

ORANGE COUNTY CHAPTER OF PMI

MILESTONES

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

MARCH 2001, Volume 14, Number 3

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March 13th Meeting

MANAGING KNOWLEDGE FOR PROJECT SUCCESS

By *Sumner Alpert, PMP*

The management of knowledge is the current hot topic in business circles. Is it just a fad or does it have real significance?

As project managers, we tend to think of knowledge in terms of the PMBOK, the Project Management Body of Knowledge, but running a project requires more than just the effective application of project management principles. The successful completion of the project's objectives, the development of a new product or process or program, requires that the requisite technical knowledge be brought to bear in all elements of the project.

This presentation will discuss the current interest in knowledge management and its application to typical projects. It will stress the human resource aspects of knowledge as well as the hardware and software implications. The speaker will demonstrate that the acquisition, organization and application of technical knowledge are the keys to project success. It will describe some of the techniques of knowledge management that program managers can use to complete their assignments within the triple constraints of performance, schedule, and budget.

Sumner Alpert is a consultant specializing in the fields of product development, project management and strategic planning. He earned a B.S. degree in Mechanical Engineering from Northeastern University., an M.S. in Mechanical Engineering from Case-Western Reserve University and an MBA from San Diego State University. He is a certified Project Management Professional (PMP), a Certified Management Consultant (CMC), and a Registered Professional Engineer (PE) in the State of California.

Sumner began his career as a research scientist with NASA and served as a project engineer at Solar Turbines. He has authored technical papers on product development and presented training courses on a variety of subjects. He is a Fellow of ASME, a member AIAA, SAE, PMI and the Institute of Management Consultants. He is currently secretary of the Association for Strategic Planning, and a past president of the Southern California Chapter of the Strategic Leadership Forum.



NEW PROJECT MANAGEMENT PROFESSIONALS

Lon Adams	PMP-#28787
William Easterbrooks	PMP-#28104
Brian Laine	PMP-#29147
Paul Lu	PMP-#27083
John Magrann	PMP-#29261
Thomas Brahan	PMP-#30822
Florence Duvall	PMP-#30811
Thomas Frey	PMP-#30655
Noel Humphries	PMP-#30498
Jennifer Requejo	PMP-#30444
Marion Shelman	PMP-#30497
Edward Wu	PMP-#30353

Total New PMPs: 7
PMI-OC PMPs: 134

NEW MEMBERS

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Krista Michelle Arellano Red Sky
Maheeb Awad Auto Club of Southern California
Patricia Bennett CB Richard Ellis Inc.
Thomas Brahan Auto Club of Southern California
Kenneth Brose Pricewaterhouse Coopers
Lisa Brown-Conte Allen Chong
Jack Ciulla KPMG Consulting LLC
Anthony Cunningham Ecliptek Corporation
Peter Michael Danglewicz Black & Decker
Robert Eugene Davis FileNET Corporation
Dan Dunlap
Mike Engelmann FileNET
Mary Meeler Erickson CSWL Inc
Kathleen Geisen Pepperdine University
James Ralph Henderson The Boeing Company
Dean Robert Hudson Callisma

Continued on Page 7

THE PRESIDENT'S COLUMN



Questing and Investing

Recently I have been looking at getting a Doctorate in Organizational Change. However, it is quite an expensive undertaking, and I have been having an internal struggle over investing the money, and the time, in myself.

At first I thought, I should invest that money in the market. That is the responsible thing to do. After all, as a consultant, I don't have a retirement plan that is funded by a company, nor do I have a 401K. I mean, we are talking about some serious capital. I would need to increase my income, in addition to having less time to work because I would be studying and going to school. On the other hand, it is an investment, albeit an investment in myself. It isn't money down the drain. I will learn things that I can apply to recoup the money I put out. I will have a wider range of expertise. I can earn more per hour. I will have more credibility.

