

ORANGE COUNTY CHAPTER OF PMI

MILESTONES

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

JUNE 2001, Volume 14, Number 6

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June 12th Meeting

CLIMBING OUT OF THE SCOPE DEFINITION TAR PIT

By Lois Zells, PMI's 1993 Woman of the Year

This tutorial will focus on leading-edge intelligence on scope creep, baseline management, and change control: groundbreaking knowledge that is not yet publicly available in any other venue.

Much has been written about these issues, particularly their effects on run-away projects. Nevertheless, no clear or concise practices have emerged that will solve the riddle of scope containment and its impact on project success. Commonly, in an attempt at creating a good example of quality assurance administration, many organizations institute rigorous change control procedures. Yet, they still fail at containing project size.

Project team members frequently find themselves trying to convince their users that the latest request is indeed an addition to the original scope that justifiably entitles the project to more resources, while the users are convinced that the new request is simply a clarification of the original commitment, and should be satisfied at no additional cost. Round and round the opponents go pulling further and further apart. The project gets dragged down into a seemingly bottomless whirlpool, with little hope of satisfactory recovery. If you are tired of this scenario, then come hear Lois Zells shine the light of truth onto the issues of scope and change management, as she presents a working vocabulary for managing scope and change—along with insight into the process that finally makes it work! As an added bonus, Lois will share her foolproof secrets on how to shorten project costs and durations by 50% while doubling quality at the same time.

Lois Zells is an international author, lecturer, and business consultant, specializing in total quality management, process maturity assessments, product development methodologies and techniques, and project management. She has authored the best seller, "Managing Software Projects," and contributed to "Total Quality Management for Software," published by Van Nostrand Reinhold and "The Program and Project Management Handbook," published by AMA. Her most popular courses are "Successful Software Project Management," "Managing Emerging Technology Projects," "Applying Quality Initiatives in Software Engineering," "Effective Strategic Systems Planning" and "Using Quality Function Deployment for High-tech Product Development." She has served on the project management committee for the revision of ISO 9000-3; and was selected as a 1993 Woman of the Year by the Project Management Institute. She is also the co-honoree of PMI's Wilson/Zells Scholarship for IS Studies. Because of her widely recognized expertise in project management, Lois frequently serves as an expert witness in software project failure litigations. She graduated Summa cum Laude in Data Processing Management from the University of Baltimore and did her masters studies in Computer Sciences at Johns Hopkins University.

Vendor Showcase: PlanView Inc.



NEW PROJECT MANAGEMENT PROFESSIONALS

Patricia Frawley PMP-#16364

Jeff Garland PMP-#32882

Gary Mosher PMP-#32377

Total New PMPs: 3

PMI-OC PMPs: 145

NEW MEMBERS

Denise Chavez, ADP

Gerry Darden

Southern California Edison

Bryan Andrew Do

Computer Sciences Corporation

Anne Donahue

Automobile Club of Southern CA

William Robert Eddings

Compass Mechanical Services

Nick Elseikali

Linda Fenton, Interliance, LLC

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IBM Global Services

Sherman Gomberg, EDS

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Ceridian Corp.

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Edward Joseph McDermott

EER Systems

Lorraine McGaw

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Hitendra Patel

Diane Michelle Petrak

FileNET Corporation

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Artemis Management Systems

Elwood Thompson

Lockheed Martin Fairchild Systems

Chi Vasko

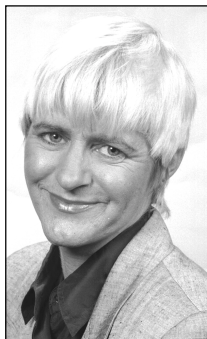
Orange County Register

Scott White, Hewlett Packard

Total New Members: 28

PMI-OC Membership: 833

THE PRESIDENT'S COLUMN



NAVIGATING IN UNFAMILIAR WATERS

I was talking with Adrienne Keane, a past Chapter Officer, about managing projects in which we are unfamiliar with the business. We were brainstorming about how we can succeed on a project, even if we don't fully understand it. We came up with three tips that to help make an unfamiliar project a successful one:

- Find out enough to know when something fishy is going on
- Build credibility with your team
- Get back to basics

When we are project managing in an area that we are familiar with, we know the right questions to ask, we have an idea of what the answers should be, and we know when we need to dig deeper. In a new area, we at least have to understand the fundamental concepts involved. One way to do this is to establish a close working relationship with a technical lead. The technical lead has to be someone we trust, and someone we can ask questions of. When we meet with this person we should watch what they look for, ask them why they question a particular area, and not another, and ask them to explain their reasoning. When you start to learn a little more, validate your learning and assumptions with your technical lead. You may want to run a draft of your communications by them before sending them out to the team.

