

PROJECT MANAGEMENT INSTITUTE - ORANGE COUNTY CHAPTER, INC.

MILESTONES

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

FEBRUARY 2002, Volume 15, Number 2

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February 12th Meeting

MONITORING THE VITAL SIGNS OF YOUR PROJECT—IS IT ALIVE?

Donna M. Koehnen, Center for Project Management

Everybody's reading the vital signs – airline pilots, racecar drivers, radio and television transmission engineers, and doctors. When a baby is born, the doctor monitors the infant's color, pulse, temperature, and general disposition. When a patient visits the doctor, the physician checks the patient's vital signs. Auto mechanics monitor a car's performance during a service, and airline traffic managers study the take-off and landing performance of flights. Every industry has its methods of checks and counter checks to ensure successful completion of their projects. Every industry, but the IT industry.

A story published in the CIO Insight magazine (September 2001) states: "ONLY 10 PERCENT OF THE RESPONDENTS INDICATED that their organizations' most important initiative of the past two years had been completed both on time and on budget..." Even more damning is the report in the CIO magazine, June 21, 2001: "Fewer than a third of IT projects (a lot less, some say) are completed on time, on budget and with promised functionality." In medical terms, the mortality rate of IT projects is too high. By the time CIOs and sponsors find out that their projects are in trouble, often it is too late to take corrective actions.

To aid the project sponsors and project managers in this arena, our speaker will discuss a highly effective twelve-point plan for monitoring Project Vital Signs. In the same way as a physician monitors the vital signs of a patient, so the Project Vital Signs prescribe a direct line of responsibility for monitoring, reporting, and taking action to correct project management problems. Failure to do so will prevent decision makers from taking timely actions, and emergency teams will be called in to perform crisis management on projects (patients) that may already be comatose.

Donna M. Koehnen is an instructor and consultant for the Center for Project Management. Ms. Koehnen has over 20 years of business experience both as an employee an owner/operator.

Ms. Koehnen has extensive experience with international training and business development. Prior to joining the Center for Project Management, she owned and operated her own business in Central America. Before purchasing her business, Ms. Koehnen served as the Vice President of Operations for Round Table Pizza, Inc. In that capacity Ms. Koehnen was responsible for the development and execution of the business and management systems used to produce the retail products. As part of that process, she was instrumental in integrating the use of personal computers into the business systems (customer orders, purchasing, labor scheduling, menu mix, etc.). During her tenure, she launched that company's first international sites in Taipei and Tokyo. She personally served as the executive consultant to the international clients and provided hands on training, purchasing, and marketing guidance.

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NEW PROJECT MANAGEMENT PROFESSIONALS

Artemio Cervantes	PMP-#2751
Ann Collins	PMP-#42051
Gerry Darden	PMP-#42345
Robyn Harrel	PMP-#41241
William Hayward	PMP-#43241
Eileen Hellmuth	PMP-#42573
Shirley Maimoni	PMP-#43488
Paul Mazurk	PMP-#42009
Wayne Pacholl	PMP-#41735
Balaji Rao	PMP-#19975
David Scott	PMP-#41963
Jeff Tiedeman	PMP-#41975
Total New PMPs:	12
PMI-OC PMPs:	207

NEW MEMBERS

Howard Louis Alexander
Kathleen Brown Pacific Life Insurance Co.
Michael Cates Jacobs Engineering
Artemio Cervantes, PMP
Lauren Dillard Parsimone, Inc.
Louisa Mercedes Dixon Bio-Rad Laboratories
Richard Dow Southern California Edison
Leilani Garcia Flores Magic Software Enterprises, Inc.
Keith Michael Giberson RCG Information Technology
Sandra Hyman
Bennie Jaramillo Sprint
Jeff Keiser EDS - TESC- A, Inc.
Robert Klein Directfit
Kirk Kronsberg Boeing
Philip Le ACTA
Linda Kay Lerch GovConnect
William Lynch Diebold
John McGregor Dorado Co.
Robert Mignone GovConnect

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THE PRESIDENT'S COLUMN



CHAOS. It's a word that invokes discomfort in most people. One person might think of the cosmic soup of planets, stars, gasses and space that surround our small blue/green planet. Someone else may think of their desk, or their job, or the project they were just assigned. Generally it is not one of those words that creates a warm, fuzzy feeling in your heart. More often it creates discomfort and some anxiety.

However, it is becoming more important to our success that we learn how to accept the ambiguity of chaos in our professional lives. Those who will prosper in these times are the people that not only learn to tolerate it, but learn how to work with chaos to move ahead.

In the book *Global Literacies*, Robert Rosen talks about different types of literacies that successful business leaders have. One of those literacies is business literacy. In the domain of business literacy, the best leaders move fluidly between thoughts and actions, particularly when the environment is out of control.

One of the new roles that Rosen describes is a "Chaos Navigator." A Chaos Navigator is someone who can get outside the linear cause and effect style of thinking and operating. Someone who can see the system that the chaos is operating within rather than being blinded by the chaos itself. These leaders are more comfortable trusting their intuition. They look for patterns rather than clear directions.

In the movie "A Beautiful Mind," the main character, John Nash, was a genius. One of the things that made him so brilliant is that he could see patterns in what occurred to other people as random behavior. For example, he could break complex numeric codes, and he won a Nobel Peace Prize for improving Adam Smith's economic theory.

This type of thinking is the same type of thinking that we must start to engage in to become a successful navigator of chaos. This type of thinking requires us to make our minds for flexible and agile. It's no longer about thinking outside the box. It's realizing that there is no box, and there never was! With the economy and the job market the way they are, now is a perfect time to get comfortable with chaos. There isn't much we can do to change the system of the economy, but there is something we can do to learn to deal with it better. Be BOLD! Think different! Look BIGGER! Synthesize information in ways you never dreamed of before. Trust your intuition. Let it lead you down a new path.

Remember, your body doesn't know the difference between fear and excitement. The physiological phenomenon are the same. It is only the label we apply that has one reaction be called excitement and the other fear.

Chaotically yours,
Cyndi Snyder, PMP

ASSOCIATION RELATIONS SUB-COMMITTEE

PMI-OC ASSOCIATION RELATIONS SUB-COMMITTEE OF CORPORATE RELATIONS

Just a reminder to all of the announcement that was made at the PMI January 2002 dinner meeting . . .

