MAY 13TH PMI-OC DINNER MEETING

Six Steps to the Future:
How Mass Customization Is Changing Our World

By Ed Fern

An understanding of the structure of mass customization is essential to the future value of project managers. In the mass customization environment, every sale is a project. While Six Steps To The Future will not be a comprehensive examination of all of the features of Mass Customization, it will cover the six core competencies that now seem to have emerged as the fundamental building blocks shared by all successful mass customization companies.

• the ability to identify and satisfy the needs of individual and unique customers,
• the ability to integrate the world class products of others into their own customizable product or service,
• the ability to provide suppliers with a stake in their own success
• the ability to eliminate inventories and the waste of effort, space, and capital they represent
• the ability to organize "competents," skilled individuals, into empowered, self-managed work groups
• the ability to balance resources across multiple projects to achieve program success

Ed Fern will present an overview of the new book, Six Steps to the Future, co-authored with Bill Postma of the Orange County chapter, Vladimir Liberzon of the Moscow chapter, and Kevin McGourty and Norman Wolfe of the Southern California chapter of the Product Development and Management Association.

Mr. Fern is President of Time-to-Profit, Inc, a Project Management training firm offering services in the United States and Russia. He has held director level positions with Sprint, Control Data Corporation, TRW, and Infonet Services Corporation. He earned an MS in Technology Management from Pepperdine University in 1992 and his Project Management Professional designation in 1998. Ed is a member of the Orange County, California, Inland Empire, and Moscow chapters of the Project Management Institute and has served as Vice President of Professional Development in Orange County. Ed also serves as a director of the Southern California chapter of the Product Development and Management Association. He is the author of Time-to-Profit Project Management: A Primer for Project Managers in Commercial Product Development published in both English and Russian.

Vendor Showcase: PCI Group
Authorized Solution Provider for Meridian Project Systems
www.pcigrp.com

THE PRESIDENT'S COLUMN

Leading Virtual Teams

My latest assignment at Cisco Systems involves leading a global, virtual team to develop consistent service delivery methods worldwide. I've led major deployments and process teams successfully before, but I quickly discovered that I need a new set of tools and techniques when my teammates are scattered all over the world, and my only methods for communication are phone and internet. With the cost and safety considerations of overseas travel, face to face meetings have become a luxury. Here are some of the challenges I encounter and some ideas for overcoming them:

Building trust

When your team is collocated, daily opportunities exist to get to know each other and build trust. The virtual leader must work much harder building relationships and trust amongst the team.

1. If at all possible, bring the team together for the project kick off. Be sure to plan time for team building and socializing. On one project where a face to face project launch was not possible, I added pictures to the project team organization chart so everyone could put a face to the voice on the phone.
2. Bond the team around the project vision, objectives and the personal benefits of being a team member. Consider a project logo and tag line to increase project identity.
3. Communicate, communicate, communicate. Get to know your team on a one to one basis. Plan regular one on one calls to share ideas and follow up on project activities. Avoid the tendency to rely only on team members geographically close to you as trusted advisors.
4. Create a project calendar and include the holidays for every country represented on the team.
5. Learn about the cultural differences on your team. What is acceptable behavior in the US may be totally offensive in another country. Understand and recognize the work styles and decision making customs of your team members.

Conducting Effective Virtual Team Meetings

Conducting regular, effective team meetings and working sessions presents additional challenges. When team members can't see each other, the leader has to take extra steps to ensure everyone attends and stays engaged and motivated.

1. Publish agendas and meeting materials in advance to give the team time to read and absorb the content ahead of the call.
2. Use Net Meeting or other visual collaboration tools to share presentations and working documents online during the meeting.
3. Be aware of who is speaking up and who is quiet on the call. Poll quiet members to ensure their opinions are included in the discussion. Ask questions to ensure team understanding as you won't have visual queues to know when people don't understand or experience frustration.
4. Recognize time zone differences. Rotate call times or have two calls so every country has a chance to attend the meetings at a waking hour of the day.
5. Recognize accomplishments regularly.

In summary, virtual leadership requires extra time and commitment to build trust, collaborate, monitor performance and maintain momentum on the project. I am interested in hearing from other virtual leaders on techniques they use to ensure project success. Please email your recommendations to me at keanepmp@socal.rr.com. I will incorporate your ideas in a future President's Column on this subject.

Adrienne Keane, PMP

A MAJOR MILESTONE

In February 2003, PMI-OC achieved an important milestone of counting 300 certified Project Management Professionals (PMP®) among our membership. This represents almost one-third of PMI-OC's membership. No other achievement embodies the professionalism of our chapter to the extent of this one.

PMI-OC recognized PMPs during the April 2003 dinner meetings. The approximately 80 PMPs who attended this event were individually acknowledged and presented with a commemorative mug.

The 325 PMI-OC chapter members listed below earned their PMP certification as of April 14, 2003. These individuals represent our chapter's success in helping members earn and maintain the highest individual credential our profession has to offer. This is not an elite group. Its members eagerly support additions to this list. Each stands ready to assist others who aspire to attain this certification. Each is proud and pleased each time we hear yet another has passed the certification exam.

If you didn't attend the April dinner meeting, join us at the May Dinner and recieve your mug.

Juliet C. Acuff
Chris Alexander
Howard Louis Alexander
Franklin L. Allen
Diane Carmella Altwies
Bruce Gregory Anderson
Karl A. Anderson
Louise S. Anderson
Barbara Ansell
Carlos Humberto Argote
Maheeb A. Awad
Michael R. Bachtold
Miles D. Baker
Joseph Barbuto
John I. Barsky
Lisa A. Bartlett
Paul Eric Baryol
Behdad Baseghi
Bob Bazargan
Michael P. Beard, Sr.
Ajay M. Bengali,
Giancarla R. Berardi
Gary Lamar Berneking
David G. Bieda
Kenneth W. Binnings
Jan A. Birkelbach
Jeffrey W. Blanto
Linda S. Boe
Angela Boland
Nelson E. Bonilla
Marvin H. Bonta
Grant Owen Bornzin
Thomas A. Brahan
Myrna M. Bravo
William A. Bromley
William Eugene Brown
Curtis Browne
Kevin Martin Brownley,
Teri A. Burley
Mario S. Bustillos
Aven C. Callahan
Charles F. Capalbo, Jr.
Elizabeth Carlson
John R. Carlyle
Kim Ray Carrut
Jeffrey Scott Carte
Pradeep Chaphalkar

