ORANGE COUNTY CHAPTER OF PMI

MILESTONES

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

APRIL 2001, Volume 14, Number 4

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April 10th Meeting

C-17 AVIONICS PROJECT MANAGEMENT

By Daryl Pelc

The United States Air Force/Boeing C-17 Globemaster III airlifter, which has been flying since September 15, 1991, has over 60 "black boxes" or computers as well as a variety of displays, control panels and switches in its cockpit avionics suite. Constant upgrade and improvement of the C-17's hardware, associated support equipment and over 1,500,000 lines of software code means managing 20-30 avionics upgrade projects at all times, with project values ranging from $1-$2 million up to $50 million or more, and individual project durations of from one to four years. This presentation will discuss the overall project management of multiple developmental projects in a concurrent production environment and under the constraints of government regulations.

Daryl Pelc leads over 350 Engineers and other professionals charged with development of state-of-the-art avionics. A native of Belleville, Illinois, Daryl graduated from the University of Illinois in 1983. He started his professional career at McDonnell-Douglas in St. Louis, first as a summer intern and progressed from responsibilities on the F-15 aircraft to Equipment Engineer for CRT displays on the F/A-18 Aircraft Night Attack Program. In 1990, Daryl was asked to move to Long Beach, CA to lend his expertise to the C-17 program. He quickly progressed to Manager of the C-17 Communications and Navigation group in 1992, then was advanced to Senior Manager of the Avionics Group in 1996 and promoted to Director of the C-17 Avionics/ Flight Controls/ Support Equipment Integrated Product Team in February 1999.

Vendor Showcase: YellowZone, Inc.

NEW PROJECT MANAGEMENT PROFESSIONALS

Thomas Brahan	PMP-#30822
Judith Brown	PMP-#31385
William Cole	PMP-#31515
Christopher Eden	PMP-#9710
Laura Farmer	PMP-#31338
Robert Perry	PMP-#30995
Larry Rico	PMP-#31151
John Tucker	PMP-#31037
Michael Weidauer	PMP-#31022

Total New PMPs: 9
PMI-OC PMPs: 141

NEW MEMBERS

Nizar Fouad Abdul-Baki
Sun Microsystems, Inc.

David Archard
Fluor Corporation

Glen Black
Access 360

Jasbir Brar
Fluor Daniel Telecom

Claudia Brink
Consultant

Diane Therese Chang

Alka Colagiuri
IBM

Bajis Dodin
Anderson Graduate School

Nicole Lisa Duff
Watson Laboratories, Inc.

Dan D. Dunlap
LoanTrader, Inc.

Eugene Dutz
Integrated Information Systems

Christopher Eden, PMP
Trus Joist Max Millan

Patrick Fama Eleazar
Red Sky

Denis Falzon
Auto Club of Southern California

Jeff Garland
Ingram Micro

Derek Graham
Intel Corporation

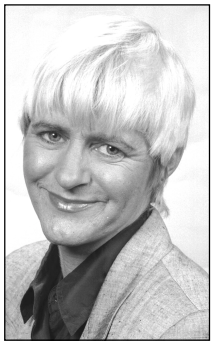
Melanie Haas
Context Integration

Soo Hong-Bae
Watson Laboratories, Inc.

Renee Larabee
Access 360

Continued on Page 7

THE PRESIDENT'S COLUMN



Communication. It's one of those simple words that has so many meanings. If you ask some people, they say communication means listening; some people say it means delivering a message so that it can be heard. Still others talk about encoding, message and decoding. Language and communication are the most powerful tools we have as project managers. So I thought I would spend some paper on it.

Ever have a conversation with someone which says all the right things, but it still doesn't feel right? Sometimes you think the person is lying, or doesn't know what they are talking about, or something is just off. What is that? It could be a mixed message. They say communication is only 7% words. Meaning that 7% of what someone interprets is the words you choose. 38% is the tone you use when speaking those words. Which means that the majority, 55%, of what we communicate is non-verbal. It is in our facial expression, our posture, our movements, our eye contact, etc.

So when our words communicate one thing, but the way we say them, or the body language we are using, doesn't match the words, we are sending a mixed message. For example, say you want to tell a team member that you appreciate their work, and you catch them in the elevator on the way to meet with the project sponsor. You can say the right words, and your tonality probably reflects your sincere appreciation, but your body language may be giving you away. Your posture or facial expression may say, "I'm late to a meeting, or how am I going to explain the schedule slippage to my boss." You may even be able to change some of your body language. For example, not tap your foot, look around, or check your watch. But there are many unconscious body reactions that we have of which we aren't aware, the tightening of a facial muscle, a twitch, a vacant stare. These things betray what is really going on with us. They are part of the 55% that communicates more authentically what is happening, and what we are really thinking.

