PMI ORANGE COUNTY MILESTONES

MARCH 2002
Volume 15
Number 3

PMI-OC VISION

We are recognized as the volunteer organization of innovative project management professionals. We provide value to our stakeholders and the community at large. We promote the development of project management as a benefit in all industries.

PMI-OC MISSION

We promote project management by providing services, tools and knowledge to project sponsors, project managers, team members and the community. We provide a forum for networking and opportunities for social interaction.

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MARCH 12TH MEETING

Conflict Resolution: Required Skills for Project Success and Career Advancement

By Steven Flannes and Jefferson Welch

Project managers and technical leaders need to know how to resolve conflicts, using effective skills that can be learned and practiced. Without well-developed conflict resolution skills, project mangers will be less successful in achieving the triple constraint inherent in all projects (meeting specifications, budget, and time goals) and advancing successfully through one's career.

Jefferson Welch and Steve Flannes will present a model for applying five tangible, and learnable, skills for resolving conflicts. No one approach to resolving a conflict should be applied in all situations, and the presenter will describe, demonstrate, and discuss the benefits and liabilities of each approach. The goal for the project manager becomes one of learning about his or her preferred approach to resolving a conflict, and to then develop competencies using the other four conflict resolution tools as appropriate.

Mr. Welch and Dr. Flannes have used this model in coaching individuals and teams in becoming more effective in resolving conflict. They will demonstrate their model in an interactive and lively manner. At the end of the presentation, they will raffle off three, half-hour, individual conflict resolution consultations, which will include a conflict skill assessment instrument. They will also raffle off two copies of Dr. Flannes' recent book, *People Skills for Project Managers* (2002), written with project manager Ginger Levin, D.P.A.

Dr. Steven Flannes *is a management consultant specializing in assisting individuals, teams and organizations solve business problems by developing the people skills aspects of leadership and management. He has held management positions in private and public organizations, including leadership roles in a venture capital funded start-up. Dr. Flannes serves a consulting psychologist for The Center for Executive Options, a global provider of executive coaching and business/career transition services for CEO's and their direct reports. He is the co-author of* People Skills for Project Managers *(2001), a book devoted to assisting technical leaders in the development of the people skills required for effective leadership and career advancement. Steven has been giving presentations to PMI chapters on the west coast.*

Jefferson Welch *has served as CEO and COB in global investment management, engineering, construction, real estate and project management companies. His experience includes publicly traded, closely held and not-for-profit organizations ranging from $5 billion in revenues to start-ups. He has particular expertise in corporate governance, strategic planning, M & A, reorganization and integration, senior executive development and executive coaching. Mr. Welch holds three Master's degrees in Business Administration, Project Management and Architecture including international studies in Europe and Latin America.*

Vendor Showcase:
Xybernaut Solutions
www.xybernautsolutions.com
See ad on page 6.

NEW PROJECT MANAGEMENT PROFESSIONALS

Daniel Rugg	PMP-#43748
Diane Altwies	PMP-#44633
Chi Vasko	PMP-#44108
Tom Charles Conzelman	PMP-#43913
John Stiles	PMP-#44792
Michael Woore	PMP-#43879
Karl Anderson	PMP-#41736
Raymond Rocks	PMP-#44753
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Lauren Dillard	PMP-#44139
Howard Alexander	PMP-#44798

New PMI-OC PMPs: 12
Total PMI-OC PMPs: 217

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Continued on page 15

THE PRESIDENT'S COLUMN

ZEN AND THE ART OF PROJECT MANAGEMENT

How often have we gotten lost in the details of our project plans to the detriment of the whole? We think that getting XYZ status report out is the most important task, or that if Task #387 slips any further, that all hope is lost. What about worrying that the widget we budgeted $450 for is now $525?

These are the details of a project. And while the project is nothing more than a collection of the details, if we get too engrossed in any one detail, we lose sight of the whole. We tend to forget the project objectives, what is important to the client or how our team members are doing. Often times when we step back from the franticness of day-to-day project management the solution becomes clear, it is sometimes wonderfully simple and obvious.