Denise O. Chavez
Douglas Chen
MingJun Chen
Davis I Choi
Thangarajan Chokalingapandian
Sridhar Nagendra Chundur
Gary J. Cianciolo
Jack Ciulla
Ben M. Colc
DeVona Lynn Cole
Jeffrey Arnold Cole
William A. Col
Jeff S. Collins
Tom Charles Conzelman, Jr.
Richard W. Corneille
Nathaniel P. Crews
Margaret Ann Cunningham
Edward Curran
Gerry M. Darden
Henry C. DeJager
Lauren J. Dillard
Louisa Mercedes Dixon
Shawn Friend Dodge
Anne D. Donahue
James O. Dreher
Lynn Drury
William B. Easterbrooks
Allan Lee Elder
Tamara L. Elliott
Kevin A. English
Genaro Estrada
Laura J. Farmer
Susan D. Faucheux
Florence M. Felton
Edward J. Fern
Chris James Fischer
Susan Eileen Fisher
Suzanne Rita Flanagan
Kirk D. Forney
Tami Frankenfield
Thomas L. Frey
Chris M. Fujinami
Matthew J. Fuller
Mary C. Fyda-Mar
Joseph Gal
Christopher L. Gebelin
William G. Ghattas

Larry Sawyer Gibson
Norman Lee Gideon
George S. Gillette, III
Brenda K. Glim
Diana L. Goltzer
Sherman N. Gomberg
Shirley M. Goodwin
Deborah Green
Mark Greenwald
Marc Guirguis
Navin Gupta
Suresh Guttikonda
Ludwig Julien Haeck
Charles J. Hagemeier
Dawn S. Haldane
Jeannette Hall
Robert Frank Halley
Jill Hamada
Peter M. Hammond
Edward M. Hanna
Andre M. Hansen
Robyn A. Harrel
James R. Harris
William R. Hayward
Miss Eileen Hellmuth
John C. Hendershot
Aida H. Hercules
Pablo Hernandez
Cynthia June Hicks
Carol D. Hiraoka
Brett G. Hirsch
Derrick Lionel Hiten
Ken Hoard
Jack Charles Hodge
Paul Holden
Patty A. Hondorp
David Huch
Donald P. Hughey
Noel S. Humphries
Christine M. Hynes
Dmitrijs Ivahno
Cathy B. Jackson
Gail E. Jacobs
Nita S. Jameson
Tiia Jennaro
Robert S. Johnston
Craig D. Jones, PMP

David L. Jones
Phillip W. Jones
Stephen J. June
Jaymee L. Jusko
Katia G. Karam
Adrienne E. Keane
Kevin John Kelly
Deborah Kerns
Michael D. Kerr
Graham W. Kneale
Theodore Koike
Shirley K. Komoto
Anthony J. Kurpakus
Donald R. Kutina
Brian J. Laine
Mohamed Hussain Lakhany
Pui Tak Lam
Leroy Lambright
Michael J. Laporte
Mark C. Layton
Min N. Lee
John A. Lien
Paul J. Lu
Sharon H. L
Timothy Thaddeus Luke
Brian J. Luttrell
William J. Lynch, Jr.
John J. Magrann, Jr.
Adnan A. Maiah
Janet L. Maiman
James A. Manson, III
Carol Markham
Michelle S. Massing
Mara Michelle Matl
Paul L. Mazurk
Kenneth W. McAfee
Joseph McDonough
Michael Burton McFadden
Lorraine D. McGaw
George D. Meier
Margaret M. Meloni
Philip Nelson Mentzer
Kevin Merriman
Richard A. Michaels
Cynthia Miranda
Maria E. Morandini
Juan Carlos Moreno

David Morgan
Paul E. Morris, III
Patrick M. Morrissey
Richard L. Moss
Kristine A. Munson
Umesh N. Murthy
Ron Myers
Shyamkumar Narayana
Gwendolyn Naylor
D. W. Nesper
Teresa Newton-Terres
Warren S. Nogaki
Glenn K. Norum
Kenneth M. Oka
Danae S. Oldenburg,
Wesley G. Older
Russell Demetri Ollie, Sr.
Richard C. Owings
Wayne T. Pacholl
Kenneth C. Pao
Michael Parris
Marshall Harcourt Parsons
Frank R. Parth
Jaleh A. Partovi
Samir J. Patel
Paul O'Malley Pearce
David B. Pessoa
Anne M. Peters
Philip M. Peterson
Jim Gerard Piotrowski
William S. Postma
Janice Y. Preston
Tammy L. Preuss
Tara L. Prosser
William J. Purpura
Jon F. Quan
Judy A. Quenzer
Philip E. Quigley
Bijan Ben Rahimian
Sriram Ramadas
Jayaraman Ramakrishnan
Ravikumar Ramamurthy
Eddie Julio Rangel
Susan Kay Rathman
Eric Reeder
Jennifer K. Requejo
Frank P. Reynolds

Major Milestone 2003 (cont.)

Paula M. Richardson
Dan Rigoli
Scott A. Ringenback
Anthony E. Roberts
Raymond E. Rocks
Moses Rodriguez, III
Bradley K. Rose
Joseph A. Roux
Daniel P. Rugg
William Edward Rushman
Robert Joseph Ryan
Khalil Saba
Julian F. Sabri
Frederic Z. Samelian
Ramon Carolina Saracho, Jr.
Michelle Saykally
David Scott
Kim F. Scott
Glenn Wesley Searle
Ron Sellars
Daniella Serven
Allan N. Shechet
Marion S. Shelman
Zachary Jon Sherburne
Mitsukuni Shinohara
Lewis A. Siegler
Christopher G. Simpson
Patricia M. Sipek
Thomas L. Sippl
Pauletta H. Smith
Harold K. Smoot
Linda B. Smotherman
Cyndi Snyder
Linda M. Soursby
Daniel A. Stadler
Steve B. Stein
Rodney Blaine Stevens
John D. Stiles
Lloyd T. Sullivan
Mary C. Sunday
Gary Mitchell Sutton
Jerome W. Swain
Ali Akbar F. Syed
Declan Michael Taaffe
Lynn N. Tagami
Daniel M. Takeyama

Michael Patrick Tatu
Kevin D. Taugher
Douglas M. Tennant
Theresa R. Theiler
Susan E. Thompson
Gary A. Thorne
Thomas J. Titterud
Nancy K. Todd
Ian Tonks
Mario Torres
Jennifer Tucker
Susan E. Turner
Lynn M. Valenziano
S.K. Van Bibber
Tess VandenBosch
Norma C. Vargas
Chi P. Vasko
Neeraj Vijay
Thomas E. Voth
Pamela Charlene Wade
Marie C. Waiss
Edward V. Walker
Jerri Lynn Walker
Elaine Walton
Ralph William Wantje
James F. Waplington
Anna Warner
Terence L. Warner
Michael D. Weidauer
Wayne William Weisman
Steven J. Willey
Matthew L. Williamson
Mary A. Willman
Craig D. Wilson
Julie M. Wilson
David Frederick Wine
Anthony J. Woltkamp
Michael J. Woore
Bill Wostenberg
Paul R. Wyrick
Nooshin Yoosefi
Willy A. Young
James G. Zack, Jr.
Cynthia B. Zive

PMI-OC congratulates our over 300 chapter members who have earned their PMP. We look forward to the day when we can celebrate 400, 500, or more PMPs within our membership.