In some cases we are best focusing on the medium for relaying the message we want to send. For example, acknowledging successes should be done in person when you can have some uninterrupted time, whereas, when communicating a new policy to the team, you will want to use a formal document. This is consistent with the importance of a new policy. Communicating an item that needs improvement should be done in person, but a quick update can be done via phone, e-mail or memo.

In order for our communication to be powerful, it must be authentic and have integrity. By authentic, I mean that the 55% of non-verbal communication will betray your true feelings more than the 45% of words and tones. People will know something is off; they may not know what, but they will know. Using the elevator example above, we might say, "Can you stop by later; I want to speak with you, but I am on my way to meet with so and so." This example authentically expresses what is happening in the moment, and sets up a time to be able to communicate your appreciation authentically at a later time. The message will also have integrity, meaning that all of the parts will match, the words, tone and body language. The medium for communicating appreciation will also be appropriate. Chances are the team member will feel much more acknowledged than after the brief elevator conversation.

Sometimes, however, sending a mixed message can be useful. For example if you need to give someone some constructive criticism, but you don't want them to take it too hard, you can deliver it in a lighter tone, or in a relaxed posture. This sends a different message than a formal meeting with stern tones.

Communication may be 55% non-verbal, but perception is 100% reality. One of the basic tenets of communication is checking back with the receiver to make sure they got the interpretation you wanted them to get in delivering the message. You may say all the right words, in the right tone of voice, with the appropriate posture, and even in the right medium, but if the person is left with something different than you wanted to communicate, you were not successful in communicating.

The last thing I want to "communicate" is something I was reminded of in Orlando this past week. "People should be more inspired by what you do than what you say." I think that wraps this column up nicely. See you around.

Cyndi Snyder, PMP

NEWS FROM HEADQUARTERS

- *PMI is migrating to Internet based balloting—current e-mail addresses required*: As PMI members increase in number and geographical diversity, PMI is migrating to a fully electronic balloting process to provide our global membership a convenient, secure and accurate venue for electing the Institute's Board of Directors. As postal mail is not always reliable in some locations of the world, electronic balloting will enable our global membership the opportunity to cast their vote in a timely manner.

  In 2001, eligible members are offered a choice of receiving election materials via the Internet or United States Postal Service (USPS). To submit your preference for either Internet or US postal receipt of election materials by 30 April 2001, and to update your preferred e-mail address, visit www.pmi.org/members. If a preference is not registered, election material will automatically be forwarded electronically and members who do not cast an electronic vote by 10 August 2001 will be sent the election material via USPS.

  In addition, hand-delivered ballots no longer will be collected at PMI's Annual Seminars & Symposium—all ballots will be submitted electronically or via postal mail. Voting online is convenient, secure and accurate! (admin@pmi.org)

- *PMI SeminarsWorld events are filling up faster than last year*: Only a few seats remain open for upcoming events in Napa Valley, CA USA, Tampa, FL USA, Atlanta, GA USA and Scottsdale, AZ USA. For more information, contact Rita Pagan at edcoord@pmi.org.

- PMI's membership reached 71,617 as of 31 January 2001. During the month of January, the Membership Services Team processed its highest number of new member applications, 3,345; and 209 rejoins. In addition, we processed over 3,000 renewals. This is a 38% increase over the number of transactions that were processed for January 2000. As a result of this remarkable increase, the Team was not able to maintain standards that we had been so proud of meeting previously. Aside from the increased volume, other one-time factors contributed to the backlog in processing. Utilizing overtime was severely reduced by limited access to the building after hours and on weekends. Ongoing construction resulted in the need to deny access to database servers, telephones, electricity, and, in some instances, water. Headquarters recognized the need to do this during non-peak business hours, but it reduced membership processing time by a considerable amount.

