



September 2003  
Volume 17  
Number 9

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PMI-OC  
MISSION  
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**SEPTEMBER 9TH PMI-OC DINNER MEETING**

**Gender Communication: It Can Be a Major Inhibitor to Project Team Performance**

*By Mimi Donaldson*

Project Executives understand the fact that team members come from different functions. Furthermore, they recognize that they represent different disciplines. But often they don't appreciate the different ways that men and women members receive and respond to an array of normal communications, such as ~~at~~ discuss the issue. ~~Or~~ ~~just~~ give the headline. Mimi Donaldson, author of the best seller (over 1 million copies sold), *Negotiating for Dummies*, has a gift: that gift is in transferring a delicate understanding that surrounds the communication between men and women so that team effectiveness and performance is improved. Key ~~take~~ ~~aways~~ will be tips for both men and women when listening and speaking with each other in team meetings and negotiations with users.

Mimi Donaldson excites, educates and entertains audiences all over the world. She frequently shares the stage with prominent keynote speakers such as Colin Powell, Elizabeth Dole, Suze Orman and Maya Angelou. She has thrilled and inspired hundreds of groups: Over 7,000 in the audience at Million Dollar Round Table, project managers at Sun Microsystems, and business service professionals at American Express. Before starting her own consulting business in 1984, she spent 10 years as a Human Resources Trainer at Northrop Aircraft, Rockwell International and Walt Disney Productions. She has a B.A in Speech and Communications from the University of Iowa and a Masters Degree in Education from Columbia University.

## NEW PROJECT MANAGEMENT PROFESSIONALS

Agnes M. Cyr	PMP-#70764
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Lyle Fuller	PMP-#69821
Alan M. Gabat	PMP-#71067
Ali Mohammad Hadavi	PMP-#71261
Michael T. Martin	PMP-#70619
William L. McLean, III	PMP-#70280
Victor A. Prebyl	PMP-#71233
Vijayaraghavan Ramaswamy	PMP-#70408
Robert W. Sittman Jr.	PMP-#70064
Bridget C. Wikidal	PMP-#71424

Total new PMPs	11
Total PMPs	360

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Mike Harris

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Synergistic Solutions Inc

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Fremont Investment and Loan

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Moore Marketing Associates

Peter Nguyen  
Conexant Systems Inc

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Cap Gemini Ernst & Young

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TAC

Victor A. Prebyl

Robert M. Romberger  
Toyota Motor Sales USA Inc

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Lynette Takata  
Beckman Coulter Inc

Vu N. Tran

Sharon J. Wertz  
Northrop Grumman Corp

Wendy W. Woo

New Members	18
Total Members	1014

# THE PRESIDENT'S COLUMN



## The Road Wearor

### - Survival Tips from the Weary Traveling PM

Many of you who attend dinner meetings regularly may wonder, what happened to our President? We never see her. As a young PM I used to marvel at my mentors who would travel every week to interesting assignments in exotic places. Ah, to see the world, experience new challenges, break up the monotony of corporate existence. My time has come and life on the road is definitely not all glamour. My recent global assignment involves almost weekly travel, both in the US and internationally. I've learned several survival tips along the way. As I sit in San Jose airport waiting for my delayed flight tonight, I thought I'd share some of my travel lessons learned.

#### *What do I do when my flight is delayed?*

Sit back, relax and enjoy it. There's nothing you can do about it. It's out of your control. This concept presents a challenge for us Type A PMs. I've found that I can make positive use of this extra time if I don't fight it and just go with it.

- ¥ Write my Milestones column. Many columns have been written in the San Jose airport!
- ¥ Network with other weary travelers. I meet the most interesting people in airports. One time I met a playmate that lived a few houses away that I hadn't seen in over 30 years.
- ¥ Talk to people about PMI. I meet many PMs that have not heard of PMI or aren't members yet. I always exchange business cards and give them our chapter website.
- ¥ Check voice mail and call friends. Great time to catch up with those friends and relatives you are always meaning to connect with.
- ¥ Read books in the bookstore.
- ¥ Take a brisk walk. Chicago and Denver terminals provide great expanses for power walking. Chicago even has a tunnel!
- ¥ Go shopping and eat a good meal. Many airports now house great stores and restaurants.
- ¥ Sit and do absolutely nothing!

#### *What car am I driving?*

Tonight I walked out of my Cisco office in San Jose and experienced something new. I had no idea what car I was driving or where I had parked it. I wandered around feeling pretty vulnerable for a couple minutes. But we PMs possess great problem resolution skills under pressure. I pulled out my key remote and hit the alarm button. I easily located the car. A beeping grey Saturn. Now which rental company did I lease the car from?

#### *Survival gear for the airline traveler*

Any flight over 4 hours requires extra gear. Especially if I am traveling overnight. Long hours on a plane in a less than ergonomic seat can do a number on your body. Airline travel is extremely dehydrating as well.

- ¥ Buckwheat neck pillow
- ¥ Plenty of water, limit alcoholic or caffeinated beverages
- ¥ Ear plugs, eye shade and small toiletries kit for the red eye flights
- ¥ Personal audio or video device
- ¥ Slippers
- ¥ Airline headset (who wants to pay \$5 for the movie with bad audio and a little screen)
- ¥ Healthy food. I always carry a high energy bar. Never know when you'll be stuck in a plane without food