MEMBERSHIP AND PMP TRENDS

One Year Moving Membership Trends

One Year Moving PMP Trends
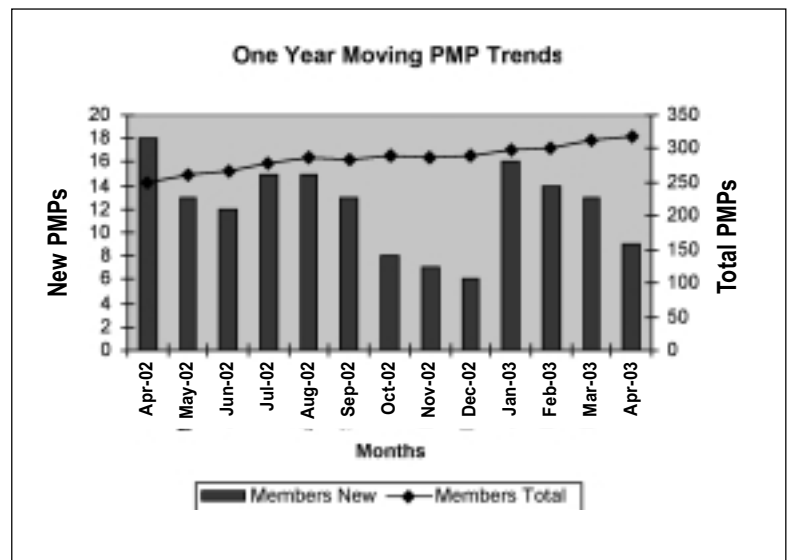
VOLUNTEER OF THE MONTH

Ed Walker Honored as Volunteer of the Month

*Ed Walker (right), PMI-OC Chapter's Volunteer of the Month with VP Professional Development **Kristine Hayes Munson***

A resolution was unanimously passed, at the March Board meeting of your Chapter, designating **Ed Walker** as the *Volunteer of the Month for April*. Chapter Volunteer Coord-inator, *J. C. Moreno,* honored Ed at our April 2003 general meeting, by present-ing him with a Certificate of Appreciation.

A 12-year veteran in our chapter, Ed joined PMI-OC in 1991 making him one of the longest members. In those early days- about the first three years- he recalls regularly attending monthly dinner meetings, but admitted his attendance became somewhat sporadic until about 1999. That was the year he was bitten by the volunteer "bug". Ed began by helping on various ad hoc committees and finally jumped in with both feet when he actively participated in the 2001 annual chapter strategic planning session. Within less than a year, by February 2002, he became a PMP.

Many of us who are regular attendees of our Chapter general meetings have observed the significant improvement in the registration processes. For this we are indebted to Ed. He has worked the registration table at dinner meetings almost every month for the last 3 years. Not only are we grateful for this "backroom" operational effort, Ed was instrumental in defining the registration process and has measurably contributed to streamlining this process. Additionally, Ed provided pivotal services as head of the logistics team for the Southern California Risk Management Symposium. Ed's most recent volunteer service was his well-received participation in the chapter-hosted Winter 2003 PMP Exam Prep Workshop, where he taught the sections on Scope and Cost.

One of Ed's present professional endeavors is Managing Director for Outercore Professional Development in Newport Beach. Outercore provides project management training to firms and individuals, primarily in Southern California. In addition he has his own consulting practice, which currently involves managing a construction project in Arizona. By his own admission, Ed wants to "Keep doing what I'm doing now because I'm having fun-at least most of the time."

On asking Ed for a short quotable statement about why he likes volunteering for PMI-OC, this is what he said:

In addition to making many friends through PMI-OC, the chapter has given me the opportunity to practice what we all preach. Each of the small (or not so small) volunteer projects has added to my experience in Project Management and increased my appreciation for the benefits we can all achieve if we use the tenets of PM in all we do.

David Jacob

ON-LINE SURVEY RESULTS:
Career Transition Services

Thank you to all members who participated in our on-line survey!

We are analyzing the responses and planning events to meet the expressed interests. Below is a brief summary.

- 284 responses from a total of 877 on the distribution list. That's 32%.
- 52% are interested in joining a Career Transition Networking group
- Monday thru Thursday evening was selected as the preferred time by over 50%
- Central OC is the preferred geographical location for more than 54%
- Two hours in length was suggested by over 70%
- Over 50% indicated they would be willing to share group leadership responsibilities

Stay tuned.

Bill Postma, PMP

PROJECT MANAGEMENT TOOLBOX

PMI Orange County is proud to begin offering a new series of seminars to its members titled Advanced Topics in Project Management. The goal is to keep our members informed on new approaches and specific topics beyond the basic level of project management methods and processes.

The first seminar will be held on Saturday, May 3rd, from 8:30 AM until 12:30 PM. UC Irvine has generously offered to let us use a classroom in their Learning Center at 200 S. Manchester Blvd. in Orange (one block from the UCI Medical Center and The Block). The classrooms are on the second floor of the building.

Allan Elder will be the seminar leader and the topic will be Critical Chain Management. Allan teaches project management at UCI and is an enthusiastic speaker on this topic.

For the PMPs in the group, there will be four PDUs offered for the seminar.

The cost is $25 for PMI members and $50 for non-members. Please pay by check at the door.

Registration is extremely limited so please be sure and register early.

For further information please contact Frank Parth at Programs@pmi-oc.org.

A second Advanced Topics seminar will be offered in June. Stay tuned for further details…..

