



SEPTEMBER 2002  
Volume 16  
Number 7

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► 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.

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State Street  
Tel: 949-720-5892  
Fax: 949-720-5891  
E-mail: communications@pmi-oc.org

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*VP Corporate Relations***  
Project Auditors  
Tel: 714-813-8971  
E-mail: corporaterelations@pmi-oc.org

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Fluor  
Tel: 949-609-9378  
E-mail: finance@pmi-oc.org

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E-mail: membership@pmi-oc.org

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E-mail: professionaldevelopment@pmi-oc.org

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**SEPTEMBER 10TH PMI-OC PRESENTATION**

**Lessons Learned from  
Mars Climate Orbiter and  
Mars Polar Lander**

*By Jerry Suitor, Jet Propulsion Laboratory*

Mars Climate Orbiter and Mars Polar Lander were two spacecraft developed and operated by NASA's Jet Propulsion Laboratory in Pasadena, California. The two spacecraft were designed to explore both the climate and the surface of Mars. They were lost due to mission failures in September and December 1999.

The presentation will describe the missions of each spacecraft. Also discussed will be the probable cause of the failures and the resulting findings from various incident investigations. A business management system was used to implement the lessons learned from these failures were using corrective actions over a period of 18 months. The corrective actions taken resulted in a near flawless mission success for Mars Odyssey, arriving at Mars in October 2001.

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**Jerry Suitor** is the manager of the Enterprise Process and Standards Program Office at the Jet Propulsion Laboratory. In this role he and his office are responsible for the management system at JPL including the implementation and maintenance of ISO 9001 certification. He was responsible for the coordination of the corrective actions resulting from the Mars Climate Orbiter and Mars Polar Lander failures.

Prior to this position, Dr. Suitor was active in technology development. His work included extraterrestrial resource utilization as applied to the production of propellants on the surface of Mars and advanced radioisotope power systems for spacecraft.

Dr. Suitor is a member of the American Society of Mechanical Engineers where he was a Distinguished Lecturer for four years. He holds a Ph.D. in mechanical engineering from the University of California at Santa Barbara.

**Vendor Showcase:**  
**Artemis International Solutions**  
*See ad on page 15.*

## NEW PROJECT MANAGEMENT PROFESSIONALS

Kevin Brownley	PMP-#52680
DeVona Cole	PMP-#51814
Mark Greenwald	PMP-#52773
Jill Hamada	PMP-#52604
Andre Hansen	PMP-#52141
Paul Holden	PMP-#52229
David Jones	PMP-#40544
Theodore Koike	PMP-#52682
Timothy Luke	PMP-#52140
Mara Matl	PMP-#52174
Juan Moreno	PMP-#52275
Patrick Morrissey	PMP-#36363
Kim Scott	PMP-#52481
Daniel Stadler	PMP-#51817
Neeraj Vijay	PMP-#52479

New PMI-OC PMPs: 15  
Total PMI-OC PMPs: 287

## NEW MEMBERS

Alma Amaral  
Mitch Argon  
Curtis Browne  
Doug Chen  
Julie Crist  
Irma Cruz  
Kalea DAndrea  
InSight Health Services  
Octavio de la Pena  
Siemens Enterprise Networks LLC  
Mark Donald Doiron  
Fidelity National Info Solutions  
Christine Evans  
Michael David Falkow  
Ben Gertsberg  
Ernest Gutierrez  
Jack Charles Hodge  
Orange County Sanitation District  
David Jones  
Downey Savings  
Patricia Angeli Langan  
IBM  
Patrick Morrissey  
Matthew Murray  
Gensia Sicor Pharmaceuticals  
Eddie Julio Rangel  
Sprint  
Robert Reynolds  
Decision Support Associates, Inc.  
Joseph Roux

# THE PRESIDENT'S COLUMN



On August 16-18, 36 people from nine chapters descended on Shelter Point in San Diego for a Summit of Chapter Officers. The San Diego Chapter did a wonderful job of sponsoring and organizing the event. The only complaint was that the location was so beautiful that it was hard to concentrate on business!

Some of the highlights included each chapter sharing best practices, chapter challenges and other "cool stuff." Orange County picked up some great ideas by listening to how other chapters do things. Examples of best practices include:

- Holding quarterly volunteer meetings
- Having the Nominating Committee stay active for a year to handle any mid-year officer turnover
- Establishing Deputy level volunteers to work with officers in order to keep elected officers strategic, and to develop the next generation of officers

Common challenges were:

- Board transition
- Developing new volunteers into leadership roles
- Finding ways to keep members involved

After lunch on Saturday, **Ida Harding**, an elected officer from the Assembly of Chapter Presidents, talked about some of the changes happening at headquarters and the Board of Directors. She announced the appointment of the new PMI CEO, **Gregory Balestrero** and discussed some of the hot issues facing the PMI Board. This was a lively conversation and elicited some concerned and passionate discussion.

Later in the afternoon four discussions were held to put some directed brainpower behind common issues. The four conversations were:

- Long range and strategic planning
- Board transition, training and team building
- Setting a structure for committees and volunteers
- Corporate sponsorship and community outreach

We posted the outcomes of these on a Yahoo Site for Chapter Officers.

Sunday's meeting leveraged the work we did on Saturday. We broke out into functional groups for discussions. The finance people met with each other; the membership people met with each other, etc. Afterwards, we got together in our chapter groups to discuss ways to implement and operationalize all we had learned at the Summit. This was very useful because it gave us a chance to make plans while information was still fresh and excitement was still high.

Overall, I think the Summit was a very productive. Thank you to all the officers who gave up a weekend with their families to attend. I am confident that the work that was started here will bear fruit in the coming months.

*Cyndi Snyder, PMP*

# VOLUNTEER OF THE MONTH

## Tom Sippl, PMP, Honored as Volunteer of the Month

A resolution was unanimously passed, at the July Board meeting of your Chapter, designating **Tom Sippl** as the *Volunteer of the Month for July*. Chapter Volunteer Coordinator, **Brent Felsted**, honored him at our August 2002 general meeting by presenting him with a Certificate of Appreciation.

Tom joined PMI-OC in April of 2001 and became active in our chapter right away. However, volunteerism is nothing new for Tom. He is one of the founders and current President of the Microsoft Project User Group — Orange County (MPUG-OC). Since joining our chapter, he has been actively involved in the PMI-OC Breakfast Round Tables, which meets on the fourth Tuesday of every month. When **K.C. Anderson**, who initiated the Breakfast Round Table (BRT) Program, left to take a position in the Bay Area, Tom jumped in without hesitation as the chairperson. Thanks to Tom's seamless transition into the leadership role the BRT program, it has become institutionalized as an on-going monthly chapter event. If that weren't enough, Tom is also active as a committee member and organizer of the newly-formed Program Management Office Significant Interest Group (PMOSIG)

Within the first year of his membership, Tom became a PMP in March of 2002. He firmly believes that by attending the OC Chapter sponsored PMP Workshop his chances for successfully passing the exam were assured.

Tom works for Pacific Life's home office in Newport Beach, as Program Management Office (PMO) Methodologist—Project Management and Software Development Methodology content, continuous improvement and Project Management Competency Capability.

Aside from our basic needs to work and make a living, Tom's career aspirations are also focused on making valuable contributions to increase project management competency and capability and professional standing wherever and whenever his is involved.

