

ORANGE COUNTY CHAPTER OF PMI

MILESTONES

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

JANUARY 2001, Volume 14, Number 1

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January 9th Meeting

ACCELERATING PROJECT MANAGEMENT TO WORK IN E-BUSINESS: WHAT'S CRITICAL? WHAT'S NOT?

By Kerinia Cusick, Director ESI International

These days just about every company's business model includes an internet solution. Companies are rushing to establish a strong internet presence, yet these projects are unlike any that have come before: faster development cycles, fuzzier requirements, technology platforms that change almost daily and increasingly complex security issues. However, the promise of e-business will be realized if, and only if, sound project management practices are applied to such projects.

This talk will describe some of the project management techniques needed to set the stage for success in this rapidly changing environment. The nature of e-business projects requires a slightly different approach to project management – the concepts remain the same, yet the emphasis, tools and techniques need to change. We'll discuss what common project management practices are less applicable in an e-business environment, and what other practices need to be emphasized in order to compensate for their absence. We'll also introduce a product development lifecycle developed just for e-business projects: the Evolutionary Model.

Kerinia Cusick is an experienced project manager having been responsible for projects in all phases of the product development lifecycle. She has led development efforts involving customers and contractors distributed across the nation, been responsible for integration efforts occurring internationally, and managed large scale manufacturing efforts. As an independent consultant, Ms. Cusick was involved in defining national standards for product development, team formation and maintenance, and leadership. She has helped numerous companies implement project management effectively, and is an expert in organizational change.

Vendor Showcase: ESI International



PMI-OC MEMBERSHIP

Below is a breakdown of the PMI-OC membership, by industry, as of 2 December 2000. This information is based on data from 429 members.

Industry Codes	No. of Members	% in Category
08 Computers/ Software/DP	76	17.72%
43 Information Technology	43	10.02%
02 Commercial/ Heavy Industrial	42	9.79%
19 Telecommunications	37	8.62%
07 Business Management Services	31	7.23%
22 Other: Business Activities	24	5.59%
04 Aerospace	20	4.66%
13 Health/Human/ Social Services	18	4.20%
42 Financial Services	16	3.73%
41 Engineering	13	3.03%
31 Electrical/Electronic	10	2.33%
12 Environmental/ Waste/Sewage	8	1.86%
39 Other- Manufacturing	8	1.86%
03 Other- Construction	7	1.63%
11 Education/Training	7	1.63%
20 Transportation	7	1.63%
21 Utilities	7	1.63%
01 Residential	6	1.40%
17 Real Estate/Insurance	6	1.40%
45 Academia	6	1.40%
46 Automation Systems	6	1.40%
28 Automotive	5	1.17%
05 Architecture/Design	4	0.93%
06 Arts/Entertainment/ Broadcasting	3	0.70%
09 Defense	3	0.70%
10 Economics/Finance/ Financial	2	0.47%
15 Printing/Publishing	2	0.47%
18 Recreation	2	0.47%
37 Textiles/Fabrics	2	0.47%
14 Legal	1	0.23%
23 Agriculture	1	0.23%
27 Coal/Gas/Oil	1	0.23%
30 Concrete/Clay/ Glass/Stone	1	0.23%
32 Food	1	0.23%
33 Machinery/Metals	1	0.23%
36 Plastics	1	0.23%
40 Pharmaceutical	1	0.23%

THE PRESIDENT'S COLUMN

Dear fellow PMI Orange County chapter members,

It is with much regret that I must resign from the office of Chapter President. My new job at Cisco Systems and ever increasing family responsibilities do not leave me enough time to effectively perform the duties of this office. As our chapter experiences phenomenal growth, the leadership role the President plays is critical to our success. We need a strong leader who can commit the time and energy necessary to move our chapter forward.

What happens next?

Per our Chapter By-laws, Article IV, Section 4.7, "In the event the President is unable or unwilling to complete the current term of office, the Vice President Operations/Secretary shall assume the duties and office of the President for the remainder of the term." Our elected VP Operations/Secretary, Cyndi Snyder, has stepped up to accept the office. Cyndi held the office of VP, Communications last year, as well as conducting our 2001 Operations Planning session earlier this month. She has also been an active participant in PMI Leadership meetings in Atlanta and Houston. I am confident that Cyndi will do a great job. Please join me in congratulating Cyndi and providing her the support she will need to lead us to accomplish our 2001 objectives. I thank you all for your support and look forward to working with you on other chapter activities this year.