To establish credibility with the team, we have to come clean and let them know we are ignorant. They will figure it out anyway. We need a lot more team input in running the project than we would in familiar territory. The good news is that when we get team input, we frequently get a better end product, and we get team buy in and participation. We may not be able to understand their job, but we can ask them what they need to do their job, and then provide that. Other areas to establish credibility include learning the jargon, taking a class and rolling up our sleeves and working side by side, where possible. We can also network with colleagues at the dinner meetings to find out more about how to manage projects in areas we are unfamiliar with. We can use the networking time to discover common pitfalls and find ways to avoid them. And lastly, count on your team, ask for help, and accept that you don't know it all.

One strength that we should all have is getting back to the basics of Project Management. The planning and controlling techniques that are tried and true are never more valuable than when we are in unfamiliar territory. They are called the basics because they work in almost every situation. Do a WBS. Keep the schedule up to date. Track the budget. Working with the team to develop a Risk Management Plan will not only help avoid problems in the project, it is a fantastic way to learn more about the project. We can ask, "Why is this a risk? What could happen? When is it likely to happen? What is the predictable outcome if it does happen?" All of these questions and answers help to give us a better understanding of our project.

In unfamiliar territory it is critical that we follow the tenets of: ask questions, get feedback, validate assumptions. By doing this we may not become savvy in the field, but we have a far better chance of bringing in a successful project.

Cyndi Snyder, PMP

BOARD CHANGES

Due to personal time conflicts, at the conclusion of the April Board of Directors, meeting Graham Kneale tendered his resignation as VP Operations for the chapter.

At the May board meeting the board voted to appoint Terry Warner, currently VP Communications, to the position of VP Operations, and to welcome Kristine Munson to the board as the new VP Communications.

These board appointments will be in effect until the conclusion of the 2001 board term.

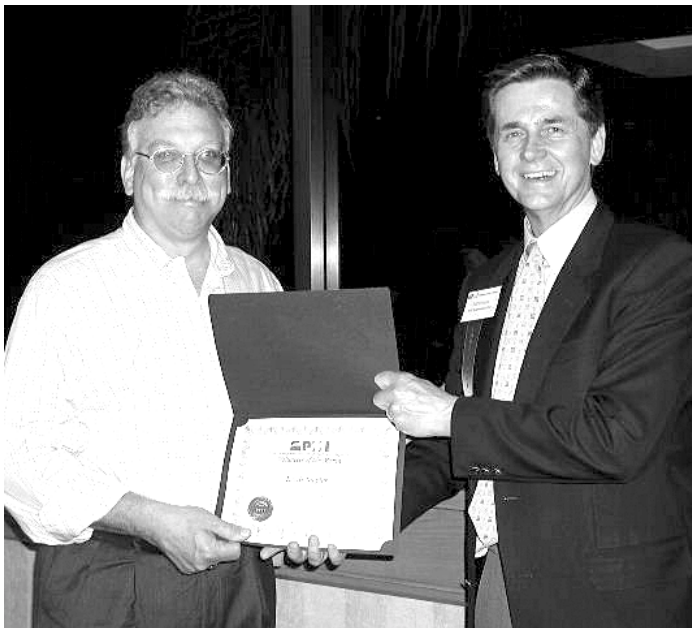


- **PMI® is pleased to announce its new online application for the Project Management Professional (PMP®) Certification Examination.** Individuals now will be able to develop their applications over time as they accrue experience, making the submission process more convenient. Once an individual begins the application process, the information can be saved and the individual may log in at any time using the issued Certification Examination number and chosen password. As soon as the individual submits the completed application, it will be processed by PMI within seven working days. Those interested can apply directly at <https://certificationapp.pmi.org> or through the Internet link www.pmi.org/certification. A Microsoft Internet Explorer 4.0, a Netscape Navigator/Communicator 4.7, or an AOL 4.0 or later version is required to use the online application. Further details are available in the "What's New" link at www.pmi.org/certification. Questions regarding the online application should be directed to the Certification Department at +610-356-4600. (progmgr@pmi.org)
- **The 2000 In Review is now available for downloading in PDF format.** Visit PMI's Breaking News section on PMI's home page at www.pmi.org. (ebresnahan@pmi.org)

