



JULY 2003
Volume 17
Number 7

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

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

2003 CHAPTER BOARD

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JULY 8TH PMI-OC DINNER MEETING

Meetings in an Hour or Less!!

By Stephen Kay, Ph.D.



Businesses waste an average of 20% of their professional payroll on bad meetings. This program shows project managers how to end that waste. Learn how to hold fewer, shorter, more effective meetings. As a result of this program, you will be able to lead meetings that 1) keep the participants focused on critical issues, 2) end with agreements, decisions, and solutions others will support, and 3) maximize the use of everyone's time. This program is a must if you want to stay in control of your meetings.

Steve Kaye is The Meeting Master. He has written two books and a booklet on Effective Meetings, published over 180 articles on leadership skills, and appeared on radio and TV. His workshops have informed and inspired people nationwide since 1992. He has spoken at Project World four times, the PMI Annual Conference in 1998, and at other PMI chapters. He has a Ph.D. in chemical engineering from Carnegie Mellon University and 20 years of experience working for major corporations.

Visit www.stevkaye.com for 90 pages of valuable information.

NEW PROJECT MANAGEMENT PROFESSIONALS

Russel A. Arnett	PMP-#66829
RaghuRam Barigeda	PMP-#67224
Songsri L. Beall	PMP-#67508
Michael M. Boanta, Sr.	PMP-#66602
Peter N. Broome	PMP-#66758
Alice P. Collette	PMP-#66569
John J. Dudash	PMP-#67077
Kenneth Krull Glenn	PMP-#67442
Peter Joseph Gugliuzza, Jr.	PMP-#66507
Crystal J. Lee	PMP-#66974
James D. Nisbet	PMP-#67766
Diane Michelle Petrak	PMP-#66276
Graham David Proctor	PMP-#67367
Wendy Teresa Sevenandt	PMP-#66743
Matthew P. Smith, Sr.	PMP-#66860
Marko Vujicic	PMP-#67053

Total new PMP's	16
Total PMP's	344

NEW MEMBERS

Felix A. Alves Boeing
Howard Chin Deloitte Consulting
Theresa H. Dao First Consulting Group
Behrad Fardi, PMP
James S. Fuller
Stephen K. Giles SK Giles Consulting Inc
D. Lori Hinman Prescription Solutions
Morris Karolicki Advansys Inc
David E. Lamondy SAP America, Inc
Douglas J. Lanning, P.E. Carollo Engineers
Edmond K. Liou
Helene S. Lohr
William H. Millard
Thomas H. O'Donald, PMP IRC Inc
Brad Ottoson
Ms. Laura J. Rotell Automobile Club of Southern CA
Mr. Gregory D. Scott GDS Services
Efren S. Servino Northrop-Grumman/NSD Div
Pankaj Sikka
Mr. Robert W. Sittman, Jr. Northrop Grumman/IT
Ms. Guity B. Tabesh

Total New Members:	21
PMI-OC Membership:	1010

THE PRESIDENT'S COLUMN



COLUMN

Look How Far We've Come

Your Chapter Board, Committee Leads and Volunteers have been hard at work to achieve our 2003 objectives. I wanted to give you all look at our accomplishments at mid-year, as well as initiatives we have in progress. I think you'll agree that our chapter consistently delivers value to our members and the Orange County PM community at large.

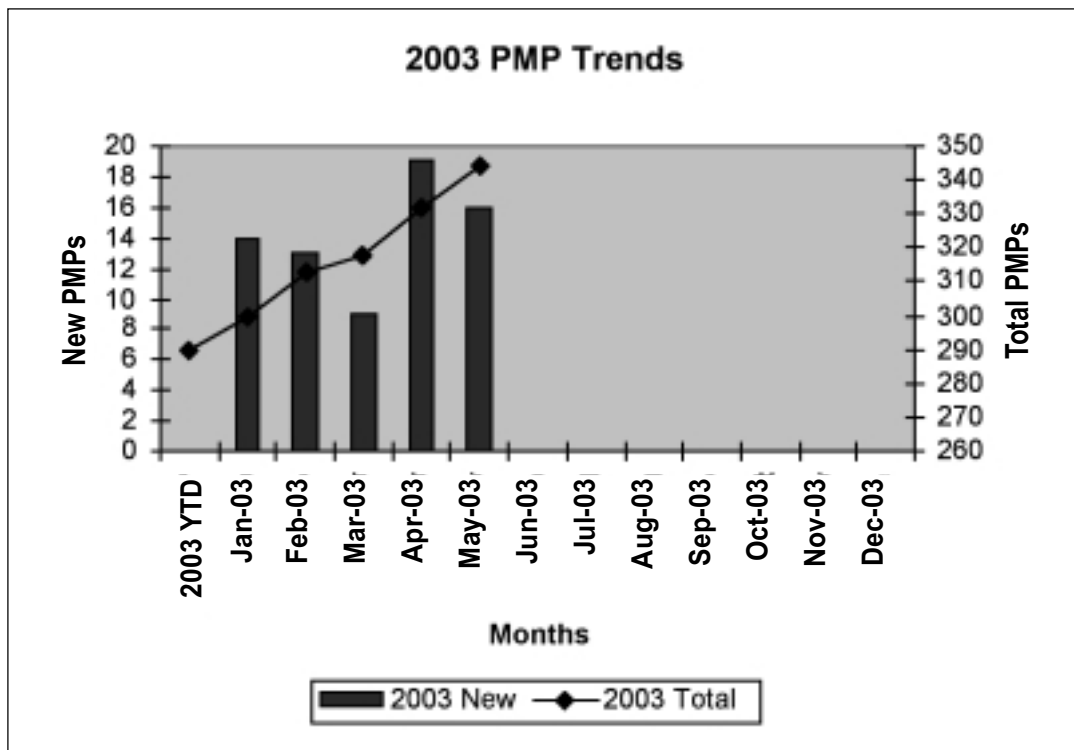
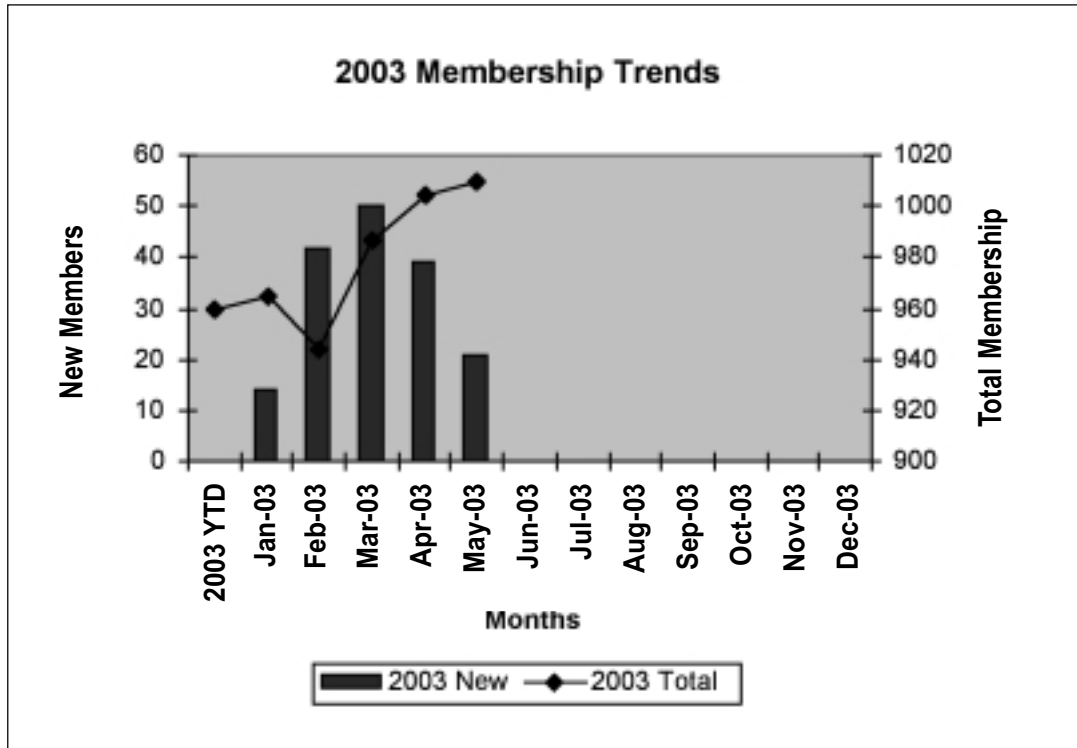
Mid Year Initiative Report Card