*Best regards,
Adrienne Keane*

I must say that I am a little surprised to be writing a President's column. When Adrienne Keane called to notify me that she was resigning as President, and that as Vice President of Operations, I would assume her position, I was somewhat overwhelmed. However, in writing this I have realized that the easy part of assuming the Presidency will be following the path that numerous people before me have set.

As a chapter we have enjoyed double digit percentage in membership growth, almost every year since inception. During the past year we have been fortunate to have a dedicated Board and many volunteers who have made sure that our Chapter runs smoothly and serves our membership. Most recently, approximately 20 members participated in fruitful strategic planning and operations planning sessions. These two meetings provided the direction for the Chapter for the next several years. A re-statement of our Vision and Mission, along with the list of the Goals and Objectives that were recently developed is included in this newsletter. We have a big job cut out for us. However, the work that many have done before will allow us to accomplish many great things this year. I am excited, and honored to lead the team of board members and volunteers in implementing all of our objectives for 2001!

As I mentioned before, accomplishing these objectives will be the easy part. As a President, I feel that part of my challenge is to build on the foundation of the past and develop an infrastructure that can support membership of 800-1000! To do that I will need the help and input from the collective experience of our membership. I hope you will take a participative interest in accomplishing our 2001 goals and objectives, and in building the foundation for the future of our Chapter. Please share your ideas with me at meetings, or drop me a line at cyndi3@home.com.

*Here's to an exciting year!
Cyndi Snyder – PMP, MBA*

CHAPTER VISION

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.

CHAPTER MISSION

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.

2001 GOALS

1. Provide monthly programs that are varied by industry, complexity, and application area.
2. Provide networking opportunities for the benefit of the members
3. Increase member participation in PMI-OC
4. Help candidates obtain and maintain PMP certification
5. Expand learning opportunities
6. Enhance member communication
7. Increase the awareness of PMI principles, purposes, and services within the local business, government and education communities through collaboration and exchange of ideas.
8. Increase inter-chapter collaboration
9. Develop an infrastructure that supports operational efficiency, and operate in a fiscally responsible manner.

JANUARY SEMINARS

EFFECTIVE IT PROJECT MANAGEMENT

Location: Los Angeles, CA

Date: January 22-23, 2001

You are invited to visit

<http://www.pmseminars.com/seminars/it>

PMI® EXAM PREPARATION

Location: Los Angeles, CA

Date: January 25-26, 2001

Incorporates

PMI® PMBOK® Guide 2000 Edition Exposure Draft

You are invited to visit

<http://www.pmpexamprep.com/>

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2001 OBJECTIVES

- Develop Cash Management Plan
- Accept Credit Cards
- Create Budgets
- Recruit 25 Active Volunteers (in addition to 13 for PMP workshop)
- Establish Director, Member Participation
- Each officer identifies his/her successor
- Develop Policy and Procedure Manual
- Develop Project Baseline that includes all objectives to track progress and budget
- Generate a Monthly Program Plan for 2001
- Develop ambassador program to welcome new dinner meeting attendees
- Implement new networking opportunities
- Pre-meeting follow up with program registrants
- Develop a one day learning/sharing workshop
- Have a regional meeting of officers of Southern California chapters
- Hold Corporate Advisory Board kick off meeting
- Develop charter for the Corporate Advisory Board
- Recruit five diverse Corporate Sponsors
- Hold quarterly CAB meetings
- Integrate the membership database with the web site and the registration process
- Add photos to the *Milestones*
- Add a full PDF of *Milestones* to the web site
- Create and distribute a member directory
- Expand chapter exposure in under-represented industries
- Identify ways to expand the functionality of the web site
- Conduct 1.5 PMP Workshops (one for Orange County, one joint session with LA)
- Develop chapter marketing materials



Thank you to everyone who came to the December meeting and brought a toy. The toys were donated to a Costa Mesa Fire Station for distribution to needy families. The firemen were very appreciate of our donation, and I know the families and children will be too.

