subcontractors. Contract is a key concept of contract law.
- c. An identifiable point in a project that denotes a reporting requirement or completion of an important activity**  
A milestone is a key event in a project. It is a significant goal set by and for the project team that marks the completion of a measurable step in the project.

### 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.

## COMING EVENTS

**NOVEMBER 16**

PM-EDUCATION:  
TRAINING PARTICIPANTS TO DEAL  
WITH FIVE PROJECT DILEMMAS  
Frank Reynolds, PMP

**DECEMBER 14**

HOLIDAY NETWORKING (tentative)

**JANUARY 11**

DECISION ANALYSIS, RISK MANAGEMENT  
Ray Stratton

## STRATEGIC ADVISORY COMMITTEE

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### E-MAIL

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