Cyndi anointed me the chosen one for kicking off this sub-committee. Association Relations was initiated as a result of the 2002 Planning Meeting held in the 4th quarter of last year.

The goal, very simply stated, is to extend the knowledge of Project Management, PMI, PMI-OC and the PMP certification to other associations in Orange County and to determine and implement ways of being mutually beneficial to each other.

The first step is to identify associations which could benefit by association with PMI-OC, then determine with them what specific ways mutual benefit could occur, then implement those that were deemed worthy.

So, starting off with the first step, please, if any readers are affiliated with or know of candidate associations or user groups, get contact information to me at tsipl@PacificLife.com or 949-219-7798.

Also, if any one in the Chapter would like to work with me on this project, also make themselves known. I am sure we will meet some interesting people and organizations and I assume networking opportunities will abound, and I am sure we will have some fun along the way.

Tom Sippl, Committe Chairman

A MAJOR MILESTONE

In December 2001, our chapter achieved the important milestone of counting two hundred certified Project Management Professionals among our members. No other achievement embodies the professionalism of our chapter to the extent of this one. Our chapter has been conducting PMP® preparation training classes since 1992. Our chapter has been fostering project management training courses in academic institutions since 1994. The quality and richness of project management educational opportunities in Orange County are unequalled anywhere on our planet. Today, project management trainers from Orange County travel to the far corners of the planet to share our learning, our experience, and our passion for project management excellence.

The 209 individuals listed below, in the order they earned their certification, represent our chapter's success in helping members earn the highest individual credential our profession has to offer. This is not an elite group. Its members will eagerly support additions to the list and will applaud the day when we pass three hundred, four hundred... a thousand names. Each stands ready to help others who aspire to the designation. Each is proud and pleased each time we hear that yet another member has passed the test and made the grade.

Paul F. Jackson	Thomas Prosser	Craig McCormick	Florence Duvall	Michael John Pereira
Don Kutina	C. A. Hubler	Ali Syed	Thomas Brahan	Denis Falzon
Charles Lopinsky	Philip Quigley	Maria Mancuso	Catherine Ford	Marie Waiss
Warren Nogaki	Brett G. Hirsch	Linda Smotherman	Michael Weidauer	Cathy B. Jackson
Frank Reynolds	Edward J. Fern	Michael Bachtold	John Tucker	Alka Colagiuri
Julie Wilson	William Kim	Terence Warner	Laura Farmer	Anthony J. Kurpakus
Douglas Tennant	Jerry Swain	Frank Parth	Judith Brown	Craig Jones
Janice Preston	Nelson Bonilla	Samir Patel	William Cole	David Parsons
Elaine Walton	Chris Fujinami	Janet Maiman	Gary Thorne	Moshe Cohen
Louise Anderson	Ron Beisel	Matthew Fuller	Robert Wafer	Jim Gerard Piotrowski
Don Meisel	Chas Lovell	Lloyd Sullivan	Suzanne Rita Flanagan	Shyamkumar Narayana
D. W. Nesper	Kenny Binnings	Manuel Montejano	Gary Mosher	Michael Wittels
Rick Michaels	Maria Morandini	Linden Nishinaga	Susan Faucheux	Michelle Massing
John Buck	Myrna Bravo	David Pessoa	Jeff Garland	Eyal Karny
Stephen June	Brent Langley	Hamid Madjidi	Michael Beard	Ronald Hale
Charlie Lanham	Patricia Frawley	William Wood	Jennifer Tucker	Navin Gupta
Jay Losak	David Mitchell	Luan Majors	Aven Pennebaker	Steven Reinhardt
Michael Parris	Paul Morris	Jun Beom Kim	Denise Chavez	Norma Vargas
Cynthia Miranda	Adrienne Keane	Anand Raghavendran	Jaymee Jusko	William Eugene Brown
Joseph Barbuto	Steve Stein	Richard Schwarz	Margaret Ann Cunningham	Juliet Acuff
Richard Weeks	Charles Capalbo	Paul Lu	Kristine Munson	Ramon Carolina Saracho
Paul Jacobsen	Susan Thompson	Deborah Green	Dr. George Meier	Diana Goltzer
Ken Hoard	Winnie Woo	Bradley Rose	Tammy Preuss	Donald Hughey
Tess VandenBosch	Steven J. Willey	Linda Soursby	Theresa Theiler	Mohamed Hussain Lakhany
John Lien	Susan Turner	Graham Kneale	Carlton James King	Scott White
Jan Birkelbach	Mary Sunday	Ben Colcol	Aida Raymond	Mike Kerr
Jim Zack	Mario Bustillos	Paula Richardson	Mary Fyda-Mar	Patricia Sipek
Charles Hahn	Jeff Collins	Christine Hynes	Bryan Andrew Do	David Conway
Deborah Dupuis	Richard Owings	James Martinez	Daniel Takeyama	George Gillette
Janet Mentzer	Andrew Trost	Pankaj Shah	Gail Zinn	Sherman Gomberg
Jeffery Blanton	Richard Dardenne	William Easterbrooks	Stacy Steck	Kevin Taugher
Dawn Haldane	Brenda Glim	Peter Hammond	Katia Karam	Dave Bieda
Henry DeJager	Derrick Hiten	Gail Jacobs	John Carlyle	Thomas Voth
Esteban Gonzalez	Von Holbrook	Lon Adams	Brenda Joyce	Phillip Jones
Christopher Eden	Patty Hondorp	Brian Laine	Larry Sawyer Gibson	Thomas Murray
Rick Moss	Khalil N. Saba	John Magrann	Franklin Allen	Jaleh Partovi
Melvin Stertz	Pamela Ashton	Cynthia Zive	Michael Perry Toothman	Ralph William Wantje
Harry Raymond	Iosif David	Edward Wu	Lisa Bartlett	Joanne Garcia
Joseph Mc Donough	Kenneth Pao	Jennifer Requejo	Diane Therese Chang	Daniel Rugg
Robert Binkley	Cyndi Snyder	Marion Shelman	N. Ann Blumenthal	Grant Bornzin
James O. Dreher	Wesley G. Older	Noel Humphries	Carlos Humberto Argote	Judy Ellis
Bhupendra Kachalia	Chris Gebelin	Thomas Frey	Linda Boe	