We are in the process of donating the cash contributions to a local charity and will notify you of the amount and the recipients in the next newsletter.



- **Registration for SeminarsWorld 2001 is now open!** Register now for one of seven seminars in Cancun, Mexico, 13-16 February 2001. Please check out the PMI web page at www.pmiseminars.org for more information. (edcoord@pmi.org)
- **The 1st PMI Vendor Showcase is being planned for the 22-24 March 2001 Leadership Meeting in Orlando, Florida.** This showcase will allow participants to view association-related services and products, which may include accountant or law firms specializing in non-profit organizations, meeting management and registration companies, graphic artists and other applicable companies. If any components are aware of companies that would be interested in participating in this vendor showcase, please contact Colleen Laurent at chap@pmi.org or Brantlee Jacobs at sig@pmi.org.
- **An important membership benefit for you and your constituents:** A complimentary copy of the PMBOK® Guide - 2000 Edition in CD-ROM version will be mailed to PMI® members starting mid-December. Now in the last stages of this project, the mailing culminates years of work by a volunteer project team, three departments of the Publishing Division and both the Standards and Research Departments of PMI HQ. In all, 215,000 copies — as CD-ROMs, soft cover and hard cover books — have been produced. Publication has involved eight vendors, at facilities throughout ten states in the United States. The CD-ROM,

packaged in a specially designed envelope that includes a letter from Hugh Woodward, PMP, PMI's Chair, is being distributed via postal mail. Shipment of purchased copies of the PMBOK® Guide - 2000 Edition will commence after the mailing to PMI members. (sfahrenkrog@pmi.org)

- **PMI's Membership Services Department is pleased to announce that an automated e-mail confirmation to all new members was introduced mid-December.** With assistance from the MIS Department, we were able to offer this new enhancement, which we hope will result in more timely communication to our members. Confirmations are being sent via e-mail twice a week to all new members. This does not replace the new member welcome packets that are mailed, but does provide faster notification that the membership has been processed. (membershipmgr@pmi.org)
- **PMI's Marketing Team recently exhibited at the Eighth Annual Project World** in Disneyland Hotel, Anaheim, California, USA. Representatives from the PMI Los Angeles Chapter, **PMI Orange County Chapter** and the PMI Los Padres Chapter assisted PMI staff members Amy Goretsky and Regina Madonna in marketing PMI products and services to the attendees. (marketing@pmi.org)
- **The 2001 Call for Nominations for the PMI International Professional Awards Program**, including the PMI International Project of the Year, is now available through the PMI Web site at www.pmi.org/awards. Also available via our Web site is the Submittal Guidelines for the 2001 PMI International Project of the Year Award. For questions or more information about the PMI International Professional Awards Program, please contact marketing@pmi.org.

DECEMBER MEETING REVIEW

BEYOND NETWORKING TO REALLY CONNECTING

Presentation by John Hall, Hall Career Services

Networking allows you to create opportunities with the people around you. By showing up at professional association meetings, you can increase your visibility; enhance your self-esteem and plant seeds with people you meet for the present and your future. The advantages of professional associations are that you can expect to interact with many types of people including leaders in the industry and local companies. Some people belong and/or attend more than one professional association in a given time period.

Here are some of the basics of meeting new people. Be totally with the person by paying attention to what they are saying and not be rude by allowing yourself to be distracted by others in the room or passing by you. There is a natural time limit for networking conversations as well as the natural personal space between you and your new contact. Be sensitive to body language during your conversation. A graceful way to exit with someone is to take out your business card and ask him/her if they have a card. Be sure to write down a WOW on the back of their card, something to help you remember that person for your follow up if you so desire.

Feel the fear and do it anyway. It is natural to be nervous and it is important to have a positive attitude. Do someone else a favor and take a risk by going over to him/her and introduce yourself.

Connect with new people at the meeting by arriving early and scan the room to see if there are some people you would like to

meet. Be sure to have your nametag on where your name is legible from a distance. You may want to include your work in the box; for example, a financial planner may want to include a dollar sign with his/her name. It will probably draw people's attention to ask about the dollar sign and get a conversation started. Ahead of time think of some opening lines, such as, "Are you a member?" or "Isn't the food great here?" or "How did you get into project management, what a great jacket – where did you get it?" Just go up to someone and introduce yourself, "Hi my name is xxx and I work at company xyz." By acting like a host of the meeting, people will remember your encounter with them.

