

MILESTONES

PROJECT MANAGEMENT INSTITUTE - ORANGE COUNTY CHAPTER, INC.

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

NOVEMBER 2001, Volume 14, Number 11

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November 13th Meeting

WHAT CEOs MUST DEMAND TO COMPETE AND COLLABORATE IN 2005

Unleashing the Full Power of Project Management in the Internet Age

Russell D. Archibald, PMP, PMI Fellow

This presentation is intended to provide chief executive officers (CEOs) and other senior executives with the understanding of what they must demand regarding project management within their organizations, today and in coming years, to compete and collaborate effectively within the realities of the Internet Age. It is also intended for use by project management professionals at all levels to communicate with their senior managers and convey to them the direction that the development of the project management discipline should be headed.

The need is explored to simultaneously compete and collaborate in response to the challenges posed by the phenomena of the Internet and World Wide Web, together with ways that are open to the CEO to unleash the full power of project management to satisfy that need. The important linkage is illustrated between the organization's mission, its business strategies, and the execution of those strategies through effective management of both the project portfolios and individual programs and projects.

The underlying principles and practices of modern, integrated project management are presented in a manner that hopefully makes sense to CEOs and other senior executives, and the performance level that can be demanded for each of these principles and practices is presented as bench marks for the CEO to measure against.

RUSSELL D. ARCHIBALD, FPMP, PMP

Russ has 50 plus years of broad international experience in program and project management, as well as operations and engineering management. He has experienced three basic careers: USAF/ aerospace (15 years), corporate world (20 years) and as a management consultant (25 years). In project and strategic management he has consulted in 12 countries on four continents to large and small companies in telecommunications, information technology, industrial, engineering, construction, consumer product and service sectors, plus federal and local government agencies and international development banks.

Russ is the author of Managing High-Technology Programs and Projects; co-author of Network-Based Management Information Systems (PERT/CPM), plus numerous articles and papers presented at PMI and IPMA meetings in North America and Europe. He holds BS (U of Missouri) and MS (U of Texas, Austin) degrees in mechanical engineering, is a Fellow and Certified Project Management Professional (PMP) of the Project Management Institute (member No. Six, one of the five original trustees), and is listed in Who's Who in the World. He is a founding member of the Mexico City Chapter of PMI. During the 1980s he was President of the PMI Los Angeles Chapter for two years.

**NOVEMBER IS
Bring Your Boss to
PMI Night!**

SEE PAGE 8



Vendor Showcase: SkyTel

NEW PROJECT MANAGEMENT PROFESSIONALS

| | |
|------------------------|------------|
| Shyamkumar Narayana | PMP-#37782 |
| Michelle Massing | PMP-#38236 |
| Juliet Acuff | PMP-#38630 |
| Navin Gupta | PMP-#38336 |
| Norma Vargas | PMP-#38531 |
| Jim Piotrowski | PMP-#37632 |
| Steven Reinhardt | PMP-#38520 |
| Ronald Hale | PMP-#38308 |
| Eyal Karny | PMP-#38272 |
| Steve Stein | PMP-#16592 |
| Ramon Carolina Saracho | PMP-#38765 |
| Michael Wittels | PMP-#37888 |
| William Eugene Brown | PMP-#38566 |
| Total New PMPs: | 13 |
| PMI-OC PMPs: | 180 |

NEW MEMBERS

| | |
|--------------------------------|------------------------------|
| Randy Bradley | Honeywell International |
| Richard Anthony Carlton | TGRN, Inc. |
| Connie Chong | EDS PLM Solutions |
| Ann Margaret Collins | ADP |
| Claudia Holt | Ericsson, Inc. |
| Bill Lynd | |
| Doris Jean Parrish | Cornerstone Systems, Inc. |
| Kevin Brian Shannon | |
| Steve Stein | |
| Kha Tran | Watson Pharmaceuticals, Inc. |
| Total New Members: | 10 |
| PMI-OC Membership: | 867 |

THE PRESIDENT'S COLUMN



In being consistent with the topic at the November dinner meeting, and consistent with the "bring your boss to PMI" night, I thought I would write this article on the relationship between project managers and executives. While this information may not be new to you, or may seem like common sense, a good refresher can be helpful. In that spirit, I have pulled some information from Project Management: A Systems Approach to Planning, Scheduling and Controlling by Harold Kerzner.