We asked Tom what volunteerism means to him:

*"Volunteering allows me to be frequently involved, on a personal level, with some of the best project management talent in Orange County, and no doubt in the country, as well as the inquisitive and sharing minds at the Breakfast Round Table meetings."*

*Dave Jacob*

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## Terry Warner's Resignation

I am sad to say the **Terry Warner**, our former VP Operations, resigned his post in August. Terry is going to be teaching at Cal-State Fullerton and will be spending his time developing and teaching curriculum for up and coming project managers.

Terry has been a Board member during 2001 and 2002. Prior to that, he was the editor for *Milestones*. We have all appreciated and benefited from his balanced perspective on issues.

Terry, you will be missed. Thank you for your work, dedication and commitment to PMI.

*Cyndi Snyder*  
Orange County Chapter President



17 June 2002

**Subject: 2002 PMI® Chapter Sustained Superior Performance Award**

Dear Cyndi:

We take great pleasure in announcing that the PMI Orange County, CA Chapter has been awarded the honor of **2002 PMI Chapter Sustained Superior Performance Award**. This award honors and recognizes Chapters who have, for a period of three years or more, conducted superior programs that further the objectives of the Project Management Institute. The PMI Orange County, CA Chapter has consistently met and surpassed the requirements and obligations to the Institute.

Your Chapter will be recognized at PMI Leadership Reception, Friday, 4 October 2002, at 5:15-7:00 p.m., at the Henry B. Gonzalez Convention Center, San Antonio, TX USA.

All 2002 PMI awards will be highlighted in a special section of the *PMI Today* newspaper.

On behalf of the Assembly of Chapter Presidents Board of Directors, we wish to congratulate the PMI Orange County, CA Chapter for your outstanding commitment to and efforts for PMI!

Sincerely yours,

*Carlos Zerzigon*  
Carlos Zervigon, ACP President

*Guy Lee*  
Guy Lee, ACP President-Elect

# DIARY OF A SMOKE JUMPER

At the August dinner meeting **Vicki Wong, PMP** gave a lively and humorous presentation on project survival. Using the scenario of a jumping in to save a project in flames, Ms. Wong led us through the paper she had originally prepared for the 1999 Annual PMI Symposium Proceedings.

Her introduction set the scene:

Monday afternoon at 2 p.m.: You and your boss are summoned into the department head's office. After being seated, the department head explains the reason for the emergency meeting: "We've got a critical project that's in trouble: we need you to parachute in and perform a rescue operation." How long has the fire been burning, you ask. "The blaze has gone on undetected by our watch tower for some time, maybe months. We just now caught sight of smoke rising from the project site. Pack your bags, a helicopter is waiting to take you there," is the reply.

Smoke jumping occurs during the Execute phase of the project, and the Project Manager will not have had the luxury of prior planning and organizing. The PM is faced with two immediate objectives: 1) put out the fire; and 2) rescue trapped survivors (the project team).

Ms. Wong offered the following six tips for surviving in a fire jumping situation:

**Tip #1 Take Care of Yourself Physically**

- Nutrition
- Sleep
- Exercise
- Stress management techniques

**Tip #2 Don't Be A Super Hero**

- Earn respect and loyalty through performance
- Don't expect to solve all problems on Day 1

**Tip #3 Prioritize Your Work**

- Expectations management "under promise, over deliver"
- Issue log "no surprises"
- Status reporting
- Work plan "short interval scheduling"

**Tip #4 Keep Your Sense of Humor**

- Humor etiquette – don't mock team members
- Use yourself as the best target
- Balance family/work/you

**Tip #5 Remember Team Motivators**

- Party Tips
  - Send invitations
  - Have a theme
  - Give party favors

**Tip #6 Declare Victory and Go Home!**

- As the Project Manger, you get to define what constitutes success.

Ms. Wong also provided information on how

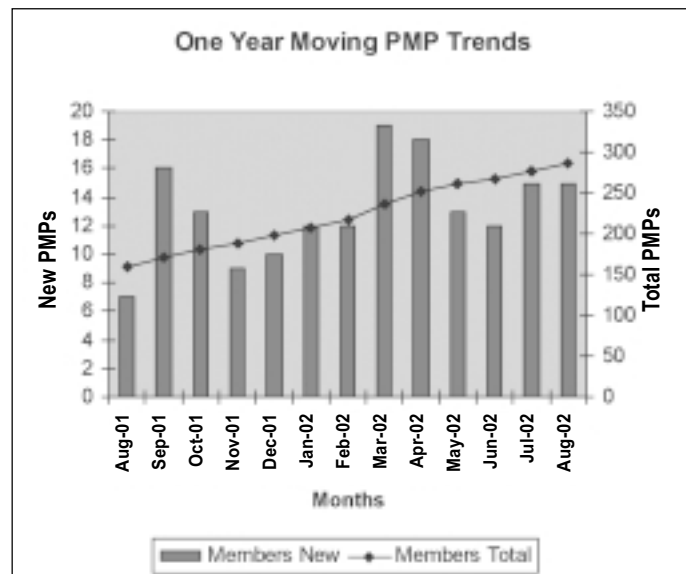
to spot a good smoke jumper, in case you should ever need to locate one. She described a good smoke jumper as a Project Manager who:

- Thrives on challenge
- Is resourceful
- Is a master at Project Management

The smoke jumping tips shared by Ms. Wong would be useful on any project, but become more critical in a crisis situation. Her 20+ years of experience and passion for project management were vividly apparent throughout the presentation. She was positive, poised, and self-deprecating, sharing with us her project nickname of "bulldog" with pride and pleasure. And I have to say, anyone who follows her baby shower with a "Lessons Learned" session is clearly obsessed with proper project management principles!

*Terry Senko, Experio Solutions*

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Ray Strano, PMP RCDD

"The attitude of importance, encouragement, and 24 hour a day focus is like a wave that sweeps you up and helps carry you through the exam. Someone asked me what I thought about taking a series of Saturday classes in prep for the exam. My thought is that this kind of learning would be too diluted to have the same impact of the solid 4 day infusion that Cheetah delivers."

Patricia McNabb, PMP

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# SOUTHERN CALIFORNIA RISK MANAGEMENT SYMPOSIUM

## Advancing the State of the Art of Risk Management

There is limited time left to join the most dynamic conference on the west coast. Well over 150 people have already signed up to listen and learn from the most authoritative sources in the field of Risk Management. The conference is September 12-14, 2002 at the Hyatt Regency Long Beach, CA. It is not too late to sign up on the web and be part of this valuable experience—[www.risksig.com/socal](http://www.risksig.com/socal).

