

PROJECT MANAGEMENT INSTITUTE - ORANGE COUNTY CHAPTER, INC.

MILESTONES

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

JANUARY 2002, Volume 15, Number 1

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January 8th Meeting

AT 20% COMPLETE, PREDICT HOW MUCH YOUR PROJECT WILL COST

Earned Value Project Management . . . An Introduction By *Quentin W. Fleming*

In a story-telling format, Quentin will provide a simple tutorial on earned value project management. He will present a fictitious story, but one which will cover the basic principles of earned value management in an easy to follow manner.

There are only two characters in this story: a Chief Executive Officer of a high-tech company and her young aspiring project manager in his first management assignment for the company. The CEO's marching orders: "employ the best project management practices available on this critical in-house funded project, including and in particular earned value management."

Quentin will be paraphrasing Chapter 1 of his book (co-authored with Joel Koppelman) entitled *Earned Value Project Management*, published by PMI.

This story will cover what is required in order to implement earned value, and will discuss the benefits to be gained when one employs the technique. Earned value is a simple concept, which can be applied to all projects, in any industry. But we must keep it simple.

At the conclusion of the meeting five copies of his book *Earned Value Project Management* will be raffled off as door prizes.

Quentin is an author and consultant to management. He developed two new courses for the University of California at Irvine, both required components of their Certificate Series in Project Management. One is entitled "Earned Value Project Management," and the other "Project Procurement Management: contracting, subcontracting, and teaming." He also serves on the UCI Project Management Advisory Board for this series.

Quentin has been an active member of the Orange County Project Management Institute (PMI). In 1994, he served as Vice President of Programs, and then in 1998 he served as President of the Chapter. Also in 1998, he was the project manager for the PMI '98 International Conference held in Long Beach, where some 264 professional technical papers were delivered.

He is the author of seven published textbooks and his latest title was co-authored with Joel Koppelman: Earned Value Project Management. This book is recommended reading by PMI for all individuals preparing to take the PMI Project Management Professional examination. The book went to a second edition in 2000.

During 1999 and 2000, Quentin was on the eight-person core team which updated the PMI Guide to the Project Management Body of Knowledge (PMBOK® Guide), released in December 2000. He was responsible for all input earned value inputs to the PMBOK Guide, and also Chapter 12 covering Project Procurement Management.

His personal website may be found at <http://www.QuentinF.com>.

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See ad on Page 5



NEW PROJECT MANAGEMENT PROFESSIONALS

David Bieda	PMP-#40200
Joanne Garcia	PMP-#41049
Sherman Gomberg	PMP-#39955
Phillip Jones	PMP-#40237
Katia Karam	PMP-#35857
Thomas Murray	PMP-#40637
Jaleh Partovi	PMP-#40803
Kevin Taugher	PMP-#40043
Thomas Voth	PMP-#40229
Ralph Wantje	PMP-#40994

Total New PMPs: 10
PMI-OC PMPs: 199

NEW MEMBERS

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MGE UPS Systems, Inc.

Garry Dean Buries
Port of Long Beach

Ekta Chopra, Compass Aerospace

Susan Eileen Fisher

Denise Fleury

Anthony Tyrone Freeman, Fluor

Gary Goodman
Cap Gemini Ernst & Young

Steven Jackson, Parker

Katia Karam, PMP, EDS

Deborah Kerns

John Koren, EDS

David Lustig, Bonui Enterprises

Don Monge
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Jon Quan, Hampton Products Int'l.

Jackqueline Raho, The Boeing Co.

Robert Ramos, Sprint

Michael Rood, Siemens ICN

Joyce Smith, Prescription Solutions

William Terwillegar

Patty Tutor

Robert White, Ingram Micro, Inc.

Virginia Anne Woelfl
Quantum Technologies, Inc.

Total New Members: 24
PMI-OC Membership: 851

THE PRESIDENT'S COLUMN



The PMI-OC Board has two objectives for 2002 that involve collaboration:

- Develop relationships with other PMI components
- Develop strategic relationships with other associations

These objectives are aligned with our goal of increasing collaboration with other organizations. Ken Pao is the board member responsible for the goal, and we are very lucky to have two champions who are heading up these objectives.

Mike Beard is working with SIGs and the college to find ways to collaborate, share information and perhaps hold joint events. You will start to see articles in *Milestones* about SIGs and the college. Mike also plans to have a SIG table at the dinner meetings for various SIGs to place brochures and have a representative from the SIG talk with attendees about the SIG. For the January meeting there will be information on the College of Performance Management and representatives from the college available to answer questions and promote the benefits of membership.