The first thing to think about is what are the expectations that each party has of the other.

Executives expect project managers to:

- Assume total accountability for the success or failure
- Provide effective reports and information
- Provide minimal disruption during execution
- Present recommendations, not just alternatives
- Handle most interpersonal problems
- Demonstrate self-starting capacity
- Demonstrate continual growth

Project managers expect executives to:

- Provide clearly defined decision channels
- Take actions on requests
- Facilitate interfacing with support departments
- Assist in conflict resolution
- Provide sufficient resources
- Provide sufficient strategic/long-term information
- Provide feedback
- Give advice and stage setting
- Define expectations clearly
- Provide protection from political infighting
- Provide the opportunity for personal and professional growth

Kerzner points out that some of the variables that impact a project manager's effectiveness in dealing with upper level management include credibility, priority and accessibility. Credibility is gained by being a sound decision-maker, emphasizing facts, not opinions or rumors, and giving credit to others. Project managers should weigh facts carefully, be able to explain pros and cons of recommended courses of action and have logical and polished in presentations.

The priority of a project is based on the importance of the project to the overall organizational objectives. The project manager needs to stress the opportunity to the company, the competitive importance of the project, if appropriate, and the positive changes the project will bring the company.

If possible, the project manager should gain testimonial support from others in the company. To impact accessibility, the first step is to recognize the amount of visibility needed on the particular project. Then, be accessible to senior management as the direct communication link on the project. A project manager should conduct timely informational meetings with appropriate management, and endeavor to become known personally by members of senior management.

On the executive side of the relationship, "Executives are expected to work closely with the project manager and take an active role during the conceptual and planning stages of a project. However, after the project enters the implementation phase, active participation by the executives equates to executive meddling and can do more harm than good. After planning is completed executives should step back and let the project manager run the show. There will still be structured feedback from the project office to the executive and the executive will still be actively involved in the priority-setting and conflict resolution."

One of the top ten reasons projects fail is lack of senior management support. Using these guidelines, and perhaps sharing them with executives can perhaps help alleviate some of the common pitfalls we encounter when working with senior management.

Cyndi Snyder, PMP



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 Major Account Executive
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 jeff.goltara@wcom.com



STAY CONNECTED TO
 YOUR EMAIL ON THE GO
 WEB-OUT-NEWER

What do you want your PMI Orange County chapter to do next in 2002?
 Answer that question by participating in the

2002 PMI-OC PLANNING MEETING

Initiatives to be discussed include:

- Millennium Celebration
- Relationships with other PMI components (CPM, SIGS, Sister Chapters)
- Strategic relationships with other associations
- Disaster recovery volunteer capability
- One day professional development seminar
- March ACP meeting
- School mentoring program

Location:

UCI Learning Center
 200 South Manchester Avenue, Orange
 (A map and directions can be obtained at
www.unex.uci.edu/about/maps2.asp)

Date:

Saturday, November 10th

Time:

8:00 AM to 4:00PM

Continental breakfast and lunch will be served

RSVP to tlwarner429@yahoo.com
 by Monday, November 5

OCTOBER MEETING REVIEW

PROJECT LEADERSHIP: TIME TO BRING IN THE COACH

Jeff Blanton, PMP is the President of Change Artisans, a firm that specializes in coaching project teams for extraordinary results. Jeff began his presentation by asking for active participants and for each table to open the bag on the tables. Each bag contained a list of questions and we were asked to answer them within a few minutes. The active participants became observers going around to each table observing the approach taken to answer the questions.