President	<ul style="list-style-type: none"> Chapter Annual Charter Renewal Board Recruitment and Transition Process Monthly Board Meetings 	<p>Complete In Progress Ongoing</p>
Operations	<ul style="list-style-type: none"> Chapter Leadership Training Board of Director Job Descriptions and Committee Infrastructure Quarterly Volunteer Meetings Chapter By Laws Revision 	<p>Planned Complete In Progress In Progress</p>
Programs	<ul style="list-style-type: none"> Advanced Topics Seminar – Critical Chain Advanced Topics Seminar – SW Cost Estimating Monthly Breakfast and Dinner Meetings 	<p>Complete In Progress On Going</p>
Professional Development	<ul style="list-style-type: none"> Winter PMP Workshop Membership Career Survey 300th PMP Celebration Volunteer PDU Documentation SCQAA Vendor Showcase & Conference – August 2003 PMP Workshop Curriculum Update Monthly Career Support Group Fall PMP Workshop - September 	<p>Complete Complete Complete Complete In Progress In Progress Ongoing Planned</p>
Membership	<ul style="list-style-type: none"> Membership Database Update Member Mailings Review Data Security and Privacy Policy Annual Member Survey 	<p>In Progress In Progress In Progress Planned</p>
Finance	<ul style="list-style-type: none"> 2003 Budget 2002 Chapter Tax Returns Audit Procedures 	<p>Complete Complete In Progress</p>
Corporate Relations	<ul style="list-style-type: none"> Corporate Relations Brochure and Presentation WCCC Conference Exhibit Brinderson Construction PMI Presentation PDMA Conference Exhibit Executive Roundtable – October 2003 Milestones Advertising Monthly Dinner Meeting Vendor Presentations 	<p>Complete Complete Complete Complete In Progress Ongoing Ongoing</p>
Communications	<ul style="list-style-type: none"> Chapter Website Monthly Milestones Newsletter Website Career Center Website Change Control 	<p>Ongoing Ongoing In Progress In Progress</p>

As you can see, we have many exciting initiatives underway. Many opportunities exist for volunteers to develop new skills and be a part of the growth and success of our chapter. If you are interested in joining a team, please contact our Volunteer Coordinator, JC Moreno, at juan.c.moreno@sce.com. If you have additional ideas for chapter initiatives, please contact me at president@pmi-oc.org.

Adrienne Keane, PMP

PMP TRENDS



Santiago Canyon College

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Fall 2003- 3 units
- Applied Project Management
Spring 2004- 4 units
- Learn Project Management software
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Management of Multiple Projects
July 14-September 12

**Management, Leadership, and Team Building in the Project
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July 14-September 12

3-DAY ACCELERATED COURSES

Earned Value Project Management
Thursday and Friday, July 10 and 11, 8am-5pm;
Saturday, July 12, 8am-3pm

**Advanced Project Management Techniques
Using MS Project 2002**
Saturdays, August 2-16, 8am-5pm

Cost Management and Capital Budgeting
Thursday-Saturday, August 7-9, 8am-5pm

To view a detailed schedule or download a brochure, visit
unex.uci.edu/accelpm

5883-41A

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Detailed information and applications are available in the Members Area of the Web site (www.pmi.org, "Member Log On") or by calling +1-410-296-1500 or 1-800-899-1399 in the U.S. and Canada. Do not miss out on this valuable member benefit! (darah.fildore@pmi.org)

Career Networking Group

The PMI-OC Career Networking Group kicked off its inaugural meeting on Tuesday, May 6 in Fountain Valley. Over 60 people attended the first meeting, introducing themselves, participating in networking activities, and listening to a presentation by the Anaheim One Stop Career Center. This new chapter subsidiary to the Professional Development committee is planning to continue to meet and offer information and skills for Career Networking.

Difficulties in locating a meeting place delayed the next meeting, but current plans are to meet again in July and monthly thereafter. The July presentation will be made by the Mission Viejo Chapter of Experience Unlimited, complete with exercises. Look for more information on the PMI-OC website in the coming weeks.