**Frank Parth, PMP**
VP Programs, PMI Orange County

MarchQuick Facts

Slow up into the mid-90s, PMI's memberships growth speeds up after 1994

Isn't it nice to see, how our professional association is growing? Indeed, over the past six years, the membership growth has been phenomenal, at times over 30%.
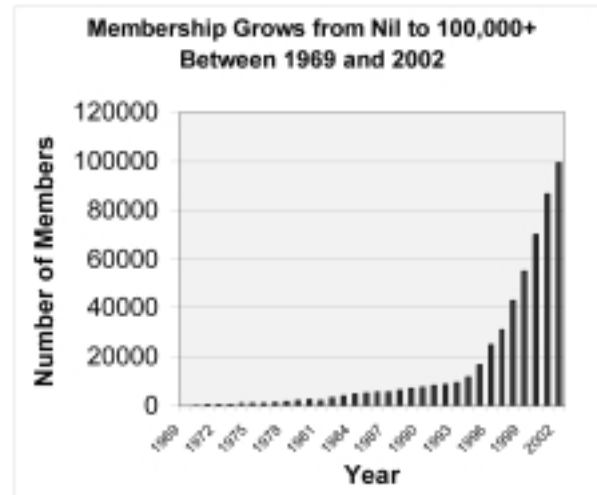
On the other hand, perhaps just to keep us on our toes lest we get complacent, this growth rate has been in decline since 1996, from 32% to 13% last year. Have a look at this data from PMI's headquarters:
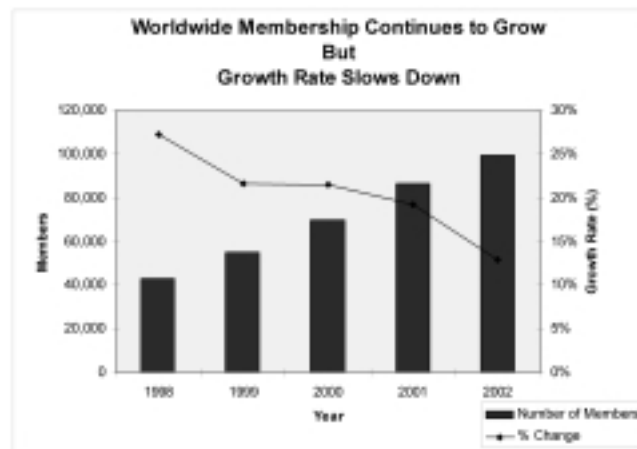

Compiled by George D. Meier, PMP

The US Army's Apache Helicopter- the Mother of all Best Practices in Project Management

To today's project managers, the basic tenets of project management come as second nature. Yet, has anyone ever wondered where these tenets were originally developed, and, painstakingly, perfected? With his review of the lessons learned in the development of the Apache helicopter at Hughes Helicopters Company, **Steve Garfein** provided a most captivating and insightful answer.

Back in 1954, Hughes had just prevailed over its competitor, Bell Helicopters, for the contract to build the advanced attack helicopter (AAH) for the US Army.
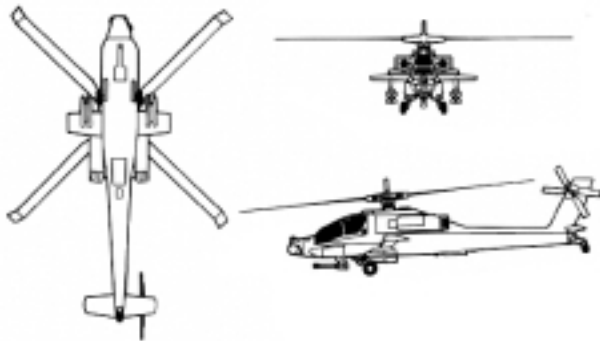
The AAH, later renamed the Apache, has become one of the Army's most successful developments ever. This helicopter has seen action in the first Gulf war, Somalia (remember Ridley Scott's four-star knockout motion picture "Black Hawk Down"?), Afghanistan and currently in Iraq.

*Steve Garfein (right) meets with VP of Programs, **Frank Parth, PMP***

Things did not always run that glamorously at Hughes Helicopters. Whereas it was the outstanding technology and the operational successes that built Hughes's reputation for technical excellence, the technical project management had a serious image problem. Steve offered examples: for instance, in Congressional hearings, the company received the label of "lousy and inept operation." Because of this and like criticisms, the company embarked on a Best Practices campaign.

The AAH project management established two weekly project meetings: every Tuesday for technical issues, and every Thursday for schedule and cost. From these meetings emerged a set of Best Practices that are as valid today as they were in the times of no personal computers, no email, and no Internet. Labor intensive though they are, they provide a comprehensive framework for proactive technical project management:

EXECUTIVE SPONSOR	Establish a clear solution relationship to problems currently faced by senior executives. Without a senior executive sponsor, you the Project Manager are not likely to succeed. At best, you will receive passive-agressive support.
MARKETING PROGRAM	Promote the project management system throughout the enterprise with extensive marketing, sales, and education for your team, senior management, and customer.
MINI-PMP TEST	Develop ways to test and reinforce the basic tenets of project management knowledge and enterprise business practices.
ENTERPRISE PROJECT OFFICE (EPO)	Maintain an EPO to provide an integrated view of all business units, functional organizations, programs, and major capital projects.
CHANGE IMPERATIVE	Motivate the enterprise by focusing on present problems (usually external). The Hobby Shop would not have changed without the DOD requirement!
OUTSIDE EXPERTS	Bring in the experts to tell your management what they do not want to hear from you. No person is a prophet in her/his own land.
RUNNING THE RAILROAD	Project management *per se* is usually only a small part of a manager's job. Managers still have to "run the railroad."
BEING VIGILANT	Maintain system discipline. Discipline can rapidly decline if the EPO, the PMOs, and senior management are not vigilant. Do not take your project management system for granted.

TRY YOUR KNOWLEDGE ON PMP EXAM

(answers are on page 15)

Here is a sample of some questions:

1. The difference between the terms *crashing* and *fast tracking* is:
   a. The terms are interchangeable
   b. Crashing involves cost and schedule tradeoffs to determine the greatest amount of duration compression for the least incremental cost, whereas fast tracking involves performing activities in parallel that would normally be done in sequence.
   c. Both terms apply to the process of schedule control
   d. In schedule development, crashing involves the application of leads whereas fast tracking involves the application of lags.

2. As part of your project to renovate the airport in Urbana, Illinois you awarded a cost plus <u>incentive</u> fee (CPIF) contract for upgrading the restaurant and lounges. The target costs were negotiated at $200,000, with a 10% target fee. The fee incentive split is 80/20. The project was completed at a cost of $180,000. How much is the total cost to be paid to the supplier?
   a. $200,000
   b. $210,000.
   c. $190,000
   d. $204,000.

3. "I cannot install the doors until the walls are complete." This statement defines which of the following activity dependencies?
   a. External
   b. Preferential
   c. Mandatory
   d. Discretionary

4. Your project shows that the planned expenditure rate is 100 work units per week for each of eight weeks. What is the planned value (PV) at the end of four weeks?
   a. 400 work units.
   b. 300 work units
   c. 800 work units.
   d. There is insufficient information to make a judgment.

