ORANGE COUNTY CHAPTER OF PMI

MILESTONES

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

AUGUST 2000, Volume 12, Number 7

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August 8th Meeting

SEVEN WAYS TO CREATE A HIGH-PEFORMANCE TEAM

By Jon White

Research has proven what it takes to be a highly effective team. In this interactive and anecdote rich program, learn what characteristics effective teams share and why these characteristics are essential. Most importantly, pick up some tips on how to put these ideas into action.

Jon is an entertaining and enlightening speaker who possesses a unique blend of organizational, interpersonal, and analytical skills. He has built and sustained high-performance and cohesive teams for more than 25 years, bringing in multimillion-dollar projects on time and under budget.

WIN A FREE CONSULTATION!

Everyone at the August 8, 2000 meeting of PMI will have a chance to win a free one-hour team building session. There will be three (3) winners. Take Jon White to work with you and have him energize and focus your team or department. His one-hour, high activity presentation is ideal for a lunchtime "brown bag" session or for kicking off a new team.

Vendor Showcase: AIM

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Costa Mesa
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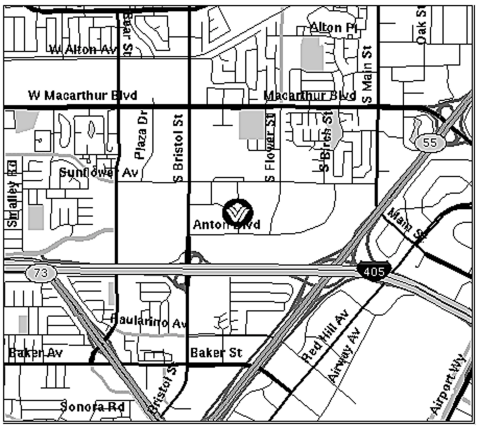

ORANGE COUNTY CHAPTER PMI™

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Barbara Potter	PMP-#25112
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William Wood	PMP-#25280

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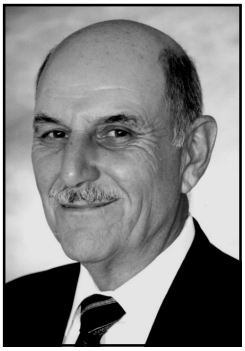
Continued on Page 9

THE PRESIDENT'S COLUMN



As most of you who frequent our monthly dinner meetings are aware, I ask the "first-timers" to stand up and introduce themselves. In their introductions they are asked to mention the industry in which they are employed. It's at this point I catch myself observing, and then commenting on, how many diverse industries are represented at our meetings. We at PMI, who strongly advocate that project management is a true profession, are getting the word out with great effect. Yes, as it should be with any profession, project management principles can be applied across all industries.

However, there is a question that malingers and begs an intellectually honest answer: *Has upper management in all those industries taken the necessary steps to make the cultural change towards the goal of managing their respective companies by applying project management principles?* Although I have no hard statistical data, I think not, at least not as extensive as it could or should be. I make this judgment on the various conversations I've had with some of my former students in PM. They finish their courses full of energy, motivation and verve, ready and eager to apply their newly found knowledge and skills, only to have their drive squelched because upper management doesn't understand nor embrace the needed cultural change to allow these skills to flourish. Frustration sets in and the value of all that knowledge goes up in smoke. Many times a valuable employee decides to leave for "greener pastures," and the organization ultimately loses.

Encouraging employees to obtain PM training is necessary for success, but it's not sufficient. What is needed is a truly holistic corporate approach as we embark into the new millennium, involving a profound change in outlook in how business is run. In these rapidly changing times, companies that remain static are doomed to fail. By its very dynamic nature, judicious application of the principles of project management is one possible pathway for corporate survival. So how does a company become dynamic and grow? My short answer is that they manage the entire enterprise as a set of projects. Each project must be aligned to the corporate strategy. Each project must be ranked relative to other concurrent projects to assure that scarce resources are wisely applied.