You may probably ask yourself, why should I attend this conference? Here is what **Lisa Palermo**, a project manager at Palermo Solutions, has to say about Risk Management in real world situations:

*"My personal favorite aspect of Risk Management is risk quantification. I love walking into the CIO's office to recommend a course of action that saves money without putting us in the light of negative risk. I've used this over and over when evaluating go live dates. This type of analysis makes our company more competitive, which means fewer lay-offs."*

The Risk Symposium will have three tracks that focus on real world application of risk management for projects in various industries and government with emphasis on Lessons Learned. For managers and project managers the knowledge absorbed will:

- Improve the ability to make informed decisions
- Enhance control of project costs, schedule, and scope
- Increase Risk awareness and the positive effects of planned mitigation
- Gain insight from experts in Risk Management
- Generate new thinking to better position companies in the uncertain external environment

**Mr. Stephen L. Carman**, one of the speakers at the conference, is from the PMI-LA chapter, and I had the opportunity to meet him at a recent PMI-LA meeting. Steve has extensive experience in aerospace program management, with a broad background in National Aeronautics and Space Administration (NASA) manned and unmanned space missions over wide range of scientific disciplines dating back to the Apollo Moon Mission, Viking Mars Mission, Skylab, and many Earth orbiting remote sensing instruments. Managing several project teams since joining TRW Space and Electronics in 1977, Steve has become TRW's Risk Management expert through on-time, on-budget performance utilizing excellent risk management on several NASA programs. He teaches a popular Risk Management short course at TRW and UCLA. Join us to hear Steve present his topic *"Managing Risk When You Don't Have Time for Risk Management."*

A complete list of speakers as well as other important information about the event is available at the event web site below. Join us September 12-14, 2002 at the Hyatt Regency in Long Beach, California. You just can't Risk not attending.

Take the Plunge! Sign up at [www.risksig.com/socal/](http://www.risksig.com/socal/).

**Mike Beard, PMP**  
VP Professional Development, PMI-OC

## Try Your Knowledge on PMP Exam Questions

Answers are on page 17

Here is a sample of some questions:

1. The difference between core and facilitating processes is:
  - a. Facilitating processes are mandatory, while core processes are optional.
  - b. Core processes and facilitating processes are both required, but facilitating processes must be performed in a certain order.
  - c. Core processes and facilitating processes are both required, but core processes are ones with clear dependencies.
  - d. Both core and facilitating processes need to be performed in a certain order, but facilitating processes are optional.
2. A pre-defined budget is an example of:
  - a. An assumption.
  - b. A constraint.
  - c. An organizational policy.
  - d. An organizational procedure.
3. All but one of the following is a tool and technique of quality planning:
  - a. Operational definitions.
  - b. Benefit/cost analysis.
  - c. Benchmarking.
  - d. Design of experiments.
4. Of the five process groups in the *PMBOK™ Guide*, which one consumes the majority of the project's resources and time?
  - a. Planning
  - b. Executing
  - c. Controlling
  - d. Closing

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I wanted to take a moment to thank you for the wonderful tool you have. I passed my PMP Exam with ease. Being able to emulate the test environment by using PMPPrepare was truly instrumental in my being very comfortable during the test. Your test questions challenged my understanding of the material, and ensured that my depth of understanding went well beyond just memorization. I highly recommend your tool to others in preparing for the test.

Ann Jacobs-Long Atlanta, Georgia

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FA02-41S



# 2003 BOARD ELECTIONS SLATED FOR SEPTEMBER DINNER MEETING

The PMI-OC annual elections will be held in conjunction with the PMI-OC annual business meeting held during the September dinner meeting. All PMI-OC members are invited to attend and vote for the PMI-OC 2003 Board of Directors.

The nominating committee composed of **Janice Preston, PMP, Dave Jacob, and Quentin Fleming** has proposed the officer candidate slate:

- President ..... **Adrienne Keane, PMP**
- VP Communications ..... **Glen Fujimoto**
- VP Corporate Relations ..... **Victoria Flanigan**
- VP Finance ..... **Stephen June, PMP**
- VP Membership ..... **Judy Quenzer, PMP**
- VP Operations ..... **Mike Beard, PMP**
- VP Professional Development .. **Kristine Hayes Munson, PMP**
- VP Programs ..... **Frank Parth, PMP**
- Trustee ..... **Kathy Sharman**

In this month's *Milestones*, members have the opportunity to become better acquainted with each candidate by learning their professional background, PMI background, and goals for 2003.

## **President**

**ADRIENNE KEANE, PMP**

### ***Professional Background***

Adrienne Keane is a certified Project Management Professional with over 16 years of information technology, business operations and consulting experience in the finance, automotive and internetworking industries. In addition to managing projects, she has held functional management positions as well as establishing a Project Support Office responsible for business planning, prioritization of corporate initiatives, project management and training. She is currently a consulting project manager in Advanced Services for Cisco Systems, Inc., most recently managing an upgrade of the global networking infrastructure for a major biotechnology company.

### ***PMI and PMI-OC Background***

Adrienne joined PMI in 1995 and became an active volunteer for the Orange County Chapter in 1996. She served three years on the Board as VP Programs and VP Operations during which her contributions included: supporting the incorporation of the chapter, revising the chapter by-laws, developing the chapter vision, mission and logo and leading annual planning initiatives. She has served as Registrar for the last two PMP workshops. In addition, she has actively volunteered at the annual PMI Symposiums and Component Leadership meetings.

### ***Goals***

In 2003, my goals as Chapter President are to:

1. Provide the strong leadership necessary to continue the chapter's transition from a developmental to a strategic organization
2. Build our volunteer organization by providing opportunities that benefit both the chapter and the individual
3. Implement more structured business planning processes ensuring focus on initiatives that support our vision, mission and long term goals
4. Develop new personal leadership skills
5. Have fun and share her enthusiasm for the discipline of project management and the PMI Orange County chapter

## **VP Communications**

**GLEN FUJIMOTO**

Hi, my name is Glen Fujimoto. I am the current VP Membership, and I am currently running for the position of VP Communications. I have been a member of the Orange County Chapter for almost four years, serving as a volunteer for three, and a board member for two. I work as a Project Manager for FileNET Corporation in their Professional Services organization.

During my service as your VP Membership, the chapter grew at a rate of 20% per year. We have seen continued increased membership participation and expanding chapter services.

I see the role of VP Communications being increasingly important as we grow our membership. I look forward to building on the great work that was done to the website this year and using it as a platform to provide greater service and value to the members. I am dedicated to providing current and informative information through our newsletter, *Milestones*.

I thank you for the privilege of serving as your VP Membership, and for the future opportunity of serving as your VP Communications.

## **VP Corporate Relations**

**VICTORIA FLANAGAN**

### ***Professional Background***

Victoria Flanigan is a Senior Program and Project Manager with 14 years of technology and management consulting experience, primarily working with Accenture. She possesses 12 years experience in formally managing projects and teams of varying sizes and complexities with Fortune 50/100/500 and with start-up companies. Her areas of expertise are: Program and Project Management, Custom System Implementation, and the Financial Services Industry. Victoria managed many types of projects including business and systems integrations, mergers and acquisitions, and IT strategies. Furthermore, she designed, implemented, and ran PMOs and Offices of the CIO, drove project management improvement initiatives, as well as developed and delivered training for and consulted management on Program and Project Management. Victoria's management experience enabled her to partner successfully with a number of companies and with multiple levels of management.

## We Want Your Opinions!



The Orange County Chapter is in the process of sending out its first on-line membership survey. We need your feedback and opinions to help ensure that we are doing the best job possible of meeting your needs and providing value to the members. We are looking for methods to improve our existing services, and for opportunities to offer new services and benefits.

The on-line survey will be sent out to the membership in the next month, and we would really appreciate it if you would take a few minutes of your time to complete the survey. Once we have gathered the survey data, we will publish the results in a future issue of *Milestones*.

Thanks in advance for your participation!

**Glen Fujimoto**  
VP Membership

### Important Information for PMPs

We received clarification from PMI-HQ regarding the recertification process for PMPs who allow their PMP certification to lapse . . .

These individuals will have to submit a new complete application for certification and pass the new PMP exam.