*Cont. on page 3*

# President's Column

Continued from Page 2

Survival gear for the auto traveler

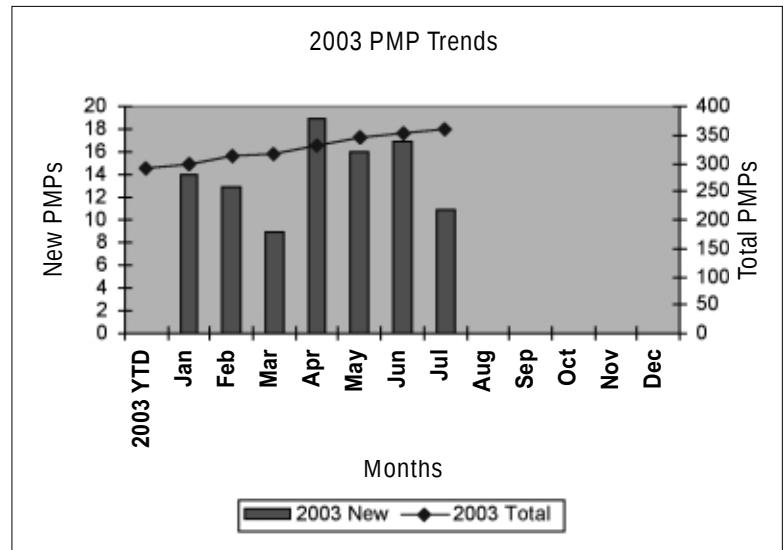
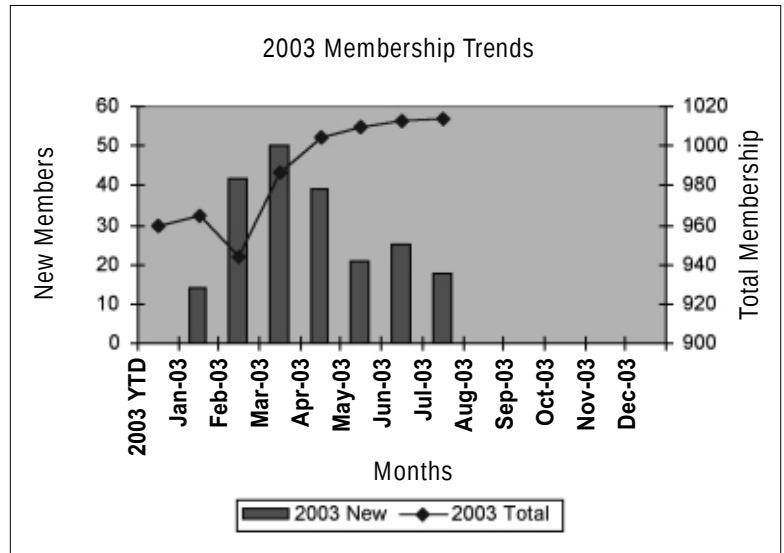
- ¥ Books on tape ~~Learn~~ a new language, get self help, listen to a great book. My only challenge has been getting out of the car at my destination when they plot has grown exciting
- ¥ Relaxation music
- ¥ Cell phone with plenty of minutes and car charger
- ¥ Cloth napkin stored under the seat for in-car mealtime and spilled coffee  
Alternative: Driver's bib. No joke, I saw this at the OC fair. And no, I do not own one!

While the road warrior life can take its toll, I have visited many great places (last month I traveled to London, Toronto and Sao Paulo). I always build in enough time to see a few sites, have a great meal, and pick up a cool souvenir. Face-to-face meetings on coworker turf helps build relationships, bridges cultural differences and keeps remote workers focused on my project even though I may work several thousand miles away. If you learn to go with the flow, arm yourself with the best comfort items, and view all travel challenges as a new opportunity, life on the road can be rewarding. Although as a close traveling PMI friend of mine says, there is nothing like sleeping in your own bed with your own husband!

Happy travels. Hope to see you in Baltimore at the PMI North American Congress.

Adrienne Keane, PMP  
PMI Orange County Chapter President

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# PMI'S UPCOMING OPM3 STANDARD

Provides Maturity Model for Standardizing, Measuring, Controlling, & Continuously Improving Organizational Project Management Processes

This month Jim Sloane introduced his audience to PMI's upcoming standard for an Organizational Project Management Maturity Model<sup>2</sup>, OPM3<sup>3</sup>. The standard's development started in 1998, and continued through 2002 when Jim was invited to be on the guidance team. Ultimately, over 800 project management professionals from over 34 countries contributed to the development. These volunteers have captured via best practices the essence of a holistic approach to organizational project management.

**OPM3's Focus**

- ¥ To develop a global standard for organizational project management;
- ¥ To guide the development of capabilities necessary for executing organizational strategy through successful projects.



Presenter Jim Sloane

OPM3 defines organizational project management (OPM) as the consistent application of knowledge, skills, tools and techniques to organizational and project activities to achieve the aims of an organization through projects. OPM3 will not only help organizations understand and assess their OPM maturity, but will also assist them in charting a course toward improving their OPM processes. In other words, OPM3 is at the conjunction of portfolio<sup>4</sup>, program, and project management for achieving an organization's business strategies.

OPM3's designers first performed an OPM survey of business executives and organization leaders. A large number of respondents cited that in their business environment:

- ¥ The desired project results were seldom achieved;
- ¥ The project evaluation was often not linked to business value; and
- ¥ Despite having selection criteria, project and strategy alignment processes in place, their projects often failed

Most organizations already have strategic planning processes. What they need in addition, is a means for linking their organizational strategy to successful, consistent, and predictable project completion.

Herein lies perhaps the new standard's greatest strength. It builds on the *PMBOK® Guide* and offers a roadmap for propagating an organization's strategy from its origins in the executive suite down to portfolio management, program

**FOOTNOTES**

1. Maturity implies a state of being fully developed.
2. A model is a framework that organizations may use to identify, establish, and maintain required capabilities.
3. Release of OPM3 should occur in December 2003.
4. Brief definitions: **Project Management** is the management of a series of planned activities that seek to achieve a specific objective, with defined start and end dates, subject to funding limits, and consuming resources. **Program Management** is the oversight of a collection of projects. **Portfolio Management** is project and program management at the enterprise level. It is primarily the responsibility of an organization's leadership and has three components: (1) leadership accountability, (2) project accountability, and (3) infrastructure support tools, training, knowledge base, etc.

management, and finally project management. It makes a strong case for an organization going projectized, because in a projectized organization, everyone is on the same page. People see their assignments as projects, use the same metrics to measure, and predict project outcome. The new standard makes this case even stronger by offering guidance in the development of the *capabilities* necessary for and sufficient to achieving the *best practices* in OPM (see Figure 1).