Contact: Rodney Hendrixson, Chair
scandrix@earthlink.net
Catherine Ford, Assistant Chair
cjford@earthlink.net

VOLUNTEER OF THE MONTH

Diane Altwies Honored as Volunteer of the Month



Diane Altwies (left), PMI-OC Chapter's Volunteer of the Month with VP Operations Glen Fujimoto

A resolution was unanimously passed, at the May Board meeting of your Chapter, designating **Diane Altwies** as the **Volunteer of the Month for June**. Chapter Volunteer Coordinator, **J. C. Moreno**, honored Diane at our June 2003 general meeting, by presenting her with a Certificate of Appreciation.

Diane joined the PMI-OC in 2000. Within that year she was up to her proverbial knees in volunteering for our chapter, while simultaneously starting up a new business, and preparing herself for the PMP® exam. The “volunteer bug” bit her early on when she participated in one of the PMI-OC strategic planning meetings in 2001. No sooner had she received her PMP® credentials in January 2002, Diane volunteered as an instructor for one of the chapter’s PMP® Workshops. She again served as a PMP® instructor in a subsequent workshop. Diane will most likely play this role many more times in the years to come. Not only is she an excellent instructor, Diane continues to involve herself as a valuable contributor in the continuous improvement program for future chapter-sponsored PMP® Workshops. She also performs a similar and equally valuable service as the leader in upgrading the PM introductory course for the UCI certificate program in project management. Diane was also a volunteer at the 2002 Vendor Trade show. And if that isn’t enough to keep the pot boiling, Diane took on, at the beginning of this year, the daunting task as Editor of Milestones, which you are currently reading and I am sure enjoying.

In 2000, Diane founded OuterCore, which focuses on software development project management for the insurance and healthcare marketplace; and in 2002, along with two partners, OuterCore Professional Development, a training organization for PMP® preparation, offering a variety of tools to the future PMPs. Her personal vision and career aspirations are to build her organization and continue to contribute to the project management profession through volunteering, consulting and training.

On asking Diane for a short quotable statement about why she likes volunteering for PMI-OC, this is how she responded:

“It has been such a wonderful experience working with PMI®. I’ve made so many friends and have had so much fun continuing to learn each day about being a better project manager.”

Dave Jacob

WHAT'S YOUR THINKING STYLE?

New Library Books!

Most people make the assumption that everyone else thinks just like they do. We lead our teams as if what's going on inside each person's head is the same thinking process – ours. If they don't understand something, there's something wrong with them. Not only is this an ineffective way to lead a team, but it's just plain wrong. According to Ned Herrmann, creator of the Whole Brain Thinking approach and the Herrmann Brain Dominance Instrument (HBDI)*, there are 64 different thinking styles. We each use a few of these styles as our primary thinking styles, and different people use different combinations of styles which means that a single set of information, everyone is processing that information differently. Add to that our differences in our internal maps of the world, experiences, assumptions and no two people are having the same experience or coming to the same conclusions when you're at the head of the group, expounding on whatever makes perfect sense to you.

The 64 thinking styles can be divided into two broad categories: left brained and right brained. The left brained styles are linear and task oriented. They show a preference for dealing with facts and current reality. We can further divide the left brained category into data oriented (Analytical) and task oriented (Organized) thinking styles.

- People who are Analytical like facts and figures. They value logical thinking.
- People who use the Organized thinking style like structure and process. They learn best in a step by step approach.

The right brained styles are more conceptual or people oriented. They prefer ideas and group involvement. The right brained styles can also be broken down further into concept oriented (Conceptual) and people oriented (Interactive).

- Conceptual thinkers like generating ideas and creating the big picture. They learn best for exploring possibilities
- Interactive thinkers like emotional involvement with others and experiential tasks. They learn best by interacting with other people on the team.

So, how do we harness this thinking diversity so it can add and not detract from our team? One simple way is to utilize the strengths of each person's thinking styles at the appropriate point in the process we're working through. Let's take the MTA decision making process, IOAC, as an example. The first stage in decision making is idea generation (I). Which thinking styles are going to contribute most at this stage? The Conceptual thinkers. The next stage is organizing the ideas (O). Obviously the Organized thinkers will help us out here. The third stage is analysis (A). We'll utilize our analytical thinkers in this stage and finally, we are at consensus (C) and our Interactive thinkers will help make sure the team is on board both mentally and emotionally.

Educating yourself and the people on your team about the differences in thinking styles, and which thinking styles are most beneficial at each stage in your processes, will help you avoid the kind of conflict that arises when someone is trying to brainstorm when you're at the consensus stage.

Continued on Page 10

The PMI-OC library added three titles to its catalog this past month. Joan Knutson donated two titles:

- * *Project Management for Business Professionals: A Comprehensive Guide* edited by Joan Knutson
- * *Succeeding in Project-Driven Organizations: People, Processes, and Politics* by Joan Knutson

Sybex donated the third, which is reviewed in this issue of Milestones:

- * *PMP® Project Management Professional Study Guide* by Kim Heldman, PMP

PMI-OC thanks those who donated these books. These and other titles in the PMI-OC library catalog are available at each monthly dinner meeting. PMI-OC members may check out the books for one month.

For more information about the PMI-OC library, contact Kristine Munson at professional.development@pmi-oc.org.

JUNE MEETING REVIEW

Thought Being a Good Technical Program Manager Will Do? Think Again!

Hal Mooz took off both gloves when he reminded his audience that projects usually exist to address a business opportunity and that for them to succeed, all decisions must be business based. In Hal's experience, project managers tend to proceed in managing their projects by focusing on the projects' technical inventiveness and sophisticated development only, rather than also by paying heed to the evolving business case, let alone taking into account their organization's current business and budget environment. Even worse, the managers at lower levels in the organization have often little knowledge of the overall business case, and even less exposure to the derivative business case that drives their part of the project.



Hal is passionate about a new professional discipline: System Management as the merger of project management and systems engineering¹. To make a case for his system management, he presented his concept of the overall Project Cycle².

Hal's Definition of the Project Cycle

- ✦ The project cycle represents highest-level management logic, depicted as a series of periods and phases, each with a defined output that guides research, development, production and/or the acquisition of products and services.
- ✦ The project cycle includes control gates that approve the evolving project baseline elaborated in each phase.
- ✦ The baseline establishes the system definition elaboration sufficiently mature to be under formal change control.
- ✦ The development project cycles start with user needs and end with system decommissioning and disposal.
- ✦ Project cycles contain three aspects:
 1. Business
 2. Budget, and
 3. Technical
- ✦ Sometimes called the Project Life Cycle

This project cycle is the highest-level depiction of the project work shown as a sequence of work groups, each group accomplishing a defined result. In this sense, the highest-level project cycle represents the senior-most project strategy that all subordinate tactical planning must implement. To manage their accomplishments, most organizations go through a transition from *ad-hoc* work practices to a controlled process. They first arrive at a generic project cycle, and from there to a gated project cycle. Gated here

means that the projects go through decisions points, or gates, where the results achieved to date undergo management scrutiny.