"Individuals who do not complete the CCR cycle and then lose their certification will essentially be starting from scratch. They will be submitting a new exam application with the regular payment for the exam. This application will also have to demonstrate the proper experience based on the current date. (The individual's previous/original application information will not be used to verify their eligibility for the exam.)"

*Submitted by*  
**David J. Lanners**  
President  
PMI-Dallas Chapter

# 2003 BOARD ELECTIONS Continued from page 9

VP Corporate Relations, **VICTORIA FLANAGAN**

### PMI Background

Since joining the Orange County Chapter in early 2002 (as well as the PMO, Financial Services, and Consulting SIGs), Victoria has been an active volunteer and contributor. She helped Cyndi Snyder plan the 2003 Strategic Planning Session (July) and led a discussion on creating a business plan for our chapter. She participated in a meeting with Microsoft to discuss collaboration opportunities. Victoria volunteered at the MS Project 2002 Launch (June) and the Annual PM Conference (August), and wrote an article for *Milestones*. Furthermore, she actively participated in all of the Monthly Breakfast Roundtables since the kick-off in February, and facilitated one of the sessions. Currently, Victoria is leading the 2003 Business Plan Development Workgroup and is helping to establish the OC Regional PMO SIG.

### Goals for 2003

My 2003 goals as VP Corporate Relations are:

1. Create a more formal and visible presence for PMI with local businesses in order to increase knowledge of and interest in PM and PMI and to create and fulfill sponsorship opportunities
2. Establish and renew relationships with "competing" and other professional associations in order to leverage memberships and co-sponsor events
3. Establish a more formal presence and relationship with local educational institutions in order to increase student interest and involvement in PM and PMI

### VP Finance

**STEPHEN JUNE, PMP**

### Professional Background

- Bachelors degree in Economics and an MBA
- Over 10 years project management experience in an IT environment
- Manage a Project Management Office for a division of the Fluor Corporation

### PMI Background

- Orange County chapter member for approximately five years
- Served as VP Finance on 2002 Board
- Completed the chapter's PMP Exam Preparation course
- Assisted with the dinner meeting registration activities for approximately one year prior to becoming a Board member
- Been a PMP for the last four years

### Goals

1. I plan to continue managing the dinner meeting registration activities
2. I plan to book entries to the payable and receivable accounts of the chapter and provide a financial report to the board on a timely basis
3. I plan to have a significant voice in the budgeting activities (both operating and capital) for the chapter for 2003

### VP Membership

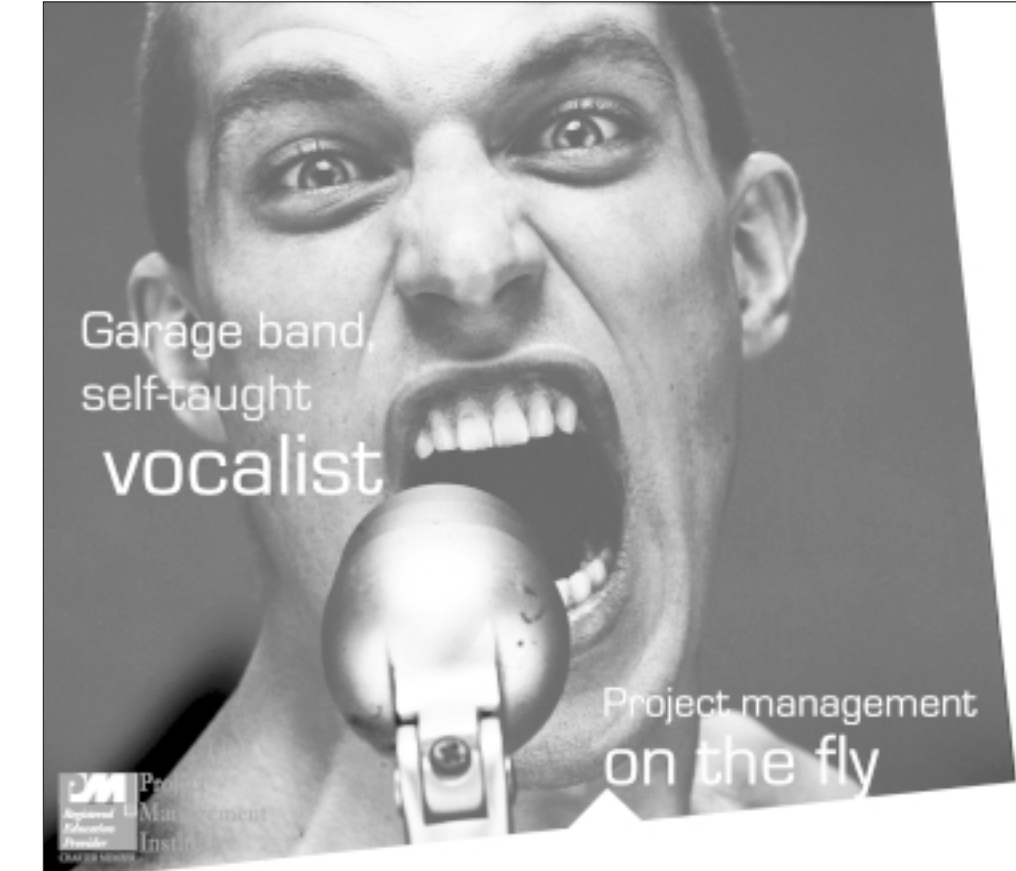
**JUDY QUENZER, PMP**

Judy Quenzer is currently Senior Systems Business Analyst at The Capital Group Companies. Judy's experience in project management, database design, software training, human resources, administrative and operations management spans over 22 years. This includes more than five years of managing Information Technology projects in Finance, Technology Distribution and Services, and Direct Marketing industries. Projects include eCommerce, field sales automation, resource planning and establishing a Project Management Interest Group within a company. Currently, Judy supports the implementation and development of IT best practices, provides ongoing consulting and mentoring support for process improvement, and project management methodology training. She has been a member of PMI for about four years and has served as the PMI-OC VP Programs since February 2000.

Membership chair goals for 2003:

1. Database integration
2. Member surveys to provide better service and value to our members

*Continued on page 12*



Garage band,  
self-taught  
vocalist

Project management  
on the fly

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## VP Operations

### MIKE BEARD, PMP

Mike Beard is a certified Project Management Professional (PMP) with over thirty years in diverse technical, management, international, and program management positions. Mike holds a BS in Professional Aeronautics from Embry-Riddle Aeronautical University and has a Certificate in Project Management from UC Irvine Extension. He is a Senior Project Manager at Union Bank of California in the Technology Project Office where he is engaged in major initiatives in the banking and IT/IS areas. Also, Mike is the President of *P4 Project Management*, a project management coaching, development, and training company.

Mike joined PMI and PMI-OC in 1999. Mike is currently the VP Professional Development and acting VP Operations on the Board of Directors of the Orange County chapter. He is active in several SIGs and is a charter member of the PMO SIG.

The most important reason Mike is involved in the chapter is to bring value to the members. The members are the reason the chapter exists. Determining how we may better serve the members as well as giving back to the members for their continued support of the Chapter is the prime objective for the next three to five years.

## VP Professional Development

### KRISTINE HAYES MUNSON, PMP

Kristine Munson is currently a senior Quality Assurance project lead with State Street Corporation. She specializes in managing Information Technology, software quality assurance and operational process improvement projects. In addition to managing projects, Kristine develops, implements and enforces policies, standards and methodologies along with providing metrics and status reporting to senior management. Kristine is a certified Project Management Professional and earned her Master's Degree in business administration from California State University at San Marcos.