On the association side, Tom Sippl is leading the initiative to collaborate with organizations and associations that would provide benefit to our members. PMI headquarters has some strategic relationships with such organizations already, and Tom will leverage those national relationships to bring value at a local level. He will also work with members who want to build a relationship between PMI-OC and other associations they belong to. Such discussions are already under way with the Product Development and Management Association (PDMA). Some of the benefits under discussion include:

- Members of either association should be entitled to attend the meetings of the other association at the "member" rate.
- Both associations should provide links to one another's web sites.
- Both associations should provide a distribution facility, at their monthly meetings, for publicity collateral for the other association.

If you would like to support these objectives there are many ways to participate:

- If you are a member of an association, or know of an association in which collaboration would provide value to members of both associations, contact Tom Sippl.
- If you are a member of a SIG and would like to represent your SIG at a Chapter event, contact Mike Beard.
- If you have ideas for collaboration or would like to be involved in forwarding these objectives, contact our Director of Volunteers, Brent Felsted.

Contact information:

Mike Beard projectm@pacbell.net

Tom Sippl tsippl@pacificlife.com

Brent Felsted flash10K@earthlink.net

I am very excited about expanding our reach in the community and providing more opportunities for our membership to learn and grow.

Best to you in the new year!
Cyndi Snyder, PMP

Thinking



WHAT OUR NEW PMP's Say...

"...the Cheetah course is different. It isn't a course, it's a vehicle—destination PMP. I couldn't have done it without you guys. You were GREAT!!!! Ray Strano, PMP, RCCD

"...thanks again for putting together a TURBO session. It will be a long time before I forget this experience, perhaps never." M. Lakhany, PMP

"...we followed all your directions and placed our trust in you and you delivered." Robert Torres, PMP

"...(the) concern you show for the class participants and their common goal is not only a morale boost but is helpful academically as you make adjustments for individual learning styles...." Bruce Silver, PMP

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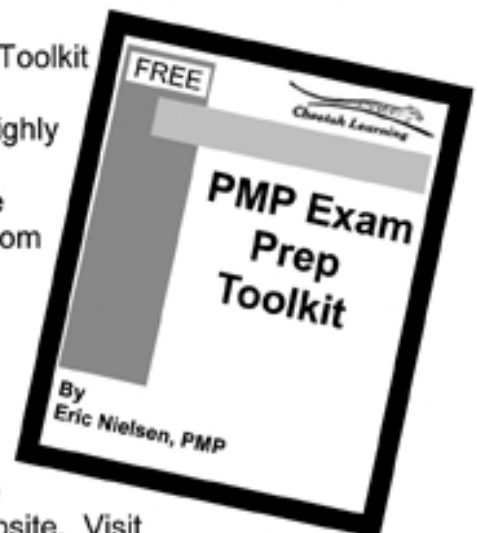


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MOVING AROUND THE PROJECT TRIANGLE

Even if you've never been a project manager, you know the basic items of interest. The your boss finds you, tasks you with some work and adds, "Don't spend more resources than you're budgeted, deliver the goods on time, and make sure the goods meet the customer's need." Cost, schedule, and quality (or scope).

These three items define the elements (constraints) of project management. But what is most important? While these attributes represent the basics, a project manager must be able to make tradeoffs among them as project uncertainties unfold (both good and bad). A project manager must know their customer's priority (note "priority" is not a plural noun). If the priority is not stated, then the project manager must find out the customer's one priority.

Simply asking the customer is the first step in educating the customer that there is uncertainty, risk and unknowns in his project. When these are encountered, and they will be encountered, how does the customer wish the project manager to act? Is the project the publishing of next month's periodical? Meeting the printer's schedule is unforgiving. Is the project to design a new medical implant? Quality (Scope) is unforgiving. Is the project key to meeting stock analysts' earnings projections so the company stock grows? Then cost is unforgiving.

Once a project manager knows the customer's priority one item, the other two can be considered as variables, within reason. For example, if the periodical falls behind schedule, our editor might pay for overtime (cost) or delete a story still in work (scope) to stay on schedule. If the quality of our medical implant becomes a concern, we can do more testing (cost) or pause and review the design (schedule). If we think the project will end up eroding the value of our stock, we can cut back on the project's scope and (possibly) adjust the schedule to save money.