However, none of these arguments was really getting to the heart of the matter. So I started looking at what I wanted. I really wanted to be in an environment where I would be surrounded by people who were interested in effecting change at a high level. Moreover, people who were willing to put something at stake to make it happen. That sounded like a really fun thing to do for the next four years. And besides, the tie in with Project Management is perfect. But identifying what would be fun, and what I wanted, still didn't get me over the hump.

About the same time that I was mulling over this decision, a good friend and business partner, Ed Fern, PMI-OC's VP Professional Development, invited me out to lunch with one of his mentors, Duke Page. Duke wrote a book titled, "*Asking 'Just Right' Business Questions.*" As Duke says, "Before there can be useful answers, there must be penetrating questions." So I had to find the real question that would help me come up with the answer that was right for me. The question I had to ask myself was, "Do I work for money, or does money work for me?" And that was the question that allowed me to look at my values, and find the answer. For me, money is a means to an end, not an end in itself. The end is living my life in a way that best expresses my 'Self.' If inquiring into how we can most effectively bring about change turns me on, then my investments should be consistent with that. Of course I won't ignore my savings account and other investment strategies, but what good is money if it isn't working towards something that expresses who we are?

As uncomfortable as this process was at times, it was productive, because it compelled me to look into those things that I hold important, and then act upon them. In Orange County we are pretty concerned with our investments, our net worth and the monetary measurements of our lives. Perhaps we should look at those things we have wanted to do, but haven't wanted to spend the money (or time) on. In asking some penetrating questions perhaps we will find some surprising answers.

All the best in your 'Quest to Invest.'

Cyndi Snyder

CALL FOR SPEAKERS

We are looking for Project Managers who have changed industries to participate in a panel discussion at one of our mid-year meetings. If you would like to participate and share with our members and guests your experience in changing industries, please contact **Judy Quenzer** at coachjq@home.com or 714-382-3390.

We are looking for Project Managers who have participated and/or managed starting a Project Management Office to participate in a panel discussion at one of our fall meetings. If you would like to participate and share with our members and guests your experience in organizing and implementing a PMO, please contact **Judy Quenzer** at coachjq@home.com or call 714-382-3390.



- **First Seminars World™ in Rome:** Four seminars will be offered in Rome, Italy, 27-30 March 2001. The PMI Rome Chapter also will be hosting a dinner reception on 28 March 2001 in conjunction with the seminars. Registration is now available online at www.pmiseminars.org or by calling +800-713-8130. For more information contact Rita Pagan at edcoord@pmi.org.

- **A draft summary of the PMI Board of Directors January 2001 meeting has been posted on the PMI Web site** (<http://www.pmi.org/pmihq/board.htm>) for member information. The summary of the meeting minutes is unofficial information prepared by the PMI Executive Staff as a membership service. The minutes become official once approved by the Board at their next regularly scheduled meeting. (admin@pmi.org)

- **PMI conducted a Role Delineation Study in Dallas, Texas USA on 2-3 February** for PMI's newest project management certification program, the Certified Associate in Project Management (CAPMTM). Involved were PMI members from Canada, Denmark, England, Ireland, Japan, and the United States. The panelists developed and validated the performance domains and competencies that describe the tasks CAPMs perform as members of the project management team.

The Certification Program will conduct a validation study in March and April, as well as development activities during 2001 to ensure deployment of the CAPM by January 2002.

Information about the CAPM will be available at the Certification Section of the PMI Web site by 1 March 2001. (progmgr@pmi.org)

- **More news from the Certification Program:** PMI conducted a Certificate of Added Qualification (CAQ™) - Project Management Office (PMO) Role Delineation Study in Dallas, Texas USA on 4-5 February. Project Management Professionals (PMP®) with PMO experience participated as the study's panelists. The panelists developed and validated performance domains and competencies that describe the tasks PMPs could be expected to perform in a PMO environment.