A good first start in knowing how best to go about this is to read the book, *"Creating an Environment for Successful Projects,"* by Robert Graham and Randall Englund. I had the privilege of chairing a presentation by the authors at the PMI '98 Symposium at Long Beach. Little did I know then that I would be using the book at a seminar I will facilitate called "Project Management for Executives." I've read it twice and scanned through it several times, but space limits me from giving you a thorough review. Nevertheless here are lines quoted or paraphrased from the book, which I hope will induce you to pick up a copy and really read and understand it:

- Corporate cultural changes "rarely work unless upper management . . . is heavily involved."
- "Project success is often as much a result of the organizational environment as of the skills of the project manager."
- "Because today's customers demand total solutions rather than standard products, project-based rather than product-based organizations are best."
- "An organization is not a chart but rather the sum total of the behavior of the people who work in it."
- "Power should flow to the person who gets the job done, and this may often require that people work for someone below their level."
- "The challenge is to create a system where people enter into relations that are determined by problems than by structure."
- View each project as producing two deliverables: 1) the project result and 2) a means to develop improved project processes in the future.

There is much more, but you'll have to do your own due diligence.

Dave Jacob

CONTINUOUS IMPROVEMENT?

By Cyndi Snyder
VP, Communications

You are probably wondering why you didn't receive last month's edition of *MileStones*. Could it be that it was lost in the mail? Alas, this is not the case. In the name of continuous improvement we put out a bid for other printers to make sure we were getting the best quality at the best price. We found a printer that could give us a better printing process and at a reduced price. After checking references, we decided to give them a try.

Unfortunately, the old adage of, "if it sounds too good to be true, it probably is," rang true. Through a series of mishaps, *MileStones* did not get printed. In discussions with the new printer, we mutually agreed that they were not a good match for our needs.

Therefore, we have returned to our original printer, Sir Speedy in Long Beach. Sir Speedy has always given us timely delivery and has been very helpful. We are very happy to be back with them.

Our apologies for the missed issue. You can count on us to get *MileStones* to you in a timely manner in the future.

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SUSTAINED SUPERIOR PERFORMANCE AWARD

Recently our President, David Jacob, received an e-mail from PMI headquarters that began with the following words:

"We take great pleasure in announcing that the PMI Orange County, California Chapter has been awarded the honor of 2000 PMI Chapter Sustained Superior Performance Award. This award honors and recognizes Chapters who have, for a period of three years or more, conducted superior programs that further the objectives of the Project Management Institute. The PMI Orange County, California Chapter has consistently met and surpassed the requirements and obligations to the Institute."

Our chapter has won this award for more years than anybody currently serving on the board of directors can remember. The award means that members of our chapter are both the fortunate beneficiaries and the trusted custodians of a legacy of excellence. Our privilege is to enjoy our heritage. Our responsibility is to foster growth while preserving the rich array of customs that have been handed to us.

Certainly the richest of these customs, from my perspective, is the freedom that we enjoy to play a role in the affairs of the chapter that is as active or as passive as meets our individual needs. While the door is open to anyone who aspires to a leadership role, we remain dedicated to serving those members that we see only occasionally. Our strength is in our diversity. Enjoy!

Ed Fern

PMI CHAPTER IN INDIA NEEDS YOUR HELP

We have been contacted by a young chapter of PMI in India that wishes to organize workshops, seminars and courses on project management. In addition to basic PM processes, they want to target certain sectors such as, IT and Pharmaceuticals. In addition, they would like assistance in developing PMP preparation courses.

Some of the activities they have enumerated are:

1. Providing any PM course materials that can be used by their students.
2. Visits by OC Chapter officers and members to conduct some or all of these programs.
3. Contributing articles for their chapter newsletter.
4. Referrals for qualified trainer/consultants who could come to India and conduct these programs.

Anyone interested in assisting this new chapter should contact:

Ramachandra (Ram), PMI India Executive Office
Project Management Institute–India
Ph: 91-80-98440 38360
or 91-80-2211631 or 2276538 x 302
Home: 91-80-3239 329, email: pmi@stpb.soft.net

- *As of 1 June 2000, new PMI members are able to apply for regular membership online* at the Web site www.pmi.org/membership/apply.htm. These new members also will be able to join Chapters, Specific Interest Groups (SIG) and the College of Performance Management. Online application is only available to those making payment via credit card. Payments can be made with most major credit cards (Visa, Master Card, American Express or Diner's Club). New members will be asked to supply a password that will be used in the near future to edit their data online. To ensure privacy and accuracy, membership numbers will be sent to the new members via e-mail. In addition, the online editing services are scheduled to be available to all PMI members by the end of July. (val_b@pmi.org, membershipmgr@pmi.org

- PMI Accreditation Program status report. A status report detailing the latest developments regarding the reactivation of the PMI Accreditation Program has now been posted on the PMI Education Department's Web page at www.pmi.org/education/accreditation/status. For further information pertaining to the Accreditation Program, contact Dr. Joseph Zerby, PDP Coordinator, at pdp@pmi.org.