Once the project manager has the priority element in mind, the question is which of the other two elements should be adjusted, and by how much? The problem we typically face at this point is a lack of clear data to make an informed decision. Of course we have our financial report of how much we've spent and how much is left. We have schedules and milestones; some have been met, some are ahead, and perhaps some are behind. We should have information about the quality (scope) of the evolving internal and deliverable products and if they will likely achieve their intended purpose. It would be great if we could get this data in common units so we could compare them and really know where we stand.

The Earned Value method of monitoring cost and schedule accomplished this over 30 years ago. By identifying an economic value for each item of work within the project, and knowing its state of completion, the project manager knows instantly the value of all completed work. Now the two remaining questions are (a) is this value more or less than I had planned to achieve at this point, and (b) have I spent more or less money than the value of the work completed? The answer to these questions is

in the Cost Variance and Schedule Variance data, but more commonly shown as Cost Performance Index (CPI), and Schedule Performance Index (SPI).

For each index a value greater than one represents a good situation, and a value below one represents a bad situation. (Values of exactly one should be considered highly suspect – recall that a project is planned around known and unknown uncertainties. No one is that good at seeing into the future!) So if our project's priority is cost, we can examine the CPI and SPI and determine if we should trade schedule for cost. If the SPI is greater than the CPI we should perform the trade. (Note that SPI does not have to be greater than one, only higher than the CPI, since cost is our example's priority.) Our objective is to get the CPI as close to 1.0 as possible. The same logic can be applied if the schedule is the priority using a goal of 1.0 for the SPI.

So what about the scope or quality side of the triangle? Can we know if we are under- or overachieving on scope or quality? If it only were that simple! The project management community is struggling with the concept of a Technical Performance Index (TPI) from key project Technical Performance Parameters (TPP). Literature shows some work has been done and the author has presented one method to attempt to create a TPI by merging EVM and technical data. Unfortunately the requisite technical performance baseline is difficult to establish. This requires a strong technical understanding, experience, and development of additional skills. Measurement of technical performance to the technical baseline is also challenging.

Nevertheless, earned value is the best project tool to monitor cost and schedule. Getting some technical quality and project scope information can provide the knowledge for the third side of the project triangle. With information about all three elements the project manager can monitor the customer's priority element. The project manager will also know how to adjust the other two elements so the result is a satisfied customer. Sometimes the customer just can't have all three.

Ray Stratton
President

Management Technologies

Ray Stratton is a member of the Orange County PMI chapter and president of Management Technologies. He is currently a lead author of the PMI Practice Standard on Earned Value, and authored the Earned Value Management Maturity Model.[®] Ray is also a member of the "Projects@Work" editorial board. He can be reached at RayStratton@mgmt-technologies.com.

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PAINFUL PROJECTS

Any PM who has more than a few years experience has had our "Project from Hell" where everything possible goes wrong—technical issues, political problems, in-fighting among team members, lack of management support, whatever. If you haven't had one yet, you will have eventually. As painful as these projects are, there's a lot that we learn from them. If nothing else we at least come away saying "I'll never do THAT again."

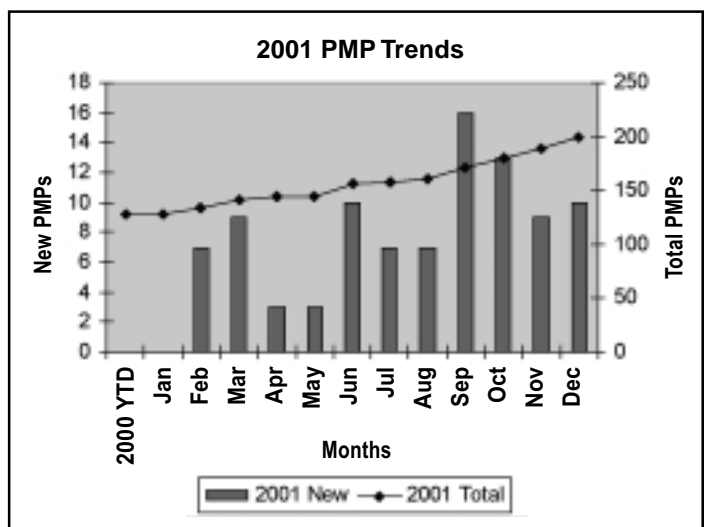
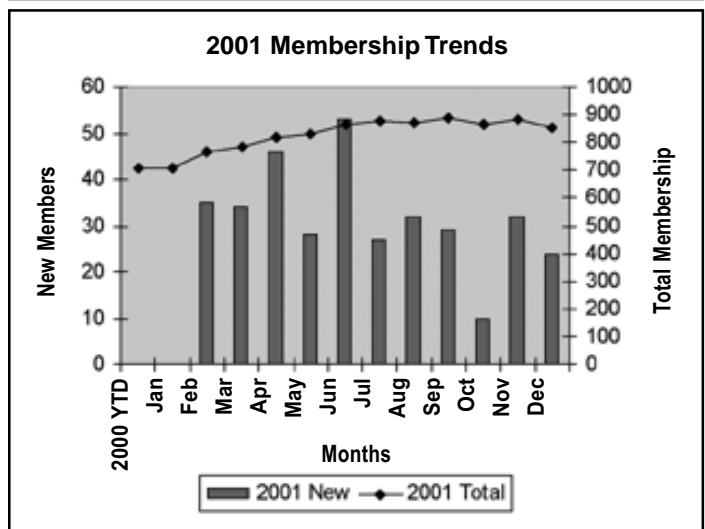
Well, here's your chance to come clean, admit that you managed this really awful project, and help us avoid the same problem.