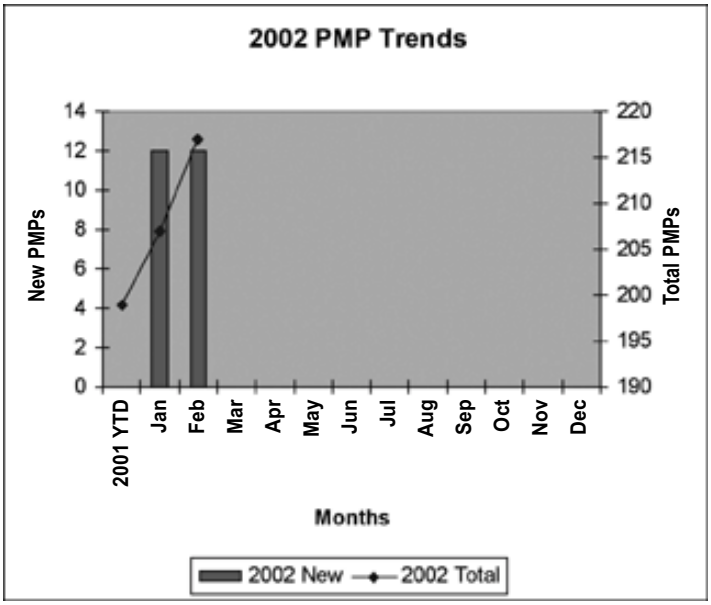
The following is an excerpt from a Zen journal that I receive:

> *The mind that is not always caught up in detail is your only treasure. Stop chasing details and become still to feel it. The mind that sees details clearly but is not caught by them is like a vast borderless mirror. That mind does not oppose itself…for when the pieces become too important, the essence becomes hazy and seems to withdraw. When the pieces become obscured by the half-light of evening, or better yet, by the light of detachment, the essence becomes clear and shining again.*
>
> *Excerpted from* Journeys On Mind Mountain, *G. BlueStone*

I'm not suggesting that we disregard the details, I'm just suggesting that perhaps we do our best work by focusing on the details within the larger context, and work on distinguishing when it is best to focus on details, and when it is best to stay detached and focus on the big picture.

In staying with the Zen practice that less is more, that's all I have to say this month.

All the best,
Cyndi Snyder, PMP



IN MEMORY OF CHARLIE LOPINSKY 1921-2002

Long time PMI-OC chapter member Charles Yale Lopinsky, PMP, PMI Fellow died on February 20, 2002. He will be missed. PMI-OC in conjunction with PMI-LA will be establishing a scholarship in his memory. Below members of the PMI-OC family pay tribute to this Charlie who inspired so many of us.

Charles Yale Lopinsky
Born May 16, 1921
Passed February 20, 2002

Thinking of . . . Charles Lopinsky, PMI Fellow, PMP

I consider myself fortunate to have gotten to know Charlie over the past eight years or so. Charlie lived in LA, but was quite active in both chapters and seemed to work continuously on volunteer activities in PMI. It was hard to miss him at chapter board meetings, PMP workshops, the symposium, and it seems he was helping out at just about every event we hosted! In fact, it now seems that if he wasn't at a particular meeting or event, someone would point this out by "nominating" him to work some job!

Some of the chapter directors felt that it would be good for the PMI members in the local area if we coordinated activities with the LA chapter. Charlie answered the call to help make this happen. For the years 1998-2001, Charlie attended both Orange County and LA County monthly meetings, and both monthly chapter board meetings! Now that is true commitment. During that same time, when asked, Charlie volunteered to be a co-coordinator of the 6-Saturday LA-OC PMP workshops, hosted by CSC in their Long Beach facility.

Since completing two years as an Orange County director in January 2001, Charlie volunteered to work on the PMI Awards Members Advisory Group (MAG). This MAG supports the PMI H.Q. Marketing Department's professional staff by advising them on project management issues and by helping develop and assess awards for the membership. He has been kept quite busy participating in twice-monthly conference call meetings, drafting awards, critiquing ideas, etc. As a co-worker on this effort, I can verify that his project management knowledge, and his long history and personal knowledge of early PMI activities and personalities have been most helpful to the MAG.

Ida Harding's notice of Charlie's death mentioned one thing, which surprised me. He was 81. Incredible. PMI members were real beneficiaries of his gift of his time and talents.

Charlie, we thank you. Mission complete. Rest in peace.

Warren Nogaki, PMP

My Friend Charlie Lopinsky

Charlie Lopinsky was a dear friend to all of us who got to know him.

I had the pleasure of working directly with Charlie for over four years on the 1998 PMI International Conference in Long Beach. Charlie took a big role, attended every monthly meeting except for times when he went on vacation back to his home in West Virginia. Charlie was the only person I have ever met who could visit West Virginia . . . and actually enjoy himself!

In 1998 the Orange County PMI Chapter asked Charlie to join our board as a trustee, because we wanted to move closer to the Los Angeles Chapter, to work with them on special projects, etc. Charlie, as our ambassador, made that goal a reality for us.

As I look back, I wish I had saved some of his phone messages. They were classics. "Hello Quentin . . .is you there. This is Charlie. I know you are in there Quentin. Quentin can you hear me? Pick up the phone Quentin. Oh well, I guess you are on a trip. Anyway, I need to talk with you. Please call me when you can. I will be at home, or at my son's, or with Betty Jo this weekend. You can always find me. Page me. This is Charlie . . . call me."