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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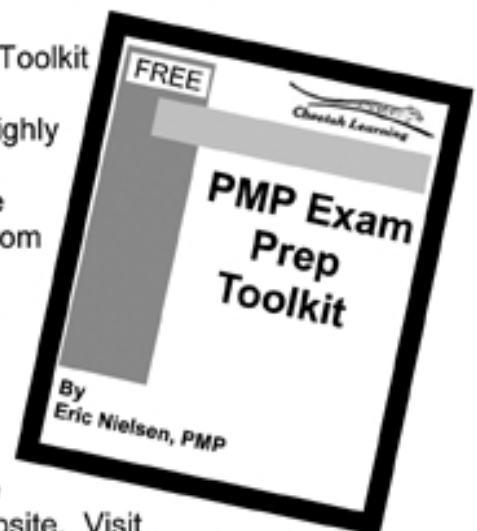


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60 DAYS NOTICE FROM PMI HEADQUARTERS



2 January 2002

Dear PMP® Candidates, Registered Education Providers (REPs) and PMI Leadership:

As communicated to you in our Important Notice of 29 November, we set a target date for implementation of the new exam for early March 2002. We are pleased to announce that we have completed the activities as outlined in the schedule of events below and are confident that the new exam will be ready for release 4 March 2002. The new exam will utilize *PMBOK—Guide—2000 Edition* as one of the resources, will include Professional Responsibility questions, will offer eight (8) supporting translations along with the official English exam, will take place at PTC locations around the world (high security testing sites operated by Prometric), and will operate on the same platform thus allowing consistent registration and scheduling processes globally. The current exam (based on the *PMBOK® Guide—1996 Edition*) will no longer be offered with the introduction of the new exam 4 March.

During the 60 day notice period, please adhere to the following guidelines to schedule exam appointments:

If you plan to schedule an exam:

- inside North America (US and Canada)—schedule as per instructions in the eligibility letter, as there is no change in the scheduling process.

• outside North America:

- before 4 March—please follow the instructions in your eligibility letter.
- after 4 March—the voucher system will expire. Please refer to the Certification web page for detailed scheduling information available mid-January.

If you have **already scheduled** an exam after 4 March but wish to sit for the current exam (based on the *PMBOK Guide—1996 Edition*), please phone immediately to reschedule for a date prior to 4 March:

- inside North America (US and Canada) phone 1-800-529-3590.
- outside North America—phone the country-specific number found in your eligibility letter.

Again, many thanks for your continuing support as we progress the PMP certification exam and process to an improved level of security and content matter. We sincerely regret any inconvenience this may have caused as we have moved through the technical challenges. Please e-mail newpmpexam@pmi.org if you have questions or comments. Please visit the Certification web page www.pmi.org/certification/ for ongoing updates to this information.

Sincerely,

Laurie Cooke

Director of Professional Programs

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Project Management: Planning, Scheduling
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Thursday-Saturday, March 28-30, 8am-5pm

Also of Interest!

Managing the Fuzzy Front End of the Project
Thursday-Saturday, February 21-23, 9am-4pm

Managing Multi-Site Projects
Friday & Saturday, March 15 & 16, 8:30am-5pm

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

SP02-41F

PMI-OC VOLUNTEERS

BILL POSTMA HONORED AS VOLUNTEER OF THE MONTH

At the December board meeting, the Chapter Board of Directors unanimously passed a resolution designating **Bill Postma** as *Volunteer of the Month for January*. Volunteer Director Brent Felsted subsequently honored him at our January 2002 general meeting, by presenting him with a Certificate of Appreciation

Many of us, who are regular attendees of our Chapter general meetings, have observed that Bill is usually the one at the podium announcing the Volunteer of the Month. Finally and, most-assuredly, it was high time our chapter recognized his valuable contributions. Having joined PMI-OC in 1997, Bill was involved as a volunteer from the very beginning. On his own initiative he started the Ambassador Program and is still actively involved as its leader. The Ambassador Program is our Chapter's way of making sure that everyone attending our meetings is made welcome. The fact that our meeting attendance continues to grow, especially with so many "return customers," can be strongly attributed to the success of this program, and most importantly as a direct consequence of Bill's leadership, energy and enthusiasm. But that's not all Bill does. He continues to maintain and update the Volunteer Directory and distributes it to the Board Members, providing them with a valuable resource pool volunteers to contact for special and on-going projects.

Bill's professional background spans many years of productive work as an engineering manager and project manager. He is studying for and plans to get his PMP certificate before this year is out. As some of us occasionally do during the course of our careers, Bill is "reassessing" his career and is actively looking for work in an area that, "I am passionate about and by motivating people to feel included and valued."

For all his superlative activities and major contributions to our Chapter, we are truly indebted to Bill. We wish him a hearty *Good Luck* in his future aspirations and career choices.

Dave Jacob

LEW SIEGLER HONORED AS VOLUNTEER OF THE YEAR

At the December board meeting, your Chapter Board of Directors unanimously passed a resolution designating **Lew Siegler** as *Volunteer of the Year for 2001*. Volunteer Director Brent Felsted subsequently honored him at our January 2002 general meeting, by presenting him with a Certificate of Appreciation.

Many of us who are regular attendees of our Chapter general meetings have observed the significant improvement in the registration processes. For this we are indebted to Lew. Not only has he worked on the registration table almost every month, his efforts were instrumental in defining the registration process and is measurably contributing to the revision of the process as we go to full-paid, online registration by credit or debit card. Almost immediately after joining PMI and our Chapter in September 1998, he jumped in with both feet by helping with the setup at our monthly dinner meetings while we were still at the Holiday Inn. Since moving our meeting venue to the Wyndham Hotel, driven by the larger attendance we are now experiencing, he purchased a microphone and stand for the speakers to use. He created the new receipt we are using for our monthly meetings and helped in the production of the Chapter brochure. Lew is serving as the Student Coordinator for the Chapter PMP Workshop currently underway, while attending as a student. He expects to sit for his PMP exam before the year is out. He is committed himself to volunteer

his services for the PMI semi-annual Leadership Conference, which the Chapter is hosting in Costa Mesa in March 2002. Volunteerism is no stranger to Lew. Even before joining PMI, he was and still is an active volunteer firefighter with a team at Xerox Corporation, his former employer.