April Meeting Review

Continued from Page 7

INDEPENDENT ASSESSMENT	Create an oversight capability in the EPO to assess not just what has happened, but more importantly, what likely will happen. Assessment is much, much more than monitoring cost and schedule.
TECHNICAL OVERSIGHT	Establish a proactive technical oversight to understand the underlying details and develop defensible forecasts of future performance and risks.
TEAMING AGREEMENTS	Turn enterprise weaknesses into strengths by building a strong external team.
EXTERNAL TEAM	Maintain real-time coordination with team members.
REPORT CARDS	Distribute report cards to team executives on their company's reporting accuracy and time-lines.
CONTRACT CHANGES	Track changes aggressively: "This was the most valuable of all reports, it provided real-time, advance warning, and the subcontractors were highly motivated to report accurately."
OCTOGRAPHS	Maintain *Octographs* of the eight most important metrics a manager needs to track. Simple and very effective, *Octographs* are one-page, eight-section summaries of a project's key observables, such as critical issues, highlights for the reporting period, action items, progress on subsystem development, integration, and implementation.
COMPETING AGENDAS	Minimize project surprises by understanding competitive frameworks and competing agendas.
STAKEHOLDER MOTIVATION	Keep in mind that successful implementations are 80% people, processes and culture, and **only** 20% software, hardware and technology.

Steve concluded with his outlook for the future. Enterprise project management (EPM) will replace traditional desktop project management. He urged his audience to capitalize on the next wave of EPM and EPO technologies, for they will bring across-the-board process improvement, not only to the project managers but also to their enterprises.

George D. Meier, PMP

PMI

How Did You Prepare For Your PMP Exam?
We Want Your Input.

In March, PMI-OC completed its Winter 2003 PMP Prep Class
Workshop. Thirty-five students took advantage of this opportunity
to help prepare for the PMP exam. A committee has been formed
and plans are already being made for the Fall 2003 class that will
start in September.

We (Mike Graupner and Ken McAfee) are co-chairs of the
committee. In order to help make future prep classes as effective
as possible, we are soliciting feedback not only from the thirty-
five students who took the recent prep class offered by this chapter,
but from anyone who has taken any prep class from anyone at
any time. We are building a database of the feedback and all
comments are welcome.

If you would like to help, please download a questionnaire at http:/
/facsurvey.dyndns.org/pmp_prep/pmpq.htm, send an email to us
(mike.graupner@marlai.com and/or ken-catherine@cox.net)
requesting a questionnaire, or simply send an email with any
comments you care to make. Please take a few minutes today to
help make this important workshop the best that it can be!

Mike Graupner, PMP and Ken McAfee, PMP

SPOTLIGHT ON:
Corporate Relations

Corporate Relations is the liaison between PMI and the businesses located in the Orange County Chap-ter's geographic area. This includes all business types, such as educational institutions, vendors, professional associations, and all other companies (industry, consulting/contract, educational services, business services, etc.). The mission of Corporate Relations is to ensure that local businesses are aware of PMI and the project management profession, their benefits, and accepted practices, and to ensure that PMI is aware of and responsive to the project management needs of the businesses we serve.

Goals & Objectives

The primary Goals for Corporate Relations this year are:

1. Increase PMI-OC awareness by OC businesses.
2. Increase PMI-OC exposure to and collaboration with OC businesses.
3. Maximize PMI-OC value to our OC business partners.

We established the following High-Level Objectives to help us achieve these Goals:

- Build new and expand existing relationships with OC businesses.
- Create new opportunities for OC businesses to market their products and services to the PMI-OC community.
- Implement new opportunities for PMI-OC Members to be exposed to and work with interested and collaborating OC businesses.
- Gather/Develop/Customize reusable branding materials.

Committees

The Corporate Relations organization will continue to evolve over time. We defined the following committees to support our goals and objectives and to reflect our current areas of focus: Marketing & Logoware, Advertising, Construction Companies, Local Companies, Professional Associations, Educational Institutions, and Vendors. Several of these committees are already mobilized.

Recent Accomplishments

- Conducted a PMI presentation in April for Brinderson, a local Engineering, Construction, & Construction Management firm.
- Ran a PMI-OC exhibit booth in February sponsored by Western Council of Construction Consumers, WCCC.
- Committed to running an exhibit booth for a local event in May sponsored by Product Development and Management Association (PDMA).
- Began collaboration discussions with WCCC, Brinderson, ESI, and Computer Associates.
- Began working with other Region 7 Corporate Relations Officers on an initiative to deliver PMI presentations and support unemployed PMI members.
- Began planning for an executive roundtable targeted for late July to local businesses and their executives.
- Continued bookings of additional Milestones ads and Vendor Show-cases.
- Established renewed contacts and presence at local universities and colleges.
- Consulted Santiago Canyon College on a new Project Management Program.

Upcoming Events & Volunteer Opportunities!!!

We are in the process of planning and preparing for a number of exciting local business events, such as informational presentations, training sessions, knowledge-sharing sessions, and exhibit booths. **WE HAVE VOLUNTEER NEEDS FOR EACH OF THE ABOVE COMMITTEES!** If you or your business are interested in learning more about the Corporate Relations plans or participating/volunteering in an upcoming event, please contact Victoria Flanagan via e-mail at corporaterelations@pmi-oc.org.

Victoria Flanagan, VP of Corporate Relations

UPCOMING SEPTEMBER/OCTOBER EVENT

"Executive Roundtable on Project Management at the Strategic Level"

Sponsored by PMI-OC and ESI International
Nominate your company or a specific executive of a local company to participate.

Contact Victoria Flanagan at corporaterelations@pmi-oc.org.

MONTHLY MEETING MINUTES . . .

March Breakfast Roundtable
March 25, 2003

The March meeting had 8 attendees, all members of PMI. Four were PMPs and 2 worked for PMOs. Our visitor from the farthest point was from the LA chapter.

The topics for this meeting included:

> 1- Earned Value - what is happening in the real world?

Posed from a student of PMP prep studies, answers ranged from one large company that feels its processes are still to immature and don't capture the required input data and need to get time and status reporting on there EPM tool stabilized first before even beginning to consider applying earned value concepts to an insightful, experienced response from a 20 year Xerox veteran as well as numerous comments from others.

> 2- How does the PM determine the value of projects when they have to be evaluated mid-stream?

The example sited was in the case of a merger. Discussion included capturing costs at time of analysis, determining salvage value, re-prioritizing projects of the new combined organization, and several other issues and viewpoints by attendees.