The last time I spoke with Charlie was about a month ago. He called to say he could not attend my PMI talk in January, but added: "I've heard you talk before Quentin, and you seem to always talk on the same subject, so I've probably heard what you've got to say anyway." Right again, Charlie.

To have known Charlie Lopinsky was a wonderful experience.

Quentin Fleming

Russ Archibald (left), Julie Wilson (center), and Charlie Lopinsky (right) at November 2001 PMI-OC dinner meeting.

Charlie Encouraged Me to Join PMI

Charlie Lopinsky was a large contributing factor which influenced my personal decision regarding PMI. When I first moved to California in 1997, I met Charlie and he provided networking contacts, job leads and offered his time with my job search and his friendship. He was instrumental in advising me to join PMI and get involved in the Orange County chapter, and took the time to introduce me to the people he knew.

Charlie had ideas regarding topics and speakers that he shared with me in an effort to make the programs at PMI-OC have more value for our members and guests. Charlie made a difference at PMI, our chapter, and in my life, and I will miss him greatly.

Judy Quenzer, PMP

Other Tributes

• Charlie Lopinsky, PMI Fellow, died today of a heart attack. I will miss him greatly. He was very successful in pushing me into doing volunteer work for PMI and I know he did that to MANY folks in the LA and Orange County area. He was a great example of what you would hope a PMI Fellow would be. Long after receiving the professional recognition as a Fellow, and without hope of receiving any real future benefit, he was still out there leading, encouraging, chiding, kidding and corralling others to volunteer. I never could say "no" to Charlie. Regina, I guess one of the last things he was doing was scaring up volunteer POY reviewers! Well, I've learned how much good a guy can do in retirement from Charles. I won't waste the lesson . . .

• Charlie was much like a Jedi Master even though he was much older than the Star Wars generation. Thoughtful, hard working, selfless, always working to make it a better world in our processes and values.

• He was an exemplary PMI member, volunteer and ally; much loved and valued in our organization. I know I'll miss him dearly.

• Charlie was a true friend and mentor to me and others. I will never forget him and will sorely miss him.

• I truly loved Charlie, as I know many people did, and will greatly miss him. He was a great friend and contributed tremendously to PMI and to the chapters in Los Angeles and Orange County.

PMI Headquarters Reports Passing

PMI reports with great sadness the passing of long-time member and volunteer **Charles Lopinsky**, PMP, PMI Fellow. Lopinsky died of a heart attack on 20 February at the age of 81. Lopinsky leaves behind a legacy of service to the Institute. He was an active volunteer with both the PMI Orange County and Los Angeles Chapters, holding the title of trustee in the latter, a title created in 1999 to honor persons who no longer hold office positions, but continue to participate and contribute to the success of the chapter. In addition, he was serving his second year term on the PMI Professional Awards Member Advisory Group. Sandra Ardis, PMI Manager, Marketing said "Charlie was one of those volunteers who consistently met his volunteer commitments and gained the respect of many through his dedication to PMI. He will be missed by all of his friends and those of us who worked closely with him."

Lopinsky first joined PMI in 1971, attending his first Seminars & Symposium that year in Houston. Over the past 30 years he continued to be active in both national and local PMI events. In the Seminars & Symposiums of 1975 (San Francisco), 1978 (Los Angeles), and 1983 (Phoenix), he served on the Technical Program Committees, selecting papers to be presented and coordinating the publication of the Proceedings. In 1998, he served as Assistant Project Manager for the PMI Seminars & Symposium in Long Beach. In 1982, Lopinsky received the PMI Distinguished Contribution Award. In 1983 and 1984, he served as a member of the Project Management Journal Review Board. In 1989, he was appointed a PMI Fellow, the highest honor that PMI bestows to an individual serving the Institute and the project management profession.

A memorial fund has been set up by the PMI Educational Foundation in honor of Lopinsky. Donations can be made by contacting Walter Childs at walter.childs@pmi.org or by phone at 610-356-4600, ext. 1059.

News from Headquarters

PMI Board of Directors Election material will only be transmitted via e-mail to all members with a valid e-mail address in the PMI membership database. Therefore, it is essential that the database reflects members' current and correct e-mail address. Additionally, members who desire a paper ballot must specifically register their preference in the database. To update or validate your e-mail address and/or register your preference for a paper ballot, please visit http://www.pmi.org/members/ and select "Update Membership" after logging into the PMI Members Area with your Member ID and Member Password. If you are unable to access the PMI Web site to update your record, please call PMI Customer Service at +610-356-4600 (Option #8). Members must update their PMI record or register their preference by 5:00 p.m. (US Eastern Time) 30 April 2002 to be eligible to receive a ballot.