After each table supplied the answers, the active participants reported their observations: some tables designated a leader, reader, and QA; sometimes these positions rotated; others did not and the paper was passed around the table frequently. How many tables really planned? With the sense of urgency and the pressure to get the answers turned in, there was relatively no stopping to plan. Jeff suggested that what happened at the tables is typically what happens at the beginning of projects.

As managers, Jeff suggests we must plan better by drawing the extraordinary from teams and individuals by using a "Passion for People" approach. Management is a new career not just a new job. A working manager cannot fulfill the needs of the teams and people. Management must take teams to a higher level while maintaining focus on the people. The manager must be a coach.

A coach listens emphatically, draws out from the team or person, reformats, and acts. A manager needs to actually hear what a person is saying by focusing on listening and watching what is being said. A coach has integrity, is inspirational and holds people accountable. Coaches believe in "chunks" and set the bar higher. We can set the bar higher for ourselves. We are often capable of doing more than we wish to give ourselves credit for.

We have a large amount of tools available and Jeff suggested that we make better use of them for the people and projects. The one with the most tools wins.

Michael Beard, PMP



*October Speaker Jeff Blanton
 with VP Programs, Judy Quenzer*

VOLUNTEERS HONORED

AUGUST, SEPTEMBER, AND OCTOBER

Based on unanimous resolutions passed by your Chapter Board of Directors, President Cyndi Snider presented Certificates of Appreciation at the October meeting to:

- **MYRNA BRAVO** as **Volunteer of the Month** for August 2001
- **FRANK PARTH** as **Volunteer of the Month** for September 2001
- **MIKE BEARD** as **Volunteer of the Month** for October 2001.

MYRNA BRAVO

As some of you may remember about three years ago, PMI headquarters changed its logo and requested that all PMI components (chapters and SIG's) create their own logos around the newly established logo developed by PMI HQ. Myrna took leadership and full ownership of this project and brought it to a successful conclusion. Her strategy was simple but creative. Recognizing that the necessary talent most likely resides within our membership, she suggested that we develop a logo contest. After extensive publicity at dinner meetings and in Milestones, we received several terrific entries. By consensus of the Board a final logo was selected, created by Thomas Frey.

Myrna has been a chapter member since 1995 and has been a volunteer in some capacity for most of that time. She served on the PMI-OC Board in 1999 as VP Membership. Having managed IT projects for more than fifteen years, she is currently a project manager with Balboa Life and Casualty, managing the implementation and integration of an insurance system. Myrna earned her PMP in 1999.

FRANK PARTH

Because of the explosive growth of attendance at our monthly meetings and in our need to streamline our revenue collection operations, Frank was asked if he could research the cost and availability of companies that would provide credit card transaction and other related services. Frank enthusiastically accepted the project. He established the necessary selection criteria and proceeded to

research the various companies that could provide our chapter with a full range of collection methods and their associated costs. He presented his findings to the Board of Directors at the August meeting. With his stellar performance on this project, including identifying the pros and cons of each feature, we are now in a position to make an intelligent decision. In conjunction with this effort, he also participated in a committee to develop a policy for cancellations at our dinner meetings.

Frank, who received his PMP last year, has been a member of our Chapter since 1994. He is a principal and founder of ProjectAuditors, <www.projectauditors.com> a company that provides project management consulting services to various clients. At present his principal client is Toyota Financial Services, where his team is designing and building a Project Management Office.