  As we look forward, PMI's desire to first meet and then exceed these standards is a top priority and everyone in Membership Services is devoting themselves to this effort. Periodic updates to this situation will be provided in future *Friday FACTS*. We know that informing our members of these issues is imperative to a good relationship and hence better communication. (membershipmgr@pmi.org)

- *"Selling Project Management to Senior Executives – What's the Hook?"* The personal opinion, knowledge and experience of PMI members and other interested persons are being sought for the second phase of this external research investigation being funded partially by the PMI Project Management Research Program. There is no cost to participate, and each participant's privacy will be protected. Please visit http://www.surveyfocus.com/survey/1300/1325aa/1325aa-page1e.html to provide your input on this important subject. The survey site will be accessible until 16 April 2001. The learning from the first phase of this research study is reported in the January 2001 issue of *PM Network*®. (r&d@pmi.org)

I HAVE MY PMP – NOW WHAT???

Now that you have completed your PMP, it is time to start tracking PDUs (Professional Development Units) for recertification.

The PMI program for PMP recertification is called the PMP® Professional Development Program (PDP). This program supports the ongoing professional development of Project Management Professionals (PMPs).

PMPs must accrue a minimum of sixty Professional Development Units (PDUs) every three years. The PDP Cycle begins January 1 of the year following initial certification.

What is a PDU?

The PDU is the measuring unit used to quantify approved learning and professional service activities. These activities must be related to project management topics. Typically, one PDU is earned for every one hour spent in a planned, structured learning experience or activity. Specified numbers of PDUs may also be earned for service to the profession and for specified teaching activities.

PDUs can be accumulated in five categories:

Category 1: Formal Academic Education
Category 2: Self-directed Learning and Professional Activities
Category 3: Courses taken through PMI Registered Education Providers
Category 4: Courses taken through other Providers
Category 5: Service to a Professional or Community Organization

How Are PDP Activities Reported?

PMPs are responsible for reporting their activities as they occur. Make copies of the PMP Professional Development Activities Reporting Form) found at the web site listed below), enter the required information, and fax or mail the completed form to PMI®/ PDP Records Office (address on the web site).

The requirements for PDUs are intentionally left vague. This gives flexibility in deciding what types of activities qualify. If you are in doubt about a qualifying activity – fill out the form the best you can and send it in.

For detailed information and reporting forms, please visit the following PMI Headquarters web site:
http://www.pmi.org/certification/pdp/overview.htm

Janet Mentzer, PMP

PMI-OC in Good Financial Health

The Board of Directors of PMI-OC, Inc. is happy to report that we have a sound financial base as we go through 2001. Total assets were $61,143 as December 31, 2000, a 53% increase over 1999. Approximately $40,000 is held in certificates of deposit and the remainder is in checking and savings accounts.

For the year ended December 31, 2000, revenues were $82,870, expenses $61,681, and net income $21,189. Revenues are generated from four sources: advertising, membership dues, programs, and interest income. The largest source of revenue is from programs: $59,507 which includes the PMP® Exam Workshop, $34,835, and dinner meetings, $26,332. Expenses are broken down by officer category for budgeting purposes.

President. The office of President does not directly generate any revenues. Expenses include travel costs to the Associate of Council Presidents meeting and the PMI Seminar/Symposium, the Strategic Planning Meeting, monthly Board meetings, and supplies. Total expenses were $6,988 in 2000.

Communications. This category includes the PMI-OC website, list server and the monthly *Milestones* newsletter. Revenues from advertising were $2,165; expenses for printing and mailing *Milestones* and for maintaining the website were $14,590. As more and more people choose to receive information via the website, the printing costs should decrease.

Corporate Relations. This is an effort that started in 2000 when this Board position was created. Less than $100 was spent. A Corporate Advisory Board has been established and is now creating a link between the Chapter and local corporations who want to support the Chapter. We expect to receive revenue and incur expenses in this category in 2001.

Finance. Interest income is generated from excess cash that is held in certificates of deposit. Interest income increased to $2,184 from $629 in 1999. Expenses in this category include annual insurance premiums, bank and post office box charges, supplies, and state taxes.

Membership. Membership dues are the second largest source of revenues at $17,324, a 22% increase over 1999. This is in line with the growth experienced in PMI International. Expenses of $5,022 are related to maintaining the member database.

Operations. The office of VP Operations does not generate any revenue. Expenses in 2000 were $1,364 which included incorporation expenses, officer elections, the Operations Planning Meeting, and supplies.