The **business aspect** (see box) drives the project and arises from the business case, which must justify the pursuit of, and the strategy for accomplishing, the opportunity. The business aspect consists of justifying the business case complete with the expected business results.

The **budget aspect** represents the management approach for "resourcing" the project and for performing effective fiscal management. It includes the development of the should-cost estimate for the concept under consideration, which estimate must match the customer's target cost.

The **technical aspect** identifies the activities and events required to

provide the optimum technical solution in the most efficient manner, which is a systems engineering responsibility. Development strategies such as incremental or evolutionary strategies, and delivery delivery strategies such as single or multiple, should be decided on and reflected here in the technical aspect.

Finally, the **control gates** shown in Figure 1 are preplanned project cycle events. These events serve to demonstrate accomplishments, approval, and base lining of project results, and approval of the approach for continuing the project. Explicit in the passing of a control gate is the formal approval for subjecting the project baseline elaborated up to this point to formal change management. Consequently, all subsequent development until the next control gate continues with the approved baseline.

Project Cycle Power Comes From Control Gates

- ✦ A control gate is a preplanned project cycle event to demonstrate accomplishments, and approve and baseline the results, and approve the approach for continuing the project
- ✦ Control Gates approve putting the project baseline elaboration under formal change management
- ✦ All subsequent development continues from the approved baseline

Baseline examples

User Requirements Baseline
 System Requirements Baseline
 Concept Definition Baseline
 System Specification Baseline
 Design Concept Baseline
 Design-to Baseline
 Build-to Baseline
 As-built Baseline
 As-verified Baseline
 As-fielded Baseline
 As-operated Baseline

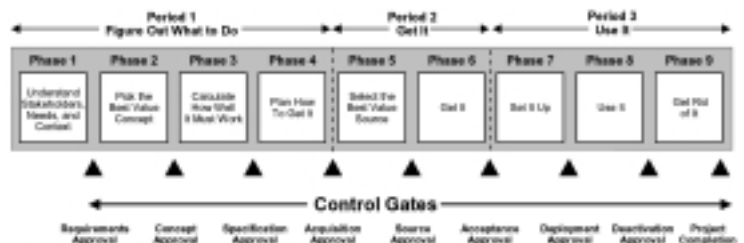


Figure 1: Three Periods, various phases, and control gates define the logic of the project cycle.

A good way to visualize the processes of this project cycle is to portray them in what Hal has christened the Vee+ format. It appears in Figure 2. This Vee has an downward and an upward leg.

The downward leg shows the decomposition from system requirements and concepts down to detailed code, part, and assembly processes. On the upward leg, the Vee format illustrates the integration of the system elements into the completed system. The Vee model is rooted in the project cycle, which progresses from left to right to represent project time and maturity.

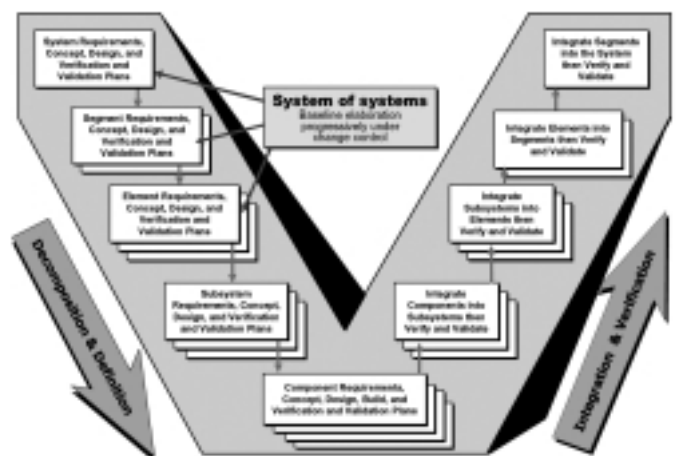


Figure 2: Technical Aspect of the Project Cycle Vee+ Model

June Dinner Meeting . . .

Continued from Page 14

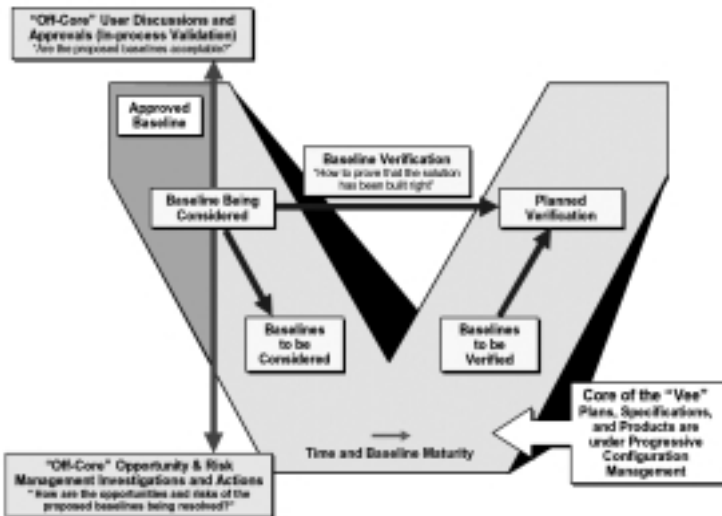


Figure 3: Opportunity and Risk Management Addressed by the Vee+ Model

As Hal emphasized, the economic business case drives all projects. The business case substantiates the need for the project and the expected return created by the deployment of the solution. Return-on-Investment and Time-to-Break-Even are metrics that are often estimated and quoted to justify the project. As the project solution is decomposed into segments, elements, subsystems and below the business case must also be correspondingly flowed down (Figure 2).