PMI Today® will be available online for members beginning with the March issue. As an additional PMI Member Benefit, *PMI Today* can be accessed as a view-only PDF file on the Members-Only side of www.pmi.org next month. If you have misplaced a recent issue of the Institute's newsletter, you will find the past three months' issues of *PMI Today* in the same place in cyberspace. The Table of Contents of the current *PMI Today* as well as one complete article will be posted in the Publications area of the public part of the Web site for potential members to review the newsletter and learn of the value of PMI and its publications. (dgoldfischer@pmi.org)

Registration is now open for the PMI® Research Conference 2002! Academics and practitioners alike will convene in Seattle, Washington USA on 14-17 July where attendees will gain access to over 60 invited and contributed research papers submitted from around the world, along with panel sessions and networking events. Building upon the success of the first PMI research conference held in Paris in June 2000, the conference will enhance learning from past research, take advantage of current research, and identify the direction of future project management research. Learn more about the conference and be part of this premier event by visiting http://www.pmi.org/research/conference/conference.htm (eva.goldman@pmi.org)

Join the celebration! PMI is commemorating the first anniversary of the redesigned online Career Headquarters services by offering special job posting discounts. Beginning 14 February through 31 March 2002, employers can post jobs for the reduced rate of $85.00 (US), saving over 30 percent from the regular rates of $125.00 (US) that have remained constant for this calendar year. Don't forget – one of PMI's Member Benefits is the ability to post a résumé free of charge! Just visit www.pmi.org/CareerHQ. (CareerHQ@pmi.org)

Supporting PMI Governance: Executive Director Virgil Carter and Associate Corporate Secretary Dorothy Hamilton met with the Governance Committee of the PMI Board of Directors in Albuquerque, New Mexico USA 25 – 26 January. The Governance Committee is one of four new standing committees of the Board, resulting from a review designed to enhance PMI governance. Members of the 2002 Governance Committee are Becky Winston, J.D., PMI Chair; Debbie O'Bray, CIM, PMI Vice-Chair; Hugh Woodward, PMP, PMI Secretary-Treasurer; Marge Combe, Director; and Ken Hartley, PMP, PMI Fellow, Director.

Pending final approval by the PMI Board of Directors, scheduled for a 28 February telconference, the Governance Committee will be responsible for the effective functioning of the PMI Board through coordination and support of the Board's meeting agendas, external and volunteer relations, and for the maintenance and development of the Board-Executive Director working relationship. A primary focus of the meeting was identification of key strategic issues for the PMI Board and items for the March meeting agenda. Look for more detailed information regarding the new Board Committee structure in the months ahead. (execdir@pmi.org)

A summary of the minutes from the PMI Board of Directors 10-12 January 2002 meeting are now posted on the PMI Web site at http://www.pmi.org/pmihq/board.htm. (admin@pmi.org)

PMI supported the planning efforts of the Assembly of Specific Interest Group (SIG) Chairs and the Assembly of Chapter Presidents (ACP) 25 – 26 January in New Orleans, Louisiana USA. Director of Global Markets Integration Stephen Townsend, Worldwide Component Affairs Administrator Brantlee Jacobs and Worldwide Component Affairs Coordinator Mary Kate Webber provided helpful information to support the Assemblies' planning efforts and actively participated in the groups' discussions. The Assemblies conducted individual planning and identified opportunities for mutual support and collaboration. Everyone left New Orleans with clear plans for the year, strong relationships and positive energy. (stephen.townsend@pmi.org)

Congratulations to the PMI Northern Italy Chapter! The Chapter is the newest component to participate in the PMI graphic standards program. (sig@pmi.org)

Thinking

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"...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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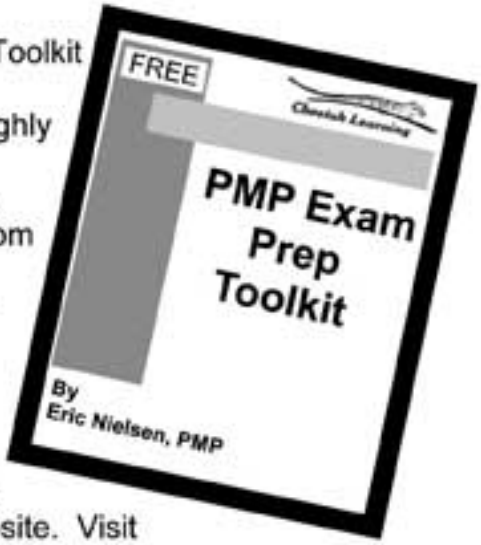

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PMI-OCs Inaugural Breakfast Roundtable

February 26, 2002

"What a great idea for getting buy-in from the software developers! They are usually like herding cats!"