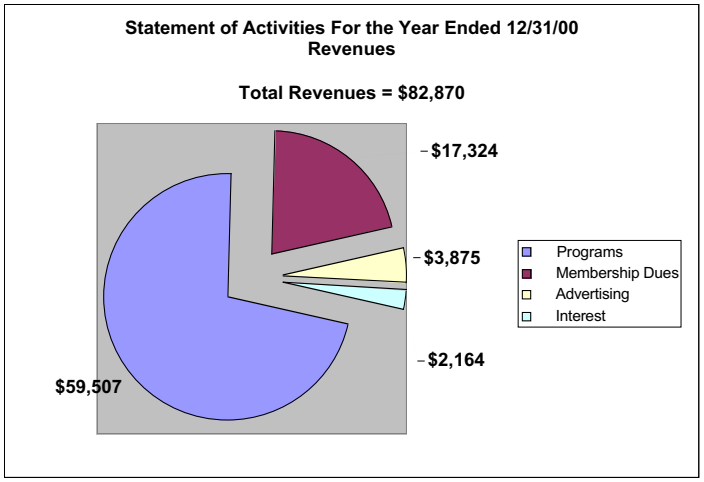
Professional Development. The PMP® Exam Workshop is PMI-OC's major fundraising effort. 60% of program revenue and 42% of total revenue came from this program. The program revenue increased 80% over the prior year due to a second offering of the workshop. In the winter, we conducted a workshop jointly with the PMI-LA chapter and split the proceeds. We also conducted our usual spring workshop. Expenses for these programs were $25,453 and included workbooks, printing, refreshments, and instructor acknowledgements. In 2001, we expect to conduct a workshop in the spring and the fall.

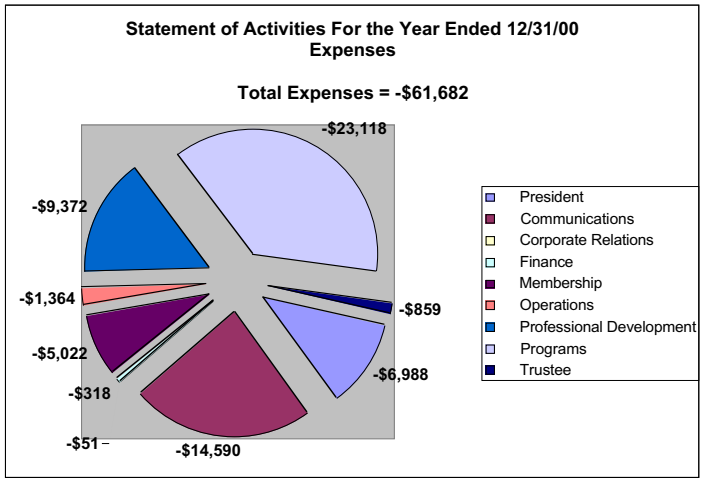
Programs. Our dinner meeting program revenue increased 18% to $24,683. This was the result of increased attendance throughout the year. Advertising revenue is derived from the vendor corner, which was $1,650. Expenses of $23,118 include the hotel meal service, copies, supplies and speaker gifts. Our challenge continues to be finding ways to project the number of people who will attend in any given month. Average attendance was 87 people, which included 29% no shows and 18% walk-ins.

Trustee. This category doesn't generate any revenue. Expenses of $859 include volunteer awards and certificates and our annual volunteer picnic.

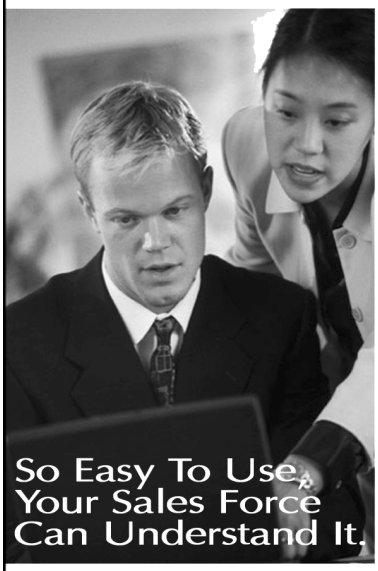
2001. For the year 2001, we have established a budget to guide our financial future. We projected an increase in revenues from membership and programs, based on prior year trends. We expect expenses to be in line with those of last year. We are rebalancing our investment portfolio so that we have certificates of deposit maturing each month of the year. Congratulations to all our members who have made 2000 a success and have established a sound financial basis for 2001.

Janice Preston, PMP
VP, Finance





YZ PROJECT MANAGER



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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.