Here's the approach. To apply OPM3, an organization needs to know:

1. What specific project management-related practices, knowledge, skills, tools, techniques are considered most desirable, or have proven consistently useful in other organizations;
2. How to assess its current state of OPM against these desired practices; and
3. How to improve itself against the specific capabilities that it identifies as requiring improvement.

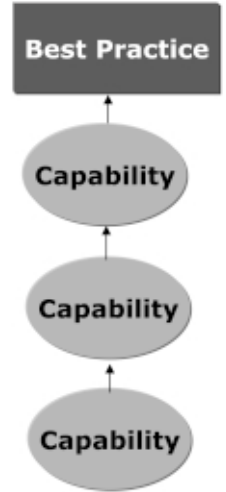


Figure 1: Capabilities aggregate to a Best Practice.

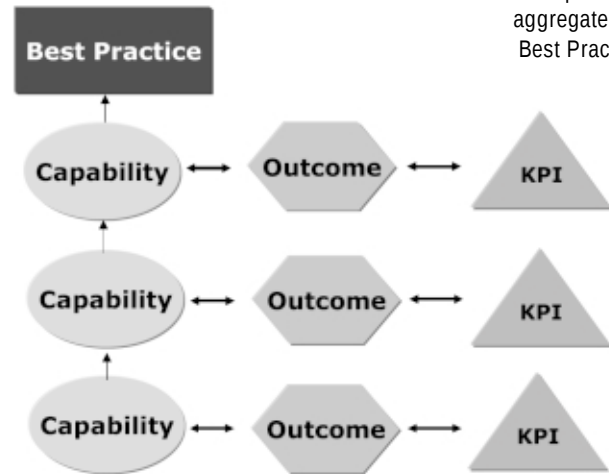


Figure 2: KPIs measure the outcomes, the outcomes prove the existence of a capability, and capabilities aggregate along pathways to a best practice.

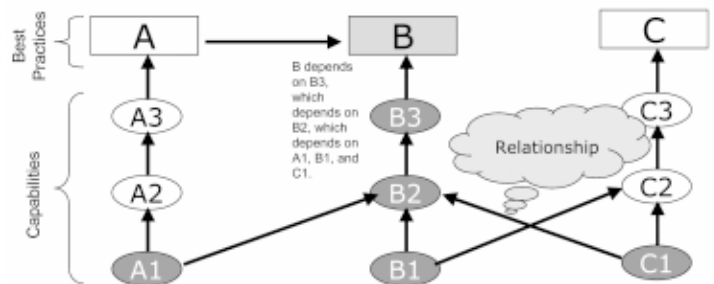


Figure 3: Relationships exist between capabilities A, B, and C, that lead to the best practices A, B, and C.

Continued on Page 9

# VOLUNTEER OF THE MONTH

## Joe Roux Honored as Volunteer of the Month



Joe Roux (left),  
Victoria Flanagan

A resolution was unanimously passed, at the July Board meeting of your Chapter, designating **Joe Roux** as the **Volunteer of the Month for August**. Chapter Volunteer Coordinator, **J. C. Moreno**, honored Joe at our July 2003 general meeting, by presenting him with a Certificate of Appreciation.

Joe joined the PMI-OC in July 2002 and within six months he received his PMP. He immediately rose to the continuous call for volunteers and devoted his energies initially on the Membership Committee. Very soon thereafter took on the role of Ambassador at monthly chapter meetings. A chapter Ambassador involves greeting attendees at dinner meetings and introducing them to other attendees, especially first-timers. As Joe would strongly attest, being an Ambassador is a win-win proposition. It makes attendees feel welcome while at the same time the Ambassadors are networking, a concept that is highly encouraged in our chapter.

Joe is an independent contractor who is currently undertaken the role of IS Project Manager working with IT Resources at ISUZU, performing on an Inventory Control System for ISUZU and General Motors. Regarding his career aspirations, Joe continues to pursue interesting, challenging and lucrative work in this field.

Asked for a short quotable statement about what he likes about volunteering for PMI-OC, Joe responded: *My primary motivator for being involved with PMI-OC is networking. Besides, volunteering provides me with opportunities to meet and work with many of my local peers.*

Dave Jacob

## TRY YOUR KNOWLEDGE ON PMP EXAM

(answers are on page 12)

Here is a sample of some questions:

1. A purpose of the scope management plan is to:
  - a. Serve as the basis for project decisions
  - b. Identify and classify scope changes.
  - c. Confirm a common understanding of project scope among stakeholders.
  - d. Develop a common understanding of project scope among stakeholders.
2. The following is an output of the scope definition process:
  - a. A WBS template for use on the project
  - b. Scope Statement
  - c. The WBS
  - d. Scope management plan
3. Project interfaces generally fall into one of three categories:
  - a. Interpersonal, organizational and technical
  - b. Personnel, technical and external
  - c. System, technical and product
  - d. External, internal and system
4. Formal acceptance and closure means:
  - a. That seller is provided with written notice that the contract has been completed.
  - b. That payment terms have been accepted by the seller.
  - c. That outstanding issues and action items have been completed by all parties.
  - d. A lessons learned document has been produced

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# KARMA CLUB

The August 20, 2003 PMI-OC Career Networking Evening was an evening to remember. The cuisine came in large boxes, hand-delivered by caring people. Likewise, the beverages were effervescent and pleasing to the palette. However, the three factors that contributed to the event's success were: Systems Management Specialist, Rodney Hendrixson and the Karmalites or participants.