Kristine joined PMI in 1999 and has been active in PMI-OC since 2000. She has served as VP Communications since May 2001. Her accomplishments include: developing a strong group of volunteers to support VP Communications projects, launching the revamped PMI-OC website, increasing Milestones from eight to 20 pages by improving article content, and increasing advertising revenue.

### Goals

1. Identify and implement new opportunities to assist PMI-OC members who are PMPs renew their certification
2. Continue with tradition of excellence in providing PMP exam preparation workshops
3. Work closely with volunteers on the Professional Development committee to improve their project management and training facilitation skills

## VP Programs

### FRANK PARTH, PMP

I have been actively engaged in systems engineering development and in project management for the past 25 years. I have been a member of PMI since 1994 and of INCOSE (International Council of Systems Engineering) since 1996. I have taught project management at UCI since 1996 and at The Claremont Graduate University for the past two years.

As programs chair, I intend to not only continue the excellent series of dinner meetings that Judy Quenzer has coordinated, but to expand on it. We have grown rapidly over the past few years, and the desires of our members have grown along with it. As one of the largest PMI chapters in the US we need to provide a variety of offerings to our members so that they have choices in what will benefit them. The breakfast meeting is an excellent start at this type of expansion. We will be expanding this format and adding others as we continue to grow.

## Trustee

### KATHY SHARMAN

Kathy Sharman is currently Vice President of Application Development at Balboa Life and Casualty, an Irvine-based insurance company, where she has been supporting systems development projects since 1990. Previously at Pacific Mutual (now known as Pacific Life) for ten years. Throughout her career, Kathy has held roles as project manager, project consultant, manager of project office and manager of project managers. She fondly remembers the most enjoyable project ever—starting the PMI Orange County chapter—working with talented people with complimentary skills all jointly focused on a challenging goal. She held the official titles of founder and first president of the PMI-OC chapter . . . but is most proud of the hardest job, which was *Milestones* editor for several years.

### Goals

Continued momentum. It is awesome to see what has been accomplished in the 14 or so years since chapter creation. I look forward to providing insights and assistance wherever they are most needed.



**PMI® announces 100,000th Member Contest and Celebration!** Our extraordinary growth over the past few years has PMI rapidly approaching 100,000 total members. To commemorate this important and exciting milestone, PMI is sponsoring a contest and celebration to honor the person who becomes the 100,000th member, and we're inviting you to share in the excitement! Tell us the date and time when you believe PMI will reach 100,000 members and you could be a winner of a valuable prize package including a year of free membership, complimentary registration to a PMI Congress, a SeminarsWorld® or eSeminarsWorldSM course, free Knowledge and Wisdom Center information searches, and a gift certificate to the PMI bookstore!

To enter the contest, simply log onto the Members Area of the PMI Web site and enter your guess as to when the 100,000th member will join. Complete contest rules and alternate entry options are available online at [www.pmi.org](http://www.pmi.org). ([darah.filidore@pmi.org](mailto:darah.filidore@pmi.org))

**Second annual PMI Career Connections** event to be held in conjunction with PMI 2002! Scheduled for Sunday, 6 October, from 8:00 a.m. to 3:30 p.m. in San Antonio, Texas USA, PMI Career Connections is a forum for employers and job seekers to meet and discuss employment opportunities in a job-fair setting. Job seekers can distribute their résumé/Curriculum Vitae (CV) and learn more about the companies who support project management. A new panel presentation has been added and will consist of representatives from participating companies who will share their experience and expertise with attendees.

There is no fee for job seekers to register, and you do not have to be registered for PMI 2002 in order to participate in PMI Career Connections. If you are not able to attend PMI 2002 in San Antonio, participation is also available online. For more information, visit the PMI 2002 Web site at [www.pmi.org/pmi2002](http://www.pmi.org/pmi2002). To register for Career Connections, or to upload your résumé/CV, visit <http://partner.brassring.com/cf2002/pmi.htm>. ([careerhq@pmi.org](mailto:careerhq@pmi.org))

**Now Available – basic project management training for beginners!** "A Framework for Project Management: an online presentation on project management" by Corpedia, Inc., is now available on the PMI® Educational Foundation Web site. PMI's e-Learning Connection, in conjunction with the PMI Educational Foundation, has just released a free project management overview course for novice project managers. This useful tool explains the principles of project management and communicates these principles to others. It can be accessed at [www.pmi.org/pmief/learningzone.html](http://www.pmi.org/pmief/learningzone.html). (You will need a sound card for best results.) Questions about this course should be directed to John Roecker, Professional Development Program Administrator ([john.roecker@pmi.org](mailto:john.roecker@pmi.org)) or Walter Childs, Director, Educational Foundation ([walter.childs@pmi.org](mailto:walter.childs@pmi.org))

**The Institute is looking for more volunteers to work on a new PMI Standard!** PMI is recruiting volunteers to assist with its widely anticipated Organizational Project Management Maturity Model (OPM3™) Project, the largest standards project ever undertaken by the association. OPM3 is a maturity model that provides methods for assessing and developing capabilities that enhance an organization's ability to deliver projects successfully, consistently, and predictably in order to accomplish the strategies of the organization and improve organizational effectiveness. Be part of this visionary project and join this prestigious team! To apply, e-mail [lisa.kruszewski@pmi.org](mailto:lisa.kruszewski@pmi.org).

**Valuable Volunteer Input Sought!** PMI is asking you to provide suggestions for regional "Areas of Focus" to be used for PMI Congress–Europe in 2003. Please visit [www.pmi.org/news/focus/](http://www.pmi.org/news/focus/) to submit your suggestions and to find more information on PMI's Conference Redesign. ([dionysia.petrakis@pmi.org](mailto:dionysia.petrakis@pmi.org))

**Congratulations to the PMI Northeast Wisconsin Chapter** on recently receiving its charter! ([marykate.webber@pmi.org](mailto:marykate.webber@pmi.org))

**Congratulations to the PMI Canberra, Australia Chapter** on recently receiving its charter! ([marykate.webber@pmi.org](mailto:marykate.webber@pmi.org))

## Breakfast Meeting PDUs

The PMI-OC breakfast meeting is not considered structured learning and does not fall under Category 3 for obtaining PDUs. However, they may be considered self-directed learning and may be submitted for PDUs under Category 2 Self Directed Learning.

Please refer to the CCR submittal form for Self Directed Learning activities reporting. The following is repeated from the PMI web site for your information: PDUs for Self-Directed Learning Activities Category 2 SDL (Maximum of 15 PDUs Per 3 year Cycle)

Self-directed learning activities are individualized learning projects involving personally conducted research or study. Learning may include informal activities such as discussions or coaching sessions with colleagues, co-workers, clients, or consultants. It may include articles, books, instruction manuals, videos, CD-ROMs, or other material resources. Qualifying self-directed learning activities must be relevant to project management, meet a specified purpose, and use knowledgeable resources.

Use the worksheet to determine PDUs for Category 2 Self-Directed Learning Activities. Include it with the PDP Activity Reporting Form. Required documentation: If audited, PMPs should be able to provide evidence supporting their reported learning project. This may include notes from and dates of discussions or reading.