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PMI Leadership Meeting

From March 21-24 five delegates from the Orange County Chapter attended the PMI Leadership Meeting in Orlando, Florida. We sent four officers and one key volunteer:

Cyndi Snyder – *President*
Terry Warner – *VP, Communications*
Ken Pao – *VP, Corporate Relations*
Glen Fujimoto – *VP, Membership*
Bill Postma – *Programs Committee, Ambassador Program*

There were over 350 people from 12 countries. Leaders from the Chapters, Special Interest Groups (SIGs), the PMI Board and PMI Staff were all present. Throughout the four days we had the opportunity to network with people from our own regions, as well as regions far and wide. We also talked with leaders of SIGs, PMI staff, and board members. We compared best practices among regions and asked for help for those areas that are presenting challenges. The networking was as rich as it was diverse.

There were also more formal learning opportunities. I attended a session on the status of the proposed Component Charter. You may not realize that PMI Headquarters is working on a universal chartering document. The Charter is being developed to delineate the nature of the relationship between PMI and its Component Organizations and the responsibilities of each party to the other. There has been much discussion about the charter document and the process that was used to develop it. Stephen Townsend, PMI Manager of Worldwide Component Affairs, and Hugh Woodward, President of the PMI Board of Directors, gave a very cogent presentation on the purpose of the charter and reviewed the key issues pertaining to its adoption. While not all of the issues have been resolved, I feel that many of the misunderstandings surrounding the Charter have been cleared up.

Ken Pao and I attended a dinner meeting to distill some of the best practices of other chapters in developing Corporate Councils. Ken is leading Orange County in the beginning stages of forming a Corporate Advisory Board. We heard what other chapters are doing that works, particularly Minnesota, and we heard the concerns and challenges that chapters are facing.

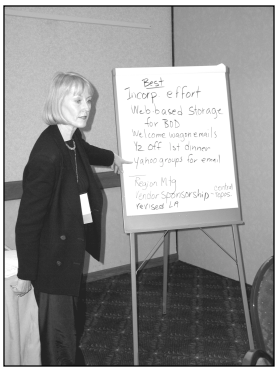
One of the most interesting opportunities I had was to spend lunch with PMI's Manager of Certification, Paul Grace. I found out all sorts of interesting things. For example, as of April 1, PMI will make 100 practice PMP test questions available on line for $35. Starting May 1, PMP candidates should be able to register on line for the exam. The application will be on line and candidates can attach their resume as a Word Document and pay with a credit card. Also of interest, is that beginning July 1, there will be a new area that the exam will be testing on. That is the area of Professional Responsibility. Candidates can study the Code of Conduct for insight into these types of questions. I will write more about the direction that the Certification Area is taking in the May Issue.

During the Business Meeting there were ten motions that were brought before the 72 voting members. I will recap those in the May Issue.

During a Learning Sharing Session, Bill Postma, from our chapter, led a group of volunteers from other chapters in looking for best practices in the care and feeding of volunteers. He came up with some great tips. I hope to see Bill taking a strong leadership position in managing all our volunteers.

Orange County was well represented at the meeting. We were also easy to pick out because we had our new PMI Orange County Logo shirts. It was a very productive meeting. I look forward to more of our officers attending the Fall meeting in Nashville.

Cyndi Snyder, PMP
President



Left to right: ***Ken Pao****, VP, Corporate Relaltions*
Bill Postma*, Programs/Ambassador Program*
Cyndi Snyder*, President*
Glen Fujimoto*, VP, Membership*
Terry Warner*, VP, Communications*