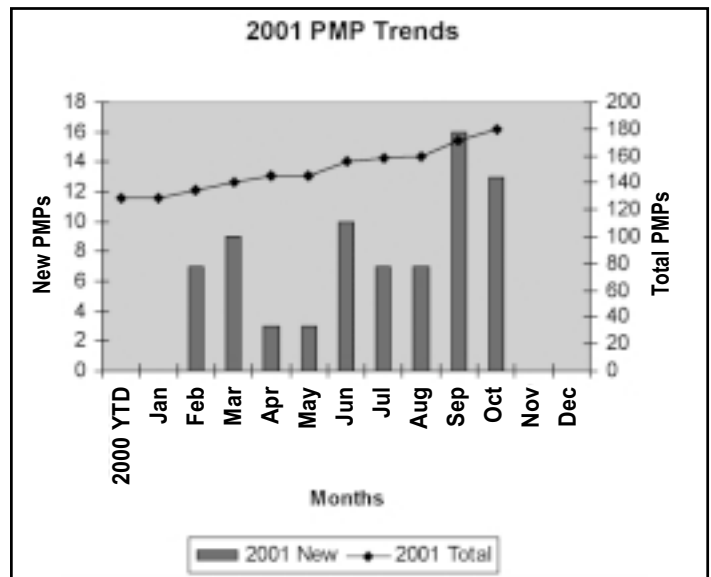
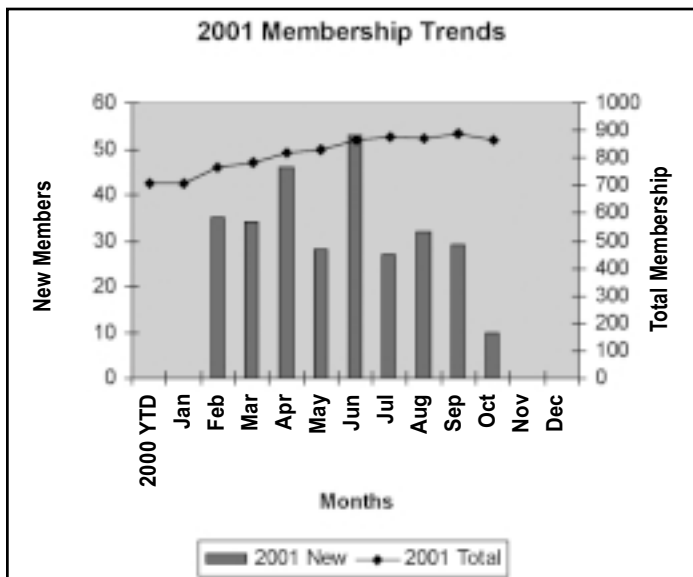
MIKE BEARD

Mike is a relatively new member, having joined PMI and our Chapter about a year and a half ago. But that didn't stop him from jumping in with both feet, into volunteering his time and effort for our chapter. Those of you who attended last month's meeting may remember that he was one our panelists on the benefits of developing a project management office—including the pitfalls of not approaching it the right way. But that's not all he's done for our chapter. He's been operating subtly behind the scenes, writing reviews of previous meetings including the November issue. Some of you may have read his recent article published in the August issue of Milestones. Not allowing the proverbial grass to grow under his feet, he earned his PMP certificate in May of this year.

After spending many years in the aerospace/defense industry, he now works as a PM for Union Bank of California. Mike is a living testimony that project management is a transferable talent. We welcome his membership in our chapter and most importantly, his continuing eagerness to work for the betterment of our chapter.

Dave Jacob

MEMBERSHIP TRENDS



VOLUNTEER GROUP EMBARKS ON A THREE HOUR CRUISE

“Just sit right back and you’ll hear a tale, a tale of a fateful trip, that started in this tropic port, aboard this tiny ship...” Do those words sound familiar? On September 22, we honored and thanked our volunteers with a Newport Harbor cruise organized by **Bill Postma**. As 33 member volunteers and officers of PMI-OC and their families gathered on the dock to board, we discussed the fact that we were about to embark on a “three hour tour.” As we reminisced about the old TV show, Gilligan’s Island, **Stacy Steck, PMP** started singing the theme song – and she knew all the words! This really put everyone in a festive mood.