> 3- How to maintain your value as a PM while in a period of transition - between periods of pros-perity, as it were?

Contributions and experiences included association and volunteer activity, book writing, PMP Certification Studies, and many others. I have to say that a lot of value was imparted and absorbed on this topic. Again, I was impressed with the broad and deep experience and capability that was experienced by all at the discussions during the meeting.

So where do you go when you have a question about your projects? Maybe a senior project manager, a former colleague, a web site. Many of us acknowledge that some of our best answers have come from peers. And, that there is never enough time at symposiums or PMI dinners for in-depth conversations.

We have a solution! Join us. The intent of the breakfast roundtables are to promote an informal gathering of 10 to 15 project managers to discuss current topics in the profession, receive suggestions from the other attendees on your current project challenges, or receive information on items of interest. Also, these meetings provide members who could not attend regular dinner meetings another way to participate and get greater benefit from their membership.

Meetings are held every 4th Tuesday of the Month at 7:15AM to 8:45:AM at the: Hilton Hotel (formerly the Red Lion) 3050 Bristol Street (near Paularino),Costa Mesa in the Atrium Cafe- lobby level 714-540-7000

PMO-LIG (Program Management Office - Local Interest Group)
Tuesday March 18, 2003

Eight attendees were present, five of whom were PMI Members and three were prospective members.

Robert Johnston of the National PMOSIG brought us up to date in numerous areas as to the future and vision for the PMOSIG. The future looks exciting indeed with more and more organizations recognizing that profits are produced through operations and more conventional management but organizational changes are accomplished through projects and project management.

Numerous topics were discussed of immediate interest to the practicing PMO team members and incite was offered by all.

Discussion also centered around future meeting discussions. Handouts were distributed with the content outline and Knowledge Domains used as a focal point for studying for the PMO Certificate of Additional Qualification (CAQ). It was decided that these five domains: PMO Strategy, Tactics and Operations, Portfolio Management, Processes, Standards and Methods, Professional Development and Knowledge Management could be used as a starting point for future discussions.

Homework was assigned: take the handout, with the domains and the more detailed decompositions of each and determine where there are gaps that could be added. Discussion will continue at the next meeting.

Related also to the CAQ was another handout with all the recommended books for study with a listing of each along with a listing of each ones chapter by chapter table of contents. This was intended for use to further understand, from numerous authors points of view, what the scope of subject matter could be included in our future discussions of PMO issues.

Meetings are held every month on the third Tuesday of the month at 7:15AM to 8:45:AM at the: Hilton Hotel (formerly the Red Lion) 3050 Bristol Street(near Paularino),Costa Mesa in the Atrium Café- lobby level 714-540-7000.
If you are affiliated with a PMO come and join us.

<div align="right">

Tom Sippl, PMP
PMI-OC Breakfast Roundtable Chairman
tsippl@PacificLife.com

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2002 WINTER PMP PREP
INSTRUCTORS RECOGNIZED

PMI-OC recognized the 2003 Winter PMP exam preparation workshop instructors at the April dinner meeting. The PMP exam preparation workshop is one of the key reasons why the chapter hit the 300th PMP mark.

Instructors who donated their time to assist others are:

Instructor	Sessions Taught
Frank Reynolds, PMP	Framework; Integration & Prof. Responsibility; Review Session I; Review Session II
Edward V. Walker, PMP	Scope; Cost
Phil Quigley, PMP	Time
Diane Altwies, PMP	Quality
Graham Kneale, PMP	Human Resources
Edward J. Fern, PMP	Procurement; Risk
George Meier, PMP	Communications; Review Session II
Pradeep Chaphalkar, PMP	Risk
Margaret Cunningham, PMP	Review Session I
Suresh Guttikonda, PMP	Instructor-in-training
Tom Jowdy	Instructor-in-training
Gene Dutz, PMP	Instructor-in-training
Ken McAfee	Student Coordinator

Important Information for PM Professionals

To offset rising administrative costs, PMI will be reinstating the processing fee for Project Management Professional (PMP®) certification renewal effective 1 January 2004. The fee will be $75.00 (US) for PMI members and $150.00 (US) for non-members.

The fee, to be submitted with the Application for Certification Renewal, will be applicable during each Continuing Certification Requirements (CCR) cycle. This application is sent to PMPs after they have completed and submitted the required Professional Development Units (PDUs) for their renewal.

Please note: All Applications for Certification Renewal sent to PMPs on or after 1 January 2004 will require the inclusion of the processing fee. If a PMP is sent the application prior to 1 January 2004 and returns it after the implementation date of the processing fee, he/she will not be required to submit payment with their application.

Information regarding this fee will be included in an upcoming issue of *PMI Today®*, a future revision of the CCR handbook, and the certification section of PMI's web site (www.pmi.org). Questions regarding PMI's Certifications and Continuing Certification Requirements can be directed to the PMI Certification department at +1-610-356-4600 or

COST CONTROL - PART III
CONTROLLING SOFTWARE

Tools and Techniques to Control Software Costs

Software success can be summarized quite simply. Trained and qualified people . . . applying consistent, optimum processes . . . with the assistance of the right tools. We'll address each of these three areas in this chapter.

Trained and Qualified People

The difference in development productivity between well qualified and trained developers versus poorly qualified and trained developers has been measured at a factor of 10 to 1 (some studies put this as high as 25 to 1 in certain environments). Training is needed in:

1. Basic skills covering projects in general, including project management, estimating, risk management, people skills, time management, and consultative skills;

2. Skills specific to Information Technology projects, including requirement definition, software design techniques, database design, user interface design, quality assurance, configuration management, and testing; and

3. Skills specific to the technologies being deployed, including the specific development language, middleware tools, report writing tools, and the selected database management system.

There are many certification programs available both from manufacturers such as Microsoft and Rational and from third parties such as Brainbench. These certification programs help guide a training curriculum, provide quantifiable measures of success, and serve as rewarding milestones for the participants.

Consistent, Optimum Processes

Just as an individual may be trained, and through training do a job in a consistent, successful manner an organization itself may be trained, and through training do a job in a consistent, successful manner. In the case of an organization this is often called process management. It works as follows:

1. The organizational skills needed to be successful are itemized. This can be done using one of the well known software process models (e.g., the Capability Maturity Model) or it may be done informally. The organizational skills needed for success will roughly follow the individual skills as itemized above.

2. An assessment, or inventory, is taken of the organization's current processes (skills) in each of the itemized areas. During this assessment, you will look at factors such as how successful the current processes are; how consistently are the processes followed; do the processes hold up when something goes wrong; and do the processes stay intact with changes in personnel.