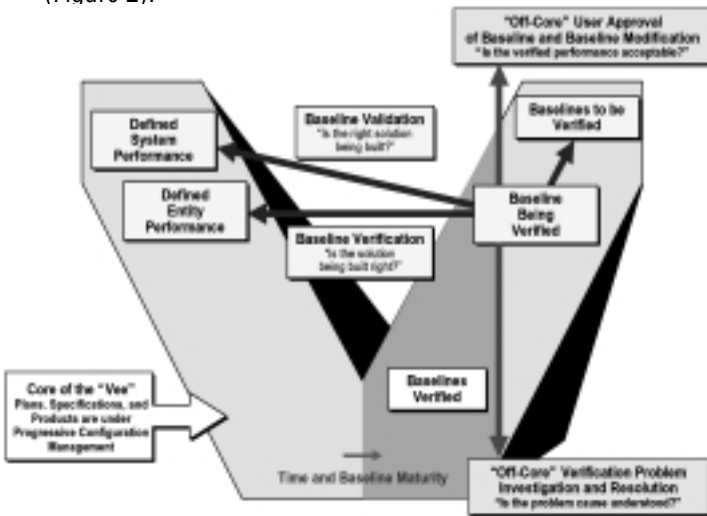


Figure 4: Integration and Verification Management Addressed by the Vee+ Model

While project reviews at control gates sound like technical reviews (because they are often conducted as such) under the concept of Systems Management the project reviews are business reviews. Hence, they must visit and answer: Is the solution affordable? and Can it be delivered within the prescribed schedule? This approach keeps the focus on satisfying the business aspects of the project rather than on the cleverness of the technical solutions.

Hal concluded his thought-provoking presentation with these points on system management:

- The enterprise's project cycle is the cornerstone to establishing a common management approach; it must be tailored to address the issues specific to each project.
- The three aspects of any project cycle are:
 1. Technical aspect—manages the technical development of the solution.
 2. Budget aspect—manages the funding and spending.
 3. Business/mission aspect—justifies and manages the project as a business venture.
- All three aspects must be managed as a set and kept consistent with each other.
- The technical strategy will tend to drive the business and budget aspects
- Control gates keep the evolving baseline on track toward achieving the solution

Together with Kevin Fosberg and Howard Cotterman, Hal is the coauthor³ of two books on system management.

George D. Meier, PMP

¹ Hal Mooz is soon going to be among the first system engineers certified by INCOSE. More on the International Council on Systems Engineering at <http://www.incose.org/>; more on the professional certification at <http://www.incose.org/draft-cert-plan.doc>.

² The variously known labels such as life cycle, project life cycle, product life cycle, system development life cycle, systems engineering life cycle, system life cycle, acquisition cycle, development cycle, and procurement cycle usually denote filtered views of the overall project cycle.

³H Mooz, K Fosberg and H Cotterman: *Communicating Project Management* (ISBN 0471269247) and *Visualizing Project Management* (ISBN 04713570X) published by Wiley in 2003 and 2000.

IF YOU ATTENDED THE JUNE DINNER MEETING, HAL MOOZ WANTS YOUR FEEDBACK.

Please rate the presentation's message content according to its relevance to your work environment on a scale from 1 to 10 (10 is highly relevant) and include information regarding your current work experience, skills and any other comments as they relate to the presentation.

All comments should be directed to hmooz@csm.com.



“ PMI-Orange County Chapter Presents ”

Get Top \$\$\$ For Your Project Management Skills

Five Strategies to Get Offers and Move Ahead in a Tight Economy



John Hall

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John has been a career and transition coach for the last 15 years working primarily with executives and senior managers. Additionally, he coaches scientific and technical specialists who have been promoted to management. He also teaches Career Management at Chapman University and the University of California, San Diego. Prior to his coaching career John spent over 20 years in the health care industry, primarily as a consultant in a specialized area of medical technology.

As a past president of the National Speakers Association's Los Angeles Area Chapter and recipient of its Golden Microphone Award, John has developed a workshop style that is both entertaining and informative. Among the organizations for which John has done workshops are:

- Medical Group Managers Assoc.
- American Marketing Assoc.
- Household Finance Corp.
- American Petroleum Institute
- The Fluor Company
- Pharmacia Upjohn
- Lockheed Martin
- F.D.I.C.
- Xerox
- 3M

“John Hall is the most requested speaker we have had at the Xerox Management Association. He is great!”

Bill Thomas, Vice President,
Programs - Xerox Management Association

Saturday, July 26

8:00 a.m. - 12:00 p.m.

Place: UCI Extension (near the Block at Orange)

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If you want to get top dollar for your skills in today's "Business at the speed of thought economy" this workshop is a must. Hiring decisions are often made on the basis of "style, not substance" and hiring executives have a range in which they are authorized to make an offer or give a raise. It is in the company's interest to offer the low end of that range, while it is in your interest to get the high end of the range. This workshop focuses on take-to-the-bank techniques to help you get the top of the range or higher. In this workshop you will learn:

- ✍ How to increase your interview/offer ratio
- ✍ How to get a raise in your current position
- ✍ How to handle the \$\$\$ question during interviews
- ✍ How to increase your perceived value in your job
- ✍ How to use a portfolio to get more and higher offers
- ✍ How to use a proposal to get more \$\$\$ and a promotion
- ✍ Why a "Special Report" is ten times more effective than a resume
- ✍ What to say and how to behave when an offer is made

BOOK REVIEW

Title: PMP Project Management Study Guide

Author: Kim Heldman, PMP

Publisher: Sybex

(ISBN 0-7821-4106-4)

On April 21, 2003, sitting in front of a computer screen, I saw that four letter word "PASS" and I was a PMP. Those of you that have taken the test know the effort involved. In the process of pursuing the PMP, I used the Heldman book to study. I would like to share with you my thoughts on the book.

In short, I think this is an excellent resource to use when you are in the process of preparing for the PMP® exam. Organized by process groups, it is an easy read that takes you through the PMI PMBOK® process groups, just like a typical PMBOK® project should be done. Compared to reading and studying the PMBOK®, this book will be a joy to use. It clarified the process and assisted me in understanding all the different aspects of the PMBOK® processes. In addition, the book includes a chapter on professional responsibility, a subject matter not well documented in other sources

Chapters include project case studies to demonstrate the principles, and each chapter cover the PMBOK® materials in a depth sufficient to understand the subject matter covered on the test. In all I found that the subjects were well covered the PMBOK® materials in depth. Each chapter ends with a set of key terms that help you to verify that you do understand the concepts, as well as Review questions. The review question were well written and seemed to be appropriate to the subject matter

Included in the book is a CD with several resources:

- Two Practice exams
- Electronic flash cards for both the PC and PALM Handheld
- Entire book in digital format.