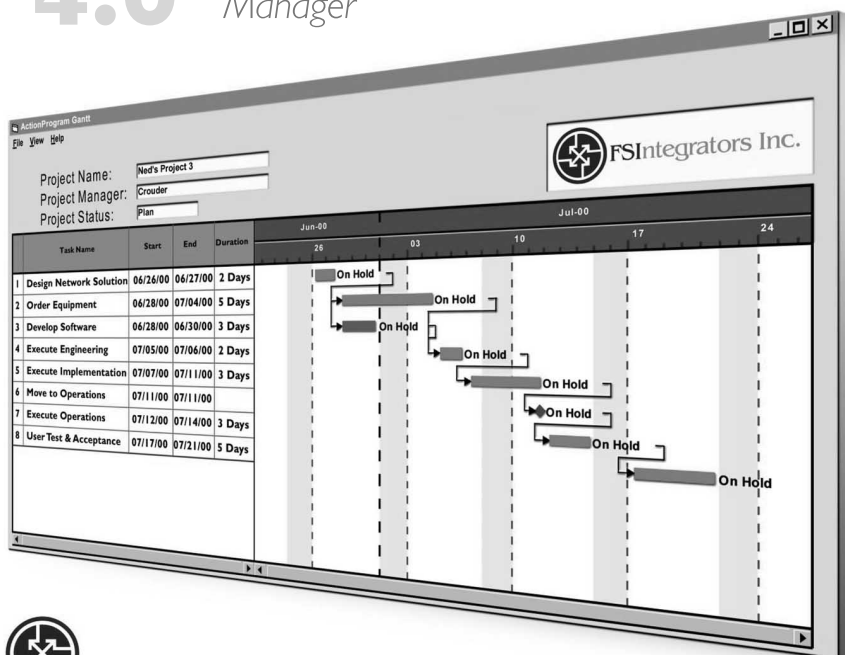
Think long term when you meet people. Focus on the other person and who knows, it could turn out to be a new friend. It is a good idea to experience who they are and learn about them by asking questions. Be sure to prioritize whom you want to follow up with after the meeting and the method you plan to use, phone call, email, or a personal note. The follow up is key in networking.

John instructed us to do a formal networking activity by meeting and exchanging business cards with three people at the meeting who you have never met before that night. Hopefully you are following up with your three new contacts. You can look forward to future formal networking activities at PMI-OC meetings in 2001.

Judy Quenzer

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**Project Management Accelerated
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Cost Management
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Thursday-Saturday,
January 11-13
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Earned Value Project
Management
Thursday-Saturday,
February 15-17,
8 am - 4 pm

Advanced Project
Management Techniques
Using MS Project 2000
Saturdays,
February 17 - March 3,
8 am - 5 pm

Project Procurement
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March 15 - 17,
8 am - 4 pm

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PROJECT MANAGEMENT PROFESSIONAL (PMP) 2001 CERTIFICATION WORKSHOP

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

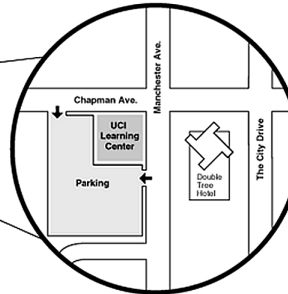
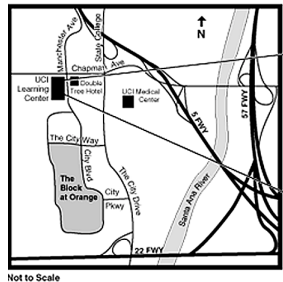
Purpose of Workshop: The purpose of this workshop is to help PMI Members pass the PMP Certification Exam by providing the materials and guidance for members to prepare for the exam. The sessions are instructed by PMI members from the Southern California area, who are PMP's or are recognized as experts in the subject matters.