Melanie McCarthy, Sr. VP, IT Professional Services for Systems Management Specialist has been wonderful about overseeing our use of the facilities at SMS. The conference room and the breakout rooms really helped facilitate the event. Melanie was available to answer questions and participated in the activities. The bottom line: she contributed to the Karma

Club's mission of providing a *highly interactive networking and lead sharing experience*. Of course this is probably second nature for her and a company that has a tradition of excellence to guide them in their relationships with customers and clients.



PMI-OC member Rod Hendrixson has been the driving engine behind the Karma Club. In true project management fashion, he clarified the scope, identified the resources and cajoled the support necessary to make sure the Karma Club had a positive impact on its participants. He hit his target. He gave people the opportunity to interact with one another, share their objectives and exchange contacts. Great job Rod!

The Karmalites: the folks who ignited the event with their unbridled enthusiasm and their desire to help themselves and others, got down to business. First, wetted their pallet and then they split into 3 groups guided by two facilitators. The People, even those with trepidation, delivered their 30-second commercial and then braced themselves for feedback. *By gosh and by golly, it was constructive, it was thoughtful, it was positive.* Focus on your recent implementation project, it's a great example of effective project management. Belt out that education. You put in the time, take the credit. Great body language, use more of it. Good intro, now bolster the ending a little. Here's a contact you might want to pursue. Can I have your business card? Here's my business card. Contact me. I think I have a lead for you. This time investment had an immediate ROI for the participants. Do we have to wait a month for the next one?

Gene Dutz



The Karma Club busy networking.



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# VENDOR SHOWCASE AND CONFERENCE GREAT SUCCESS

Over 175 attendees participated the 4<sup>th</sup> Annual Vendor Showcase and Conference on August 9<sup>th</sup> in Long Beach. A collation of professional associations comprised of Southern California Quality Assurance Association (SCQAA-LA and SCQAA-OC), Association of Information Technology Professionals (AITP-LA), and Project Management Institute Orange County Chapter (PMI-OC) sponsored this event. The day provided an opportunity to network with Technology professionals, learn about current industry trends, and earn up to six PDUs.



## Keynote Address

After a light breakfast, attendees heard Liza Lowery, Information Technology Agency's General Manager/CIO at the City of Los Angeles deliver the keynote address entitled Using Technology to Support Customers More Effectively, Challenges and Opportunities for the Future. Lowery discussed the relationship between increasing overall customer service and improving operational efficiency. She advised attendees to know thy customers. Her team's customers include residents of Los Angeles and city employees including those who work in the Technology department. She emphasized the importance in referring to users as customers rather than users. Successful projects, according to Lowery, provide customer value or the ultimate benefit as defined by the customer of the product or service you provide.

She explained these concepts using real-life examples from multiple, mission critical projects. For instance, the successful completion of the project implementing the 3-1-1 system provided customer value to both her team's internal and external customers because the instances of customers reaching the wrong department have been minimized. The 3-1-1 system allows external customers to contact the city via one easy-to-remember telephone number for non-emergency information. Customers are then transferred to the appropriate party.



## Break Out Sessions/ Vendor Presentations

The remainder of the day, attendees had the opportunity to attend three break out sessions. Session topics explored topics in project management, systems development, security and configuration

management, quality assurance, and industry trends. Two PMI-OC members volunteered to be session presenters. Mike Beard, PMP presented a project management session entitled Help! Is There a Sponsor in the House. Phil Quigley, PMP facilitated a systems development session entitled The Four Rules for Successful System Implementation.

Attendees learned about state-of-the-art Technology products by visiting various vendor exhibits. Lunch was served in the vendor exhibit area. Vendors also presented 20-minute sessions on their product suite. Participating vendors included:

- ¥ Ariya Int'l Inc.
- ¥ Planview Inc
- ¥ Testmasters, Inc.
- ¥ Compuware
- ¥ Automated QA Corporation
- ¥ Starbase
- ¥ Rational Software Corporation
- ¥ Microsoft
- ¥ Innovative Management Solutions
- ¥ University of Phoenix
- ¥ iSpace
- ¥ Mercury Interactive
- ¥ Computer Associates
- ¥ SMS

## PMI-OC Volunteers

Many PMI-OC members volunteered to their time on the day of the event. Registration volunteers Lew Siegler, Gene Dutz, John Mandich, Catherine Ford, Behrad Fardi, and Kristine Munson checked-in attendees as they arrived in the morning. Frank Reynolds assisted any latecomers throughout the afternoon.

Susan Rathman, Gene Dutz, Lew Siegler, and Kristine Munson served as sergeant-of-arms. Victoria Flanagan and David Gifford discussed PMI-OC with attendees at the organization's exhibit in the vendor showcase area.

Other PMI-OC volunteers helped with the event planning and preparation. Sriram Ramadas, Victoria Flanagan, and Diana Goltzer helped recruit vendors to participate as exhibitors. Lew Siegler prepared nametags for pre-registered attendees. Kristine Munson represented PMI-OC on the planning committee.

The success of the conference can be directly attributed to the efforts of these volunteers along with the efforts of the volunteer conference planning committee chaired by Gordon Knox and volunteers from other professional associations.

Kristine A. Hayes Munson, PMP  
PMI-OC VP Professional Development



Attendees were given the opportunity to hear from a variety of topical experts.

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Thursday-Saturday, October 16-18, 8am-5pm

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FA03-41S

WEDNESDAY, SEPTEMBER 17, 2003

# PMI-OC CAREER NETWORKING EVENING

## PANEL DISCUSSION - RECRUITERS

We've invited representatives from local search firms and IT staffing agencies to share with us insider information on their business. We'll cover topics that address your candidacy, how to stand out amongst the competition, the best approaches/resume to use, what to do when they don't call back, and how to get recruiters working for you. Then we'll focus on techniques they use to uncover the same opportunities you are looking for, find out which forums they go to when seeking someone with your profile, and discuss their views of this market and how to succeed.