Share what you learned with us. Tell us, in 250 words or less, the type of project it was, why it went so bad, and what you learned from it. We'll edit and publish these on a monthly basis so that everyone can see that we all face the same problems. No client or company names, please.

Therapy? Maybe. But certainly a column that can turn into real learning for our members with less experience or who haven't worked in a particular area before.

For further information, please contact either Kristine Munson at Kristine_Munson@hotmail.com or Frank Parth at fparth@projectauditors.com.

MEMBERSHIP TRENDS



Project Management Accelerated Courses for Winter 2002

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

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

Earned Value Project Management
 Thursday-Saturday, February 7-9, 8am-5pm

Also of Interest!
 Project Acceleration Techniques
 Thursday-Saturday, January 31-February 2, 9am-4pm

Visit www.unex.uci.edu for course details.
 For on-site training information, call (949) 824-1639

WI02-41C

PMI-OC VOLUNTEERS

GRAHAM KNEALE HONORED AS VOLUNTEER OF THE MONTH

At the November Board meeting of your chapter, a resolution was unanimously passed designating **Graham Kneale** as Volunteer of the Month for December. Chapter Volunteer Coordinator, Bill Postma, subsequently honored him at our December general meeting, by presenting him with a Certificate of Appreciation

Graham joined PMI and our chapter about five years ago. By his own admission, he was not very active until he made the commitment to attain his PMP certification. He passed the exam in September 2000—immediately after attending a chapter-sponsored PMP workshop. Because of a keen desire to give back to the chapter, he volunteered his services as the registrar for the two subsequent PMP workshops held this year. This job entailed handling all the logistics of taking reservations, collecting fees and providing general support to Ed Fern, VP Professional Development.

In addition to his work as a registrar, he taught specific modules at the last two PMP preparation workshops. By his own words he found the entire experience exceedingly gratifying and a lot

of fun. Graham also assisted Judy Quenzer, VP Programs, with her setup of the rooms at our monthly meetings. With Judy he helped to deliver Christmas gifts for children to the OC fire department that were donated by members at last year's December meeting. Graham briefly served on the 2001 Board as VP Operations, but reluctantly had to resign due to obligations from his newly acquired job.

He works as a project manager for the Los Angeles County Sheriff's Department and is currently leading a \$2.8 million project to automate hard copy paperwork currently used by the Department, including electronic capture, routing, signature, and storage of forms. Phase I of this project will complete in June 2002 and Phase II should be completed by December 2002. His next challenge will be to roll out this service for other areas within the department, as well as other county departments.

We are deeply grateful to you, Graham, and wish you continued successes!

Dave Jacob

VOLUNTEERS NEEDED

TWO GREAT WAYS TO VOLUNTEER

PMI LEADERSHIP MEETING

The PMI Leadership Meeting will be held in Costa Mesa March 7-9. PMI Leaders from around the world will be meeting to discuss issues, network and learn during three days in March. Attendees will be chapter officers, SIG officers, college officers, PMI Board of Directors and PMI headquarters staff. Take advantage of this opportunity to volunteer! The following positions are available:

- Sergeant-at-Arms
- Registration
- Pre-registration

For information on volunteer opportunities, contact Rick Michaels at: rmichaels@filenet.com.

PROJECT MANAGEMENT AROUND THE WORLD

The Orange County chapter is planning an event for the afternoon or evening of March 9, 2002, following the close of the PMI Leadership Meeting that will be held in Costa Mesa. Our theme will be "Project Management Around the World." We hope to have presentations and discussions of project management practices from five continents and several countries.