"That was a great suggestion on where to find sample PMP Exam questions on Professional Responsibility."

"PMO's are a great topic and there is so much to talk about. So glad we are talking about some of the lessons learned around the table."

Twelve people attended our chapter's very successful inaugural Breakfast Roundtable. The conversation was rich and full of practical suggestions. Some of the nuggets that were shared include:

- The PMP Exam has a lot of situational questions requiring decision-making skills
- The Professional Responsibility portion deals extensively with global / cultural issues
- Developers love communication but they hate meetings. Some of the best communication with them is often in the hall.
- The fastest way to lose programmers is to continually pull them off projects before they are complete.
- Many PMOs fail under the weight of their original scope or, not having a defined charter at all.

Come join us next month and contribute your experiences!

Our next Breakfast Roundtable:

- **Tuesday, March 26, 7:15 a.m.**
- **Hilton Hotel, Costa Mesa (on Bristol)**
  Atrium Cafe

If you have any questions, email K.C. Anderson at **kcanderson@esi-intl.com.**

Scenes from PMI-OC's inaugural breakfast round table.
Photos by Judy Ellis

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

Place: UCI Learning Center
200 South Manchester Ave.
Orange, CA

Time: 4:30 till 7:30

Internet: www.pmi-oc.org/world

Space is limited.
For your reservation, e-mail to **world@pmprepare.com**.

Inland Empire PMI Chapter

Attend the next planning meeting for a new PMI chapter in the Inland Empire.

Date: March 19, 2002

Time: 7:00–9:00 PM

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

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Thursday-Saturday, April 4-6, 8am-6pm

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Thursday-Saturday, April 18-20, 8am-5pm

Also of Interest!
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Thursday-Saturday, April 4-6, 8am-5pm

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SP02-41M

My Worst Project

There have been a lot of articles in the project management journals about how hard it is to manage technology projects and the high failure rate they have. But a project doesn't have to be in a high-tech industry to fail, projects fail even in low-tech industries like construction. This was my worst project.

I'd been a general contractor for about 15 years when I started a remodeling job out in Yorba Linda. I'd done a little commercial remodeling, but mostly home building and remodeling. My architect put me in touch with a nice couple that wanted their house remodeled. Nothing major, just some freshening up with a kitchen and bathroom remodeling, new cabinets, and a complete repaint. The husband, a doctor, told me that his wife had complete control over the décor and he would approve anything she wanted.

Like all house remodeling jobs there's a lot of dust and dirt that upsets the homeowners especially since they have to live with it for weeks at a time. But everything was going smoothly and I had my painters start repainting while my finishing guys were completing the cabinet installations.

It wasn't until after we finished painting that the wife said the color was all wrong. I pointed out that it was the one she picked, but she said it was still all wrong. So she picked out another color, lighter than the first one, and I had my crew paint a white coat over the first paint job and repaint the entire interior.

After we were done, she said she still didn't like the color and picked out a different one. Right about now I pointed out that these changes were taking a lot of time and effort and they were going to cost additional. She said that was between me and her husband to pay for it. So I carefully repainted the house again.

She was happy with it, but now her husband wasn't. He said it's completely the wrong shade and he wanted it redone. I left them to scream at each other and took my guys home. We came back the next day and the two of them had agreed on a color. So the house was repainted again.

This process of continually repainting took several weeks and cost me about $80,000 in labor and materials. When I presented the bills to the husband he asked for the change orders. They seemed like such a nice couple at first I never wrote up any change orders. Very quickly we began shouting at each other, at least I was shouting at him. He agreed that my crew had done a lot of work, but maintained that it was because we'd done a poor job all along and refused to pay.

After several letters back and forth between my attorney and them (turns out the wife was an attorney), the case ended up in court. Not only did I not collect my money, I was forced to sign over an acre of land I owned as "compensation" for the problems they had gone through. This was the worst, and most costly, remodeling job I'd ever done.

The lessons I learned from it were two:

1. A verbal change order isn't worth the paper it's written on.
2. If the client has internal problems, stay away from the contract. It ain't worth it.

Anonymous

Share your worst project and the lessons learned. Contact Frank Parth at ***frank@fparth.com*** *or Kristine Munson at* ***Kristine_munson@hotmail.com****. Remember PMPs earn PDUs for contributing to* Milestones.

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Vice President Corporate Relations Change

Unfortunately, due to work pressures, **Ken Pao** has tendered to our President, Cyndi Snyder, his resignation as PMI-OC's VP Corporate Relations. Below is a summary of Ken's letter of resignation.