**When:** 6:00 p.m. - 8:30 p.m. (Registration and pizza starts at 6:00 p.m. Program starts at 6:30 p.m.)

**Where:** SMS Outsourcing, 3300 East Birch Street, Brea, CA 92821 [www.smsoutsourcing.com](http://www.smsoutsourcing.com)

**Cost:** \$5.00 PMI-OC Members / \$10.00 Non-members (Covers pizza and soft drinks.)

**Register:** [www.pmi-oc.org](http://www.pmi-oc.org)

**Questions:** E-mail [professionaldevelopment@pmi-oc.org](mailto:professionaldevelopment@pmi-oc.org)



Continued from Page 4

Whereas the *capabilities* are a prerequisite to a given *best practice*, it is the observable *outcome* that proves the existence of an organization's specific capability. In turn, the *key performance indicators* (KPIs) and assorted metrics provide the means for measuring the *outcomes*. Figure 2 shows how KPIs, outcomes, and capabilities link up in pathways that aggregate to the *best practice*<sup>5</sup>.

Naturally, there are relationships among the *capabilities* leading to various *best practices*; they are demonstrated in Figure 3. The following Table 1 summarizes this configuration:

OPM3 Component	Role of Component
Best Practice	Represents a desirable practice or goal;
Capability	Describes the organization's ability or maturity in the context of a best practice;
Outcome	Denotes an observable result produced through a capability
Key Performance Indicator (KPI)	Measures an outcome

Table 1: Together, the Best Practices, Capabilities, Outcomes, and KPIs - along with the necessary narrative explanations, navigational guidelines, self assessment module, and description of the organizational project management process--constitute PMI's Organizational Project Management Maturity Model, OPM3.

OPM3 offers help to organizations in assessing the state of their organizational project management maturity by allowing them to plan the improvements necessary to achieve a higher level of maturity. To organizations wishing to improve, OPM3 will help determine what specific *capabilities* they need for achieving the desired *best practices*.

How do OPM3's components (best practices, capabilities, KPIs, and pathways) relate to PMBOK? To see the connection, recall PMBOK's five basic project management process groups of Figure 4. These basic process groups apply equally well to project management, to program management, and to portfolio management.

According to PMI Research: 66% of organizations coping with rapid change say their organizations use formal project selection criteria. 66% explicitly align projects to strategy. However, only 25% of respondents indicate that their organizations have well balanced project portfolios designed to achieve the strategies of their organizations.

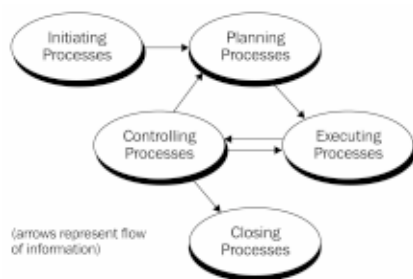


Figure 4: PMBOK's five project management process groups.

Now we come to the actual organization of OPM3. Because any maturity's constituent parts include improvement and the steps leading to improvement, many maturity models make use of the well-established stages of *process management* as a basis for organizing and presenting their content. So does OPM3. The process management stages are: 1. Standardized, 2. Measure, 3. Control, 4. Continuously improve.

FOOTNOTES

5. KPIs, outcomes, and capabilities thus arranged are said to be associated with a given best practice.

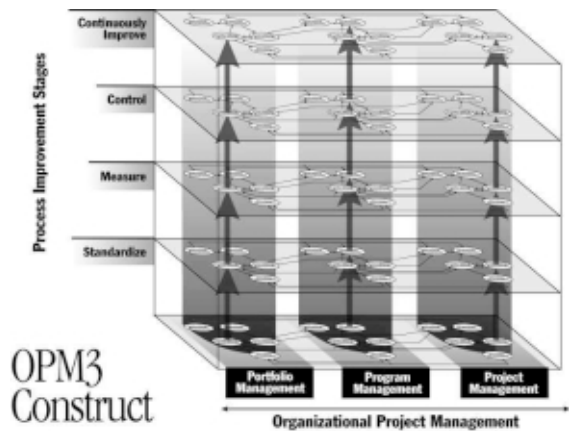


Figure 5: The four stages for process improvement progress from bottom to top. For each stage, OPM3 integrates PMBOK's basic process groups for the three domains of management: portfolio, program, and project management.

The three-dimensional construct of Figure 5 maps every best practice within OPM3 to one or more locations. Accordingly, OPM3 will tell the user where a best practice falls within the project management process groups (initiating, planning, executing, controlling, or closing), within which domains (project, program, or portfolio), and at what stage(s) of organizational process improvement (standardize, measure, control, or continuously improve).

Moreover, OPM3 identifies hundreds of best practices in organizational project management. It identifies the specific capabilities needed to achieve these best practices, and shows how to determine when each capability has been achieved. In turn, every best practice and capability appear within a context called the OPM3 process construct (Figure 5.)

Here's how this works:

1. Study the Standard. The first step is for the organization to understand the concepts behind the model as thoroughly as possible. The professionals involved in applying the standard on behalf of an organization should study the contents of the OPM3 standard, and become familiar with OPM in general and with the components and operation of OPM3, in particular.
2. Assess the organization. The next step is to assess the organization's degree of maturity in OPM. To do this, an organization must be able to compare the characteristics of its current maturity state with those described by the model. To this end, OPM3's self-assessment methodology gives users the tools to make this comparison. These tools are based on a cross-section of key traits distilled from the model. Applying them, an organization can (a) identify the strengths and weaknesses, (b) see its general position on the continuum of OPM maturity, and (c) determine whether to realize improvements.
3. Determine focus of improvements. The OPM3 self-assessment methodology identifies an organization's current general characteristics, and those it does not yet possess. Searching OPM3's directories, the user can then identify those best practices that are associated with the characteristics in need of development, and use them to plan the improvements.
4. Identify capabilities needed for best practices. Once the organization's professionals have determined which best practices make the most sense, they can search OPM3's directories for the capabilities that lead to each such best practice.
5. Evaluate current capabilities. At this point, the user needs to determine which of the prerequisite capabilities identified in step four already exist in the organization. This step involves studying each capability and determining whether its associated outcomes exist. This evaluation step helps the organization determine which additional capabilities they must generate to reach the desired state of maturity.