Palm based flash cards were convenient when I was in a line waiting, reviewing the terms and definitions. Just prior to taking the test, I took the electronic Practice test from the CD. They did a nice job in simulating the test and my score (percent correct) on the practice test and the exam was identical.

The book list price is 59.99 (USD) but can be bought for a substantial discount. The cheapest I found was www.bookpool.com @ 35.95 (USD).

This is not to say that the book is perfect. One of the items that I disagreed with was the definition of "triple constraints". Heldman states that the triple constraints is Time, Budget and Quality. I disagree with the idea that quality is part of triple constraint, preferring Scope instead. This is a well debated subject (is quality one of the triple constraints?) and the answer may never be known. In addition, this is a book to prepare you for the PMP® test, and is not a Project Management reference, so the usefulness of the book is limited after you pass the test.

In all, I found that the purchase and use of the book was the best value that I made in my quest for the PMP® certification. It was easy to read, provided explanations on subject matters, the electronic material was useful, and it allowed me to be confident that I was ready to take the test. I would be happy to recommend it to anyone that is in the process of taking the PMP® exam.

Mike Graupner, PMP

Thinking Styles

Continued from Page 6

We know that being effective as a project leader requires a focus on people and communications. Understanding and effectively utilizing the diversity of thinking styles that exist in any team is one of the steps on the journey to being a more effective project leader and team.

Paula Martin is the CEO of Martin Training Associates, a management training and consulting firm. For more information, visit the Martin Training website: www.martintraining.net or our new Executive website: www.mtaexec.com. Phone: 866-922-3122 or 513-563-3512

Martin Training Associates (MTA) is a management consulting company specializing in project management training, consulting and PM Tools. MTA offers project management training for everyone in your organization. Attendees of MTA practitioner workshops (in-house and public) leave with solid skills in initiating projects, planning scope, assessing risk and resources, monitoring, controlling quality and change, and closing out a project. Soft skill workshops include facilitation, communications, and team tools. MTA also offers a complete series of management programs including Executive Overview, Project Steering, Project Sponsorship, Accountability, and Matrix Management. MTA offers an internal instructor program that empowers companies to do their own project management training so they can build core competency in project management more cost effectively. All course offering can be customized to meet specific company needs.

* For more information, see Ned Herrmann's book, [*The Creative Brain*](#), or visit www.hbdi.com.

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0 to PMP in 5 Days!

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JUNE QUESTION INQUIRY

One of our astute PMI-OC members identified a discrepancy in last month's PMP® Exam questions. Here is the response from our chapter experts.

Question:

Could you please check for your answer on "Try Your Knowledge on PMP Exam" answer 4, page 12, June 2003:

You had $\%CV = CV / AC$. The IIL class I took told us the formula is $\%CV = CV / EV$. I would like to know which one is correct.

Please advise. Thank you.

Answer:

You are correct insofar as the PMBOK states that $\%CV = CV / EV$. See PMBOK® Figure 10-3, page 124. Presumably the IIL class he took complied with PMBOK®. If so, the formula stated above would be the one to know for the PMP exam.

However, it does not mean it is correct for practical hands-on usage. As a practitioner of EVPM for over 20 years and an instructor in EVPM at UCI for the past 6 years, I and many of my colleagues disagree with the current "%CV" formula in PMBOK®. It is conceptually flawed, because it lacks symmetry with %SV (where $\%SV = SV / PV$). Cost performance (CV, CPI or %CV) should always be compared to AC, and schedule performance (SV, SPI or %SV) should always be compared to PV. EV is *the* common parameter for comparison in both cost and schedule performance measurements and most emphatically should not be used as the "basis" of comparison in one situation (cost) and not in the other (schedule). That approach is completely inconsistent.

There is a move afoot for PMBOK® 2004 to change the formula for %CV (to $\%CV = CV / AC$).

We feel that a better way, by far, is to express %CV and %SV as follows:

$\%CV = (CPI - 1)$; or $\%CV = (CV / AC)^*$. This formula is **not** currently consistent with PMBOK® 2000. (I leave it to the reader to algebraically verify that both formulas for %CV are identical.)

Similarly, $\%SV = (SPI - 1)$; or $\%SV = (SV / PV)^*$. This formula is consistent with PMBOK® 2000. (I leave it to the reader to algebraically verify that both formulas for %SV are identical.)

The above formulas show that CPI and SPI are true measures of cost and schedule efficiency. If CPI or SPI is less than one(1), then the %CV or %SV are negative — and, conversely, if CPI or SPI is greater than one it would yield positive values. This sets up the proper EVPM mnemonic in that a negative value is "bad" and positive is "good" and is consistent with computing VAC and %VAC.

Given that these questions are for PMP® exam practice, it was perhaps premature to apply the proposed new formula for %CV. If you would like to discuss further, please send your questions to editor@pmi-oc.org.

Thanks for the inquiry.

TRY YOUR KNOWLEDGE ON PMP EXAM

(answers are on page 14)

Here is a sample of some questions:

1. All but one of the following is an input to initiation:
 - a. Expert judgment
 - b. Product description
 - c. Strategic plan
 - d. Historical information
2. Upon completing a benefit/cost analysis, you then need to:
 - a. Use brainstorming or lateral thinking techniques to identify possible alternatives
 - b. Use ROI or payback period analysis to assess desirability of identified alternatives.
 - c. Consult with experts through a Delphi Technique to see if they support your analysis of benefit and cost
 - d. Take no additional actions if benefits clearly exceed costs.
3. An example of an operational definition is:
 - a. Meeting the planned schedule
 - b. Meeting your budgets requirements
 - c. Stating in advance that each task must finish on time
 - d. Measuring the earned value
4. An output of the information distribution process is:
 - a. The information distribution system to be used for project communications
 - b. Project records
 - c. A listing of each project stakeholder and his or her information needs.
 - d. A description of how information about project activities can be retrieved



**PMI Orange County and
ESI International Present an**

Executive Seminar on Project Management

When: Thursday, October 2, 2003; 8-10:30 a.m.

Where: Wyndham Garden Hotel, Costa Mesa

Presenters include executive speakers:

Mark O. Mathieson, PMP, PE
PMI, Director-at-Large

Jim Barnard
ESI International, Vice President

Nominate your company or a specific executive of a local company to participate.



For more information or to nominate a company or executive,
E-mail Victoria Flanagan at
corporaterelations@pmi-oc.org

A grayscale background image featuring a large analog clock on the left, a man in a white shirt looking stressed with his hand to his forehead in the center, and various mechanical gears and a CD-ROM on the right.