- **The General Session keynote speakers are set for PMI 2001, "First to the Future,"** being held 1-10 November 2001 in Nashville, Tennessee USA. The speakers are:
 - Monday, 5 November 2001: James Taylor, Ph.D., an author and a consultant for leading companies. Taylor will provide advice on future trends, branding, and marketing strategies for deploying digital technology and the role of trust in the global marketplace. He will also discuss "The Age of Uncertainty," where, because life has become so easy, it has never been more difficult.
 - Tuesday, 6 November 2001: Lance Secretan, an entrepreneur, consultant and award winning columnist and author. Secretan will delve into leadership, and how project managers, like everyone else, want more out of their careers.
 - Wednesday, 7 November 2001: Rick Barrera, author of *Fast Forward: How Today's Best Companies are Meeting the Need for Speed*. Barrera will discuss our reliance on teams that are becoming diverse and how to avoid conflict when styles clash.

Registration opens 21 May 2001. Register early and take advantage of the early bird discount. Visit www.pmi.org for the most up-to-date information. (mtgs-conv@pmi.org)

LEW SIEGLER HONORED AS VOLUNTEER OF THE MONTH



Bill Postma (right), Director of Volunteers, presents Lew Siegler (left), the Volunteer of the Month for May, with his Certificate of Appreciation.

Many of us who are regular attendees of our Chapter general meetings have observed the significant improvement in the registration process. No more long lines like Russian citizens used to experience at the GUM department store in Soviet Moscow. Well these improvements did not come about by accident! We are indebted to Lew Siegler, who stands out as **the** one who took ownership of this activity and sweated the details of all the processes involved, including those vital backroom activities of tallying and reconciling expenses versus revenues. Not satisfied merely with the creation of ideas for improvement, Lew has faithfully provided hands-on service at the meeting registration table for the last year and a half.

By unanimous approval at the April meeting of your Chapter Board of Directors, Lew was designated as **Volunteer of the Month**. He was subsequently honored at the May general meeting with a Certificate of Appreciation—and not only for improvements in the registration process. Lew has been extremely instrumental in obtaining vendors for the Vendors Corner and contributing his effort at board and strategic planning meetings.

Continuous improvement is the watchword in the PMBOK™ Project Quality Management and *continuous improvement* is what Lew has fully embraced. **Congratulations Lew!**

Dave Jacob

CERTIFICATION AND YOU

Herman Walter

Past President, Keystone Chapter • Director of Regional Advocacy—Region 4

There have been many changes occurring in the Project Management Professional (PMP®) certification program. Some, such as the release of the 2000 edition of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, are well known to PMI® members. However, there are many other changes that have taken place since August 2000 and will be taking place through the beginning of next year.

One of the first changes occurred in August 2000. This was the Certificate of Added Qualification (CAQ). The CAQ is an industry-specific certification for PMPs. The first CAQ was developed for the Automotive Product Development (APD) field and the first examination was held in August 2000. A second APD CAQ examination is scheduled for the end of the summer. During 2001, the Certification Department will be developing CAQs in the following areas:

- **Information Technology—Systems**
First examination tentatively scheduled for the beginning of 2002.
- **Information Technology—Networking**
First examination tentatively scheduled for sometime in 2002.
- **Pharmaceutical**
First examination tentatively scheduled for sometime in 2002.
- **Project Management Office**
First examination tentatively scheduled for the beginning of 2002.
- **Construction**
First examination tentatively scheduled for sometime in 2002.

Also in 2000, PMI published the *Project Management Professional (PMP) Role Delineation Study*. This study describes the tasks that PMPs perform in their occupation, the various areas that the project manager must have knowledge of, and the various areas that the project manager must have skills in. The study also lists the number of questions per the performance domains identified. As a result of this study, a new performance domain has been added to the PMP certification examination. This domain, “Professional Responsibility,” will become part of the examination effective mid-August 2001 and will represent 29 of the 200 questions on the examination. The study is available through the PMI Bookstore (<http://www.pmibookstore.org>). (NOTE: The addition of the “Professional Responsibility” domain was originally scheduled to be implemented on 1 July 2001, but has been delayed due to problems experienced during test production.)