Workshop Contact: Graham Kneale, PMP
Registration: gkneale@flash.net

Workshop Fee: Must be paid prior to registration acceptance.
PMI Members **\$500**
Non-PMI Members **\$700**

Dates: January 27
Saturdays February 10 and 24
8am-5pm March 10 and 24
April 7

Location: UCI Learning Center
200 S. Manchester Ave.
Orange



Ensure your education and work experience will qualify you for the PMP. Review PMP Certification Handbook requirements at <http://www.pmi.org/certification/faq/certifaq.htm>

ADDITIONAL SEATS NOW AVAILABLE, BUT THEY ARE GOING FAST!

ANNUAL DUES INCREASE

Anyone who has recently received their PMI membership renewal form will have already noticed that the annual dues for PMI-OC have increased from \$25 to \$35. I am not sure how long the annual dues have been \$25, but a check with various board members revealed that it has been since at least 1994. This fall, after much discussion, the Board of Directors decided that it was necessary to increase dues in order to be able to maintain, and improve, the services and benefits that are provided to members. There was debate over whether the increase should be \$5 or \$10, but after extensive analysis and discussion it was determined that a \$10 increase would provide immediately required working capital, and, hopefully, would mean that another increase would not be required for at least another six years.

Costs increase over time, and often the use of modern technology, while providing better service, actually increases costs. Items like the acceptance of credit cards, which is currently being investigated, provide improved service and convenience to members, but also incur additional costs. The Board is doing its best to operate in an efficient and cost effective manner, while attempting to provide the services and benefits for which the majority of members have expressed a desire. However, you can also do your part. It is currently costing the Chapter an average of \$100 a month for uneaten meals, due to our high number of 'No Shows' at the monthly dinner meetings. If you make a reservation, and then cannot attend the meeting, please contact Judy Quenzer and cancel your reservation.

Terry Warner
VP, Communications

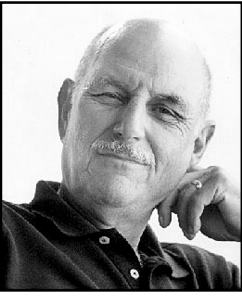
DO YOU WANT TO MAKE A DIFFERENCE?

Here is your opportunity to make a difference at the PMI Orange County Chapter and reap rewards both personally and professionally. How, you ask. Join one of our committees and volunteer to help us with projects to provide enhanced services to our members and guests.

By volunteering, you will get to be known within our chapter among members, guests and organizations in our area. It gives you the opportunity to take on responsibility and see results and quickly learn what your values are. It is a great way to see and realize your strengths. Maybe you want to enhance a skill you have or try out a new skill but may not be able to do so at work. Volunteering at PMI-OC will give you the chance to try out new skills, enhance your skills, and provide new ideas and offer feedback on various topics and projects.

We are all looking for volunteers for our teams. If you are interested in making a difference and a contribution to our chapter, please contact one of the officers listed on our web site and the cover of *Milestones*.

Judy Quenzer



HOW DO YOU CREATE AND MAINTAIN OWNERSHIP AND ACCOUNTABILITY IN YOUR PROJECT TEAM?

Develop and Instill a Customer/Supplier Philosophy

First in a series . . .

Most of us would agree that a fundamental tenet of good project management practices is focusing on customer satisfaction. The very word *customer* conjures up the mental image of an individual or organization, external to the project, which receives the end products or deliverables created by the project. In this context, the *supplier* is the project team, represented and led by the project manager, who is charged with ensuring that the customer receives and is satisfied with the deliverables. If this tenet is so fundamental to good project management, then it seems to make sense to carry this customer/supplier philosophy to *all* stakeholder relationships.

To advance this concept a step further, if a customer/supplier relationship exists, then there is an implied “contract” which creates a binding agreement, where each party in the contract makes a commitment to the other. Over the next few months, we’ll examine how this concept might work within the five interconnected process groups of a project cycle—*initiating, planning, executing, controlling, and closing*—described in Chapter 3 of the PMBOK™. We’ll start this series of articles by addressing the initiating process first.

The primary output of the initiating process is the project charter, issued by the sponsor (*customer*) to the assigned project manager

(*supplier*). A charter cannot be a unilateral declaration by the sponsor. If it is, there will be virtually no buy-in by the project manager. At best, “malicious obedience” sets in and the sponsor is setting the stage for a disastrous chain reaction. No buy-in by the project manager translates to no buy-in by the project team. On the other hand, if the charter is viewed as a contract, then each party enters into negotiations as an equal partner.