We are currently seeking chapter members interested in helping to plan and organize this event. If you are willing to give your time and energy, please send an e-mail to edfern@time-to-profit.com.

MAKING A DIFFERENCE

DO YOU WANT TO MAKE A DIFFERENCE?

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

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

We are all looking for volunteers for our teams. If you are interested in making a difference and a contribution to our chapter, please contact one of the 2002 officers or **Volunteer Director Brent Felsted**.



DECEMBER MEETING REVIEW

WORK-LIFE BALANCE

Presented by "Max" Kathleen Latham,
Life Strategy & Career Transition Coach

What would you like more in your life? Need more time for major items? We are caught constantly in the "Do" cycle with too much of it to do and little time for the small stuff that we have not made room for in our life. Max told us we should not start with filling our cup with sand (the small stuff) but start filling the cup with rocks (the big stuff) and when full add the sand.

A very good point Max made was that we teach other people through our choices. If we choose to do everything that is needed, we condition people into believing that we will do whatever they ask on subsequent requests. It is occasionally OK to say "No" with a politically correct explanation with the expectation that your response will be understood.

Max drew our attention to the hand-out she provided noting the 13 critical reasons for Work-Life Balance:

1. You only go around once. You had better do it right.
2. Stress ain't no fun
3. May reduce marital tension associated with working too much
4. Allows you to make space for the "thing" you always wanted to do or accomplish
5. Permits mindful, conscious thinking
6. Reduces the risks of serious health problems
7. Makes you more enjoyable to be around
8. Creates a more "well-rounded" person
9. Gives you the time to get to know your children
10. Working long hard hours does not guarantee a job in today's job market
11. Allows time for you to put effort into managing your career (A mandatory in today's workplace)
12. Allows time "to stop and smell the roses"
13. Frogs Boil to Death

Max explained number 13 for us: if a frog is suddenly placed in boiling water it will jump out knowing that to stay would be death; if a frog is placed in a pot of cool water on a stove and the heat turned up the frog will remain in the pot, get comfortable with the environment and eventually boil to death. See if this applies to your situation.

Max ended with several good words of advice: Take time for yourself, you have the power of choice—choose wisely.

Max is a life strategy and career transition coach and may be contacted at (949) 733-9077, max@maxlatham.com.

Mike Beard, PMP



PMI-OC members
generously contributed to
Toys for Tots during the
December dinner meeting.



December dinner speaker
"Max" Kathleen Latham
with PMI-OC VP Operations
Terry Warner

COLLABORATION WITH SIGS

In case you have not noticed there's a new SIG in town (sounds like the Eagles song) and it is the Program Management Office SIG (PMOSIG). The PMOSIG received its charter in September 2001, and I am proud to be a charter member. Mr. Robert Johnson, PMP is the Executive Chair of the PMOSIG. Mr. Johnson and I have been discussing the possibility of putting together a Program Management Office Regional Group (PMORG) in Southern California. A PMORG is currently operating in New Zealand under Ms. Rommy Musch that is doing very well. The PMOSIG web site is <http://ebiz.netopia.com.pmo>. I am looking forward to further development with a PMORG and will keep you informed.

For those of you who are really involved with a PMO, PMI is developing a Certificate of Added Qualification (CAQ) for the Program Management Office. Further information will be listed on the PMI web site in December 2001 with reference material for the CAQ. The test is expected to be ready in the first quarter of 2002.

One of our chapter objectives from the 2002 Strategic Planning Session is collaboration with the SIGs. I have started communicating with various SIGs in an effort to leverage our monthly meetings for our mutual benefit. Messages are coming in from several of the SIGs (Consulting, Education and Training, PMO, etc.). I will be looking for people from the various SIGs within the Southern California area to meet and communicate with at the chapter meetings. Some thoughts I have for collaboration at our chapter meetings are: SIG specific tables—where birds of a feather can flock together, SIG material for handouts prior to the meeting, SIG presentation night, and possibly with the gracious help of K.C. Anderson (ESI) some SIG specific breakfast meetings. If you have any thoughts on increasing the collaboration with the SIGs, please send them to me so we can get working.

My email address is projectm@pacbell.net. I look forward to hearing from you.

Mike Beard, PMP

WORKING CROSS-FUNCTIONALLY

Working cross-functionally poses a challenge for any project manager. Team members have functional commitments and loyalties. Resource managers have functional goals and priorities. It usually falls on the shoulders of the project manager to bridge the gap between managing a project that is cross functional, within an organization that is aligned functionally. (There are management systems that can minimize these matrix problems, but very few organizations have them in place.)