**Mike Beard, PMP**  
VP Professional Development



# CHINESE DELEGATION VISITS THE U.S. and Meets with PMI-OC and PMI-LA Representatives

A delegation of mainland Chinese business men and government administrators visited a group of project managers from the PMI-OC and PMI-LA chapters on July 30th at the OuterCore Professional Development offices in Newport Beach, CA. The delegation was interested in learning more about organizational structures of the US companies in relation to project management and wanted to gain a practical perspective on the practice of project management in the US today.

Allan Shechet, Ida Harding, Margaret Chu from Los Angeles along with Diane Altwies and Frank Reynolds from Orange County were able to spend over an hour with these visitors answering their questions regarding project management.

Allan and Diane led a discussion on the advantages and disadvantages of different organizational structures as they relate to project management. An active session on project management versus program management followed. Once a basis of understanding was established, with the assistance of our translator, William Wang, Frank Reynolds, who has been regularly teaching project management courses in China, led a discussion on implementing Project Management Offices (PMOs) and the benefits and challenges facing organizations today. The session wrapped up a questions and answers session and group photos.

The Chinese delegation was lead by **Nijiati Maemuti**, Director, Personnel Bureau, Xinjiang Province. Other attendees to the session were: **Wang Lin**, **Wang Zhuoyan** and **Shang Changyou**, Director and Deputy Directors from the China Globe Chemical Engineering Company, **Qu Guotang**, Bureau Section Chief, Foreign Economy and Trade, **Wu Tongqing**, Deputy Directory, Shijianzhuang Project, **Wang Jinsheng** and **Duan Gaosheng**, Senior Economists with the Construction Investment Co., **Ji Rui**, Economist, Xinjinag Jiruixiang Group, **Zhao Chengguang**, Vice Division Chief, Development and Planning Committer, Xinhiang Province, and **Zheng Jie**, Vice Division Chief, Training Center, State Foreign Expert Bureau.



It was a wonderfully educational session and I believe I speak for all attendees that this meeting was a great way to advance the profession through international cooperation and coordination. Thank you Mike Price, PMI-HQ Senior Manager Special Projects and Tim Wallander, PMI-LA Vice President for giving us the opportunity to host this event.

Who knows, with over 600,000 project management practioners to train in China, how big can our PMI organization become?

*Diane Altwies, PMP  
President, OuterCore Professional Development  
[www.outercoreinc.com](http://www.outercoreinc.com)*

# Free Artemis Seminar

Communication---The Key To Effective Enterprise Project Management

At Artemis, we understand that successful communication throughout all levels of an organization is the key to effective Enterprise Project Management.

On September 10, join us for our free seminar to learn how to implement the right EPM solution for you. Find out how Artemis can help you improve communication. Facilitate collaboration. And provide you with the crucial tools you need to achieve optimal EPM results.

Our team of project management professionals will introduce you to our newest software that connects your project sponsors, disparate team members and the project office with executives, customers and suppliers.

We look forward to meeting you in our informative discussion just prior to the upcoming PMI meeting. Reserve your seat today!

**Time:** 4:00-5:15 p.m.

**Date:** Tuesday, September 10, 2002

**Place:** Wyndham Gardens Hotel  
3350 Avenue of the Arts  
Costa Mesa, CA 92683

**RSVP:** Steve Peterson (949) 851-4608 or  
[steve.peterson@us.artemisintl.com](mailto:steve.peterson@us.artemisintl.com)



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# PMO 101

## What You Always Wanted to Know About a PMO But Were Afraid to Ask

So your company has determined that they need a PMO. Here it comes—that good old gorilla that is hard to define and like a boat without a compass gets off course real quick. The tools to do it the right way are very diverse and few to be found. So you are off on your journey to slay the PMO Tyrannosaurus Rex with a water balloon. Where do you start?

### A Journey of a Thousand Miles Begins With the First Step

What is a PMO? A Program Management Office or a Project Management Office? First we need to clarify terms and definitions. The *PMBOK Guide* defines a **Program** as “a group of projects managed in a coordinated way to obtain benefits not available from managing them individually; programs may also involve a series of repetitive or cyclical undertakings” and a **Project** as “a temporary endeavor undertaken to create a unique product, service, or result.”

In J. LeRoy Ward's book *Project Management Terms—A Working Glossary*, (ESI 2000) a **Program Management Office** is defined as an “organizational entity established to complete a number of projects that collectively satisfy a strategic or tactical organizational objective, usually headed by a program manager and staffed by professionals from various disciplines.” Ward also defines the **Project Management Office** as an “organizational entity established to assist project managers throughout the organization in implementing project management principles, practices, methodologies, tools, and techniques.”

### Grasshopper, Before You May Taste of My Tea You Must First Empty Your Cup

Armed with the terms and definitions you set out to understand how PMOs came to be. The Program Management Office traces its origin back to the 1960s in the government and aerospace sectors. PMOs were mostly seen in large corporations that handled very large and multiple programs, could span three to five years or more, included hundreds of deliverables, and provide support for the product once it was delivered to the customer.

The program manager managed the project and product life cycle—from womb to tomb. Since support cost could add revenue or decrease the profits of a corporation, this too was also managed to ensure accountability, better determine per unit support costs, establish per person support costs, and use the data in costing out future programs. The position of Program Manager was and is today a strategic position in the corporation that continues to practice Program Management in this manner.

Now you can see distinctions between a **Program Management Office** and a **Project Management Office** and you also see similarities. A decision on the right direction to present to management is clearer but there are still questions.

There was a surge in the number of Program Management Offices that started leading up to Y2K. The need to continually be accountable and report to regulatory authorities was extensive. Also, the main focus of a majority of companies was the need to ensure the external environment was kept abreast of efforts, ensure positive publicity, and ensure business did not come to a screeching halt on January 1, 2000.

The next series of articles will explore the Project Management Office, a unique timeline implementation model, a need for standards as well as other interesting information related to implementing a Program or Project Management Office.

Please direct questions or comments to: **Mike Beard, PMP** at [projectm@pacbell.net](mailto:projectm@pacbell.net).

## The Role of Project Management in a World of Mass Customization

Recently I had the opportunity to speak to about two hundred Russian business leaders at an event sponsored by Vedomosti, the Russian partner of the *Financial Times* and the *Wall Street Journal*. My presentation proposed an hypothesis that the world of mass production has peaked and is in decline and that it will be replaced by an era in which mass customization of products and services become the norm.

In this new world, where every product and service is customized to the requirements of individual customers, every sale will be a project. The requirements for participation include direct relationships with customers, modular design, lean manufacturing, and the ability to manage very large numbers of concurrent projects.

This fundamental change in the way economics works is driven by two significant developments. Lean manufacturing has demonstrated that products can be “built to order” more cheaply than mass produced products. For the consumer, this means we can get exactly what we want for less money than we would pay for a mass produced item that forces us to compromise our personal requirements.

For example, Dell Computer's mass customization ability has recently driven Compaq into a merger with Hewlett Packard. Interestingly, the combined Compaq/HP revenues are two and a half times those of Dell, but the profits of Dell are two and a half times those of the newly merged companies.

Levi Strauss's “Original Spin®” marks a breakthrough for a mass production company's entry into mass customization. Now if I want hip-hugger bell-bottoms with no pockets to fit my tall frame, Levi will deliver them to my order.