Treating the charter as a contract sets a positive psychological underpinning of mutual respect and trust, allowing the project manager (*supplier*) the opportunity to internalize and assume ownership of the project charter. The objective then becomes the consummation of an honest and unambiguous agreement (*contract*) on all aspects of the charter, including constraints, assumptions, and any special conditions deemed necessary to ensure project success.

To make the charter “whole,” it must be signed by both parties. The ritual of signoff is not trivial. It attests that each party has made a commitment to the other. The project manager commits to perform successfully to the provisions of the charter while the sponsor commits to provide whatever support, moral or tangible, is necessary to ensure project success.

BIG ROCKS

As we venture forth into another New Year and millennium (for the purists), it is a good time to reflect on our lives - where we are going, how we plan to get there and what is important. We are all extremely busy these days, and need to make the most efficient and effective use of our time. The following story addresses this need, and, before you say that you do not have time to read it, the busier you are, the more important it is for you to stop and read this story.

One day, an expert in time management was speaking to a group of business students and, to drive home a point, used an illustration those students will never forget.

As he stood in front of the group of high-powered overachievers, he said, “Okay, time for a quiz.” He then pulled out a one-gallon, ‘wide-mouth’ mason jar and set it on the table in front of him. Then he produced about a dozen fist-sized rocks and carefully placed them, one by one, into the jar. When the jar was filled to the top and no more rocks would fit inside, he asked, “Is this jar full?” Everyone in the class said, “Yes”. Then he said, “Really?” He reached under the table and pulled out a bucket of gravel. He dumped some gravel in and shook the jar, causing pieces of gravel to work themselves down into the space between the big rocks. Then he asked the group once more, “Is this jar full?” By this time the class was on to him. “Probably not,” one of them answered. “Good!” he replied. He reached under the table and brought out a bucket of sand. He started dumping the

sand in the jar and it went into all the spaces left between the rocks and the gravel. Once more he asked the question. “Is this jar full?” “No!” the class shouted. Once again, he said, “Good”! Then he grabbed a pitcher of water and began to pour it in until the jar was filled to the brim.

Then the expert in time-management looked at the class and asked, “What is the point of this illustration?” One eager Beaver raised his hand and said, “The point is, no matter how full your schedule, if you try really hard you can always fit some more things into it.” “No”, the speaker replied, “That’s not the point”. The truth this illustration teaches us is this: If you don’t put the big rocks in first, you’ll never get them in at all. What are the big rocks in your life? Your children. Your spouse. Your loved ones. Your friendships. Your education. Your dreams. A worthy cause. Teaching or mentoring others. Doing things that you love. Time for yourself. Your health. Remember to put these BIG ROCKS in first, or you’ll never get them in at all.” “If you sweat the little stuff, like the gravel and the sand, then you’ll fill your life with those little things and you will never have the real quality time you need to spend on the big, important stuff.” So, tonight, or in the morning, when you are reflecting on this short story, ask yourself this question: “What are the ‘big rocks’ in my life?” Then put those in your jar first.



MONTHLY DINNER MEETING

TUESDAY, JANUARY 9, 2000

Program: ACCELERATING PROJECT MANAGEMENT TO WORK IN E-BUSINESS: WHAT'S CRITICAL? WHAT'S NOT

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 by Thursday, January 4th to guarantee seating. Please cancel your reservation if you are unable to attend.





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E-MAIL

If you would like to request that an E-mail announcement be made to PMI-OC members, contact RStein@PTSStaffing.com

PMI-OC 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.

NOTICE

Did you know that you can advertise jobs for FREE on the PMI-OC Web Site.

Check it out at <http://www.pmi-oc.org>.

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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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

13 FEBRUARY

**The Disneyland Resort:
Project Management at Its Finest**

*By Randy Kalish
Executive Director, Project Management*

Vendor: Galorath

Wyndham Gardens Hotel
3350 Avenue of the Arts
Costa Mesa

**PMI-OC PMP Workshop
UCI Learning Center, Orange
27 January to 7 April
every other Saturday**



PMI/OC MILESTONES

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