Lew is currently into his 36th year of productive work, 28 with Xerox and the last eight with EDS as a Program Manager in the Infrastructure Engineering group. Although the accepted definition of Program Manager may not clearly describe his day-to-day duties, he acts as a business representative between his group and EDS' customers. He also functions as a trainer and mentor for the processes EDS uses to manage projects and provide commensurate deliverables.

Dave Jacob



Left to Right: 2002 Volunteer Director **Brent Felsted** and 2001 Volunteer Director (Volunteer of the Month for January) **Bill Postma** recognizing 2001 PMI-OC Volunteer of the Year **Lew Seigler**.

THREE 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.

VOLUNTEERS NEEDED FOR RISK SYMPOSIUM

The PMI Risk Management SIG needs volunteers to help with the So Cal Risk Symposium which will be held September 12 - 14, 2002. This event will feature intermediate and advanced papers by the foremost thinkers in the realm of Risk Management. The Symposium will be held September 13 and 14, with a networking reception and registration the evening of September 12th at the Long Beach Hyatt Hotel. It's reasonably priced at \$295 for the three days.

The Symposium is jointly sponsored by the SIG and PMI chapters from Orange County, Los Angeles and San Diego. If you would like to help plan this event, contact Janice Preston, PMP at 949.859.7004 or jypreston@paccos.com or Mike Wakshull, PMP at 805.529.4610 or mwakshull@pmiti.com.

MAKE A DIFFERENCE!

CALL FOR VOLUNTEERS FOR A PMI-OC ONE DAY SEMINAR

There is nothing bigger than the heart of a volunteer! If you would like to **MAKE A DIFFERENCE** and be a part of a team to plan a one-day seminar for our chapter, please contact Adrienne Keane at keanepmp@socal.rr.com or Judy Quenzer at coachjq@sbcglobal.net. Remember, PMPs will receive PDUs for volunteering for this event.



JANUARY MEETING REVIEW

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

Presented by Quentin Fleming

In a story format, Quentin provided a sample of the latest changes to earned value project management. Quentin's book (co-authored with Joel Koppelman) entitled *Earned Value Project Management* is published by PMI.

Earned value is a simple concept, requiring discipline to learn, which can be applied to all projects, in any industry. It must be kept simple. Earned Value Management is a "method for integrating scope, schedule, and resources, and for measuring project performance." Earned Value originated in the field of Industrial Engineering and can be traced back to Frederick W. Taylor.

Earned Value Project Management must be planned for in advance and requires 100 percent of the scope defined through a Work Breakdown Structure. Level one and two are key and must define the project and how the project is to be managed, respectively. Performance is measured at the bottom and rolled up to the top. After scheduling the scope of the project and estimating the required resources the Earned Value baseline plan is established.

Earned Value requires three dimensions: Planned Value (PV) (formally BCWS) – the work scheduled and the budget for the work scheduled; Earned Value (EV) – what work has been accomplished and what was the budget for the work accomplished; Actual Cost (AC) – what did we spend to get the earned value. The Schedule Variance (SV) is computed through the formula $SV = EV - PV$, the Schedule Performance Index (SPI) is determined by $SPI = EV / PV$, and the Cost Performance Index (CPI) is obtained by $CPI = EV / AC$. The new Earned Value formulas are in *A Guide to the Project Management Body of Knowledge – PMBOK Guide 2000 Edition* section 10.3.

An interesting point regarding projects and Earned Value made by Quentin and confirmed by DOD information is that the CPI never recovers from an overrun. Additionally, after observations of 155 contracts, Dr. David Christensen observed that the CPI stabilizes at the 20% point in a project.

Quentin cautioned that Earned Value is not a Silver Bullet that prevents project from overruns; only management can prevent the overruns.

Mike Beard, PMP



Top left: **Quentin Fleming** discussing earned value at the January dinner meeting.

Top right: **Ray Stratton** was on hand at the January meeting to answer questions about the College of Performance Management.

Center: January dinner meeting attendees participated in a champagne toast to celebrate the chapter's 200 PMPs.

CPM MAKES A BIG SPLASH IN ORANGE COUNTY

On January 8th, in coordination with **Quentin Fleming's** presentation on earned value project management, the College of Performance Management sponsored a welcoming table for OC members interested in learning more about the College. **Ray Stratton** manned the table, made a brief introduction to the College, and gave away CDs and "screen wipers." There is obvious interest in the subject of "earned value" since this meeting broke an all-time record for the Chapter with 156 paid guests in attendance.

The College of Performance Management is a knowledge-based component of the Project Management Institute. CPM was originally established as the Performance Management Association, but became the first college of PMI in 1999 through a majority vote of its membership.

CPM is also an international, non-profit professional organization dedicated to the disciplines of project management and performance measurement. CPM assists the earned value professional and project manager in professional growth and promotes the application of earned value project management. The Vision of the College is excellence in project management globally through integrated performance management. In order to accomplish that mission, the College is developing a PMI Practice Standard for Earned Value. This practice standard is currently being written, and will be published next year. The College is also embarking on a nationwide program of outreach to local PMI Chapters. This outreach will include bringing College members to Chapter meetings, assistance in providing speakers, pre-meetings of College members at Chapter events, and general promotion of CPM membership within the PMI community.

George R. Stumpf, PE
Vice President of Administration
College of Performance Management

MY WORST PROJECT

While there have been some very frustrating projects in my years as a project manager, there was only one that was so bad that I call it my project from hell. The good news is that it was a very short project. The bad news is that it cost me my job.

I had joined a high-tech company that made decision support software. The first client project I was put on was a major credit card company who wanted to get more details on the travel habits of their users. I was supposed to start up the second project in a phased series of projects that would take the company from no capability to a full-up decision support system.