In addition, two CAQs are now in development: Information Technology (IT)-Systems and IT-Networking. These programs also are scheduled to be deployed January 2002. The Certification Board Center (CBC) Board of Directors approved the development of this new program at their January 2001 Board Meeting. During 2001, the Certification Program will be conducting product development activities for these

competency-based programs. PMPs interested in participating in the validation study, which will begin 1 April, should e-mail bfalin@pmi.org in the PMI Certification Department by 1 March.

- **The PMI Corporate Council would like to welcome its newest participant, EDS.** For the most up-to-date listing of participants, as well as links to their home pages, please visit the Corporate Council Web page at www.pmi.org/corporatecouncil. (corporatecouncil@pmi.org)

- **PMI is excited to announce that the Institute launched the expanded and improved Career Headquarters services on 14 February 2001.** Career Headquarters is PMI's online career center which is dedicated to providing project management employers and job seekers with services to meet their employment needs. The new services continue to feature job postings and the CareerLink Directory of PMI members' résumés. PMI members continue to benefit from free résumé postings and reduced rates for employer job postings. In addition, the services now offer updated technology and user-friendly enhancements, which help align them with today's fast-paced business environment. For more information, please visit the new Web location at www.pmi.org/CareerHQ. (CareerHQ@pmi.org)

- **The Certification Department will be conducting a validation study** for the Certificate of Added Qualification (CAQTM) in Project Management Office (PMO). Practitioners with at least one year of PMO experience are encouraged to participate in the validation study. If you would like to participate or want information about the study, please contact Bob Falin by 15 March at bfalin@pmi.org.

- **The PMI Project Management Research Program is partially funding an external research project** aimed at a "Quantitative Demonstration of the Value of Project Management." Professor C. William Ibbs is conducting this project in conjunction with Professor Peter Morris and doctoral student Justin Reginato. By visiting <http://www.ce.berkeley.edu/pmroi>, a company can learn information about the study and express potential participation interest. (r&d@pmi.org)

- **Congratulations to PMI International Development SIG,** whose charter was recently approved by PMI Headquarters (sig@pmi.org).

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8am-4pm (Winter Course)

Project Management: Management,
Planning, Scheduling & Leadership & Team
Control Techniques Building in the Project &
Program Environment
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March 29-31,
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SP01-41

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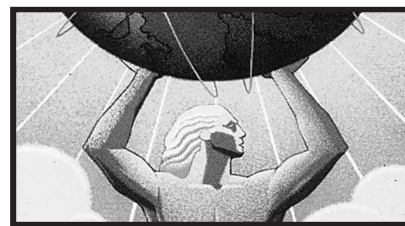
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FEBRUARY MEETING REVIEW

DISNEYLAND RESORT EXPANSION:

Project Management At Its Finest

*Presentation by Randy Kalish
Executive Director Project Management
for Walt Disney*

Mr. Randy Kalish provided PMI-OC with an extensive presentation on the Disneyland Resort Expansion project in Anaheim, California.

The Walt Disney Family dreams the dream and builds the dream with very creative personnel. A team of approximately 50 project managers was involved for 60 months creating the California Experience at a cost of approximately \$1.4B. The project included the theme park; the 750-room Grand California Hotel inside the park; retail, dining, and entertainment outlets; parking; and internal and surrounding infrastructure.

Communication with more than fourteen major stakeholders was a critical success factor for the project management team. During the project the Anaheim Convention Center expansion, the City of Anaheim infrastructure expansion and upgrade, and the 5 Freeway expansion were also underway.

One of the main goals of the project was that the guest experience inside the theme park be seamless and pleasurable from outside the theme park as well. Guests were put inside the experience in the theme park. Outside the theme park rooftops of surrounding buildings were made to appear as part of the park experience. Randy showed a picture of a building rooftop painted to resemble a baseball diamond so guests would have a picturesque view from their hotel room window. This was really 'Thinking Out of the Box'.

Challenges for the Project Management Team consisted of a dense urban environment, multiple Disney cultures, public and private companies, operating assets, composite teams, reliance on other entities, and multiple stakeholders and agendas.