We met on Balboa Island, and boarded the Paddy Pavilion. It is the smaller of the harbor cruise boats, so we had it all to ourselves. **Janice Preston, PMP** was well prepared with games and prizes, and she called us all topside to get acquainted. She gave us strips of paper with names of songs on them. Our task was to find other people humming the same song, to form teams. Can you imagine 33 people milling about, humming Twinkle Twinkle Little Star, When Irish Eyes are Smiling, When the Saints go Marching In, and others – all at once?

Once we survived that challenge and formed our groups, we filled out a quiz to find out who had traveled the farthest to be there (**Kristine Munson, PMP**), who had been a PMI member the longest (**Frank Reynolds, PMP**), who used to play in a band (many hands went up), who was newest PMI member present (**Ginger Stack**), and too many others to mention. The winning team received passes to Edwards Cinema. Consolation prizes included a wonderful assortment of puzzles, Halloween candles, CDs, Match Box cars, and other toys.

Our tour took us through Newport Harbor, which is one of the largest, most beautiful small boat harbors in the world. It is home to the rich

and famous, and is lined with magnificent homes and exotic yachts. The Paddy Pavilion was small enough to meander through many of the smaller channels, where we were able to view Balboa Island, Lido Isle, Harbor Island, and Bay Isle in Newport Harbor. While we cruised, our captain pointed out the former home of John Wayne and others, and explained a bit of the history of the harbor.

Lunch was served – a gourmet display of deli meats, cheeses, breads, vegetable platters, and fruit plates. Desserts were from the kitchen of **Stacy Steck, PMP**. Mmmmmm good!

Topside, the younger sailors kept busy entertaining the adults. From this vantage point, we had clear visibility of the many flags that were being flown from homes and boats. We also saw boats that were painted with red and white stripes and stars. This view was a sad reminder of the events of the preceding week, but also reminded us how proud we are to be Americans. At one point, the young son of **Kristine Munson, PMP** faced the flag on the bow of the Paddy Pavilion, stood at attention, and put his hand over his heart, and recited the pledge of allegiance. What a proud moment for everyone who was present to experience it!

Surprisingly, our cruise came to an end – could that have been three hours already? It was a wonderful time of fellowship with many great people. Everyone was having so much fun, we forgot to play any more games. Fortunately, Janice passed out the rest of the prizes anyway. So we were all winners – in many ways!!

Thank you, **Bill Postma**, for planning this wonderful event and for providing an opportunity for the Volunteer Group to get to know each other a little better. And thanks to all our volunteers who make PMI-OC the success that it is today.

LeAlyn Sims



More pictures on next page . . .

CORPORATE RELATIONS 2001 REVIEW

I am writing this article give PMI-OC members a quick summary of what has been happening in the Corporate Relations area in 2001. I also want to take advantage of the November dinner meeting theme of "Bringing Your Boss Night" to alert PMI-OC members that there is a Corporate Advisory Board (CAB) organization affiliated with PMI-OC and the CAB is recruiting additional corporate participants.

Early in 2001, the PMI-OC Corporate Relations Committee recruited 14 dedicated professionals representing 11 local corporate, government, and educational organizations to form the Corporate Advisory Board (CAB). The CAB met on a regular basis and developed a vision statement with four objective statements.

The CAB Vision Statement is: "Increase the value of Project Management to member organizations".

The CAB Objective statements are:

1. Demonstrate the tangible benefits of Project Management.
2. Provide synergy between corporate objectives and PMI.
3. Gain insight to the strategic future of Project Management.
4. Nurture a Project Management learning environment for CAB members.

During 2001, the CAB struggled to define its relationship with PMI-OC and how it can bring value to its members. We made some progress but we have not identified the right mix of service offerings for CAB members nor the right kind of working relationship between PMI-OC and the CAB members to make this a success for both PMI-OC and the CAB members. We thank

those CAB members who contributed their time and energy and struggled with PMI-OC in 2001 trying to make CAB succeed. Especially we like to thank the Boeing representative James Henderson, OCTA representative Annette Hess, UCI Extension representative Debbie Nielson, Logicon representative David Sunday, EDS representative Tammy Elliott, and CSC representative Mary Sunday for all of their hard work. We really appreciate their interest, dedication, and continuing support.