# ADVANCED PROJECT MANAGEMENT TOPIC:

---

## PROJECT PARTICIPANT ASSESSMENT

Sponsored by: Project Management Institute Orange County Chapter  
Saturday, September 20, 2003 from 8:30AM to 12:30PM  
Location: UCI Extension Learning Center, Room 203  
Earn 4 Professional Development Units

Throughout an organization with a major and sustaining investment in project management hundreds of project participants were asked:

What is the most significant impact of working with professionally trained and certified project managers?

Why do you think the most common response to the above question was We succeeded not because of, but in spite of our project managers.

### ***What would your project participants say if they were asked same question?***

A project organization's most mature processes cannot deliver promised performance unless individual project participants, communities of practice and professional networks are specified, identified, assigned, collaborate in project management, and deliver the results of each assigned task on budget, on-schedule with acceptable quality.

### ***Who do you know who specializes in assessing project participants?***

This half-day interactive session is adapted from the three-day Project Team Membership workshop presented to project participants under the sponsorship of the Software Leadership Council of Lucent Technologies and Bell Labs Innovations, Inc. Frank P. Reynolds, PMP, an instructor for Outercore Professional Development, LLC, developed it in association with Dr. Bonnie Wasmund. Project Participant Assessment Workshop gives experienced project managers collaboration opportunities to expand their knowledge- looking beyond processes to energize the people upon whom all projects depend.

### ***What do you get for spending half a day thinking hard about this one topic?***

- ¥ Complete a high-level participant assessment instrument containing four dimensions.  
You will understand what dimensions are critical to improve project participation in your project.
  - ¥ Too Many Hats Dimension
  - ¥ The Availability Dimension
  - ¥ The Golden-Hour Dimension
  - ¥ Facing Cruel Facts Dimension
- ¥ Learn how to accelerate Participant Productivity in three steps.  
You will learn how to more skillfully turn help away, focus on performance, and recognize contributions
- ¥ The Assessment's 3 levels build upon the next improving participant performance.  
You will get better payoffs by emplacing and empowering participants, identifying their strength and risk areas, and improving their communities of practice.
- ¥ Process potential will explode with newly sharpened participants  
You will take away immediately useful initiatives and actions through exploration of the four most frequently encountered dimensions limiting participant collaboration and contribution.

All Attendees at the session will receive a \$50 gift, just for attending.



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I'm not sure where we stand  
on the ones we have..."**

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# ANSWERS TO PMP EXAM QUESTIONS

From page 5

1. b. Identify and classify scope changes.  
The scope management plan should include a clear description of how scope changes will be identified and classified.  
[Planning] PMBOK 2000, paragraph 5.2.3.1, (page 56)
  
2. c. The WBS  
The work breakdown structure is one of two outputs of the scope definition process.  
[Planning] PMBOK 2000, paragraph 5.3.3.1, (page 60)
  
3. a. Interpersonal, organizational and technical  
Project interfaces is one of the inputs of the Organizational Planning process  
[Planning] PMBOK 2000, paragraph 9.1.1, (page 109)
  
4. a. That seller is provided with written notice that the contract has been completed.  
[Closing] PMBOK 2000, paragraph 12.6.3.2, (page 159)

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# You Make The Call

You're the new Vice President of Project Management. The company has created this position to unify all project management activities and, most importantly, reduce cost.

You have two groups of project managers, each using their own systems. About 40% are using a system that is maintained and owned by the project managers themselves. This system assumes that the project manager is experienced; it's not uncommon to see only half the paperwork done, the rest being noted as "not required." The typical project manager in this group has worked his way up through the technical ranks, and is usually at least forty years old. Changes in the process are done through collaboration. The project managers are paid salaries equivalent to senior technical personnel. Almost all of them have their PMP certification.

The other group depends upon a process developed and diligently maintained at headquarters. Staff personnel there are constantly revising the process to conform to requirements of marketing and service. The process is significantly more elaborate. Projects are audited frequently, and standards are very strict. It is unusual for a project manager in this process to omit any documentation. The personnel tend to be significantly younger; this job is viewed as a good first or second job right out of college. Salaries are equivalent to junior level technical personnel. PMP certification is considered a definite plus; PMP study groups are provided.

Do you:

- A) Teach the older project managers the centralized system, and direct that they use it? (They've been around long enough to know how to adjust).
- B) Migrate the younger project managers to the collaborative system? (Might reduce headquarters overhead, but will it work?)
- C) Keep both groups running the processes they know? (It ain't broke; don't fix it).
- D) Start replacing the older, more expensive employees with younger one? (Provides another career path for the younger project managers. Up, or Out!)
- E) Maybe you have a better idea!

Send your answer to [johnchendershot@adelphia.net](mailto:johnchendershot@adelphia.net). We're particularly looking for your better ideas. The best responses will show up in a future issue of Milestones.

John Hendershot, PMP

Continued from page 9

6. Plan for improvements. For those organizations choosing to pursue an improvement plan, the results of the previous step forms the basis for the organization's improvement plan. The documentation of the outcomes that have not yet been observed indicates capabilities that have not been achieved. It permits a ranking of needed outcomes and capabilities according to their priority for the organization. This information, combined with a determination of which best practices most merit the use of available resources,



opens the way for developing a specific plan to achieve the outcomes associated with the capabilities within those best practices.

7. Implement improvements. This step is where actual organizational change

takes place. Its plan for improvement established, the organization must implement it over time, i.e., first perform the organizational developments necessary for attaining the needed capabilities and later advance on the path to OPM maturity.

8. Repeat the process. Having completed some change activity, the organization either reassesses where it lies currently on the continuum of OPM maturity or begins working on other best practices that it has identified earlier.