- *Professional Development Program (PDP) online transcripts are now available.* PDP participants now have the option of viewing their PDP transcripts online via a link located on the PMI Certification Program Web page, www.pmi.org/certification/pdp/overview.htm. Access may be gained by entering your PMI identification number followed by the first four letters of your last name as the security password. As an extra measure of security, all information considered of a private or sensitive nature will not be publicly displayed in the online version of your transcript. For further information, contact Dr. Joseph Zerby, PDP Coordinator, at pdp@pmi.org.

- *You could win three free hotel nights at PMI Connections 2000.* PMI Connections 2000, PMI's Annual Seminars & Symposium, being held 7-16 September 2000 in Houston, Texas USA, will be offering the chance to win three free nights at one of the following hotels: JW Marriott, Marriott West Loop, Red Lion, Westin Galleria and Westin Oaks. This offer is limited to the hotels stated above and only one winner per hotel will be picked. The individual hotels are responsible for the drawing to be held on Monday, 11 September 2000 and will notify winners that day. The free three-night stay can only be used from Sunday, 10 September 2000 to Tuesday, 12 September 2000. Register early to secure your chance to win. Visit the Web site www.pmi.org/sympo/pmi2000 for the most up-to-date information. (mtgs-conv@pmi.org)

- *In the event that you missed the 11 June 2000 airing of the television program* "The Next Wave with Leonard Nimoy" portions of the program will be available for viewing at the television show's Web site, www.nextwavetv.com. PMI's participation has been deemed such a success by all involved, the producers have invited us back for another episode to discuss further aspects of project management. Appearing as PMI's spokesperson during this second show will be PMI Chair Hugh Woodward, PMP. He will be joined by representatives from selected project management companies. PMI's participation will be as a non-paid, neutral subject matter expert, explaining the general aspects of project management. The episode will be taped on 28 June 2000 in Los Angeles. PMI Headquarters will update you on the air date of this additional episode, as it becomes available.

- *The senior leadership of the Defense Systems Management College (DSMC) and the Defense Acquisition University (DAU)* met with PMI® Headquarters managers in Washington, DC reaching a final verbal agreement necessary for completion of the Defense Extension to the *PMBOK® Guide*. A follow-up written agreement will be prepared for final approval by all parties.

  The extension, one of four currently underway by various PMI member groups, was initially begun by the PMI Aerospace and Defense Specific Interest Group (SIG), and was brought to its current stage of completion by DSMC members and other volunteers as a special project. The extension will be scheduled for final review protocols that are part of the standard PMI process for Extensions. When the process is fully completed, the Extension will become a PMI standard and will be available from the DSMC and PMI. DSMC has agreed to maintain the Extension and be responsible for future revisions. The continuing relationship between PMI and the Department of Defense is expected to facilitate other new joint activities and products in the future.

- *The Board-approved Complaint, Dispute, And Grievance Resolution Policy & Procedure* has now been posted on the PMI Web site (www.pmi.org/members/) and is available via Fax-on-Demand. By action of the PMI Board, all complaint, dispute, and grievance matters related to the Institute shall be resolved consistently under the terms of this policy and procedure. The applicable Rule of the Board is also available on the Web site. (execdir@pmi.org)

- *A list of academic institutions thought to be offering degrees in project management* has been posted on PMI's Web site at http://www.pmi.org/education/degree. PMI does not endorse or accredit these programs, with the exception of Western Carolina University and the University of Quebec, which were last accredited by PMI in 1985. PMI is currently in the process of developing a new policy for accrediting degree programs. Until this new policy is implemented, this list is being offered for the convenience of those seeking to identify degree programs in project management. If you know of an institution that should be included on this list, contact Michael Price, Ph.D., Manager, Education Programs, at ed@pmi.org or +610 356-4600 ext. 1014.