The CAB effort will continue in 2002 and we look forward to working with the current CAB members as well as to welcome additional CAB members to join us in 2002. We plan to expand our marketing and communications effort to the local corporate, government, and education organizations after we refine the PMI-OC corporate communications message, corporate service offerings, and the partnership that binds us all to the common goal of furthering the project management profession.

We appeal to all PMI-OC members to please discuss PMI-OC CAB with their respective organizations' managers. We want to hear from all organizations no matter how significant or not their involvement with project management is. PMI-OC has been serving its individual members quite well that is why it has been experiencing double digit membership growth. We want to enhance the service to our members. We believe that, by PMI-OC reaching out to its local corporate, government, and education constituency and accommodating their project management needs, we will be serving our members better and serve the PMI organization better as well.

Kenneth Pao, PMP

TWO LEAVE BOARD

At the end of this year, two redoubtable members will leave our Board of Directors.

Janice Preston, CPA, PMP #1866, will complete eight years of service to our chapter. Her legacies are abundant and magnificent. For five of those years, Janice managed our Professional Development effort. She is developed the first Orange County PMP Exam Prep classes. Without her effort, the Orange County Chapter would not be able to boast about the nearly 200 certified Project Management Professionals. The Professional Development program she built now enjoys a global reputation of excellence. In November, we will be visited by Kazuo Shimizu Kazuo Shimizu, Secretary General, PMI Tokyo, Japan Chapter who is coming for the specific purpose of studying the Professional Development program that Janice fostered.

Perhaps an equal source of pride for Janice, however, is the financial organization and responsibility she has bestowed on us. Thanks in no small measure to Janice's efforts, our chapter enjoys the luxury of having a responsible cash management plan, solid financial policies and a well run budget process. Even in 1994, during her first term on the Board, Janice established her clear role of ensuring that the chapter would enjoy every nickel of interest income that its treasury would allow.

David Jacob completes six years of service, including two years as our President. Under his administration, our chapter made the jump from about 350 members to about 750 members, moved our meeting venue to our current location, and experienced a 243% increase in our financial reserves. Over the same period, our PMPs went from about 55 to over 100.

Dave has been responsible for recruiting dozens of new and very active members to our chapter who were introduced to the formal study of project management under Dave's gentle guidance. He is a knowledgeable, informative, and effective instructor whose charm and style have won both the minds and hearts of more students than even he can count.

Please take an extra minute to visit with Janice and Dave and to thank them for their roles in making the Orange County Chapter the delight that we all enjoy.

Ed Fern, PMP

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CITRIX



IMAGE TOOL



UC Irvine extension

Project Management Accelerated Courses for Winter 2002

Earned Value Project Management
Thursday-Saturday, December 6-8, 8am-5pm
(fall course)

Project Procurement Management:
Contracting, Subcontracting & Teaming
Thursday-Saturday, January 31-February 2, 8am-4pm

Also of Interest!

Cost Management & Capital Budgeting
Thursday-Saturday, December 13-15, 8am-5pm
(fall course)

Risk Analysis & Decision Making in
Project Management
Saturdays, January 5-19, 8am-5pm

Please call (949) 824-1639 for course details
or for On-Site Training information.

WI02-41

UCR Extension PROJECT MANAGEMENT COURSES

Winter Quarter

Project Planning and Control

Course presents the tools and techniques for analyzing project scoping, cost estimating, budgeting, project scheduling and quality planning.

Tuesdays,
6:30-9:30 pm
January 8-March 12
Fee: \$255
EDP 13B33

Project Management for New Product Development

Introduction to the product development life cycle and ways to improve product development using sound project management techniques.