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HELP!! IS THERE A SPONSOR IN THE HOUSE??

A Story of a Sponsor

Sponsor: “Jim, I decided to have you take over this project....“
Jim: “Great, I will do a level set and...”
Sponsor: “Now Jim, we don’t need to do one of those things. Just take it over and know that my door is always open.”

Two Weeks Later...

Jim: “Mr. Sponsor, about the project you gave me - the requirements were not complete, the project has been in planning for 1 year, the business unit wants the project schedule now, and the vendor deliverables and milestones are noted in the contract as TBD.”
Sponsor: “Jim, our previous PM built an excellent relationship with several of the departments and the business unit, we don’t want to ruin this. Just work on it.”

Another Two Weeks Goes By...

Sponsor: “Jim, I need to talk TO you. The business unit is not pleased. There is just too much paperwork, your SOW has too much content, and your schedule has too many tasks. The previous PM and a newly hired PM have trimmed your paperwork to remove details WE feel are not required.”

And Jim feels like...

This was a story of the characteristics of a VERY POOR Sponsor.

This was a real event. The names were changed to protect the innocent and point the finger at the guilty in the quest for better project management.

Success of a Team System

The success of a team system depends on the project team and the SPONSOR who Guides and Coaches the team through the entire process.

A team is a system because it is made up of several elements or components—Sponsor; Customer; Functional Departments; Team Members; Vendors; and Regulatory Authorities. The sponsor sets the stage for how a team system works integrates or works together. If the sponsor allows a vendor to get away with unauthorized changes or a customer to do their own “Gold Plating” then it stands to reason that the productivity level or level of concern of the team will not be at its optimum when the chips are down.

Sponsors guide and support the efforts of the team.

This is a proactive, continuous process by the sponsor. The sponsor must put aside any personal feelings, bad hair days, or allegiance to groups, and lead the team. The sponsor **MUST** give time to the team. After all, without teams there would be no need for sponsors. The relationship developed by the sponsor with the team must be a win-win. When the team leader feels they have a supportive, proactive sponsor the leader **MUST** support the sponsor needs and ensure the team performs.

Sponsors ensure the project team has the resources AT ALL TIMES to generate success and team trust.

The team must feel comfortable and without any guilt to approach the sponsor for additional or new resources. The sponsor must take action with the team leader to show direct support to the team. Also, it indicates to management that the team leader is part of the solution and the sponsor can trust the team leader in completing any aspects of obtaining additional /new resources. Corporate goals begin to be shared and there is greater enthusiasm and spirit. A higher level of mentoring of team leaders occurs and is sensed by the team. The positive environment is sensed by the team exhibiting greater productivity.

Before the Project

– A Sponsor...

- Selects the Project - Sponsors must be clear on what the team should work on and why the work important. A clear statement of purpose allows the team to understand what it is suppose to do and why. This allows the team to establish work boundaries.

Help? Is There a Sponsor . . .

Continued from Page 14

- Defines the Project - Clearly define the project. Develop a charter with time, budget, and authority limitations.
- Identifies Resource Needs - Skills required; training; equipment.
- Selects the Team Leader - Chosen from the unit where a majority of change is likely to take place, has an interest in solving the problem, and is good at working with individuals and teams.
- Assigns a Coach - Helps the team lead - orchestrate the projects development and the ability to teach others tools and practices.
- Selects Team Members - Disciplines, work units represented on the team; keep as small as possible; don't top load with managers; each person on the team must have deliverables or they are considered waste. High level managers on a team may intimidate team members; their decisions and force may reduce idea generation or reduce productivity. If managers are on the team the sponsor must dictate that the team leader is in charge and has final authority- the managers on the team report to the team leader for the purpose of the project.

During the Project

- A Sponsor...

- Orients the Team - Meet with the team to review the project. Who, What, When, Where, Why, How. Authority discussions; what decisions need to be made jointly by the sponsor and the team lead, and what decisions must be made by the sponsor.
- Meets regularly with the Team for Progress Reviews - Open communication to increase success, not an axe to cut people down. Fulfills responsibilities of project to enterprise; offer support; boost morale; break down barriers to success; rate the reviews; actions from the reviews.
- Runs Interference for the Team in the Best Interests of the Company - Ensure no problems with management; ensure the team stays on track to plan and does not change course based on other management verbal requests.
- Validate with management their perception of the team. Proactively communicate project status to management to fend off false rumors.

After the Project - A Sponsor...

- Ensures the Results of the Project Are Monitored - Is the product of the project performing as advertised; validate the ROI.
- Feeds Data and Lessons Learned from the Project to a System for System Improvements - Systems issues or barriers encountered by the team during the project need to be fed back through the enterprise so they are addressed and do not hamper future projects. Fixing system problems and eliminating barriers to success reduce the cost of future projects. Ensuring system problems are fixed is a SPONSOR RESPONSIBILITY. The right metrics are required up front for continuous development to ensure correct data is being captured.

When the Project is Complete...

The Sponsor LEADS the Team Celebration- Celebrate the smallest success with emphasis on this alone and ensure the non-successes are identified and root causes fixed. Celebrate root cause fixes. The sponsor must be present and ensure a positive environment.

A Supportive, Involved Sponsor Translates into a Productive Team.

Mike Beard, PMP

ANSWERS TO PMP EXAM QUESTIONS

1. a. **Expert judgment** —this is tool and technique for the initiation process and not an input
[Initiating] PMBOK 2000, paragraph 5.1.1, (page 53)
2. b. **Use ROI or payback period analysis to assess desirability of identified alternatives.**
[Planning] PMBOK 2000, paragraph 5.2.2.2, (page 56)
3. c. **Stating in advance that each task must finish on time**
[Planning] PMBOK 2000, paragraph 8.1.3.2, (page 100)
4. b. **Project records**
[Executing] PMBOK 2000, paragraph 10.2.3.1, (page 122)

ANNUAL FINANCIAL

SUMMARY STATEMENT - 2002

The Board of Directors of PMI-OC, Inc. is pleased to report that we continue to have a sound financial base as we begin the second half of 2003. Total assets were \$69,873 of December 31, 2002. We have no liabilities. The Board maintains approximately \$43,000 in certificates of deposits for future use.