At my first meeting with the project manager from the first project he told me that he had already been assigned a new project and I would be closing out his project for him. It's not a problem, I was told, the work was winding down and only the paperwork needed to be completed.

It took me about two weeks of reviewing paperwork and talking to the client before I realized that the project was ending because it had run out of funding after completing only a third of what it promised. The outgoing PM told the client that I would be completing everything in his project charter as well as everything the second project had promised.

When I told the regional manager it couldn't be done, he told me to write up the project as successful and just do what my predecessor promised the client. My next phone call was with the national manager who ordered me to write up the project as successful. When I refused I was told to leave the company. My tenure at that company lasted about six months. They imploded about a year later when the SEC learned that their accounting practices were run with the same disregard and put them under investigation.

The Lesson I Learned:

- Don't take anything for granted. Just because someone tells you that things are in good shape, check it for yourself.
- Don't do anything that you're not comfortable with. *Anonymous*

Share your worst project and the lessons learned. Contact Frank Parth at Frank@fparth.com or Kristine Munson at Kristine_munson@hotmail.com.

I just finished passing the PMP exam. It is presented much the same way as your pmptest.com web site. If a candidate is comfortable clicking away hour after hour on your study questions, then they will have no problem on the real exam.

Art Pregler, AICP, CFM, PMP
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See our website for instructors, student comments, and additional classes in Project Management scheduled for 2002!



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PMP® EXAM QUESTIONS

TRY YOUR KNOWLEDGE ON PMP® EXAM QUESTIONS
(answers are on page 14)

Here is a sample of some questions:

1. Which of the following is the primary objective (or result) 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 actual cost 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 conditions 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

Answers on Page 14

MIND MAPPING

You've finally worked out a successful project charter with your client or sponsor, including a well thought-out set of objectives, assumptions, constraints and end-item deliverables. The next step is to define the project scope by creating a comprehensive WBS, which must identify *every possible task* and their respective sub-deliverables. This can be a daunting experience, placing a demand on you and your team to draw creatively from your collective past experiences.

Overlooking some tasks is an all too frequent and pervasive error. Tasks not addressed in your WBS cannot be costed or scheduled, resulting in an *under-defined* project plan. If you have WBS templates then, use them. Whether or not suitable WBS templates are available, consider using **mind mapping** as a technique to help prevent tasks from "falling through the cracks."

Origins of Mind Mapping

The English psychologist Tony Buzan originated mind mapping over 25 years ago. His work was based on the results of extensive research, showing that the human brain is genetically programmed to create as well as absorb ideas and information in a non-verbal and nonlinear manner. We find it easier to recall people's faces but tend to forget their names; or to remember the melody of a song and strain to remember the lyric. The brain works associatively, by comparing, integrating and synthesizing as it progresses. Every word creates mental pictures and ideas, having numerous links attaching it to other mental pictures and ideas.

Researchers have discovered that brain cells have a central body with a lot of "branches," like a tree, which radiates from the center or nucleus of the cell. The "branches" carry the information transmitted by the cell. As a message is passed from brain cell to brain cell, pathways are formed which create a kind of memory map. As more pathways are created, the more efficient the thought processes. A mind map resembles this description of brain function.

What is Mind Mapping?

Using only one or two keywords mind mapping effectively organizes your thoughts, by converting random ideas, when you are most creative, into the linear concepts needed most when communicating. Consider a scenario for defining the scope (or WBS) for a wedding—which after all is a project. You and some of your wedding "stakeholders" sit around a table to create "to do list" using a mind map.

Somebody starts off by saying, "marriage license," which in turn evokes a response from another, "legal stuff," then, "blood test," inspiring a risk-averse person to say, "pre-nuptial agreement." Notice how associative thoughts can jump from one hierarchical level to another? From "marriage license," up to "legal," then down to "blood test"?

The point to this scenario is that one thought on a subject associatively triggers another, either by going up and down the hierarchy similar to levels in a WBS—or laterally, e.g., "ceremony," which starts a new branch of the mind map. In this way an exponential number of "wedding related" tasks or issues can quickly be identified with virtually no mental effort.

How Do You Generate a Mind Map?

To get an idea, look at the mind map for expanding an existing family room. *This is an abridged version of an actual mind map I helped my neighbor to develop. His entire family took part in this endeavor and had fun doing it.*



Example of a Mind Map for a Family Room Expansion

Here's my 10-step method for generating a Mind Map:

1. Start from the center of a large sheet of paper and branch out. Break the linear habit of starting at the top-left corner of the page. Radiate out in all directions the way your brain works. If you run out of space, don't start a new sheet; paste more paper onto the map. *Eliminate thought boundaries by breaking the 8-1/2 x 11 mentality.*
2. Use only key words. The mind remembers key words and images, not sentences. Besides, single words allow for a lot more information to be placed on a page.
3. Make the center a clear image that depicts the main objective of the map.
4. Create sub-centers similar to the next descending levels in a WBS.
5. Put key words on lines or write them on movable Post-It Notes™ for added flexibility.
6. Print the words, rather than using script. Studies show that lower case is more visually distinctive (and better remembered) than upper case.
7. Use a different color for each sub-theme, to affect strong associations and to make things stand out. Anything that stands out on the paper will stand out in your mind.
8. Fantasize! Emote! Use all of your brain, both the left and right side! Get holistic!
9. Don't get stuck in one branch. If you dry up, go to another branch or start a new one.
10. Put ideas down as they occur, wherever they fit. Don't judge or hold back.

I use mind mapping to take notes at a meeting or to prepare for a presentation and most definitely for project planning. I assure you it works. The next time you plan a project, get your team involved creating a mind map of the project scope—and have fun!

Dave Jacob

NEW! PMI-OC BREAKFAST ROUNDTABLE

Where do you go when you have a question about your projects? Maybe a senior project manager, a former colleague, a web site.

Many of us acknowledge that some of our best answers have come from peers. And, that there is never enough time at symposiums or PMI dinners for in-depth conversations.

We have a solution!

Several PMI chapters nationally have launched highly successful Breakfast Roundtables. The intent of the breakfast roundtables is to promote an informal gathering of 10 to 15 project managers to discuss current topics in the profession, receive suggestions from the other attendees on your current project challenges, or receive information on items of interest. Also, these meetings provide members who could not attend regular dinner meetings another way to participate and get greater benefit from their membership.

