

MILESTONES

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

MAY 2000, Volume 12, Number 5

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May 9th Meeting

YOUR WEB SITE IS COOL . . .

DOES YOUR PLUMBING WORK?

By Phil Quigley

In today's business world, everyone wants to be on the World Wide Web and have an e-business. A successful e-business means more than having a website and collecting hits. The website is only part of a complex system that must be Designed, Implemented and Managed by an organization that is skilled and motivated. Come hear what Phil has to share with us on this subject.

Phil Quigley, a senior Project Manager with IBM Global Services, is a certified PMP with over 20 years experience in operations and material management, project management and consulting, teaches Project Management at the University of Phoenix and recently implemented SAP at two divisions of a large Japanese manufacturing company.

Vendor Showcase: Advanced Management Solutions, Inc.

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Craig McCormick PMP # 22636
Ali Syed PMP # 22826

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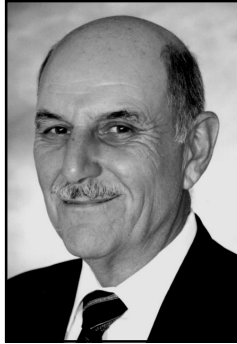
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THE PRESIDENT'S COLUMN



A COUPLE OF YEARS AGO I was asked to speak at one of our chapter dinner meetings. One topic I addressed was using a technique called **mind mapping** to help develop a work breakdown structure (WBS) for a project plan. I'd like to share with you some of those thoughts. Let's say you've finally worked out a successful project charter including a set of objectives and assumptions. The next step is to detail the project scope by creating a comprehensive WBS. This can become a daunting experience, placing a demand on you and your team to draw creatively from your collective past experiences. Overlooking some tasks is an all too frequent and pervasive error. Tasks not addressed in your

WBS cannot be costed or scheduled, resulting in an *under-defined* project plan. Whether or not suitable WBS templates are available, consider using mind mapping as a technique to help prevent tasks from "falling through the cracks."

Mind mapping was originated by the English psychologist Tony Buzan. His work was based on the results of extensive research, showing that the human brain is genetically programmed to create as well as absorb ideas and information in a non-verbal and nonlinear manner. He discovered that the brain works associatively, by comparing, integrating and synthesizing as it progresses. Every word creates mental pictures and ideas, with numerous links attaching it to other mental pictures and ideas.

Using only one or two keywords mind mapping effectively organizes your thoughts, by converting random ideas, when you are most creative, into the linear concepts needed most when communicating. Consider using a WBS for a wedding — which after all is a project. You and some of your wedding "stakeholders" create a "to do list" using a mind map. Somebody starts off by saying, "*marriage license*," which in turn evokes a response from another, "*legal stuff*," then, "*blood test*," inspiring a risk-averse person to say, "*pre-nuptial agreement*." Notice how associative thoughts can jump from one hierarchical level to another? From "*marriage license*," up to "*legal*," then down to "*blood test*?" The point to this example is that one thought on a subject associatively triggers another, either by going up and down the hierarchy similar to levels in a WBS — or laterally, e.g., "*ceremony*," which starts a new branch of the mind map. In this way an exponential number of "wedding related" tasks or issues can quickly be identified with virtually no mental effort.

Here's my 10-step method for generating a Mind Map:

1. Start from the center of a large sheet of paper and branch out. Break the linear habit of starting at the top-left corner of the page. Radiate out in all directions the way your brain works. If you run out of space, don't start a new sheet; paste more paper onto the map. *Eliminate thought boundaries by breaking the 8-1/2 x 11 mentality.*
2. Use only key words. The mind remembers key words and images, not sentences. Besides, single words allow for a lot more information to be placed on a page.
3. Make the center a clear image that depicts the main objective of the map.
4. Create sub-centers similar to the next descending levels in a WBS.
5. Put key words on lines or write them on movable Post-It Notes™ for added flexibility.
6. Print the words, rather than using script. Studies show that lower case is more visually distinctive (and better remembered) than upper case.
7. Use a different color for each sub-theme, to affect strong associations and to make things stand out. Anything that stands out on the paper will stand out in your mind.
8. Fantasize! Emote! Use all of your brain, both the left and right side! Get holistic!
9. Don't get stuck in one branch. If you dry up, go to another branch or start a new one.
10. Put ideas down as they occur, wherever they fit. Don't judge or hold back.