Due to work related travel and work location changes, regrettably I have been unable to fulfill my obligation to the PMI-OC Board of Directors (Board) as VP Corporate Relations. I find it very difficult to find time to attend PMI-OC events including attending PMI-OC Board meetings. As you recall, I have not been able to attend any Board meetings since November 2001. With the recent addition of two new volunteers to the Board and the new 2002 initiatives the Board has started in the Corporate Relations area, I feel that this is a good time to make a change. Therefore, effective immediately, I am resigning my VP Corporate Relations position. I enjoyed working with you all on the PMI-OC Board, and find you all competent professionals as well as a good team to work with. I have experienced personal growth because of my association with you all. When my work schedule changes, I will definitely attend PMI-OC events again. I will continue electronically my association with PMI and PMI-OC. In fact, I recently served as a PMI Quality SIG presentation selection referee for a PMI Symposium later in 2002. Please consider me a resource to the PMI-OC Board and to PMI in general. My best wishes to you and to the PMI-OC Board.

Ken's fellow Board members would like to thank Ken for his interest, enthusiasm and the great effort that he put into developing the VP Corporate Relations position during his time on the Board. We look forward to being able to work with him again in the future.

At the Board meeting on 25 February 2002, the Board members present unanimously approved the appointment of Mike Beard to complete Ken Pao's current term as VP Corporate Relations. Mike has been an active volunteer for the chapter, and recently was working with Ken to develop increased collaboration between the Chapter and other PMI components, as well as non-PMI professional organizations. Welcome aboard, Mike.

Terry Warner, PMP
VP Operations

VOLUNTEER OF THE MONTH

Stacy Steck Honored as Volunteer of the Month

At the January Board meeting of your Chapter, a resolution was unanimously passed designating **Stacy Steck** as ***Volunteer of the Month for February***. Our newly appointed Chapter Volunteer Coordinator, **Brent Felsted,** subsequently honored her at our February 2002 general meeting, by presenting her with a Certificate of Appreciation

Stacy has been actively involved as an Ambassador from the beginning of the program. Her reasons were simple. By her own words, "so that I would be compelled to mingle with our great members and guests. It has been such a rewarding experience to welcome newcomers and introduce them into our circle."

As part of her efforts as an Ambassador, she helped develop the "welcome" brochure for our chapter. Stacy was actively involved in implementation of food assignments for the Volunteer Day Harbor Cruise, which honored all the volunteers for the past year. Because **Bill Postma**, the Ambassador Program founder, had other pressing commitments on Tuesday nights, Stacy gladly accepted to take over the program.

Having been a member of PMI for about six years, Stacy joined the OC chapter four years ago, shortly after moving to California. She currently works for Andersen, as a project manager consultant in healthcare technology and information systems implementation. Although Andersen has had a lot of bad press lately, Stacy has found her working environment a great place to develop a project management career. Stacy became a PMP in July 2001.

The Chapter is deeply grateful to you, Stacy, and wish you continued successes!

Dave Jacob

PMP EXAM QUESTIONS TRY YOUR KNOWLEDGE

Answers are on page 10.

Here is a sample of some questions:

1. Which of the following is an example of a constraint in project plan development?
   a. Records of past performance.
   b. Financial reports from similar projects.
   c. A predefined budget.
   d. Lessons learned from prior projects.

2. The purpose of the project schedule as an input to schedule control is to —
   a. Show how changes to the schedule will be managed.
   b. Provide information on schedule performance.
   c. Serve as the schedule baseline.
   d. Determine whether a schedule revision is needed.

3. As of the 4th month on the Acme project, cumulative planned expenditures were $100,000. Actual expenditures totaled $120,000. How is the project doing?
   a. It is ahead of schedule.
   b. It is in trouble because of a cost overrun.
   c. It will finish within the original budget.
   d. The information is insufficient to make an assessment.

4. Which term is not a common name for a procurement document that solicits an offer from prospective sellers?
   a. Invitation for bid
   b. Request for information
   c. Request for quotation
   d. Invitation for negotiation

Region 7 Summit

Over fifty leaders, representing nine chapters, two SIGs, and two proposed chapters attended the first Region 7 Summit in Santa Rosa, California on February 1 to 3, 2002. The setting was most comfortable and Barbara Josephson and the other members of the Wine Country chapter, pictured here with a special guest, Alfre, are to be complimented for ensuring that attendees were able to focus their attention on the work to be done.

Each chapter was provided with an opportunity to voice its own list of issues and concerns. There was a remarkable degree of overlap and duplication. All of us are concerned with nearly all of the same issues. The good news is that, for most of the issues, at least one of the chapters represented was closing rapidly on a solution. What remained to be done, then, was sharing by those who were near solutions, with those who were only beginning their process. Every chapter had an opportunity to lead and every chapter had many opportunities to listen and learn.