The key to managing your cross-functional projects is gaining commitment from the members of your team and project alignment from the functions. Here are seven tips for making your cross-functional projects more successful.

1. Start your project with clear direction and strong support from your sponsor. Make sure you obtain a charter from the sponsor before you begin project planning. The charter should outline the expectations, limits and priorities for the project. If your sponsor doesn't write the charter, write it with the sponsor or write it yourself and then review it in depth with her. Make sure she signs off on it when you're done. Also, review the charter with each resource manager before you ask him for the resources (people and/or money) you need for the project.
2. Obtain team member commitment to the project by involving them in project planning. Use a project management method that encourages team participation. Participation builds understanding, commitment and accountability to the project.
3. Make sure key resource areas have representation on the team. For key stakeholders that do not have representation, assign a team member liaison to communicate with that stakeholder. Also, create a communications plan for regular communications with all stakeholders. Copy resource managers on all status reports and have team member representatives review project status with their resource managers.
4. When the project plan is complete, review it with each resource manager and have him sign off on it. Approval of the plan signals their commitment to providing the resources as prescribed in the plan. If they refuse to sign, ask them what changes would be required to the plan in order to gain their commitment and approval. Don't begin execution without commitment from the resource managers.
5. Keep project ownership on the shoulders of the project team during execution. This is done by maintaining team participation during status reviews, when identifying and analyzing problems and creating action plans, and when evaluating change requests. When a problem arises lead the team through a process of deciding on the best course of action. By letting them own the problem and develop a solution, they remain committed to seeing the project through to a successful conclusion.
6. Solicit help from your sponsor when you can't resolve problems on your own. She should be in a better position to lobby resource managers to provide support that you probably are. She can also escalate issues for you. Ensure sponsor involvement in the project by working with her to create the charter, inviting her to the kick-off meeting to review the charter with the team, reviewing the project plan with her and having her sign off on it, issuing regular project status reports during execution, holding regular project review meetings with her and soliciting her feedback on the performance of the project and on your own performance throughout the project process.

7. Solicit feedback from resource managers throughout the project. Feedback can be obtained through face-to-face meetings and/or through simple survey feedback forms. When using a survey form, make sure you close the loop by reporting back to the resource managers on the results of the survey and on your action plan for dealing with the issues raised.

Working in a cross-functional environment is certainly a challenge but not one that is unmanageable. Try the seven tips listed above and see if they don't help you minimize the problems that emerge from working in a matrix.

Paula K. Martin, CEO, Martin Training Associates

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Paula Martin is the CEO of Martin Training Associates, a management training and consulting firm. She's the author of seven books including the Project Management Memory Jogger™ and Executive Guide: The 7 Keys to Success. For more information, visit their website: www.martintraining.net. Phone: 866-922-3122 or 513-563-3512.



NEWS FROM HEADQUARTERS

At December's Grand Opening of the PMI® James R. Snyder Center for Project Management Knowledge & Wisdom, Les Prudhomme, Associate Director of the Construction Industry Institute, presented a major gift to the Knowledge & Wisdom Center at PMI Headquarters. The Construction Industry Institute, in coordination with the PMI Design-Procurement-Construction Specific Interest Group, donated a complete set of its research spanning 286 reports and valued at \$55,000 (US) to the Knowledge & Wisdom Center. These reports are currently being cataloged, classified, and entered into the center's new online catalog, the Knowledgebase, which is accessible through the center's homepage (www.pmi.org/k&wc). PMI is pleased to add this valuable set of reports to its information center collection. (mmsink@pmi.org)

PMI announces the selection of Dennis Bolles, PMP as the Project Manager of the PMBOK® Guide – 2004 Edition Update Project. Bolles is currently forming his team, which will start work in January 2002. Interested volunteers can find information and an application at: <http://www.pmi.org/standards/pmbokgupdatesession.htm> (sfahrenkrog@pmi.org)

The PMI Corporate Council would like to welcome its newest participant, ICF Consulting Group, 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)

Watch for the Call for Nominations for the PMI Professional Awards in the December 2001 issue of PM Network® and starting 1 December on the PMI Web site at www.pmi.org/awards. Recognize a colleague for their valuable contributions and best practices! In addition, make your projects count by submitting an entry to the prestigious PMI Project of the Year Award competition. (marketing@pmi.org)

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Got cold feet? Have exam jitters got to you? Did you take a PMP® Certification Preparation Workshop and never took the exam? Then join us for our 2-day facilitated study session and cram with us. Take the PMP® exam this year before it changes to the PMBOK® Guide 2000. Fee: Only \$350.00