My remarks in Moscow and the contents of an interview I gave after the Vedomosti presentation are now the subject of considerable discussion in Moscow and on the Internet. It seems to me that we should also be thinking about what all of this means to the United States. Will Henry Ford's place in our history be supplanted by the creativity of Michael Dell? Will our mass production infrastructure become obsolete? Must it be replaced by new skills, new design concepts, and new plants and equipment if we are to remain competitive?

For project managers, I believe this new world is the next land of opportunity. When every sale generates a new project, our skills will be at a premium and our numbers simply must increase. I will be most interested in hearing your thoughts about this subject.

*Ed Fern, PMP*  
[edfern@time-to-profit.com](mailto:edfern@time-to-profit.com)



# MAXIMIZING PROJECT SUCCESS

## IT'S ALL ABOUT DELIVERABLES

We all know that the point of any project is to produce a final deliverable that satisfies the customer, and is delivered on time and within budget. So, if it's a deliverable we're after, why not manage our projects with a focus on deliverables instead of activities or tasks? Focusing on deliverables at the main project level has several advantages.

**The level of detail is manageable.** When you're working with activities, the level of granularity in large projects can overwhelm your ability to see what's important. For example, the project team for the start-up of a large, offshore plant created a master schedule that included 300-500 activities. Because of the large number of activities, it was difficult to identify the interdependencies within the project. By converting the activities into deliverables and then manually mapping the interdependencies of each deliverable, they discovered the fact that raw materials had not been scheduled for delivery until six weeks after finished goods were supposed to be leaving the plant. Focusing on deliverables pulled the project up to a level of granularity they could manage, and after all, project management is all about making a project manageable. If it doesn't do that, what's the point?

**Deliverables focus on results instead of process.** When you focus on activities, you're focused on the process—how something will get done—instead of the results—what will get done by when. A deliverable is the output that results from a series of activities, and at the main project level we should be concerned with outputs or results—who needs to produce what, by when, for how much?

**The subproject leader is empowered.** By focusing on results at the main project level, you empower your subproject leaders to manage the "how" of the project. For effective empowerment to occur, you need to clearly define what is required from each subproject (what deliverables they are accountable for), make sure each subproject has the resources required to get the job done, and set up a feedback reporting mechanism that allows you to track their progress. Then let the subproject leader do his job. He'll need to break the deliverables down into the component activities and assign responsibility for each activity to someone on his team. (This should be done in a participative mode as not to disempower the team members.) He'll then need to work with the team to track the completion of both activities and deliverables.

**The quality criteria for a deliverable can be defined.** Since a deliverable is an output that gets handed off to an internal customer, the requirements and customer acceptance criteria of the internal customer can and should be defined. This is a critical element of any scope quality plan. It's particularly important to do if you've had difficulty with a deliverable in the past—if it didn't meet customer expectations or it required rework after the deliverable was produced. Avoid future problems by clarifying what exactly is required.

**Deliverables create clear accountability.** The accountability for each deliverable should be defined during planning and each deliverable should be the accountability of someone on the main project team (usually the subproject leader for the appropriate subproject). Each deliverable should include a delivery date, an allowable cost (where applicable), and quality criteria. Once this is done, accountability is clear. It is then up to the accountable person to make sure the deliverable is produced on time, according to the internal customer criteria, and on budget. Project monitoring is the feedback mechanism to determine if accountability is being fulfilled.

A focus on deliverables will make a project more manageable and better help you to ensure that the final deliverable satisfies the customer and is done on time and within budget. Now life doesn't get much better than that!

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

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## Answers to PMP Exam Questions

*From page 7*

- 1. c. Core processes and facilitating processes are both required,** but core processes are ones with clear dependencies. Core processes are those that have clear dependencies. Facilitating processes like procurement planning are more dependent on the nature of the project  
[Planning] *PMBOK Guide 2000*, pg. 33-34.
- 2. b. A constraint.**  
A pre-defined budget is an example of a constraint and is an input to the Project Plan Development process.  
[Planning] *PMBOK Guide 2000*, pg. 43.
- 3. a. Operational definitions.**  
Operational definitions is an output of quality planning and an input to quality assurance.  
[Planning] *PMBOK Guide 2000*, pg. 100-101.
- 4. b. Executing.**  
**Project Plan Execution.**  
[Execution] *PMBOK Guide 2000*, pg. 46.

# 3RD ANNUAL VENDOR SHOWCASE

## AND CONFERENCE

### Theme: Tools and Techniques for Project Success

Can you imagine nearly 300 interested people converging on a hotel in Long Beach on a foggy Saturday morning on August 10th for a technology conference? Well they did. Nine vendors with their sales staffs, booths, presentation equipment and colorful banners; a parade of volunteers to help with registration, vendor showcase and conference details; conference speakers and their equipment; participating association people setting up their tables and booths; paid registrants and those who won free registrations at association raffles. And of course the conference organizing committee was made up from a coalition of Southland associations from PMI Orange County, SCQAA Los Angeles, SCQAA Orange County, and AITP Los Angeles that organized this very successful 3rd Annual Vendor Showcase and Conference.

The Seaport Marina Hotel provided the facilities, a very nice continental breakfast, and a wonderful cold buffet lunch in the outdoor garden patio under the trees. The food was fresh and abundant with a wide variety of choices, and no one walked away hungry. The cookies were fresh-made at the hotel and were outstanding. The only downside was the elevator didn't work until everyone had carried or dragged their equipment up the stairs to the ballroom. Murphy's Law, I guess. True to the Project Management tradition, a lesson's learned post-conference meeting will be held.

The vendors were set up around the perimeter of the double ballroom along with the participating association tables. Seating for the opening ceremonies and keynote address was set up for 275-theater style in the body of the room, and was soon filled with standing room only. At about 8:45 am, **Dave Stiles**, the Conference Chairman, officially opened the event and welcomed all those attending and participating. He introduced the Conference Committee and thanked them for all their voluntary efforts, and presented an award to **Jim Stoumpos**, Chairman of SCQAA Los Angeles, for his dedicated service and leadership toward making this event happen for these last three years.

The keynote address was presented by **Maryfran Johnson**, Editor in Chief of Computerworld. Her topic, "IT Leadership in a New Landscape," addressed many of the external forces that played such a prominent role in shaping the future of the Information Technology industry. From coping with the aftermath of September 11th, to escalating government regulation, mounting security concerns and severe budget restraints, she said that IT leaders face an unprecedented set of challenges on both the business and technology fronts into 2003. Her presentation was interactive with a lot of Q & A activity, and she received a resounding applause.

The Vendor Showcase started at 8 am and went on for the whole day except during the keynote address. The crowd broke up for the first of three Conference Sessions at 10:30 am to four separate session tracks: Project Management, Systems Development, Configuration Management, and Quality Assurance. Two more conference sessions were held during the afternoon. Individual vendor presentations were also conducted in two separate rooms for those interested in details and presentations of vendor products. Vendors also provided value added raffle prizes that were raffled off starting at 12:30 and throughout the day

with the final raffle prizes awarded between 4:30 and 5:00 pm. Prizes ranged from apparel to a leather duffel bag, to a variety of software. All of the raffle prizes were great and useful to the winners, with the most valuable prize from Rational Corporation awarded at the end of the day valued at \$4100. A large crowd remained to the end for the raffle and re-raffle of those prizes that were not initially claimed.