Applicants for the PMP certification examination can now develop their applications online instead of manually filling out the paperwork and mailing it in to PMI HQ. To develop the application, the individual will have to visit <https://certificationapp.pmi.org/>. If you are already a PMI member, you can log in as a returning user and use the identification number and password that you use to log into the “Members Area” of the PMI web site. Otherwise, you will need to log in as a new user. While you can fill out the application online, you will have to provide proof of degree, if applicable, to PMI. This can either be mailed or faxed to the attention of the Certification Department.

But the major changes to the examination process will occur in 2002. Effective 1 January 2002, the 2000 edition of the *PMBOK Guide* will be used as the reference for the examination. While many of the changes were minor in nature, the chapter on “Project Management Risk” was re-written by the Risk Specific Interest Group (SIG). Also beginning in January 2002, all candidates applying to sit for the PMP certification examination will have to submit proof of having received a minimum of 35 hours of project management training in addition to the existing application requirements.

And lastly, a new certification program will be introduced in 2002. The Project Management Associate (PMA) has been developed for those individuals that are involved in the project management profession but do not have sufficient experience to be eligible for the PMP certification. Information regarding this program can be found on the Certification web site, <http://www.pmi.org/certification>.

To keep informed on these initiatives, plus other possible changes to the certification program, you are strongly encouraged to visit the Certification web site. New information is typically listed in the “What’s New” section (<http://www.pmi.org/certification/new/whatsnew.htm>).

FALL PMP WORKSHOP

We are pleased to announce that the Orange County Chapter will present a Fall 2001 PMP® Exam Workshop. This workshop is intended for students who have substantial project management experience, who have studied project management literature, including the PMBOK®, and who intend to take the examination after January 1, 2002.

Site: Newport Corporation
1791 Deere Avenue, Irvine, CA 92606

Schedule: Six Saturdays from 8 AM till 5 PM.
September 8, 15, 29 and October 6, 13, 27

Registration:
Space will be reserved on receipt of fully paid registration fees.
Contact **Graham Kneale** at gkneale@flash.net for information.
Make payment payable to
PMI Orange County Chapter, Inc. and mail to:
Graham Kneale
10 Briar Creek Lane, Laguna Hills, CA 92653

Include the following information with your registration: Your full name, as you want it to appear on your certificate of completion; your mailing address, city, state, and zip code; your telephone number; your e-mail address; your PMI membership number*

*New members of PMI who have not yet received their membership number should include a copy of their PMI membership application.

Fees: This workshop is restricted to members of PMI. The workshop fee is \$500.00 payable at the time of registration.

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SU01-41



PMI®

MONTHLY DINNER MEETING

TUESDAY, JUNE 12, 2001

Program: CLIMBING OUT OF THE SCOPE DEFINITION TAR PIT

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, June 7th, to obtain the "In Advance" price. Reservations made after 5:00 pm, Thursday, June 7th, 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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Las Vegas, NV 89104



ANSWERS TO PMP EXAM QUESTIONS

(from page 6)

1. a. **A deliverable at the lowest level of the WBS** — A work package is the lowest or smallest unit of work division in a project or WBS.
2. b. **Inevitable.**
Traditional thinking on quality held that human beings make mistakes; accordingly, the cost to secure defects would be significantly greater than the value of achieving perfection.
3. d. **Resource production rate.**
Leveling is a basic mathematical exercise that uses length of activities, dates, criticality of an activity and other measurements. Production rate is used as an input to determine activity duration, not to level resources.
4. a. **10 minutes.**
SD is calculated by 6, the difference between the highest and lowest estimates.
or
 $SD = (b-a)/6 = (105 \text{ min.} - 45 \text{ min.}) / 6 = 60/6 = 10 \text{ min.}$

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>.

E-MAIL

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

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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(tlwarner429@yahoo.com)
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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

10 JULY

**The Challenge of Managing the Final Design of the
Groundwater Replenishment System Project**
by Richard Corneille, P.E., PMP

14 AUGUST

**Career Strategies:
Getting Top \$\$\$ for Your Skills**
by John Hall and Jan Cummings

Wyndham Gardens Hotel
3350 Avenue of the Arts, Costa Mesa

Make plans to attend:

ISSIG PDSWEST '01

**“Blazing the Trail on Information System Projects”
“Discovering the IS in Enterprise Project Management”
26-29 August in Newport Beach**

Visit www.pmi-issig.org for more information

PMI Seminars World 2001 Events
**11-14 September, San Diego, CA
2-5 October, Scottsdale, AZ**

Visit www.pmiseminars.org for more information

PMI/OC **MILESTONES**

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