3. For those organization processes that are deficient, a prioritized list is created and the processes are improved to meet the expectations of the organization. Metrics may be put in place to measure process success over time and, as with a quality regime, to identify statistical deviations from the norm and either correct the problem (worse than expected results) or adjust the process to take advantage of a new approach (better than expected results).

All of the above can be accomplished without anything more than the most basic tools, however the right tools facilitate training, help to improve processes, and make the entire exercise more effective. Examples of tools will be covered next.

Controlling Software Costs- Part III

The Right Tools

The right tools will help you to control your software costs. Studies by Capers Jones[1] and the Cost Xpert Group have produced the following ranked list of tools, with the highest impact tools shown at the top.

Tool	Examples
Software Quality	Rational Test Manager
	Rational PurifyPlus
	Rational ClearQuest
Software Cost Estimating	Cost Xpert
Project Management and Tracking	Microsoft Project
	Primavera Teamplay
	Rational Project Console
Requirement Management	Rational Suite Analyst Studio
Configuration Management	Rational ClearCase
Design	Rational Suite Development Studio
Process Management	Rational Unified Process
	Capability Maturity Model (SEI)

Information about the Rational suite of tools is available on www.rational.com. Information about Cost Xpert is available on www.costXpert.com. In the following chapter, we present a brief overview of the software cost estimating tool Cost Xpert.

[1] Jones, Capers. *Estimating Software Costs* McGraw-Hill, 1998

Mr. William Roetzheim is one of the world's leading experts on software project management and estimating, with over 26 years of relevant experience. He has worked in a software metric/process management position for the US Navy, Honeywell, the MITRE Corporation, Booz Allen & Hamilton, and Marotz, Inc. He was the original author of the Cost Xpert product and holds two patents (one pending). Mr. Roetzheim has 15 published computer software books, including *Software Project Costing & Schedule Estimating* (Prentice Hall), *The AMA Handbook of Project Management* (American Management Association), *Developing Software to Government Standards* (Prentice-Hall), and *Structured Computer Project Management* (Prentice-Hall). Mr. Roetzheim has over 90 published articles, has authored three computer columns, and has received 13 national and international awards. He has an MBA and has completed the coursework required for an MS in Computer Science. Mr. Roetzheim was the founder of the Cost Xpert Group.

ANSWERS TO PMP EXAM QUESTIONS

1. **b. Crashing involves cost and schedule tradeoffs to determine the greatest amount of duration compression for the least incremental cost, whereas fast tracking involves performing activities in parallel that would normally be done in sequence.**
[Planning] PMBOK 2000, paragraph 6.4.2, (page 75)

2. **d. $204,000.**
Adjusted Fee = (Target cost – Actual Cost)(0.20) = (200,000 - 180,000)(0.20) = 4,000.
Total Fee = Target Fee* + Adjusted Fee = 20,000 + 4,000 = 24,000
Total Payment = Actual Cost + Total Fee = 180,000 + 24,000 = $204,000
The target fee is 10% of $200,000 or $20,000

3. **c. Mandatory.**
Mandatory dependencies are those that are inherent in the nature of the work, often involving some physical limitations.
[Planning] PMBOK 2000, paragraph 6.2.1, page 68

4. **a. 400 work units.**
The PV is the *cumulative* expenditure over the specified time of eight weeks, as follows:

WEEKS	1	2	3	4	5	6	7	8
WU/WK	100	100	100	100	100	100	100	100
CUM	100	200	300	**400**	500	600	700	800

[Controlling] PMBOK 2000, paragraph 10.3.2.4, page 123

PMI NEWS FROM HEADQUARTERS

For further information contact:

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PMI OFFERS BROADENED EDUCATIONAL

FORMAT TO GLOBAL CONGRESS ATTENDEES

Newtown Square, Pennsylvania USA – By debuting a new conference model in 2003, the Project Management Institute (PMI), the world's leading not-for-profit professional association for project management, now offers more variety and depth of content to its attendees than ever before. The inaugural PMI® Global Congress 2003–Europe, and related events, will be held at the Netherlands Congress Centre in Den Haag, The Netherlands, 22-26 May 2003.

PMI Global Congress 2003-Europe will offer eight targeted-"areas of focus" around which the congress programme content will be developed. Attendees can choose from a total of 80 presentations in a variety of formats including **case studies**, **forums**, **guided-design sessions**, **lectures**, **panel discussions** and **simulations**. A keynote speech, exhibits, professional awards and a variety of networking opportunities round out the global congress experience.

PMI's world-class project management educational seminars - SeminarsWorld® - will be held prior to the congress programme 22-23 May. These seminars are optional and require additional registration fees. The congress programme itself will be held 24-26 May.

The official commencement of PMI Global Congress 2003-Europe will take place on Saturday, 24 May, with the opening general session. Fons Trompenaars, managing director of Trompenaars Hampden-Turner Intercultural Management, formerly known as the Centre for International Business Studies (CIBS), will deliver the keynote address using his "Seven Dimensions of Culture Model," a model he developed for analysing cultural differences. He will show how managing complexity in a heterogeneous environment is both a major challenge for today's global manaagers and corporate leaders, as well as a critical component for achieving long-term success.

Attendees are historically drawn to PMI events because of the Institute's reputation for providing high-quality, high impact professional development experiences. PMI's Annual Seminars & Symposium, held 3-10 October 2002 in San Antonio, Texas, USA, experienced a 20 percent increase in attendance over previous years despite the decline seen at most other association and industry conferences last year.

As this is PMI's first-ever conference to be held outside North America, it represents a history-making step for the Institute as well as for the project management profession worldwide. Further information about the PMI Global Congress 2003–Europe and the enhancements and benefits of the new conference model can be found on the PMI Web site at–www.pmi.org.

About PMI:

The Project Management Institute (PMI), with over 100,000 members in 135 countries, is the world's foremost authority for the project management profession. PMI sets industry standards, conducts research and provides education, certification and professional exchange opportunities, designed to strengthen and further establish the profession. PMI advances the careers of practitioners, while enhancing overall business and government performance through documentation of return on investment. For more information, visit www.pmi.org

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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 **programs@pmi-oc.org**

JOB POSTING TABLE
Share available employment opportunities with PMI-OC dinner meeting attendees. Submit your opening to Theresa Theiler, **tt1591@sbc.com**.

2002 PMI-OC Volunteers

Earn PDU's

One of PMI-OC's objectives is to support members in maintaining their Project Management Professional (PMP®) certification. PMPs must earn 60 Professional Development Units (PDUs) every three years in order to maintain their certification. PMI-OC can award Category 5 PDUs to chapter volunteers who choose to serve on a committee or as an officer.