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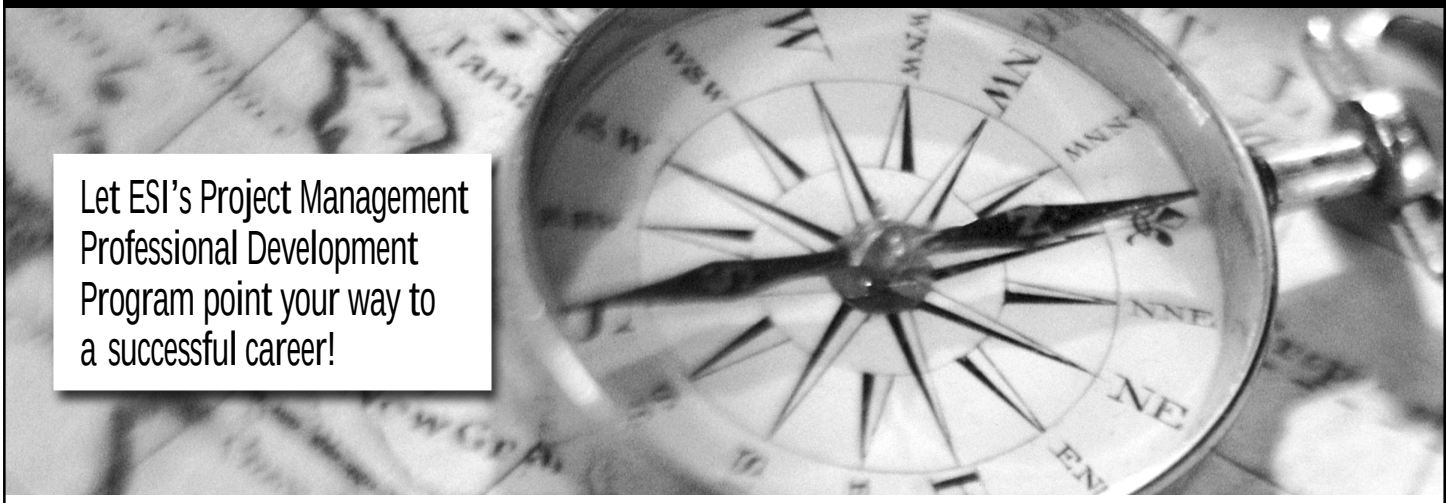

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RCG Information Technology, Inc. (www.rcgit.com), a leading, full-service provider of end-to-end e-Business solutions, is holding a free breakfast seminar for CEOs, CFOs, COOs, CIOs, Presidents, Vice Presidents and other executives of mid-size and large companies involved in IT projects. Gartner Group says absence of disciplined Project Management is the main reason 40% of IT projects fail at an average cost of $1 million to enterprises every year.

A Gartner Group analyst will share facts on why projects fail. Bruce Moore, a global, hands-on Project Management expert, will provide a roadmap leading to repeatable project outcomes. Attendees will learn the critical role of project management in achieving predictable results, improving ROI and customer satisfaction and gaining higher market share.

Date: Wednesday, April 11, 2001
Time: 9:00 to 11:45 a.m.
Location: The Westin Hotel, 686 Anton Boulevard, Costa Mesa, CA 92626

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OUR NEW NAME BADGES

If you have attended one of our monthly dinner meetings recently, you have noticed that we have converted to using new temporary name badges. This change has allowed us to print the most current information for each dinner meeting attendee (we print your name and your company) for both PMI members and non-members, provided that you pre-register for the meeting. The old name badges were only available for members and had to be frequently updated as members changed jobs. Additionally, the badges required storage between meetings.

With the successful transition to the new badges, we are getting ready to dispose of the old badges. Some members have expressed a desire to keep their old badges and some members have pins attached to their old badges, which recognize attendance at various PMI events. We will have the old badges available during the April meeting for anyone wishing to keep their old badge. After the April meeting we will toss out any remaining badges, but we will attempt to keep any attached pins and return them to their respective owners. Anyone not able to attend the April meeting and wishing to obtain their old badge may send a message to me via e-mail by Friday, April 6, and I will retrieve it and make arrangements to return it to you.

Glen Fujimoto
Vice President, Membership
glenfujimoto@hotmail.com

PMI® MONTHLY DINNER MEETING

TUESDAY, APRIL 10, 2001

Program:	C-17 AVIONICS PROJECT MANAGEMENT		
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, April 5th, to obtain the "In Advance" price. Reservations made after 5:00 pm, Thursday, April 5th, 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

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Larry Eugene Pickell
Marriott Vacation Club International

John Tucker, PMP

Philippe Franco Tusler
Red Sky Interactive, Inc.

Michelle Marie Vross

Darin Todd Woolwine
PricewaterhouseCoopers

James Young
Computer Sciences Corporation

Total New Members: 34
PMI-OC Membership: 784

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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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: Terry Warner
P. O. Box 15743
Irvine, CA 92623-5743
or tlwarner429@yahoo.com

COMING EVENTS

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

8 MAY
The Ways We Choose
by Dave Carey, Vietnam POW

12 JUNE
Climbing Out of the Scope Definition Tar Pit
by Lois Zells, PMI's 1993 Woman of the Year

Wyndham Gardens Hotel
3350 Avenue of the Arts, Costa Mesa

Make plans to attend the CPM Spring Conference 2001
"Earned Value Around the World"
22-24 May in San Diego

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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Project Management Institute
Orange County Chapter
PO Box 15743
Irvine, CA 92623-5743

ADDRESS CORRECTION REQUESTED