Whether an organization is fully projectized or not, OPM3 provides guidance for

- ¥ Articulating project success
- ¥ Measuring project performance
- ¥ Making the delivery of projects more predictable
- ¥ Creating synergy among projects in a multi-project environment

In summary, OPM3 is both standard and method:

- ¥ Standard for developing and assessing project management capabilities
- ¥ Methods for assessing and developing capabilities that enhance an organization's ability to:
  - o Deliver projects successfully, consistently, and predictably
  - o Enact the strategies of the organization
  - o Improve organizational effectiveness

As much as I tried, I could not quite fend off the notion that the OPM3 standard's current presentation lacks a certain something. Something specific and concrete that in the end will prove crucial in convincing our profession to flock to this new standard.

Today's decision-making executives, on whose approval the adoption of the OPM3 standard ultimately depends, prefer the specific to the general, the definite to the vague, and the concrete to the abstract. Mere generalities, even if elegantly and skillfully presented, will convince only a few.

George D. Meier, PMP

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October 2, 2003  
8-8:30 a.m. Breakfast  
8:30-9:30 a.m. Presentations  
9:30-10:30 a.m. Roundtable Forum

### Presenters:

*Mark Mathieson, PMP, PE*  
*PMI Director-at-Large*

*Jim Barnard*  
*ESI International*  
*Regional Vice President, Western Region*

### *Nominate an Executive from Your Organization to Attend an Exclusive, Complimentary Event!*

This event will provide executives with the background and guidance on developing a more holistic approach to implementing a formal project management practice within their organization. Participants will gain insight into ways to shape or improve their organization's project management competencies.

- Learn why more organizations today are making the investments needed to implement project management practices.
- Hear how project management as a core competency will improve your bottom line.
- Plan the immediate actions you can take to improve your organization's performance through strong project management competencies.

Registration is now open for executives. Register or receive additional information by contacting us at: [CorporateRelations@PMI-OC.org](mailto:CorporateRelations@PMI-OC.org). You may also nominate an executive from your company or another Orange County business to attend this exclusive special engagement. To submit an executive nomination or to obtain more information about this event, send an e-mail to: [CorporateRelations@PMI-OC.org](mailto:CorporateRelations@PMI-OC.org).



# 2003 PMI-OC SURVEY RESULTS

The results of this year's survey are in and WE HEAR YOU!! We had a great response of 351 members - a strong 35% of the membership. Thank you very much for taking the time to improve our organization. Your input helps us understand where we need to improve and reaffirms the things we are doing well.

Below, you'll find the actual survey results of each question asked along with several of your comments following. All results and comments will be made available on the PMI-OC website soon.

Would you be interested in a lunch round table discussion similar to our current breakfast round table discussions?			
		Response Percent	Response Total
Yes		46.7%	162
No		53.3%	185
<b>Total Respondents</b>			<b>347</b>
(skipped this question)			4

If given the opportunity to post your contact information for networking opportunities on the PMI-OC website, would you be interested?			
		Response Percent	Response Total
<b>For members to access only</b>		59.7%	207
For all public access		28.2%	98
Not interested		12.1%	42
<b>Total Respondents</b>			<b>347</b>
(skipped this question)			4

Are you currently employed?			
		Response Percent	Response Total
Yes		89.1%	311
No		10.9%	38
<b>Total Respondents</b>			<b>349</b>
(skipped this question)			2

Are you currently looking for new employment opportunities?			
		Response Percent	Response Total
Yes		51.7%	180
No		48.3%	168
<b>Total Respondents</b>			<b>348</b>
(skipped this question)			3

What is the primary reason you are involved in PMI?			
		Response Percent	Response Total
Networking		18.9%	66
Employer requires/encourages		6%	21
<b>Professional development</b>		72.2%	252
Social/Fun		0.3%	1
Other (please specify)		2.6%	9
<b>Total Respondents</b>			<b>349</b>
(skipped this question)			2

PMI-OC offers its members many benefits. Are we meeting your expectations?						
	Extremely Satisfied	Very Satisfied	Neither Satisfied or Dissatisfied	Very Dissatisfied	Extremely Dissatisfied	Response Average
Dinner Meetings	10% (31)	43% (134)	44% (137)	3% (10)	0% (1)	2.41
Breakfast Meetings	3% (10)	16% (47)	78% (225)	2% (7)	0% (0)	2.79
PMI-OC Web Site	10% (33)	50% (156)	38% (119)	2% (6)	0% (1)	2.32
Newsletter (Milestones)	15% (47)	61% (191)	22% (69)	2% (6)	0% (1)	2.12
PMP Training	8% (25)	33% (97)	56% (167)	2% (7)	1% (2)	2.54
E-mail Notices of Events	21% (65)	54% (169)	23% (71)	3% (10)	0% (0)	2.08
Volunteer Opportunities	7% (21)	30% (89)	60% (179)	2% (7)	0% (0)	2.58
Networking	7% (21)	40% (121)	51% (155)	3% (8)	0% (1)	2.50
PDU opportunities	6% (19)	34% (103)	57% (171)	2% (7)	0% (1)	2.56
Library	4% (12)	21% (59)	71% (205)	2% (7)	1% (4)	2.76
<b>Total Respondents</b>						<b>326</b>
(skipped this question)						25

# 2003 PMI-OC SURVEY RESULTS (CONTINUED)

What would you like to see more or less of?				
	More	Just Right	Less	Response Average
Advanced Topics	64% (201)	35% (110)	1% (2)	1.36
Networking Opportunities	44% (136)	54% (166)	1% (4)	1.57
Career Development Opportunities	66% (205)	34% (106)	0% (1)	1.35
Breakfast Meetings	8% (22)	75% (210)	17% (47)	2.09
<b>Total Respondents</b>				<b>322</b>
(skipped this question)				29