It is, perhaps, comforting to note that we did not identify issues or concerns that were peculiar to Region 7. Our issues were either of interest to chapter officers in general, or of interest to project managers in general.

In separate sessions, both new and experienced officers had opportunities to enhance their knowledge about how PMI functions and how we, as chapter officers, can work to best serve our membership. The final session provided an opportunity for officers with similar jobs to share their insights. Presidents shared with other presidents, publicity or communication officers shared with others who hold similar positions. We also had an opportunity to provide the new Director of Regional Advocacy, Cyndi Snyder, with our guidance for how the DRA position can best serve our needs.

Finally, we concluded that one Summit is not enough and that we will meet at least twice each year. We expect to identify both the site and dates for our next Summit at the Leadership meeting in Costa Mesa in March.

Ed Fern, PMP

Answers to PMP Exam Questions

1. c. **A predefined budget**. Constraints are factors that will limit the project team's options with regard to scope, staffing and schedule.
[Planning] PMBOK 2000, pg. 43

2. c. Serve as the schedule baseline . A key input to schedule control, the approved project schedule provides the basis for measuring and reporting schedule performance.
[Controlling] PMBOK 2000, pg. 79

3. **d.** **The information is insufficient to make an assessment.**
The information tells us that more money was spent that planned as of the 4th month. However, we need to know how much work has been accomplished (or earned value or EV) to determine how the project is performing. For example: If EV = $120,000, there would be no cost variance and we would be ahead of schedule.
[Controlling] PMBOK 2000, pgs. 92 & 123

4. b. **Request for information.**
Procurement documents are used to solicit proposals from sellers. A request for information (RFI) is generally a tool to obtain source information.
[Planning] PMBOK 2000, pg. 153

Two Great Ways to Volunteer

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.

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FEBRUARY DINNER MEETING REVIEW

Monitoring the Vital Signs of Your Project – Is It Alive?

We use a number of standard indicators to monitor our personal health. Some of these include blood pressure, pulse rate and temperature. Health care professionals use standard indicators to determine the overall health and well being of their patients. **Donna M. Koehnen** from Center for Project Management recommended that we as project management professionals should use standardized indicators to monitor the health of our projects.

Koehnen discussed the high failure rate of both government and private IT projects. Approximately 40% of projects fail because they were cancelled, not implemented or not used. Yet only 30% are successful. The other 30% of projects can be classified as challenged because they are over budget, behind schedule or produce poor quality. Koehnen challenged each of us as project managers to take a hard look at those statistics and ask, "What is your exposure?" Then she asked, "Is management aware of the exposure level?"

By the time the sponsor finds out that a project is in trouble, it is often too late to take corrective actions. This is because sponsors have not been provided with useful or timely information. Most status reports contain too much "noise" so that the actual performance of the project is unclear. This noise may be caused because the project team confuses effort with progress. Koehnen pointed out that percent complete is insidious. It is often based on faulty assumptions, fantasies or lies.

Instead status reports should have "maximum signal" and "minimum noise." The ideal status report has four elements.

- The Punch Line — *Dad, I'm OK, but the bull is dead.*
- Current Status — *Car is damaged, but operable.*
- Next Step — *You don't need to rush.*
- Explanation — *I will explain when I see you.*

Koehnen advocated that project managers use 13 vital signs to create a status report with maximum signal. These are:

1. Strategy alignment
2. Customer buy-in
3. Technology viability
4. Sponsor's commitment and time
5. Disposition of the team
6. Status of the critical path
7. Milestone hit rate
8. Deliverables hit rate
9. Issues
10. Actual cost vs. estimated cost
11. Actual resources vs. planned resources
12. High probability, high impact risk events
13. Overtime usage

Project managers and sponsors should agree during the project's planning phase which specific vital signs will be used to monitor the project. At that time they should also jointly define the criteria that would indicate when each vital sign can be classified as green, yellow or red. They should also agree on the frequency that these vital signs are monitored.

As the project progresses, the project manager takes the project's vital signs. The project manager then prepares are report card for the project sponsor. Each green, yellow or red status is assigned a point value. The total score is tabulated. Based on the tabulated number, the project manager determines if the project's overall status. Three status conditions exit:

- All is well
- Run away condition
- Shut down condition

This report card empowers the project sponsor to take appropriate corrective actions if needed.

Kristine Hayes Munson, PMP

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@PTSStaffing.com**.

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To Register:

Register at www.outercoreinc.com. Register early to get a seat. 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 instructors, student comments, and additional classes in Project Management scheduled for 2002!