Your Orange County Chapter is launching its own Monthly Breakfast Roundtables!

Topics: The group decides topics. Some that have been discussed are:

- Lessons Learned in launching a PMO
- Extreme Programming: Does it really work?

- Successful strategies for running virtual meetings and leading virtual teams
- What are the best ways to study for the PMP Exam?
- How to motivate team members

Please bring your particular Project challenges, valuable articles or resources you have found recently

Location: Many chapters rotate the location or have several in different areas of the city. Our first will be at:

Hilton Hotel (formerly the Red Lion)
Atrium Café – lobby level
3050 Bristol Street (near Paularino)
Costa Mesa,
714-540-7000

Time: 7:15-8:45 a.m.

When: Tuesday, February 26, 2002

Cost: Self-paid breakfast; parking is validated

To Reserve:

Send your email reservation to K. C. Anderson at kcanderson@esi-intl.com

Are you Burning the Midnight Oil?

Like many project managers, you probably work late during critical times of your project life cycle in order to meet scheduled completion dates. There is a better way! With proven project management tools and techniques, you'll develop products or services that meet specified requirements on time and on budget.

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IT'S ALL ABOUT RISK

As a project manager, it all comes down to RISK. How much risk are you willing to take? How much risk is your customer willing to tolerate? Are you a risk taker, risk neutral or risk adverse—or do you even know? Each and every day project managers make key decisions that lead you to the path of project completion. Sprinkled within those decisions are opportunities to identify, evaluate, and consider the risk(s) related to project success. Come with me on a journey to discover for yourself a process YOU can go through as you address and monitor risk for your projects.

Let's begin with the harsh realities. NOBODY seems to have time for planning. Typically you're given a project that's already underway and you haven't even defined the scope completely. Typical scene? How you handle this situation is the difference between you being an "ok" project manager and one of the best! It's your choice.

You can integrate basic risk management into your project without your project stakeholders even realizing what you're doing (This doesn't mean your stakeholders won't be involved!) Risk management involves 1) Risk Identification 2) Risk Assessment and Analysis 3) Risk Response Planning and 4) Risk Management and Control (Thanks PMI®!). However, it's HOW you implement these processes that can make a big difference in the success of your project.

Risk Identification involves the identification and documentation of the risk (positive and negative) that could impact your project. It includes the obvious and not so obvious things such as; lack of technical training for your staff, lack of commitment from the customer for enough resources, using bleeding edge technology, needing to implement something quickly, grappling with defining requirements clearly and completely.

The key to risk identification is involving the RIGHT people to identify what the risks are for this given project. As knowledgeable as you, the project manager, may be—you are simply one person with your given viewpoint and experiences.

Hold a "risk workshop" where you actually brainstorm with the customer, sponsor, team members, end users, impacted business units and any other experts specific to the solution you are implementing. Document ALL ideas that surface from the meeting. Ensure it is CLEAR what the identified risks are. It's ideal to have someone facilitate this session, but if required, the project manager could provide the facilitation. By involving the "right" people, this greatly increases your chances of identifying the various risk items that may impact your project.

The workshop, however, serves another very important role: obtaining buy-in from the stakeholders on what the risk items are for this project. If one of the risk events does surface later in the project, they won't be as "surprised" by the event. In the event a new risk surfaces that the stakeholders did not identify—less finger pointing occurs because everyone had a chance to identify risks at the onset of the project. Please keep in mind that as your project evolves and scope changes, you need to re-visit the risk identification process. This is NOT a one-time shot at the beginning of the project.

Risk Assessment and Analysis is the process to take the identified risks and assess their potential impact to the project. An efficient way to do this is to analyze two factors 1) What's the impact to the project and/or the business if this risk event occurs? 2) What's the probability of the risk event happening?

The two numbers are then multiplied to get a risk factor. A higher risk factor indicates a greater risk event. For risk impact use a scale from 1-5, one being minimal impact to the project/business to five that represents a schedule slip of greater than 10% of the project duration or a critical objective being missed. Utilize a standard set of probability percentages such as 10%, 25%, 50%, 75% and 90%. This can be a somewhat subjective process, but will efficiently get you started. Sequentially order your risks from high to low.

Now you'll need to decide which risks warrant a risk response activity. Deriving risk activities for the top 20% of risks is a commonly used approach. (If you're looking for a good risk assessment tool that's FREE—go to

www.spmn.com. They have a tool called Risk Radar that's quite good!) If possible, involve the same stakeholders that performed the risk identification to provide the risk assessment.

Risk Response Planning is the process to identify methods to mitigate (try to eliminate) the potential risk event from occurring and derive contingency plans in the event the risk does occur. Again, try to involve some or all of the stakeholders that attended the Risk Identification workshop. If this cannot be arranged, develop the Risk Response Plan yourself and ask the stakeholders to review and approve the document. Incorporate your risk mitigation activities into your project-scheduling tool (such as MS Project). This will ensure you are mitigating risk intentionally throughout the project lifecycle.

Your risk response actions can be categorized into four types: 1) Avoidance 2) Transference 3) Mitigation 4) Acceptance. Avoidance means you eliminate the risk completely. This can be very difficult to do unless you decide to remove from scope the activities that are generating this risk. Transference occurs when you hire a sub-contractor or some other method to move the responsibility to some other organization. Obviously this does not eliminate the risk, but reduces the risk by allowing an expert to deal with that particular risk event. Mitigation is the most common technique whereby activities are performed to potentially reduce that risk from occurring. And finally, acceptance means taking the risk as-is and not necessarily doing anything overt to mitigate the risks. For your medium and/or lower risks this is a common approach to adopt. Sometimes an output of the risk response planning is the reality that there is little one can do to mitigate a given risk. If that occurs, simply "watch for" the risk and raise flags early if you see the risk event probability increasing.

Risk Management and Control now you're ready to start rocking! As you begin (or continue) to deliver your project to completion it's your job to watch for risks. Create a risk log of all high and medium risks to monitor their status. As risks are closed out, move them to a "Closed Risk Log" so a record of events and responses is maintained.