Session Highlights

- Small class setting
- Facilitated by industry project managers
- Process Area review
- Go beyond the PMBOK® Guide
- Practice exam questions
- Earn PDUs

Dates, Time, and Location:

Sat., January 12, 2002 8:00 am to 5:00 pm OuterCore
Sat., January 19, 2002 8:00 am to 5:00 pm 5015 Birch St.
Newport Beach

Or

Sat., February 2, 2002 8:00 am to 5:00 pm OuterCore
Sat., February 9, 2002 8:00 am to 5:00 pm 5015 Birch St.
Newport Beach

Register at www.outercoreinc.com. (Only the first 15 people to pay will be allowed into the class, remaining signups will be placed on a waiting list). A full refund will be granted for cancellations received in writing one week prior to the start of the session. There are no partial refunds.

See our website for additional classes in Project Management scheduled for 2002!



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I found the database of questions key to my success. I was able to focus on specific areas of content. The reference to the correct documentation allowed me to drill down on the key areas of knowledge required.

Rob Barlow
Uxbridge, Ontario, Canada

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* More than 92% of our subscribers pass the test and become certified

PMI-OC ELECTION OF 2002 BOARD OF DIRECTORS

ATTENDANCE

Members Present 78

Other Attendees 49

MEETING STATISTICS

The Election of the 2002 Board of Directors of the Project Management Institute, Orange County Chapter, Inc. was held at the Wyndham Gardens Hotel, 3350 Avenue of the Arts, Costa Mesa, CA on Tuesday, October 9th 2001. With 78 members, 9.0% of membership, in attendance, in accordance with PMI-OC by-law 7.6, a quorum was declared to exist.

ELECTION REPORT

In August 2001, President Cyndi Snyder appointed Adrienne Keane as the nominating committee for the annual election of members of the PMI-OC Board of Directors. Notice of the election and a call for candidates was printed in the August and September issues of the PMI-OC newsletter, *Milestones*, and was announced at the dinner meetings. A Board of Directors Election Process procedure was approved at the September Board meeting. Self-prepared biographies of the declared candidates, except for Thomas Frey who missed the submission deadline, were printed in the October issue of *Milestones*. The biographies were reprinted and distributed during the October dinner meeting to include Frey's information.

At the October 9th dinner meeting, when attendees arrived at the registration desk, election ballots and candidate biographies were issued to all PMI-OC members. Those candidates who were present were introduced prior to the start of dinner, and a call was made for further candidates. Members had until the end of the after dinner break to place their ballots in the ballot box. During the after dinner presentation the ballots were tallied by the Election Chair, Dave Jacob, and two volunteers. Fifty-three ballots were cast. All unopposed candidates were confirmed, and Judy Quenzer was elected

to the position of VP Programs by a count of 45 to 6. The election results were announced at the end of the after dinner presentation.

Approved: Terence L. Warner, VP Operations

Approved: David S. Jacob, Trustee and Election Chair

Attachments to official copy:

1. Sample Ballot
2. Election Process
3. Certified Election Tally Sheet



Members of the 2002 PMI-OC Board of Directors.

Left to right: Ken Pao, Ed Fern, Kristine Munson, Stephen June, Judy Quenzer, Cyndi Snyder, Frank Reynolds, Glen Fujimoto, and Terry Warner.

IMPORTANT NOTICE FROM PMI HEADQUARTERS

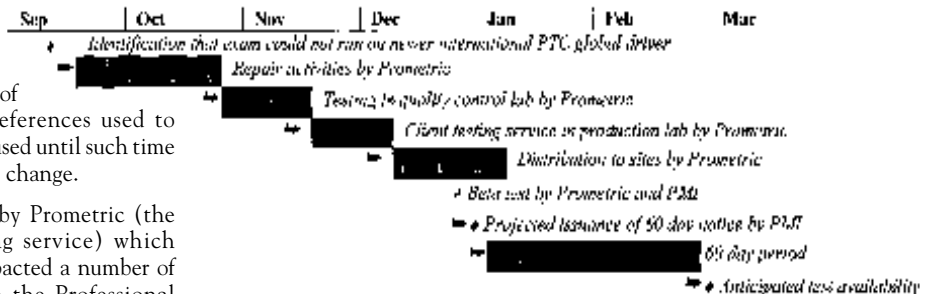


29 November 2001

Dear PMP® Candidates and PMI® Registered Education Providers:

In mid-September 2001, a letter was sent to all PMP candidates, PMI components, PMI Registered Education Providers (REPs) and published on the PMI web site for public notice. This information indicated that the existing exam and domains (i.e. continued use of the *PMBOK® Guide*—1996 Edition as one of the references used to substantiate the correct answers) would continue to be used until such time as we were able to provide sixty (60) days notice of the change.