Volunteers who serve on a committee earn PDUs based on length of service.

- Volunteers who serve a minimum of three months receive 1 PDU per calendar year
- Volunteers who serve a minimum of six months receive 3 PDUs per calendar year
- Volunteers who serve a 12 months receive 5 PDUs per calendar year

Volunteers who serve as officers also earn PDUs based on length of service:

- Volunteers who serve a minimum of three months receive 2 PDUs per calendar year
- Volunteers who serve a minimum of six months receive 5 PDUs per calendar year
- Volunteers who serve 12 months earn 10 PDUs per calendar year

At the April 2003 dinner meeting PMI-OC recognized 32 PMPs listed below whom generously gave their time to serve as a committee member or chapter officer during 2002. Each individual was presented a certificate documenting his or her contribution. (Individuals not in attendance at the dinner meeting will receive their certificates via mail.) PMI-OC PMPs earned a total of 143 Category 5 PDUs. PMI-OC appreciates the time, effort and passion of its volunteers.

If you would like to volunteer to work on a committee during 2003, contact J.C. Moreno at Juan.C.Moreno@sce.com. If you are a PMP who served on a 2002 committee and did not receive a certificate, please contact Kristine Munson at kristine_munson@hotmail.com.

Name	Committee	Length Service	PDUs
Barbara Ansell, PMP	Ambassador Committee	3 mo	1
Diane Altwies, PMP	Planning Committee	3 mo	1
Mike Beard, PMP	VP Professional Development/VP Operations/VP Corporate Relations	12 mo	10
Giancarla Berardi, PMP	Website Committee	3 mo	3
Jan Birklebach, PMP	PMP Preparation Workshop Committee	6 mo	3
Marvin Bonta, PMP	Business Plan Committee	3 mo	1
Pradeep Chaphalkar, PMP	Meeting Registration Committee	3 mo	1
Judy Ellis, PMP	Volunteer Committee	12 mo	5
Ed Fern, PMP	VP Professional Development	3 mo	2
Diana Goltzer, PMP	Advertising Committee	12 mo	5
Mark Greenwald, PMP	Operations Manual Committee	3 mo	1
Suresh Guttikonda, PMP	Registration Committee	12 mo	5
Stephen June, PMP	VP Finance	12 mo	10
Adrienne Keane, PMP	PMP Preparation Workshop Committee /Business Plan Committee	12 mo	5
Michelle Massing, PMP	Ambassador Committee	12 mo	5
Kristine Munson, PMP	VP Communications	12 mo	10
Shyamkumar Narayana , PMP	Website Committee	12 mo	5
D.W. Nesper, PMP	Membership Committee	12 mo	5
Frank Parth, PMP	VP Corporate Relations	6 mo	5
Janice Preston, PMP	Nominating Committee	6 mo	3
Judy Quenzer, PMP	VP Programs	12 mo	10
Frank Reynolds, PMP	Trustee	12 mo	10
Michelle Saykally, PMP	Ambassador Committee	3 mo	1
Lewis Siegler, PMP	Registration Committee	6 mo	3
Tom Sippl, PMP	Breakfast Meeting Committee	6 mo	3
Cyndi Snyder, PMP	President	12 mo	10
Dave Stiles, PMP	Event Committee	6 mo	3
Lynn Tagami, PMP	Library Committee	6 mo	3
Theresa Theiler, PMP	Registration Committee/Job Table Committee	12 mo	5
Ed Walker, PMP	Registration Committee/PMP Preparation Workshop Committee	6 mo	3
Terry Warner, PMP	VP Operations	6 mo	5
Scott White, PMP	Ambassador Committee	3 mo	1

DINNER MEETING

TUESDAY, MAY 13, 2003

Program: **Six Steps to the Future**
How Mass Customization is Changing Our World

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. You can pay via credit card in advance or by cash/check at the door.

Make your reservation by 9:00 pm, Thursday, May 8th, to obtain the "in advance" price. Reservations made after 9:00 pm, Thursday, May 8th, will be charged the "At Door" price.

If you are unable to attend, please cancel your reservation at www.pmi-oc.org. Members and non-members who cancel after Sunday, May 11th after 9 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

FOURTH TUESDAY OF EVERY MONTH
MAY 27, 2003

Location: **Hilton Hotel**
(formerly The Red Lion)
3050 Bristol Street (near Paularino)
Costa Mesa
Atrium Café, Lobby Level
714-540-7000

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

Register: Send your e-mail reservation to
Thomas Sippl at tsippl@pacificlife.com

Cost: Self-paid breakfast
Parking is validated

Lyle Fuller

John R. Kusel
Boeing

George R. Stephens
KG Software Inc

Michael E. Devine, Jr.

MaryTheresa H. Chin
Option One Mortgage

MingJun Chen
OraVision Consulting

Jishnu Mullick
Braxton Consulting

Kathleen A. Cymbor
IBM Global Services

Mary Wiseman

Carol D. Hill
Washington Mutual Bank

Michael C. Roach
The Irvine Company

Rosalind C. Chu
Varco

Leo Chen
Caltrans

Jacquelyn E. Gifford
EMCOR Facilities Services

Daniel B. Livingston
International Business Machines

Bruno Boval
Elite Information Systems

Russel A. Arnett
Taxation Professionals Inc

Diane K. Coulter

Pankaj S. Mundra
CTR Inc

Ann K. Adams
Epicor Software Corp

Beatriz Wade
FNIS

Janet DiVincenzo

Grace H. Wu
Option One Mortgage Corp

Michael S. La Pointe
International Business Machines

William E. Krueger
Varco Drilling Equipment

Ghada M. Lutfi
Varco International

Total New Members: 50
PMI-OC Membership: 987

COMING EVENTS

MAY 3 ADVANCED TOPICS
Critical Chain Management
Seminar Leader: Allan Elder
Contact: programs@pmi-oc.org
UCI Learning Center

MAY 13 DINNER MEETING
Six Steps to the Future - How Mass Customization is Changing Our World
Speakers: Ed Fern, PMP
Vendor Showcase:PCI Group, Authorized Solution Provider for the
                            Meridian Project

MAY 27 PMI-OC BOARD MEETING
E-mail: info@pmi-oc.org for meeting information

MAY 27 BREAKFAST ROUNDTABLE

JUNE 10 DINNER MEETING
The Heritage and Power of the Integrated PM/SE Project Cycle
Speaker: Hal Mooz
Vendor Showcase: Plainview

Project Management Institute
Orange County Chapter, Inc.
P. O. Box 15743
Irvine, CA 92623-5743

RETURN SERVICE REQUESTED