Dave Jacob

GROWING PAINS

ARE YOU AWARE that the Project Management Institute is in a period of hyper-growth? PMI's growth over the last five years has been 28.79%, 23.30%, 20.41%, 23.57%, and 32.93% respectively. The average for the period is 25.80% and the trend points toward even more rapid growth.

At the same time, Project Management Professional certification is now enjoying even more dramatic growth. The 58.8% growth in 1998 was followed by a 78.3% increase in 1999.



While figures for the first quarter of 2000 are not yet available, the growth in both membership and PMP certification in our own Orange County chapter suggest that the trend is, in fact, continuing. With 96 new members, and 11 new PMPs this year, we are growing like trouble in a pool hall. Our monthly meeting attendance is also up substantially, topping 100 at the March meeting, and we are about to outgrow the meeting room that has been our home since the chapter's inception.

Managing this growth is creating some challenges for the chapter. While we welcome these challenges, they bring necessary changes in the way we do business. For the short term, we will tighten up our reservation processes. To comply with fire regulations, we will cut off reservations at 100. We are updating the Web Site so that reservations received after 100 will not receive a confirmation notice, but rather a wait list notice that reserved seating is sold out.

Recently, as many as 22% of the people who made a reservation did not show up for the meeting. With increased demand for our programs, we may begin releasing reserved seats at 6:15 p.m. the night of the dinner meeting. In other words, in the event of a sold out event, if you have a reservation but fail to check in prior to 6:15 p.m., we will release your seat to someone who did not have a reservation.

Effective for the June meeting, we will not be able to guarantee seating for reservations received after 5 p.m. of the Thursday prior to the dinner meeting. This is for the purpose of ensuring that the hotel has enough meals to accommodate the attendance. When our attendance was averaging 50-60 for a dinner meeting, this was not as vital as it is when attendance varies from 70-110.

For the longer-term solution, it is a high priority to find a new venue for our meetings. We will make sure that the new location is centrally located and has room for expansion. Predictably, we will likely have to pay more for a larger facility, which will probably entail an increase in the price of the dinner meetings. We have not raised the price in over five years. While we don't usually make money on our meetings, we cannot afford to lose money either. Any increase in rates will reflect only the increased costs associated with a new venue.


While managing all this growth is creating some problems, they are problems we welcome. Management is fun when the challenge is growth. While all this is happening, we hope you'll find the changes that a bigger chapter entails will be exciting and worthwhile. We will keep you informed via *Milestones* and the web site about future changes.

Ed Fern and Cyndi Snyder

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- The PMI® Board of Directors unanimously approved Member Ethical Standards at its meeting held 23-25 March 2000 in Birmingham, Alabama USA. These Standards consist of the Member Code of Ethics, Standards of Conduct and Ethics Case Procedures. The complete text of the new Member Ethical Standards can be found on the PMI Web site under the Membership page. The following activities have been initiated to support communications with the membership at large:

- April 2000 posting of Member Ethical Standards on the PMI Web site and Fax On Demand
- EthicsCtr@pmi.org account established as member communications feedback mechanism
- May 2000 *PMI Today* announcing PMI Board of Directors approval and adoption of Member Ethical Standards
- June 2000 *PMI Today* article more fully describing the Member Ethical Standards adopted by the PMI Board of Directors
- July 2000 membership brochures, applications and member cards reflect the Preamble and Code of Ethics, while referring to Web and Fax On Demand for support Standards of Conduct and Case procedures

Questions or comments about the new Member Ethical Standards can be directed to Kenneth Hartley, Ethics Conduct Center Chair, at EthicsCtr@pmi.org.