Thursdays,
6:30-9:30 pm
January 10-March 14
Fee: \$255
EDP 13B29

Project Management Simulation/ Practicum

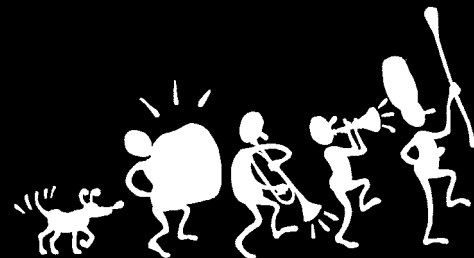
The practicum is a capstone course that integrates theory and learning experiences.

Mondays,
6:30-9:30 pm
January 7-March 25
Fee: \$255
EDP 13B28

For more information, contact UCR Extension at
(909) 787-4111 or check out our Web site:
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If you missed the opportunity to take advantage of advance registration for PMI 2001, you can still sign up on site. Do not miss this opportunity to advance your project management career. With over 200 paper presentations, three dynamic keynote speakers and over 100 top project management companies displaying their products on the exhibit floor, there is something for every project management practitioner. You can still register on-site starting, Thursday, 1 November at the Opryland Hotel. PMI 2001 is being held 1–10 November in Nashville, Tennessee USA. (mtgs-conv@pmi.org).

Congratulations to the PMI Quad City Area Chapter on recently receiving its charter! (chap3@pmi.org).

On 20 October 2001, the Exposure Draft of the Government Extension to the PMBOK® Guide–2000 Edition will be posted on the PMI Web site for viewing and downloading to facilitate review as well as solicit comments and recommendations. Please let your views be known by completing the online form. The Exposure Draft will be available until 20 December 2001 at www.pmi.org/standards/GOVTEXT/exposedraft. Please pass this information along to your colleagues and participate in the exposure draft process. (sfahrenkrog@pmi.org)

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

Congratulations to the PMI Montevideo, Uruguay Chapter, the PMI Pearl City, Hyderabad Chapter, the PMI Netherlands Chapter and the PMI Switzerland Chapter on recently receiving their charters! (chap3@pmi.org).

PMI is pleased to announce that The PMI Project Management Fact Book–Second Edition is now available from the PMI Bookstore. Its five principal sections are structured to serve as a comprehensive compilation of information and data about the profession, the project, individuals working in project management, the environment of project management and the Project Management Institute. It's a handy reference tool for anyone working in project management. Visit www.pmi bookstore.org to get your copy today. (mktgmgr@pmi.org; lew.gedansky@pmi.org)

PMI Headquarters has launched the initial phase of its Web redesign project and we would like to hear from you. Please visit the PMI Home Page at www.pmi.org under the "Breaking News" section if you would like to respond to our Web user survey. Feedback gained from the survey will help chart the future direction for this important endeavor. (esetar@pmi.org; mktgmgr@pmi.org)

Good News from the PMI Educational Foundation: A donation from AT&T was received by the Foundation for its research fund in recognition of the presentation made by Lew Gedansky, Ph.D., PMI Research Manager, at September's AT&T Fourth Annual Project Management Symposium. Gedansky presented "Project Management: The Profession and Its Practices –An Overview of Recent Learning" at the event. (wchilds@pmi.org)

TRY YOUR KNOWLEDGE ON THESE PMP EXAM QUESTIONS

(Answers are on page 11)

Here is a sample of some questions:

1. Which of the following is the primary objective of establishing a quality assurance process?
 - a. Completed checklists
 - b. Process adjustments
 - c. Quality improvement
 - d. The quality management plan
2. The method of calculating the EAC by adding the remaining project budget (modified by a performance factor) to the actuals to date is used most often when the —
 - a. Current variances are viewed as atypical ones
 - b. Original estimating assumptions are no longer reliable because condition are changed
 - c. Current variances are viewed as typical of future variances
 - d. Original estimating assumptions are considered to be fundamentally flawed
3. Unlike bar charts, milestone charts show —
 - a. Schedule start or completion of major deliverables and key events
 - b. Activity start and end dates
 - c. Expected durations
 - d. Dependencies
4. The tool or technique used for communication planning is—
 - a. Stakeholder analysis
 - b. Communication skills
 - c. Information retrieval systems
 - d. Information distribution systems

MEMBERS IN THE NEWS

Ed Fern, VP Professional Development, will speak on the topic of "Accelerating Time-to-Profit" at the November 20 meeting of the Product Development and management Association held at The University Club on the UCI Campus. See www.pdmasocal.org for details.