For the year ended, December 31, 2002, revenues totaled \$131,591, while expenses totaled \$133,885, resulting in a net loss of \$3,293. PMI-OC is by definition, a not-for-profit corporation. The Board strives to essentially run the Chapter on a break-even basis. However, expenses slightly exceeded income last year. The Board is committed this year to avoiding unnecessary expenditures so that a net loss for 2003 does not occur.

Revenues are generated from four sources: advertising, membership dues, programs and interest income. The largest source of revenue is from programs. This is in keeping with our stated Chapter objective of serving the interests and needs of our membership. The revenue for programs includes the PMP Exam Workshop and the monthly dinner meetings.

A summary of income and expenses for PMI-OC is as follows:

The office of President does not directly generate revenue. Expenses include travel costs to semi-annual meetings and to the PMI Seminar/Symposium. Other costs include the Strategic Planning Meeting, monthly Board meetings, and supplies. Total expenses for 2002 were \$24,035.

VP Communications is responsible for the PMI-OC website, list server and the monthly Milestones newsletter. Revenue from advertising and the vendor corner was \$9,843; expenses for printing and mailing and for maintaining the website were \$38,233.

VP Corporate Relations oversees income from corporate sponsorships. PMI-OC received \$750 in sponsorships last year. Expenses for the annual planning meeting and supplies totaled \$43.

VP Finance maintains the book of record for the chapter. A small amount of interest revenue is generated each year for cash balances maintained in certificates of deposit. For 2001, total interest income was \$1,005. Expenses included bank charges, insurance, PO Box rental, postage, and taxes. Total expenses for 2002 were \$3,161. Bank charges showed a significant increase as the Chapter experienced a significant increase in revenue from credit card payments for the monthly dinner meetings. Approximately 24 percent of the revenue from the dinner meetings came from credit cards. It is anticipated that for 2003, the percentage will be even higher.

VP Membership has is responsible for oversight of membership dues. PMI-OC received \$31,605 in membership dues for 2002. Costs associated with maintaining the membership database totaled \$5,245.

VP Operations generated a small amount of revenue from logoware sales. Total revenue was \$125.

Expenses totaled \$6,121, which included officer elections, the annual planning meeting, supplies, and other general overhead costs.

VP Professional Development is responsible for our highly successful PMP Exam Workshop, which is the major fundraising effort of PMI-OC. Two workshops were offered, generating \$33,950. Expenses to support the Workshop totaled \$8,029. These expenses included workbooks for the attendees, printing, refreshments, and instructor acknowledgements.

VP Programs handles the monthly dinner meetings. Our dinner meeting program revenue was \$53,312. Expenses resulting from the dinner meetings totaled \$43,598, and included hotel meal service, copies, supplies and speaker gifts. Our challenge, as in past years, continues to be coming up with an accurate projection of the number of attendees who will attend the dinner meeting for any given month. Individuals who register for dinner meetings then fail to appear increase the cost of the dinner meetings.

The Trustee position does not generate any income or expenses for 2002.

For the year 2003, we have established a budget to guide our financial future. As this chapter continues to mature, we have projected only slight increases in revenues from membership dues, the PMP Workshop and in the dinner meeting programs, based upon prior year trends. We expect expenses to be generally in line with those of last year. As a result, we believe that PMI-OC will be just as financially sound in 2003 as we were in 2002.

Stephen June, PMP
VP Finance



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Scheduling Practice Standards

Development of PMI's Practice Standard for Scheduling is officially underway. The new standard, a comprehensive set of guidelines, processes and templates recognized as industry-wide best practices, is part of the PMI Project Management Standards Program. The scheduling standard team, led by **Douglas Clark**, CEO of Métier, Ltd., is actively looking for PMI members interested in pioneering standardization for accurate and effective project scheduling. Core Team Members of this effort will receive 20 PDUs and all other Team Members will receive 15 PDUs. Individuals interested in participating in the Practice Standard for Scheduling as part of this team are encouraged to contact Kristin Wright at (610) 356-4600 ext. 1143 or Kristin.Wright@pmi.org.

Hall of Leaders Web Site Debuts!

Explore a proud tradition of dedication and leadership!

PMI is pleased to announce the launching of its new Hall of Leaders Web site.

A Recognition of Excellence

Since its founding in 1969, the Project Management Institute has been fortunate to have men and women from around the world willing to serve and lead this organization.

This fitting and permanent tribute to PMI's Founders, Fellows, current and past Boards of Directors, as well as deserving PMI professional award recipients, celebrates their individual and collective commitments to both the Institute and the profession at large. Their vision, dedication and unselfish efforts on behalf of PMI have contributed in substantial measure to the organization's continuing success.

And a Special Thanks

PMI would like to acknowledge the Memorial Project Action Team for providing recommendations which led to the creation of the site, as well as Kenneth O. Hartley, PMP, PMI Fellow and Vice Chair of the Board, for championing this effort.

Please visit the Hall of Leaders Web site at www.pmi.org/hol/!

BREAKFAST MINUTES

The March meeting had 8 attendees, all members of PMI. Often there are non-members as well. Four were PMPs and 2 worked for PMOs.

Our visitor from the farthest point was from the LA chapter. There, they have 4 Breakfast Roundtables per month at four different locations. They had over 20 attendees at their most recent meeting in the San Fernando Valley.

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 too 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 prosperity, 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 is to promote an informal gathering of 10 to 15 project managers to discuss current topics in the profession, receive suggestions from the other attendees on your current project challenges, or receive information on items of interest. Also, these meetings provide members who could not attend regular dinner meetings another way to participate and get greater benefit from their membership.

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.

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





DINNER MEETING

TUESDAY, JULY 8, 2003

Program: Meetings in an Hour or Less

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, July 3rd, to obtain the "in advance" price. Reservations made after 9:00 pm, Thursday, July 3rd, 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, June 8th 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
JULY 22, 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

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.



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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JULY 8 DINNER MEETING

Meetings in an Hour or Less
Speakers: Steve Kaye, Ph.D.
Vendor Showcase: Centrecode

JULY 22 PMI-OC BOARD MEETING

(Changed to the 4th Tuesday as of May 2003)
E-mail: info@pmi-oc.org for meeting information

JULY 22 BREAKFAST ROUNDTABLE

AUGUST 12 DINNER MEETING

PMI's OPM3 Project - Building a Capability Model for Project Management
Speaker: Andy Anderson - PMI-LA Chapter member
Vendor Showcase: Value Based Project Management, LLC



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