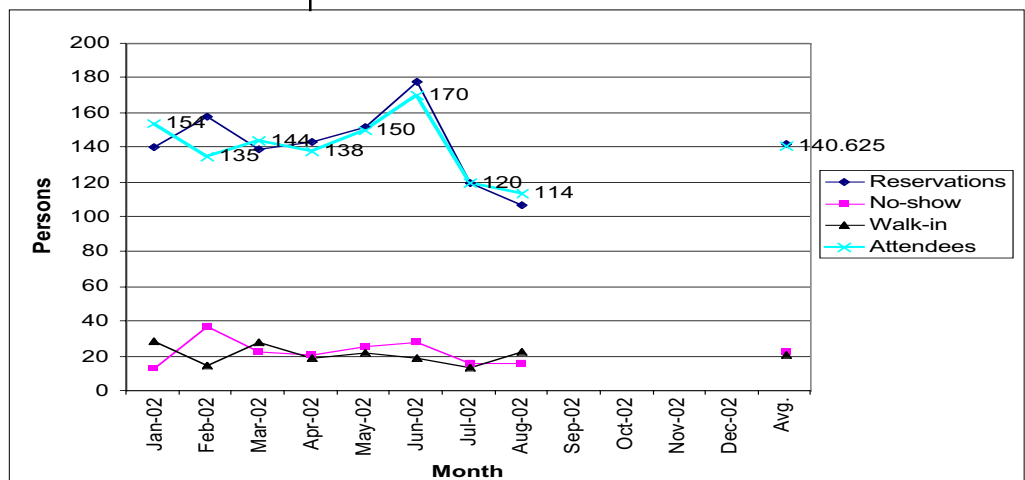
Participating vendors included Accord SQA, Automated QA, Compuware, Information Management Solutions, Microsoft, Planview Inc., Rational, Starbase, and TestMasters, Inc. These vendors provided the core funding to ensure the success of this event. The event was designed to provide a low cost educational conference with quality speakers. Up to 5.5 PDUs are available to the attending PMPs. PDU details can be found at [www.pmi-oc.org](http://www.pmi-oc.org).

The speakers for the conference did a great job and were rewarded with large appreciating audiences. For the Project Management Track, they included **Mike Beard** (who had to cover two sessions as one speaker didn't show), and **Bob Wyatt**. For the Systems Development Track, they were **Bill Hackenberg**, **Robert Handler**, **Andre Sharp** and **Diana Stubbs**. For the Configuration Management Track, they were **George Wright**, **Dr. Rick Hefner**, and **Pandora Ovanessian**. The Quality Assurance Track included **Lois Zells**, **Laura Hauser**, and **George van der Veen**.

One of the PMI Orange County goals for 2002 was to participate with other associations and provide an educational event. Well, both goals were definitely accomplished with this vendor showcase and conference. Special thanks go to the following OMI-OC members: **Frank Parth** who organized the volunteers and registration; **Cyndi Snyder** who initiated the PMI-OC participation; **Susan Rathman** who coordinated the speakers; and **Grant Bornzin** who advertised our event and created our flyer. If you missed this event you can still get access to most of the presentations at the SCQAA Los Angeles website [www.scqaa.org](http://www.scqaa.org) on the Past Presentations Page. Plan on attending next year, you won't be disappointed.

*David Stiles, MBA, PMP  
Conference Chairman*

## Dinner Meeting 2002 Attendance Statistics





Reed Sicherman  
Fidelity National Information Solutions

German Javier Uzcategui  
WebEvolv

Marc Von Dinger

Alane Marie West  
Primare, Inc.

Brian West

Total New Members: 26  
PMI-OC Membership: 936

## **DINNER MEETING**

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**TUESDAY, SEPTEMBER 10, 2002**

Program: **Lessons learned from Mars Climate Orbiter  
and Mars Polar Lander**

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 at [www.pmi-oc.org](http://www.pmi-oc.org). You can pay via credit card in advance or by cash/check at the door.

Make your reservation by 5:00 pm, Thursday, September 5th, to obtain the "In Advance" price. Reservations made after 5:00 pm, Thursday, September 5th, will be charged the "At the Door" price.

If you are unable to attend, please cancel your reservation at [www.pmi-oc.org](http://www.pmi-oc.org). Members and non-members who cancel after Sunday, September 8 at 6 p.m. will be invoiced a \$15 cancellation fee. Members and non-members who make reservations and do not show up at the meeting will be invoiced a \$15 no show fee.

## **PMI-OC BREAKFAST ROUNDTABLE**

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**TUESDAY, SEPTEMBER 24, 2002**

Join us for breakfast on the fourth Tuesday morning of every month to discuss project management issues that impact you.

Location: **Hilton Hotel**  
(formerly The Red Lion)  
3050 Bristol Street (near Paularino)  
Costa Mesa  
Atrium Cafe, lobby level

Time: 7:15-8.45 a.m.

Cost: Self-paid breakfast  
Parking is validated

Register: e-mail Tom Sippl: [tsippl@pacificlife.com](mailto:tsippl@pacificlife.com)

### **PMI-OC WEB SITE**

Visit our web site at:  
<http://www.pmi-oc.org>  
to make your reservation for the dinner meeting and to stay informed of events that are important to members and to project management.

### **E-MAIL**

If you would like to receive e-mail announcements about upcoming PMI-OC events, contact  
[Rstein@PTStaffing.com](mailto:Rstein@PTStaffing.com).

### **JOB POSTING TABLE**

Share available employment opportunities with PMI-OC dinner meeting attendees. Submit your opening to Theresa Theiler,  
[tt1591@sbc.com](mailto:tt1591@sbc.com).

## PMI Orange County MILESTONES

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**MILESTONES** is published for the members of the Orange County Chapter of the Project Management Institute for the purpose of notifying members of meetings, Chapter activities, member accomplishments, and to provide information regarding project management in local business and government agencies. Advertising is welcome. However, its publication does not constitute endorsement by the Chapter or the Project Management Institute.

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Editor: **Kristine A. Hayes Munson, PMP**  
kristine\_munson@hotmail.com

Advertising Director:  
**Diana Goltzer, PMP**  
dianagoltzer@cox.net

Printing: **Sir Speedy, Long Beach, CA**

Inquiries should be directed to:

**PMI-OC, Inc.**

**Attn: Kristine A. Hayes Munson, PMP**

P. O. Box 15743

Irvine, CA 92623-5743

Or kristine\_munson@hotmail.com

# COMING EVENTS

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### SEPTEMBER 7 PMI-OC PMP PREPARATION CLASS

See insert

### SEPTEMBER 10 DINNER AND ANNUAL MEETING

Lessons Learned from Mars Climate Orbiter and Mars Polar Lander

*Jerry Suito, Jet Propulsion Laboratory*

Election of 2003 PMI-OC Board of Directors

Vendor Showcase: Artemis International Solutions

See page 1

### SEPTEMBER 12-14 RISK MANAGEMENT SYMPOSIUM

See page 7

### SEPTEMBER 23 PMI-OC BOARD MEETING

E-mail: [communications@pmi-oc.org](mailto:communications@pmi-oc.org) for details

### SEPTEMBER 24 BREAKFAST ROUNDTABLE

See page 19

### OCTOBER 3-10 PMI SEMINARS & SYMPOSIUM

See page 7

### OCTOBER 15 DINNER MEETING

*Please note date change*

Global Leadership for Project Managers

*Charles Bergman, Meridian Resources Assoc.*

Vendor Showcase: Meridian Resources Assoc.



Project Management Institute

Orange County Chapter, Inc.

P. O. Box 15743

Irvine, CA 92623-5743

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