Randy went on to inform us that the Project Manager at Walt Disney Imagineering is an Integrator, Communicator, Cheerleader, Executive Management Liaison, Collaborator, Negotiator, and Team Target.

The project team used several tools to accomplish the job: Primavera, SAP, BidCom, and Outlook. The Team also used Gate Reviews that asked the 'right questions' of the project teams to keep them focused on the appropriate goals.

A final note made by Randy was that the end date of a Disney project **never** changes.

Michael Beard

CPM SPRING CONFERENCE 2001

"Earned Value Around the World"

May 22-24, 2001

San Diego, California

Fellow PMI-OC member Ray Stratton is a track chair for the upcoming College of Performance Management (CPM) conference, May 22-24 in San Diego. Any members who would like to be considered for speaking at the event should contact Ray at RayStratton@mgmt-technologies.com, or 714-318-2231. There are four tracks, International, Commercial (non-Gov't), Civil (non DoD) and DoD. No full papers will be required, only abstracts and presentation materials. In addition, speakers will be offered reduced registration fees for the conference.

PMI's College of Performance Management (CPM) is your source for performance measurement and earned value management information. CPM is an international, non-profit, professional organization, dedicated to providing focus and structure to these disciplines and to the process of integrating project management with earned value management. For further details, visit the CPM web site at <http://www.cpm-pmi.org>.

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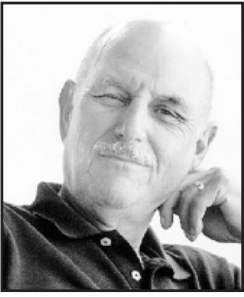
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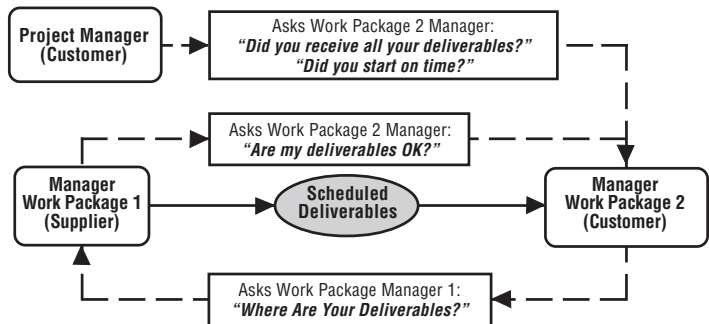
APPLYING CUSTOMER/SUPPLIER RELATIONSHIPS DURING THE PROJECT EXECUTING AND CONTROLLING PROCESSES

Last month we discussed planning a project from the concept of viewing the work packages (WP's), within the work breakdown structure (WBS), as a set of "mini-contracts" between the project manager (*customer*) and each member of the project team (*suppliers*). We further addressed the concept of viewing each WP as a mini-project, encompassing its own set of the three principal constraints, **time, cost, and scope/quality** of the deliverable. During the planning process, the project manager focuses on "negotiating" the first two (time and cost) with each WP manager. Each successor (*customer*) WP manager "negotiates" the third constraint, (the scope/quality of the deliverable of the WP's) provided by their respective predecessors (*suppliers*). Of course there has to exist an agreed-upon network diagram, identifying all of the activities and their respective dependencies. There must be a clear understanding and alignment of both predecessor and successor regarding the nature of the deliverable. Failure to do so will create unwanted surprises during project execution.

Now that we have an approved project plan, how do we go about applying these customer/supplier relationships during executing and controlling? We must first recognize that each activity has a planned point in time when it should start and when it should be completed. One cannot start an activity until all immediate predecessor activities are complete to the satisfaction of the successor (or customer). Looking at a situation involving a real

legal contract, which person has the most incentive to track the supplier? The simple answer is that individual who has the most at stake in the successful outcome of the deliverable. Extending this logic shows that the successor is in the best position to judge both the timeliness and quality of the deliverable(s) received from the predecessor(s). So why not hold the successor WP manager accountable for monitoring and controlling the predecessor WP manager? I call this the *Incentivized Tracker*¹.