It's very important to share this risk log with appropriate stakeholders to keep them engaged in the risk process. Nobody likes surprises, including your customer and sponsor. Be forthright about what is happening on the project and what the team is doing to handle various challenges. And don't forget, you may need to re-assess what risk events exist for your project over time and as scope changes.

People often ask if involving the customer this closely with risk is REALLY a good idea. The results, however, speak for themselves. By engaging the customer in the process you will ultimately build trust with them. You can demonstrate YOU are in control and aware of the problems that exist, instilling confidence in your abilities. It shows you are managing the project effectively.

Now, with that said, it's critical for you to have your "ducks in a row." If you know there is a problem brewing—meet with your core team first to strategize on how the risk could be addressed and come up with an action plan. Ensure everyone is in agreement (or willing to go to the customer with one voice) with some ideas on how the risk should be addressed. Even if the customer disagrees with your approach, you can then negotiate a solution together that you can agree upon.

If you instill some of these basic concepts within your project—your project implementations will improve! You can take the time to plan, coordinate and manage risks—or you can choose to fight fires and react to the risks that surface because you didn't have the "time" to plan for them. It's your choice!

Denise DeCarlo, PMP

Denise is the President and co-founder of Mindavation. Mindavation provides project management training, team building, leadership and creativity workshops to improve team productivity. Please contact Mindavation for your project management needs at 1-866-888-MIND or ddecarlo@mindavation.com. Our website is www.mindavation.com

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NEWS FROM HEADQUARTERS



Where will you be in June? PMI staff is working closely with the PMI France SUD Chapter on the upcoming PMI Europe 2002

conference. The professional development event is from 19-20 June in Cannes, France. Building on the successes of the past regional events, the conference program will feature a mixture of practical solutions, case studies and theoretical insights within nine tracks, including a day of SeminarsWorldSM on 18 June. Early bird registration for this conference is available until 31 January 2002. Visit www.pmi-europe2002.com to learn more about this exciting event taking place in one of the most fabulous cities in the world. (gboyler@pmi.org)

Last call for entries to the PMI Project of the Year (POY) Award! Submissions for the Institute's most coveted professional award are due to the participating PMI Chapters no later than Friday, 1 February 2002.

All designated PMI Chapter POY Project Managers should forward the names of your panel of reviewers to PMI via e-mail at marketing@pmi.org prior to the submission deadline. For information regarding the PMI Professional Awards Call for Nominations, including the PMI Project of the Year, or for the Official POY Guidelines and Format for Year 2002, please visit www.pmi.org/awards. (marketing@pmi.org)

PMBOK® Guide - 2000 Edition now available as PDF on members only Web site. PMI® is pleased to announce that the PMBOK® Guide-2000 Edition is now available for no-cost viewing and download as a PMI Member Benefit from the members only portion of the PMI Web site. The PDF is a view only copy (printing and copy and paste are disabled). This is in addition to the *PMI Practice Standard for Work Breakdown Structures* and the *PMBOK® Guide-1996 Edition*, which were previously made available through the members only site. (sfahrenkrog@pmi.org)

PMI has formally executed a Letter of Intent for the formation of a Potential College of Scheduling. Stuart Ockman, PMP will sponsor PMI's second college to build confidence in the integrity of schedules. In accordance with PMI's newly established guidelines, the Potential College will work to develop a formal approach to the body of knowledge related to scheduling. The formal approach must represent original work completed by the Potential College and its members, distinct from outside works or existing PMI material. The formal approach must clearly identify a preponderance of the existing published works that are generally available and that relate to the area of focus, and document a three to five-year plan for further developing and making available to the profession the Body of Knowledge in the area of focus. If you have any questions, please contact Component Affairs Administrator, Brantlee Jacobs by e-mail at sig@pmi.org.

Congratulations! PMI approved the logo for the Potential PMI Automation Systems SIG on 8 January.

PMI has released a Sixty Days (60) Notice on 2 January 2002 announcing that the new PMI® Certification Examination will be released globally in eight languages on 4 March 2002. Please visit the PMI Web site (www.pmi.org) where you can click on a link to this Sixty Days (60) Notice in the "Breaking Institute News" section and read it in its entirety. (newpmpexam@pmi.org)

The January issue of PMI Today® features the Call for Nominations for five open director-at-large positions to serve on the PMI Board of Directors for the years 2003 through 2005. Members interested in board service should view this call in *PMI Today* or visit the home page of the PMI Web site, www.pmi.org. (admin@pmi.org)

INLAND EMPIRE PMI CHAPTER

Attend the first "interest" meeting for a new PMI chapter in the Inland Empire.

Date: February 20, 2002

Time: 7:00-9:00 PM

Place: University of California, Riverside
Extension Center
1200 University Avenue
Riverside, California 92507-4596

See <http://campusmap.ucr.edu/cgi-bin/mapit.cgi>
and

<http://campusmap.ucr.edu/cgi-bin/mapit.cgi?map=87>

RSPV

Stella Medina
(909) 787-4111, Ext. 1613
smedina@ucx.ucr.edu

PROJECT MANAGEMENT AROUND THE WORLD

Learn about project management concepts, processes, and practices from cultures around the world while enjoying international cuisine.

Date: March 9, 2002

Time: 4:30 till 7:30

Place: UCI Learning Center

Internet:

200 South Manchester Ave. www.pmi-oc.org/world
Orange, CA

Space is limited.

For your reservation, e-mail to world@pmpprepare.com.

SPECIAL PMI STANDARDS OPEN WORKING SESSION

PMI will conduct a Standards Open Working Session in conjunction with the PMI Orange County Chapter the day before the start of the PMI Leadership Meeting, 6 March 2002 from 9 a.m. to 5 p.m.

Participants do not need to attend the PMI Leadership Meeting to participate in this special Standards Open Working Session contributing to the *PMBOK® Guide-2004 Update Project*. This special Standards Open Working Session will cost an additional \$75 (USD) (for those attending both the PMI Leadership Meeting and the Standards Open Working Session) and will include a working lunch.

Participants can sign up on line at

<http://componentleadership.pmi.org/marchmeeting2002>.