- *PMI Headquarters is pleased to announce the three finalists* in the 2000 PMI International Project of the Year competition. The three finalists are: Trojan Reactor Vessel and Internals Removal Project by the Portland General Electric Company (sponsored by the PMI Portland Chapter); Second Generation Sucralose Plant Project by the Morrison Knudsen Corporation (sponsored by the PMI Northeast Ohio Chapter); and Stave Falls Powerplant Replacement Project by the British Columbia Hydro and Power Authority (sponsored by the PMI West Coast, BC Chapter). The recipient of this year's award will be announced during the Tuesday General Session on 12 September 2000 at PMI Connections 2000 in Houston, Texas USA. (mktgmgr@pmi.org)

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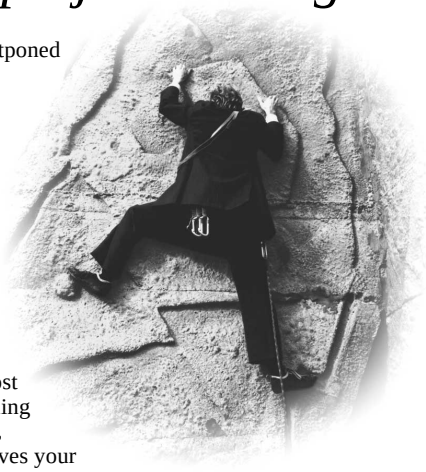

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JUNE DINNER MEETING REVIEW

THE ACCOUNTABILITY REVOLUTION

Achieving Breakthrough Results in Half the Time
by Mark Samuel

Mark provided us with a view of organizational accountability, a business environment where people can count on each other. To achieve high performance, we need skilled employees, streamlined processes, execution and recovery. Mark suggested that we can't create accountability without providing 'safety' to make mistakes. Execution of plans is never perfect. Plans must include a recovery strategy. When things go wrong, people tend to blame each other. Playing the blame game does not gain us anything. It is not a mistake to begin with but rather the next step in the process. With a recovery plan, we can create an action plan that includes our customers and team members. It is what we do when the unexpected happens and is what achieves performance.

We experience zones of change as we move through resistance to achieve gigantic stretch goals.

- The punishment zone where change makes you feel threatened
- The safety zone that allows people to deal with discomfort, and accept change
- The comfort zone where change is not considered necessary

Organizations often take people from the comfort zone directly into the punishment zone, right past the safety zone where change can be successfully accomplished.

Mark shared with us his theory on the "Wall of Fear" which he and his classmates experienced during a class for his MBA program. With projects, we all have a starting point. We head towards our goal and encounter the wall of fear, which makes us question if we can continue. If you try to go around the wall another way, the wall appears to get thicker. Some of us may try to hit the wall full blast only to find the wall is solidly there. To get through the wall of fear requires doing the thing you are afraid of while you are afraid of doing it, which means taking action. The only way to fail is to stop moving. The energy will help keep you moving. If people are afraid to take action, they will try to undermine it and this could be the demise of the project. Try to approach it differently. People must discover for themselves that they can make mistakes and still recover. As project managers, we need to be empathetic and coach and guide our people past their wall of fear. Ways to overcome the Wall of Fear: stay focused on your desired outcome, develop a support system, take small steps and keep moving.

Take action now to create breakthrough results through change efforts. Track results to show the rate of return. People treat feelings as fact when they do not have real data. Being negative is not a mindset, it is a habit and habits are negative responses. What are habits in organizations? Not communicating, making commitments we cannot keep, not letting people know we are off track on our project, and not doing something about non-performing employees.

Here are Mark's 3 steps to success:

1 – replace an old habit with a new habit
2 – create measurements for tracking and recovery
– how will you measure progress?
3 – acknowledge and recognize your accomplishments
– how will you reward yourself for the change?

Judy Quenzer

WILL YOUR PROJECT OVERRUN? *Do a Cost Risk Analysis*

by David T. Hulett, Ph.D

David clearly illustrated that an estimate prepared without the use of risk analysis techniques will be wrong and most likely low compared to the final cost of a project. Performing a risk analysis will not only improve the accuracy of an estimate but will also provide a contingency amount necessary to meet an acceptable risk level.