By delegating the tracking of completed WP's to their respective successor, the project manager focuses only on the start of each WP. The figure below captures the essence of the necessary questions that must be asked by each team member.



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NETWORKING TIP

Are you nervous about networking? It is natural to be nervous at a meeting when you walk in and meet new people. Go in with a positive attitude. Do not procrastinate. Take a risk and do someone a favor - go over and introduce yourself to a person you do not know. He/she will appreciate your kindness. *Feel The Fear And Do It Anyway*, a book by Susan Jeffers, Ph.D., offers insight into fear and tools on how to deal with it.

We plan to share a networking tip with our members and guests at each meeting and publish them here in *Milestones*. If you have a networking tip you would like to share, let us know – contact Judy Quenzer at coachjq@home.com or 714-382-3390.

PMI-OC CORPORATE ADVISORY BOARD

The Orange County Chapter of PMI (PMI-OC) has been in existence since the early 80's and today has over 700 members. For its members, the Chapter hosts monthly dinner meetings and special events on subjects of general interest, and sponsors PMP certification preparation workshops. However the Chapter also wants to establish long term relationships with local corporate, education, and government communities so that it can fulfill its mission of heightening the awareness of project management within these communities. Last year, the VP Corporate Relations position was created on the Board of Directors, and an initiative was launched to establish the PMI-OC Corporate Advisory Board (CAB), made up of PMI-OC corporate sponsors.

The PMI-OC CAB held its kickoff meeting on January 26, 2001 at the University of California Irvine's Learning Center in Orange. During its kickoff meeting, and continuing at its second meeting, which is scheduled for March 2nd, the CAB is defining its mission, its relationship with PMI-OC, how it plans to function, and just exactly what is a PMI-OC corporate sponsor. The PMI-OC CAB invites corporate members from all industry, government, and education entities that are interested in project management, and want to associate with other like-minded organizations and with PMI-OC, to join in its activities.

At the kickoff meeting, representatives from
Boeing (both Anaheim and Long Beach)
Computer Sciences Corporation,
Fluor Corporation,
Logicon, and
the University of California at Irvine

reviewed and discussed proposed policies and procedures. The meeting was facilitated by Janice Preston, PMI-OC VP Finance,

and supported by Corporate Relations Committee members Myrna Bravo, Michael Bachtold, Michael Parris, and David Jacob. For the March 2nd meeting, Ms. Mary Sunday from Computer Sciences Corporation will facilitate the continuing definition of the CAB as well as reviewing material from PMI-HQ, which shows how other PMI Chapters have proceeded in the corporate relations area.

One of the objectives of the CAB is to provide direction on the types of programs and services that PMI-OC should offer to members, corporate sponsors and the community at large. The Corporate Relations Committee believes that corporate sponsors will find the CAB a useful communications medium, a place to exchange project management ideas and lessons learned, and a forum to associate with project management experts from all industries. The committee is currently actively recruiting additional corporate members for the CAB. If you believe that your company or organization can benefit from formal association with PMI-OC, please contact one of the board members listed below. As a member of PMI-OC, the formation of the CAB is ultimately for your benefit. Please help us to help you. If you have any questions or need additional information, please don't hesitate to e-mail or call:

Cyndi Snyder, President

949-587-9599, cyndi3@home.com

David Jacob, Trustee

949-786-0052, dorend@prodigy.net

Janice Preston, VP Finance

949-859-7004, jypreston@paccos.com

Ken Pao, VP Corporate Relations

310-816-6196, kpao@csc.com

Ken Pao

PMP EXAM QUESTIONS

TRY YOUR KNOWLEDGE ON PMP EXAM QUESTIONS

(answers on page 10)

Here is a sample of some questions:

- Which of the following is *not* part of the project plan?
 - The project charter
 - The WBS
 - Performance measurement baselines for schedule and cost
 - The project team members' compensation plan
- Completion of project scope activities is measured against the:
 - Requirements
 - Project plan
 - Scope management plan
 - WBS
- In determining the effect of prospective schedule changes, all of the following may be required *except*:
 - New or revised activity duration estimates
 - Modified activity sequences
 - Analysis of alternative schedules
 - Schedule updates
- Of the five tools and techniques for performance reporting, which one integrates cost and schedule information as the key element of its approach?
 - Performance reviews
 - Variance analysis
 - Trend analysis
 - Earned value analysis

IDA BEAL HARDING

PMI Assembly of Chapter Presidents Director of Regional Advocacy for Region 7

What an exciting time to be a member of the Project Management Institute (PMI®). We are experiencing tremendous growth: over 60,000 members and over 27,000 certified Project Management Professionals (PMP®). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* has been recognized as an American National Standard by the American National Standards Institute (ANSI) and the 2000 Edition has been released. And you may not be aware that the PMI Board of Directors passed new bylaws that have created an affiliated relationship between PMI and its components (Chapters, Specific Interest Groups, and Colleges). Your Chapter Board of Directors has been working to guarantee that your chapter has met the new requirements.

All Chapter Presidents belong to the Council of Chapter Presidents, a grass-roots organization formed by Chapter Presidents who wanted to share best practices and have more influence in determining the direction of PMI. In 1999, the PMI Board of Directors officially recognized the importance of formally creating a linkage between the Board and the Chapter Presidents and chartered the Assembly of Chapter Presidents (ACP) with a leadership structure of six officers (President, President Elect, VP Administration, VP Opportunity Funding, VP Chapter Relations, and VP Regional Chapter Representation) and a budget. In order to improve communications among the ever-growing number of chapters, the ACP felt that it was important to develop a network of

regional representatives that would work with the Chapter Presidents. This is especially true for Chapters outside of North America, where the most rapid growth was occurring. Thirteen regional representatives, known as Directors of Regional Advocacy (DRAs), were selected and report to the ACP VP Regional Chapter Representation.

I have been the Director of Regional Advocacy for Region 7, the region that includes your Chapter, since May 2000. In this role, I am responsible for addressing the needs and concerns of Chapters within my Region as well as consolidating regional issues and forwarding them to the ACP Board. I then provide the Chapter Presidents with updates on these issues as they become available. I provide Chapters with guidance regarding changes to PMI policies and when the Chapters are planning or promoting regional events. Another responsibility is to identify best practices and share them with the Chapters in Region 7 and with the other DRAs.

To be eligible to be a DRA, an individual must be a current Chapter President or Past President and have demonstrated leadership skills. If you have additional questions regarding Directors of Regional Advocacy and how they benefit your Chapter, please contact Cyndi Snyder, your Chapter President, at cyndi3@home.com, Ida Beal Harding, Region 7 DRA, at ibeal@earthlink.net; or Cliff Sprague, ACP VP of Regional Chapter Representation, at cliffs@pcgpcg.com. The following table lists the various regions and their area of responsibility:

Region	Name	Area of Responsibility
Region 1	Northwest North America	US: Alaska, Idaho, Utah, Oregon, Washington, Canada: Alberta, British Columbia
Region 2	North Central North America	US: Illinois, Indiana, Iowa, Nebraska, Wisconsin, Minnesota, North Dakota, Canada: Manitoba, Saskatchewan
Region 3	Northeast North America	US: Vermont, Maine, Rhode Island, Massachusetts, Connecticut Canada: Ontario, Quebec, Nova Scotia, New Brunswick
Region 4	East Central North America	New York, New Jersey, Pennsylvania, Michigan, Ohio
Region 5	Southeast North America	US: Maryland, Alabama, Florida, Virginia, Georgia, South Carolina, North Carolina, Tennessee, Kentucky, West Virginia, District of Columbia, Puerto Rico, Non-US: Bahamas, Jamaica
Region 6	South Central North America	Texas, Louisiana, Arkansas, Oklahoma, Kansas, Missouri, Colorado, and Mississippi
Region 7	Southwest North America	California, Hawaii, New Mexico, Arizona, Nevada
Region 8	Europe	Turkey, Belgium, Sweden, Denmark, Czech Republic, France, Germany, Israel, Ireland, Spain, Russia, Italy, Scotland, United Kingdom, Austria
Region 9	Asia	India, China, Pakistan, Taiwan, Japan
Region 10	Southeast Asia/Australia/ New Zealand	Indonesia, Malaysia, Philippines, Australia, New Zealand, Singapore
Region 11	Africa	Nigeria, South Africa, Zimbabwe
Region 12	Middle East	Saudi Arabia, Egypt
Region 13	Latin America	Argentina, Mexico, Peru, Brazil, Ecuador, Columbia, Chile, Trinidad, Venezuela

ANSWERS TO PMP EXAM QUESTIONS

1. d. The project team members' compensation plan

The project plan commonly include the project charter, scope statement, WBS, cost estimates, responsibility assignments, schedule and cost performance measurement baselines, major milestones and target dates, key staff, major risks, subsidiary plans and open issues. Compensation plans are typically part of the corporate HR function.

[Planning] PMBOK 1996, pg. 42

2. b. Project plan

Completion of product scope is measured against the requirements, whereas completion of project scope is measured against the project plan. Both sets of processes ensure that the work of the project will result in delivery of the specified product.

[Executing] PMBOK 1996, pg. 47

3. d. Schedule updates

Schedule updates are an output of schedule control. They occur after the prospective changes have been analyzed and the appropriate ones have been selected and processed through the change control system.

[Controlling] PMBOK 1996, pg. 71

4. d. Earned value analysis

Earned value analysis integrates cost and schedule using Earned Value (or BCWP), Planned Value (or BCWS) and Actual Cost (or ACWP) to measure and assess project performance.

[Controlling] PMBOK 1996, pgs. 107 and 108





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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.

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



MONTHLY DINNER MEETING

TUESDAY, MARCH 13, 2001

Program: MANAGING KNOWLEDGE FOR
PROJECT SUCCESS

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 5:00 pm, Thursday, March 8th, to obtain the "In Advance" price. Reservations made after 5:00 pm, Thursday, March 8th, will be charged the "At the Door" price.

If you are unable to attend, please cancel your reservation by sending an e-mail to Judy Quenzer at coachjq@home.com

NEW MEMBERS

Continued from Page 1

Nassim Marcel Kassouf

Brian Kieth Kopiec
Finance America

Robert Langevin
PMIS- Project Mentors

Emily Lin

Steven Lucks
Auto Club of Southern California

Donald Milton Marske
CH2M Hill

George Michael Marton
Northrop Grumman/ACS

Mara Michelle Matl
ConAgra Grocery Products

Heidi Miner
FileNET Corp.

Don Nakagawa

Laura Patten
Convergent Communications

Douglas David Pekrul
Fluor Global Services

Camille Richardson
Richardson Business Services

Clifford Wayne Stanfield
Southern California Edison

Stephanie Stone
LoanTrader Inc

Gary Thorne
EDS

Nancy Wallis
PricewaterhouseCoopers LLP

Total New Members: 35
PMI-OC Membership: 766

PMI Orange County MILESTONES

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

10 APRIL

Boeing's C17 Avionics Project
by Daryl Pelc

8 MAY

The Ways We Choose
by Dave Carey, Vietnam POW

Wyndham Gardens Hotel
3350 Avenue of the Arts, Costa Mesa

Make plans to attend the **CPM Spring Conference 2001**
"Earned Value Around the World"
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Visit www.cpm-pmi.org for more information.

PMI Seminars World 2001 Events:
17-20 April, Scottsdale, AZ
1-4 May, San Diego

Visit www.pmiseminars.org for more information

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