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PMI-ISSIG Presents

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The Project Management Institute's Information Systems Specific Interest Group (PMI-ISSIG) will hold its **6th annual Professional Development Symposium** from **July 28th through July 30th, 2002**.

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Conference Fees (register early for BIG discounts):

- $650 per participant prior to March 15, 2002
- $775 per participant March 16 to June 14, 2002
- $975 per participant June 15, 2002 and after

Register for the conference now at:
www.pds02.org

Questions: Your inquiries regarding registration should be directed to Meetings Plus at 877-240-4200 (Toll Free) or email to Roxanne Hall at roxhall@aol.com.

PMI Monthly Dinner Meeting

TUESDAY
MARCH 12, 2002

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

Location: Wyndham Gardens Hotel
3350 Avenue of the Arts, Costa Mesa
Behind the O. C. Performing Arts Center

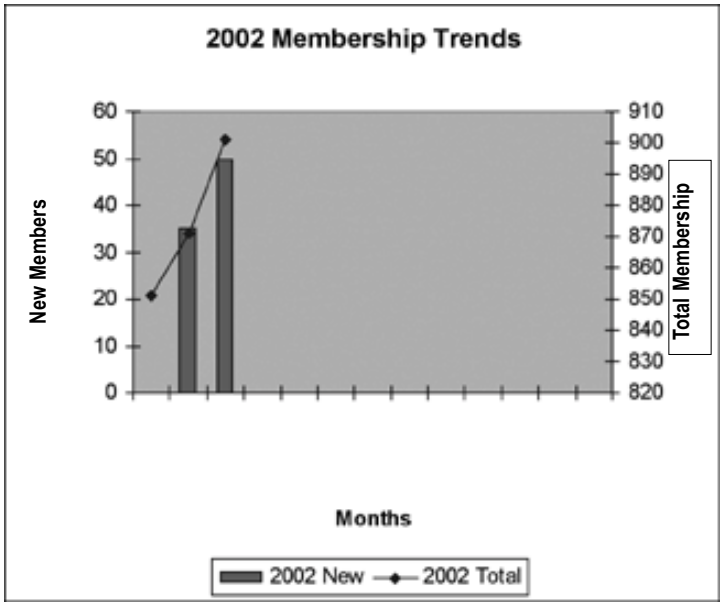
Time: 5:30 - 9:00 p.m.

Cost:	In Advance:		At the Door:	
	Members	$30.00	Members	$45.00
	Non-Members	$35.00	Non-Members	$45.00

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, March 7th, to obtain the "In Advance" price. Reservations made after 5:00 pm, Thursday, March 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, March 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.



NEW MEMBERS *Continued from page 2*

Frederick Lee
Integrated Network Technology Corp.

Min Lee
PacifiCare Health Systems

Regalado Marcelino
IBM

Greg John Marone
MASTECH

Bruce Randell Martin
Boeing/Airlift & Tanker Program

Pablo Eduardo Martinez
The Boeing Co.

Rick Lee McDowell
Fluor Corp.

Ronald McGeath

Kevin Ray Merriman

Trevor Mitchell

Michael Nakashoji
PacifiCare Health Systems

George Nettels
Marconi Commerce Systems

Kathleen Nichols
PacifiCare Behavioral Health

Susanne Marie Norman
Boeing/A&T

Stella Delphine Odom

Loren Jeffrey Phillips

Dan Rigoli

Kendra Risdon
TRW

Josef Matthew Rodarti
The Rodarti Group

Derek Seymour

Patrick Stephen Shea
PeopleSoft, Inc.

Ching-Pyng Shiang
PacifiCare

Edwin Smith
SAIC

Jack Stackler

Sandra Becerra Stein
KPMG

S. K. Van Bibber
Option One, Inc.

Pamela Charlene Wade
The Boeing Co.

Michele Walters
Constructware

Cliff Ward
Gulfstream Aerospace

Daryl Vaughn Watkins

Total New Members: 50
PMI-OC Membership: 901

PMI Orange County MILESTONES
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COMING EVENTS

MARCH 9
Project Management Around the World
See page 5.

MARCH 12 DINNER MEETING
Conflict Resolution:
Required Skills for Project Success and Career Advancement
Steven Flannes and Jefferson Welch
Vendor Showcase: Xybernaut Solutions
See page 1.

MARCH 19
Inland Empire Chapter Interest Meeting
See page 5.

MARCH 26
PMI-OC Breakfast Roundtable
See page 5.

APRIL 9 DINNER MEETING
100% Product-Oriented Work Breakdown Structures (WBSs)
Arnold M. Ruskin, Ph.D., P.E., PMP
Vendor Showcase: Changepoint

EVERY 4th MONDAY
PMI-OC Board Meeting
E-mail info@pmi-oc.org for time and location

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ORANGE COUNTY

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