The Risk Analysis Steps

David summarized his method of applying risk factors in the following steps:

- Develop a cost analysis model such as with a WBS
- Identify the cost elements that exhibit risk
- Determine each element's likelihood and impact of occurrence
- Explore the correlation among cost elements
- Use simulation software to analyze the model with its' data
- Calculate the risk associated with overrun and contingency
- Prioritize the risky cost elements for use in risk management

The Single-Point Estimate versus Three-Points

Estimates are commonly prepared using the best available data combined into one single-point estimate such as an Estimate at Completion (EAC). Although the estimate can be precise, it is likely incorrect and lower than what the actual cost will be to accomplish the project. To meet this estimate everything must go perfectly according to plan and that is not going to happen. A better estimate can be made through the use of gaining the Best, Worst, and Most-Likely price or cost for each estimate element. The Best or lowest cost is the optimistic scenario that may occur 1% of the time. The Worst or highest cost is the pessimistic scenario that may occur 1% of the time. The Most-Likely cost is that which will likely occur and may be different than the original estimate due to influencing factors.

The Interview Process

David mentioned that 90% of the time required for a risk analysis should be spent obtaining the data for 3-point estimates. As this data is judgmental, some time and care should be used to get reliable information. Although the project team may have the best expert opinions, more objective (less biased) information may come from knowledgeable persons further removed from the project. A well-prepared list of questions can be valuable in drawing out the desired data from hesitant people. These processes will not only produce essential cost data but can also discover valuable project improvement ideas.

The Impact of Correlation

Strong correlation between cost elements means that an overrun in one element helps cause an overrun in correlating ones as well. There is great value in learning the direction and strength of correlation between two or several cost elements. A developed knowledge of appropriate correlation will enable the construction of a Correlation Matrix and identification of the strong cost drivers. Control of the most important of these cost drivers will in turn ensure good project cost management.

Analyze the Model and Data with Computer Simulation

Once the data has been obtained and input into the model a computer simulation can be done using @Risk, Crystal Ball, or other programs. David recommended using a simple triangle distribution that is appropriate for the 3 data points previously obtained for Best, Worst, and Most-Likely costs. The multiple simulated runs of the program will calculate the most probable expected cost for each element considered. Simulating and plotting the total project cost versus probability will enable creation of a Cumulative Distribution Table. This table displays the total project cost associated with the acceptable level of risk from zero to one hundred percent. The further introduction of correlation factors will modify the simulation to include the correlation effect on the project cost.

Summary

The most likely cost of a project is almost always greater than the EAC. Development of multiple point estimates and correlation effects can be a time-consuming process but will provide important results. These results include a manageable cost estimate, important cost drivers, and an increased awareness by the project team of cost elements and the importance of risk analysis.

Tony Kurpakus

BOOK REVIEW

LIVING ON THE FAULT LINE

Managing for Shareholder Value In the Age of the Internet

By Geoffrey A. Moore — ISBN 0-88730-888-0

This new Moore book is but the latest in his series of breathtaking insights into the changes we experience in our technological era. His earlier books, *Crossing the Chasm* and *Inside the Tornado* have been on my "most frequently loaned out" list for years. This new one will certainly join them.

We've all noticed that the world has been changed by technology and, in particular, by the Internet revolution. Moore observes seven fundamental shifts associated with this phenomenon:

1. **Atoms to Bits.** Ownership of things (made from atoms) is no longer as important as possession of information (made from bits) about things.

2. **Assets to Information.** Operating an airline is no longer as important as having access to information about flights, prices, and seat availability.

3. **Products to Services.** Operating margins for manufacturing are falling while they soar for service providers.

4. **Vertical to Virtual.** Integrated ownership of an entire supply chain lacks the flexibility to compete with fleet-footed informal organizations that come together for one opportunity, then transform for the next.

5. **Command and Control to Self-organization.** Even the most elegant long-term strategic plans are being crushed by ad-hoc opportunistic projects.

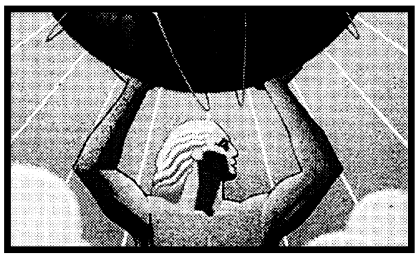
6. **Money to Time.** For each of us as individuals and now for enterprises as well, money is comparatively more plentiful while time becomes increasingly precious.