- Beginning in May, PMPs who have completed the Professional Development Program (PDP) requirement for the 1999-2000 cycle will receive a letter from the Certification Department confirming that they have satisfied the requirement. These letters will be mailed on a monthly basis along with other information about the Certification Program. (progmgr@pmi.org)
- Registration opens 8 May 2000 for PMI Connections 2000, PMI's Annual Seminars & Symposium, being held on 7-16 September 2000 in Houston, Texas. The registration brochure will be available on PMI's Web site and you will have the ability to register for the event online. Next year's convention will be held in the Opryland Hotel, in Nashville, Tennessee, 1-10 November 2001. Visit the web site at www.pmi.org for the most up-to-date information. (mtgs-conv@pmi.org)

PMP EXAM QUESTIONS

TRY YOUR KNOWLEDGE ON PMP EXAM QUESTIONS (answers are on page 7)

Here is a sample of some questions:

1. A precedence diagram and an arrow diagram are both examples of networks. Which statement describes the primary difference between them?
 - a. The arrow diagram incorporates PERT in the activity duration.
 - b. The precedence diagram represents activities as nodes.
 - c. The arrow diagram does not indicate the critical path.
 - d. The precedence diagram uses float as part of the activity duration.
2. Adjusting the timing of tasks so that resources are not over-committed is called:
 - a. Resource leveling
 - b. Pairwise trade-off
 - c. The multiattribute Utility theory
 - d. Resource infringement
3. If a business venture has a 60% chance to earn \$2 million and a 20% chance to lose \$1.5 million, what is the expected monetary value of the venture?
 - a. (\$50,000)
 - b. \$300,000
 - c. \$500,000
 - d. \$900,000
4. A WBS is a product-oriented "family tree" of project components. Each item in the WBS is generally assigned a unique identifier; these identifiers are known collectively as:
 - a. The chart of accounts
 - b. The code of accounts
 - c. Work package control numbers
 - d. WBS ID numbers

USING MATURITY MODELS TO HELP MANAGE PROJECTS EFFECTIVELY

by Kerinia Cusick

AS PROJECT MANAGERS, we are constantly expected to jump higher and run faster to meet aggressive goals for profit, customer satisfaction, on-time delivery and product quality. How do we focus on the improvement activities that add the most value to our organization and insure project success?

Kerinia Cusick presented a spirited, comprehensive discussion on the use of Maturity Models to improve project management.

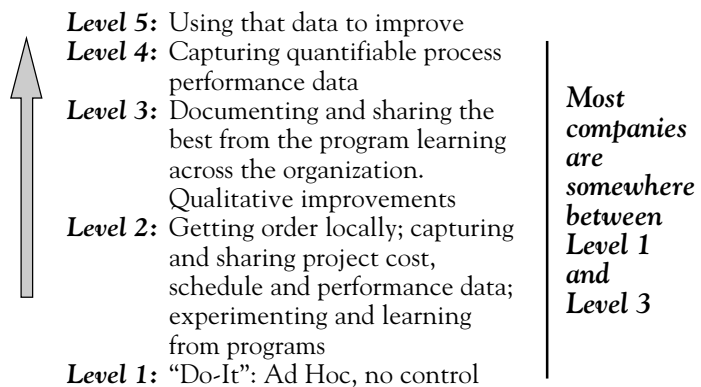
What is a Maturity Model?

Kerinia described a maturity model in three ways:

1. A checklist that summarizes the essential set of tasks that a company must do
2. A roadmap that sorts tasks by level of difficulty providing an improvement route
3. A process measurement tool used to evaluate processes and prioritize process improvements

How are Maturity Models typically organized?

Many Maturity Models have been developed including the Software Capability Maturity Model, Systems Engineering Capability Maturity Model,, People Capability Maturity Model, Project Management Maturity Model and Project FRAMEWORK', to name a few. All models are organized into 5 levels of improvement, with each level containing processes that need to be institutionalized to attain that level:



How Can a Project Management Maturity Model Help Your Organization?