That letter detailed a programming bug discovered by Prometric (the company that provides the computer-based testing service) which necessitated a delay in the scheduled upgrade and impacted a number of areas. First, the new exam content including both the Professional Responsibility and the routine question bank update (utilizing the *PMBOK® Guide* - 2000 Edition as one of the resources instead of the 1996 edition); and second the move from APTC (testing sites operated within a third party training facility) to PTC (high security testing sites operated by Prometric) channel architecture for exam sites outside of North America. Due to the complexity of this situation, we were unable to commit at that time to a fixed implementation date and accordingly stated it would be no earlier than 31 December and, in any event, not until such time as we could provide sixty (60) days notice of the scheduled change.



We have been closely monitoring Prometric's progress in regard to this matter and, based on their progress, expect to be able to identify an implementation target date in accordance with the project activities as scheduled:

As there has recently been some confusion expressed concerning the release of the new exam, we would like to provide the key differences between the *PMBOK® Guide*—1996 and 2000 Editions as guidance to exam candidates and REPs to facilitate decisions regarding exam preparation. Before reviewing the differences between the editions, it is important to note that the **PMP® Exam is not solely based on the *PMBOK® Guide***. The *PMBOK® Guide*, like other publications, is used as a reference to substantiate the correct answer and not as the sole basis for the PMP Exam. Specifically, the delay in releasing the new PMP Exam due to the Prometric technical

Continued on Page 11



MONTHLY DINNER MEETING

TUESDAY, JANUARY 8, 2002

Program: AT 20% COMPLETE, PREDICT HOW MUCH YOUR PROJECT WILL COST

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, January 3rd, to obtain the "In Advance" price. Reservations made after 5:00 pm, Thursday, January 3rd, will be charged the "At the Door" price.

If you are unable to attend, please cancel your reservation by sending an e-mail to Stephen June at sjune@surfside.net. Members and non-members who cancel after Sunday, January 6 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.

IMPORTANT NOTICE *Continued from Page 10*

problems means a postponement in any new questions that use the PMBOK® Guide–2000 Edition as the reference source for a correct answer. The major differences between the editions are described in the preface of the PMBOK® Guide–2000 Edition and key points are outlined below:

1. Chapter 11, Project Risk Management, was entirely rewritten for the PMBOK® Guide–2000 Edition. There are now six sub-processes versus the four that were in the PMBOK® Guide–1996 Edition; one of the previous sub processes was split in two and a new sub-process was added.
2. Earned Value Management was given expanded treatment in three chapters and the previous four letter abbreviations were changed to the current two letter abbreviations. Note: not all of the two letter abbreviations are intuitively shortened versions of the four letter abbreviations.
3. The term 'supplier' was standardized to 'seller' throughout the PMBOK® Guide–2000 Edition.
4. A number of subtle changes were made to the definitions in the glossary.

On behalf of PMI and the Certification Department, please accept this communication as a constructive step forward to bring our stakeholders to the same page on the projected target date for implementation, what is impacted by the technical problem, and how to prepare for the current exam version in the interim. We would also like to assure you that the project management of this development is a key priority. We are partnering closely with Prometric following a project plan with weekly teleconferences and action log, and consider the relationship to be effective. It recently came to our attention that there was confusion over what would be delayed (e.g. some individuals were under the impression that the PMBOK® Guide–2000 Edition would become a reference for the exam effective 1 January 2002 and was not impacted by the problems affecting Professional Responsibility questions) and it was never our intention to withhold information or avoid communication.

We sincerely regret any inconvenience that this has caused candidates or REPs and look forward to demonstrating sustained levels of communication and collaboration over the next months as we introduce the new exam complete with Professional Responsibility questions in eight languages on the same platform globally. Please e-mail newmpexam@pmi.org if you have additional questions or comments.

Sincerely,
Laurie Cooke
Director of Professional Programs

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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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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COMING EVENTS

FEBRUARY 12, 2002

Topic to Be Announced

EVERY 4th MONDAY

PMI-OC Board Meeting

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

PMI LEADERSHIP MEETING

Costa Mesa

March 7-9

PMI/OC **MILESTONES**

Project Management Institute

Orange County Chapter, Inc.

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ADDRESS CORRECTION REQUESTED