7. **Profit and Loss to Market Cap.** Money is how we keep score in the game of life. The market tells us that it values growth and market share more highly than current profits. General Motors is valued at just over $42 billion with earnings of $5.50 billion while Oracle is valued at $126 billion with only $1.91 billion in earnings, even after the crash of the technology sector.

I hope you'll read this book and enjoy it as much as I have.

Ed Fern

SELF-IMPROVEMENT PROJECT.



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FREQUENTLY ASKED QUESTIONS ABOUT THE MEMBER ETHICAL STANDARDS

Q: Will all current members need to indicate compliance by signing a declaration as part of their renewal process or does this apply to new members only?

A: These Member Ethical Standards now become an inseparable obligation tied to membership of the PMI Institute effective at the time of Board approval and adoption.

If a member feels that he/she cannot abide by the Member Ethical Standards there are two options available:

- If member decides to discontinue his/her membership status as a result of these standards, PMI will accept resignation of membership and refund the pro-rata unused portion of dues.
- For members or Component Leaders wishing to contest or challenge Member Ethical Standards, the member will be advised to direct their comments or complaints in writing to the Ethics Center Chair.

Q: Is the Board Member's Code of Conduct available on the website? Is this the same as the "Rules of the Board"?

A: The PMI Board is bound by a number of policies, many quite restrictive. As individual members of PMI, Directors are subject to the PMI Member Ethical Standards, and in respective cases, the Project Management Professional Code of Professional Conduct. In addition, all Directors must comply with the Board Member's Code of Conduct (Governance Policy 3.5, see below). The Governance Policy 3.5 can also be found on our website at: www.pmi.org/members/policy/manual.doc

POLICY CATEGORY:
GOVERNANCE PROCESS

RELATED POLICY TITLE:
3.5 Board Member's Code of Conduct

The Board commits all Board members (Directors) and all appointed committee members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board or Committee members. Accordingly; Board and Committee members:

1. Must conduct themselves with unconflicted loyalty to the interests PMI and its stakeholder members. This accountability supersedes any conflicting loyalty, such as loyalty to other advocacy or interest groups, membership on other boards, and professional responsibility to an employer. It also supersedes the personal interests of any Board or Committee member.

2. Must not breach their fiduciary responsibility to PMI and must avoid conflict of interest with respect to the following:

   a) There must be no self-dealing, nor any private business activity, nor personal services between any Board or Committee member and the organization except as consistent with Institute policies and applicable law to assure openness, competitive opportunity, and equal access to information.

   b) When the Board or a Committee is to decide upon an issue in which a Director or member has an unavoidable conflict of interest, that Director or member shall excuse herself or himself, without comment, from both all voting, and from the entire deliberation.

   c) Board and Committee members must not use their positions to obtain PMI employment for themselves, family members, or close associates. Should a member desire such an employment offer, he or she must first resign from the position of Director or Committee member.

   d) Board and Committee members will annually disclose their involvement with other organizations, vendors, or any other associations that might produce a potential conflict under this policy.

3. May not attempt to exercise individual authority over the organization, except as explicitly set forth in Board or Committee policies.

   a) Interaction with the Executive Director or with Institute staff must recognize the lack of individual Director and member authority except when explicitly Board or Committee-authorized.

   b) Interactions with public, press, or other entities must recognize the same lack of individual authority and the inability of any Board or Committee member to speak for the Board or Committee, except to repeat explicitly stated Board decisions.

   c) Board and Committee members will give no consequence or voice to individual judgments of the Executive Director or staff performance, except as part of the performance evaluation.

4. Will respect the confidentiality concerning Board or Committee issues and information of a sensitive nature.

5. Will annually acknowledge compliance with this policy by completing an appropriate consent form as provided by executive staff.

ORANGE COUNTY CHAPTER PMI™

ORANGE COUNTY CHAPTER PMI™ **MONTHLY DINNER MEETING**

TUESDAY, AUGUST 8 , 2000

Program: SEVEN WAYS TO CREATE A HIGH PERFORMANCE TEAM

Vendor Showcase: AIM

Location: Wyndham Gardens Hotel
3350 Avenue of the Arts, Costa Mesa
Behind the O. C. Performing Arts Center

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

Cost:

In Advance	Members	$30.00
	Non-Members	$35.00
At the Door		$40.00

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.**

Make your reservation early to guarantee seating.
Please cancel your reservation if you are unable to attend.