A Maturity Model like the ProjectFRAMEWORK' can help you by providing guidance in choosing the best improvement activities for your organization and implementing them in an order that makes sense. You have to crawl before you run, so there's no sense in starting with a Level 4 initiative if you're at Level 1. (We've probably all been at a company that implemented slick PM tools, with no process or training to support them!) This model can help you improve your own PM capability, as well as providing a basis for improvement across the organization.

How Do You Implement a Maturity Model?


You need to begin by performing an assessment to identify objectives, assess current practices in each of the nine PMBOK Knowledge Areas, identify strengths and weaknesses, prioritize areas for improvement, and develop an action plan. To achieve the objectives in each knowledge area, an organization must demonstrate commitment to perform, ability to perform and that the specific tasks necessary to implement the objectives have been performed. Measurements through evaluation and verification will determine when activities have been institutionalized and a new level achieved.

In summary, the key benefit that any Maturity Model offers is the ability to prioritize improvement efforts, helping to identify initiatives that will have a high probability of positively impacting the bottom line. Use a Project Management Maturity Model to help you assess your situation, put together an orderly action plan for improvement and measure your success!

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<p>Controller</p> <p>Improve cash flow,</p> <p>Ensure timely invoices,</p> <p>Simplify payroll.</p>	<p>PM</p> <p>Reduce project slips,</p> <p>Plan and track resources,</p> <p>Online status.</p>

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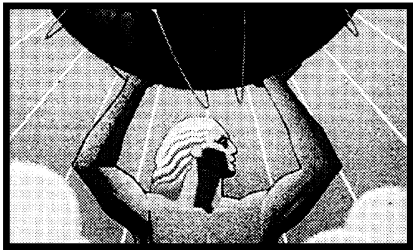
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MONTHLY DINNER MEETING

TUESDAY, MAY 9, 2000

Program: YOUR WEB SITE IS COOL . . .
DOES YOUR PLUMBING WORK?

Vendor Showcase: Advanced Management Solutions, Inc.

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

Time: 5:30 - 9:00 p.m.

Cost:	In Advance	Members	\$25.00
		Non-Members	\$30.00
	At the Door		\$30.00

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

Payment, by cash or check, may be made at the meeting.
Checks should be made out to **PMI-OC**.

We expect to sell out this presentation. Make your reservation early to guarantee seating.

ANSWERS TO PMP EXAM QUESTIONS

- b. The precedence diagram represents activities as nodes.**
Both diagramming methods show the logical relationships of project activities. The arrow diagram represents activities as arrows. [Planning]
- a. Resource leveling.**
Resource leveling is the process of adjusting tasks through the use of float or the extension of the project schedule so that the maximum number of resources available to the project is not exceeded. [Planning]
- d. \$900,000**
 $EVM = \$2M \times (60\%) + (-\$1.5M)(20\%) = \$1.2M - \$0.3M = \$900,000$
[Planning]
- b. The code of accounts.**
This PMBOK term is used to describe the unique identifiers for each element in the WBS. In almost all cases, the unique identifier uses a scheme that clearly describes the relationship of the individual WBS element to the level above it. [Planning]

PMI CERTIFICATION EXAM CENTERS

Candidates can now schedule their computer-based PMP certification examinations at Assessment Systems, Inc. (ASI).

To schedule an appointment for the examination, eligible candidates should call ASI at 877-244-1688. Candidates may also register with ASI via the Internet at www.asisvcs.com.

Detailed scheduling information will be provided in the candidates' eligibility letters. Questions regarding exam scheduling should be directed to the Certification Program Department.

For information on paper/pencil-based certification examinations, please contact the Certification Program Department. e-mail to: certasst1@pmi.org

E-MAIL

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

Mark your calendar for these *can't miss* PMI-OC dinner meeting topics:

- 13 JUNE** **The Accountability Revolution:
Achieving Breakthrough Results in Half the Time**
by Mark Samuel
- 11 JULY** **Will Your Project Overrun?
Do a Cost/Risk Analysis**
by David Hulett

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10-13 JULY **San Francisco**

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from **7-13 September 2000.**



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