PMI-OC volunteer **Ron Stein's** company, Principal Technical Services, received a national honorable mention award in the Mass Mutual Business of the Year contest. Principal Technical Services is also on Inc. magazine's 2001 list of 500 fastest growing private companies. In June the firm won Ernst & Young's Local Entrepreneur of the Year award.

Share your accomplishments with PMI-OC. E-mail your information to info@pmi-oc.org.



MONTHLY DINNER MEETING

TUESDAY, NOVEMBER 13, 2001

Program: WHAT CEOs MUST DEMAND TO COMPETE AND COLLABORATE IN 2005

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 | | At the Door | \$45.00 |
| | Members | \$30.00 | | |
| | Non-Members | \$35.00 | | |

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, November 8th, to obtain the "In Advance" price. Reservations made after 5:00 pm, Thursday, November 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. Members and non-members who cancel after Sunday, November 11 at 6 p.m. will be invoiced a \$15 cancellation fee. Members and non-members who make reservations and do not show up at the meeting will be invoiced a \$15 no show fee.

PMI-OC 2002 BOARD OF DIRECTORS

The annual Board of Directors election was held at the October meeting. Congratulations to the newly elected officers.

- President Cyndi Synder, PMP
- VP Programs Judy Quenzer
- VP Communications Kristine Munson, PMP
- VP Operations Terry Warner, PMP
- VP Corporate Relations Ken Pao, PMP
- VP Finance Stephen June, PMP
- VP Membership Glen Fujimoto
- VP Professional Development .. Ed Fern, PMP
- Trustee Frank Reynolds, PMP

The new Board will take office in January 2002.

ANSWERS TO PMP EXAM QUESTIONS

1. c. Quality improvement.

This process increases the effectiveness and efficiency of the project and provides added to the project stakeholders [Executing] PMBOK '96, pg. 89

2. c. Current variances are viewed as typical of future variances.

Past performance is indicative of future performance; therefore, using a performance indicator to modify the remaining project budget yields the more accurate budget. [Controlling] PMBOK '96, pg. 81

3. a. Schedule start or completion of major deliverables and key events.

Milestones are singular points in time, such as the start or completion of a significant activity or group of activities [Planning] PMBOK '96, pg. 70

4. a. Stakeholder analysis.

Stakeholder analysis is used to analyze the information needs of the stakeholders and determine the sources to meet those needs. The analysis should include consideration of appropriate methods and technologies for providing the information needed. [Planning] PMBOK '96, pg. 106

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>.

E-MAIL

If you would like to receive e-mail announcements about upcoming PMI-OC events, contact Rstein@PTStaffing.com

PMI Orange County MILESTONES

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COMING EVENTS

NOVEMBER 10

PMI-OC Planning Meeting

UCI Learning Center

200 South Manchester Avenue, Orange

NOVEMBER 13

**Unleashing the Full Power of Project Management
in the Internet Age—What CEO's Must Demand
to Compete and Collaborate in the Internet Age**

Russell D. Archibald, PMP, PMI Fellow

DECEMBER 11

Work Life Balance Presentation and Holiday Party

by Kathleen "Max" Latham

JANUARY 8, 2002

At 20% Complete, Predict How Much

Your Project Will Cost

by Quentin Fleming

EVERY 4th MONDAY

PMI-OC Board Meeting

E-mail info@pmi-oc.org for time and location

PMI/OC **MILESTONES**

Project Management Institute

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