REGIONAL NEWS

REPLACEMENT OF REGION 7 DIRECTOR OF REGIONAL ADVOCACY

It gives us great pleasure to announce that **Ida Beal Harding** has agreed to officially replace Len Stolba as Regional Advocate for our region.

Ida is a PMP, and has been active in PMI and the L.A. Chapter since 1994. She has served as VP-Programs, VP-Membership, and President of the LA Chapter. Her two year term as President ends in December. Some of her accomplishments during her tenure as President include the creation of a Vendor of the Month program, a Job Assistance Coordinator position, a ONELIST email distribution process to communicate with members, an online chapter handbook, and an Intranet site for officers. Currently she is trying to start a Chapter Mentoring Program, a Corporate Advisory Program and an Outreach Program to local colleges.

PMI roles that she has had include that of Publicity Chairperson for the PMI'98 Seminars/ Symposium-Long Beach (1994-1998). She has also served on the Board of Directors for the Information Systems SIG, acting as Co-Chairperson of the IS track at PMI'96 S/S-Boston and PMI'97 S/S-Chicago, and serving on the committee to create the initial ISSIG web site in 1996. Other community involvement has included the California Special Olympics and the UCLA Anderson School of Business Senior Alumni program.

Ida's background has been in academia and computers. She has several degrees (B.S. Education–Georgia State University, double MA in English Lit and Linguistics–Univ. of Wisconsin, Madison, coursework for Ph.D. in Higher Education with minor in Psycholinguistics–U. of W., Madison, coursework for Ph.D. in Old English–U. of W., Madison, MBA–UCLA Anderson School of Business), and worked for many years in the university world in Wisconsin. In 1985 Ida joined IBM, where she worked in marketing and then as a Project Manager. Over the past five years, she has been working at home with her husband on his company, which does procurement (computers and services) for Federal Defense.

As Regional Advocate Ida sees herself as someone who will help and encourage Chapters to communicate with and support each other, and who will assist Chapters to communicate issues and ideas to the ACP Board of Directors.

NEW MEMBERS

Continued from Page 2

Jeffrey Nickell
Pricewaterhouse Coopers LLP

David Parsons
MicroAge Technology Services

Karina Poirier
Quiksilver

John Ryan
Flour Global Services

Kim Scott

Daniella Serven
Foreshock Inc

Masoud Shafii
Honeywell

Colleen Spacek
Caloptima

Harish Sripathy
Complete Business Solutions Inc

Lloyd Sullivan, PMP

Mary Sunday, PMP
Computer Sciences Corp.

Carol Taylor
Quadramed

Connie Tolman
Vitalcom Inc

Susanna Tumewu

Dennis Van Gemert
The Boeing Company

Rolando Vasquez
The Boeing Company

Debra Wolf
CU Cooperative Systems Inc

Edward Wu
IBM

NOTICE

For the first time since its inception, twelve years ago, it is necessary for the Chapter to raise the price of our dinner meeting. Please note the new prices in the Meeting Announcement.

ORANGE COUNTY WEB SITE

Visit our web site at: http://www.pmi-oc.org to make your reservation for the dinner 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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PMI-Orange County Chapter

Attention: Cyndi Snyder
P. O. Box 15743
Irvine, CA 92623-5743
or cyndi3@home.com

COMING EVENTS

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

19 SEPT **Project Partnering**
by Dennis Eriksen

10 OCT **Conflict and Dispute Resolution**
by Charles Rambaugh

14 NOV **Does Your Thinking Limit Your Success?**
By Jim Muller

At our new venue?

Wyndham Gardens Hotel
3350 Avenue of the Arts
Costa Mesa

Don't forget the PMI Annual Seminars & Symposium "Connections 2000" to be held in Houston, Texas from 7-13 September 2000.
Register at http://www.pmi.org/

PMI/OC **MILESTONES**
Project Management Institute
Orange County Chapter
PO Box 15743
Irvine, CA 92623-5743

ADDRESS CORRECTION REQUESTED