Only the first 60 registrants will be able to participate. Participants are required to sign PMI's copyright assignment form and will receive seven PDUs. PMI will provide read-ahead material on the PMI Standards web page starting 1 February 2002.

Please send questions to sfahrenkrog@pmi.org.

TOTAL QUALITY AND PROJECT MANAGEMENT

How does the total quality movement, currently popularized by Six Sigma, fit together with project management? What did we learn from total quality that we should be applying to project management?

Six Sigma is simply a methodology for working through the life cycle stages of improving a business process and, as project managers know, improving a process is a project. In order to make any process improvement endeavor successful, it needs to be managed as a project, using a project management methodology. GE Capital found that using project management helped them to better execute their Six Sigma projects.

But how does total quality apply to project management? Total quality principles have proven to be effective in managing business process and some of those principles can be applied to project management:

1. **Prevention pays.** *Total quality taught us that prevention usually costs less than rework and therefore investing in planning will save time during execution, the phase that takes the most time and costs the most money. Therefore, project teams need to take the time to invest the time to define requirements properly before beginning the design phase and to do a thorough job of planning before beginning execution.*
2. **Focus on outputs or deliverables.** Total quality taught us to look at processes as a series of inputs and outputs, with each output or deliverable going to either an internal or an external customer. The technical processes we use to create deliverables for a project can also be seen as a series of inputs and outputs. Each output or deliverable is the result of a series of tasks or activities and each deliverable has customer, either inside or outside the project team. There are a number of benefits of working with deliverables instead of tasks or activities:
 - a. You can add requirements/quality criteria to deliverables, thus defining what the next customer needs from the deliverable. Once the hand-offs between deliverables are identified (during the scheduling exercise), then team members can identify where quality criteria need to be more clearly defined for interim deliverables.
 - b. By adding quality criteria to deliverables and checking that these quality criteria are met, you can help to ensure that the final deliverable meets its customer acceptance criteria. Total quality taught us that relying on end-of-the-line inspection was both dangerous and costly. In-line inspections ensure that quality is on track throughout the process. When quality criteria are added to interim deliverables, then quality can be checked as each interim deliverable is handed off to the next customer in the series. Quality criteria for deliverables should be monitored and reported on your status report form.
 - c. A focus on deliverables allows you and the main project team to see the forest from the trees. Subproject teams can drill down into activities, if needed, but the main project

focuses on deliverables. Deliverables are what is transferred from one subproject to another, so deliverables help you to better manage the interdependencies between subprojects – which after all is one of the main functions of the main project team.

3. **Create ownership through team participation.** Total quality taught us the power of having the people who have to do the work participate in planning how the work will be done. This creates buy-in and ownership as well as creating a more realistic plan. Involve the entire team in planning the project. Get them to map out the interdependencies between deliverables so everyone on the team understands the customer/supplier relationships within the project.

Total quality may have seemed like a fad at the time it was introduced, but it has endured in one form or another for over fifteen years and it has some important lessons to teach us in how we approach the management of our projects. On the other hand, people working on Six Sigma or total quality projects can benefit greatly by better understanding how project management applies to their process improvement endeavors.

Paula K. Martin, CEO, Martin Training Associates

Copyright 2002, Paula K. Martin, All Rights Reserved. Used by permission. 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.

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 2000, pg. 102
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 2000, pg. 92
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 2000, pg. 78
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 2000, pg. 120



MONTHLY DINNER MEETING

TUESDAY, FEBRUARY 12, 2002

Program: MONITORING THE VITAL SIGNS OF YOUR PROJECT—
IS IT ALIVE?

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, February 7th, to obtain the “In Advance” price. Reservations made after 5:00 pm, Thursday, February 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 Stephen June at sjune@surfside.net. Members and non-members who cancel after Sunday, February 10 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.

DECEMBER DONATIONS

In December, project managers attending the PMI-OC meeting made cash donations of \$200. The Saddleback Community Outreach was delighted to receive our contribution. This organization served over 26,000 people in 2001 providing assistance in free food, rental and utility assistance, transitional housing, and computer training.

Food is donated from schools and faith communities and distributed to 450–550 families monthly. To help reduce the homeless problem in Orange County, Saddleback Community Outreach provides temporary assistance with rent and utility payments. They operate 12 condos as temporary, transitional housing. In November and December, they sponsor an “Adopt a Family” program to provide holiday meals.

Lately, they have had great success with their Computer Learning Center to assist people in improving their job skills. To keep the whole operation running, there are only two paid staff and over 150 volunteers. For more information, their website is www.saddlebackoutreach.org. Many thanks to our generous members and non-members.

Janice Y. Preston, PMP

NEW MEMBERS

Continued from Page 2

Daniel Nead
PacifiCare Health Systems

Mark Nguyen
The Boeing Co.

Pablo Ocasio
TRW Aeromautical Systems

Balaji Rao, PMP
SMC Corporation of America

Stephanie Redmon

Eric Reeder

Julian Sabri

Balinder Sahota

Brenda Schoffstoll
Pacific Life

Leonard Sher
LMS Solutions, Inc.

Mariella Sher
LMS Solutions, Inc.

Patricia Stanton
MSC. Software

Michael Gerald Tinaza
Consulting Excellence, Inc.

Christine Vu
Pacific Life

Catherine Wallach
Pacific Life Insurance Company

Anita Westrup
PacifiCare Health Systems

Total New Members: 35
PMI-OC Membership: 871

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@PTSSstaffing.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.

Subscription rate for non-members is \$12.00 per year for individuals with U.S. mailing addresses.

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COMING EVENTS

FEBRUARY 12 DINNER MEETING

Monitoring the Vital Signs of Your Project
Donna M. Koehnen, Center for Project Management

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FEBRUARY 20

Inland Empire Chapter Interest Meeting

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FEBRUARY 26

PMI-OC Breakfast Roundtable

See page 10.

MARCH 9

Project Management Around the World

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MARCH 12 DINNER MEETING

**Conflict Resolution: Required Skills for
Project Success and Career Advancement**

Steve Flannes

EVERY 4th MONDAY

PMI-OC Board Meeting

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

PMI/OC MILESTONES

Project Management Institute

Orange County Chapter, Inc.

PO Box 15743

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ADDRESS CORRECTION REQUESTED