How did/would you prepare for the PMP examination?			
		Response Percent	Response Total
PMI-OC PMP Prep Workshop		40.5%	125
Other PMI Chapter PMP Prep Workshop		8.4%	26
Commercial PMP Prep Workshop		22%	68
Commercial Prep on Compact Disk		22%	68
Commercial Prep on-line/Internet		16.5%	51
Other (please specify)		32%	99
<b>Total Respondents</b>			<b>309</b>
(skipped this question)			42

What attracts you to attend the monthly dinner meetings? (Please select all that apply)			
		Response Percent	Response Total
Sharing Knowledge with Others in the Profession		33.8%	112
Networking		47.4%	157
Presentation Topic		60.7%	201
Do Not Attend Dinner Meetings		25.1%	83
Other (please specify)		9.4%	31
<b>Total Respondents</b>			<b>331</b>
(skipped this question)			20

What are your plans for Project Management Professional (PMP) certification/retention?			
		Response Percent	Response Total
Currently PMP		43.6%	146
Within One Year		36.4%	122
More Than One Year		9.3%	31
No Plans		10.1%	34
Not Familiar with PMP Certification		0.6%	2
<b>Total Respondents</b>			<b>335</b>
(skipped this question)			16

What dinner topics would you prefer? (Please select all that apply)			
		Response Percent	Response Total
Technology related		73.1%	225
Construction related		17.9%	55
Soft skills (i.e. Leadership, Communications, etc)		71.1%	219
Career related (i.e. Interviewing, Networking, etc)		51.9%	160
Other (please specify)		11%	34
<b>Total Respondents</b>			<b>308</b>
(skipped this question)			43



# 2003 PMI-OC SURVEY RESULTS (CONTINUED)

How would you rate the value of PMI Milestones?			
		Response Percent	Response Total
Extremely Satisfied		7%	23
<b>Very Satisfied</b>		<b>54.3%</b>	<b>178</b>
Neither Satisfied or Dissatisfied		32.3%	106
Very Dissatisfied		1.2%	4
Extremely Dissatisfied		0%	0
n/a (not used)		5.2%	17
<b>Total Respondents</b>			<b>328</b>
(skipped this question)			23

What events or services would you like to see our chapter support/provide for your company and co-workers (if applicable)?			
		Response Percent	Response Total
Awareness sessions		35.9%	89
Focused roundtables		36.3%	90
<b>Special topic seminars</b>		<b>67.7%</b>	<b>168</b>
<input type="button" value="View"/> Other (please specify)		7.7%	19
<b>Total Respondents</b>			<b>248</b>
(skipped this question)			103

Here are some excerpts from your comments:

1. Have no food option for dinner meetings that gives opportunity to attend with fewer fees.
2. Rotate the meeting night on an annual or semi-annual basis.
3. The ballroom acoustics are terrible.
4. Would like to see real issues discussed in an open dialog manner.
5. Start a Chapter Mentoring Program.
6. Provide senior PMs to share their know-how and specific case studies based on sectors with others in a formal and/or a structured way.
7. Be more education-based association than a plain networking based association based on today's economy and job market.
8. Add forum/message board and/or CHATrooms to the PMI-OC website organized by member selected PM-topic.
9. (Re: membership data online) design a database that includes data elements like current/past employers, position, skills, etc.
10. Any events other than the Dinner meeting need to move around the county.
11. Need breakfast or lunch meetings in North OC.
12. Lunch get together are about the only time I have to network/get together.
13. Great group of friendly knowledgeable people.
14. I am very proud to observe what PMI-OC has done and to tell people that I am a member.
15. You are all doing a great job!
16. Terry's awesome!
17. The chapter is first class.
18. More networking and discussing advanced topics.

The Board and I thank you for your participation. Your comments are always welcomed. We are already hard at work with your input and suggestions to make your chapter the best PMI chapter possible!

Sincerely,  
Terry Ehrhard  
VP Membership



# NEW REGISTRATION PROCEDURES

Beginning in October, the registration procedure and cost of the monthly dinner meetings will change. The registration deadline will be extended from 9pm Thursday night to 9pm Sunday night to give our members more flexibility. The price for pre-registered members will be \$30, the price for pre-registered non-members will be \$35, and the price for walk-ins will drop to \$40. The processing fee for making a reservation with a credit card and not attending will remain at \$15 to cover our costs with the credit card service.

## PMI-OC RECOMMENDED SLATE FOR YEAR 2004

The PMI-OC Nominating Committee has completed their recruiting campaign for 2004 Board Membership. The nominating committee has recommended the following individuals for Board positions in 2004.

Office	Candidate
President	<u><a href="#">Kristine Munson</a></u>
VP Operations	<u><a href="#">Glenn Fujimoto</a></u>
VP Communications	<u><a href="#">Bill Postma</a></u>
VP Corporate Relations	<u><a href="#">Victoria Flanagan</a></u>
VP Finance	<u><a href="#">Gene Dutz</a></u>
VP Membership	<u><a href="#">Tom Cumming</a></u>
VP Professional Development	<u><a href="#">Frank Parth</a></u>
VP Programs	<u><a href="#">Terry Ehrhard</a></u>
Trustee	<u><a href="#">Adrienne Keane</a></u>

We would like to take this time to thank everyone who offered to volunteer their time to our chapter and congratulate those who have been selected as candidates.

PMI-OC2003Nominations



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## DINNER MEETING

**Tuesday September 9, 2003**

Program: Gender Communication: It can be a major inhibitor to project team performance.

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

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

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

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

Make your reservation by 9:00 pm, Thursday, September 4th, to obtain the advance price. Reservations made after 9:00 pm, Thursday, September 4th, will be charged the At Door price.

If you are unable to attend, please cancel your reservation at [www.pmi-oc.org](http://www.pmi-oc.org). Members and non-members who cancel after Sunday, September 7th 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-CENTRAL OC BREAKFAST ROUNDTABLE

**4th Tuesday of every month. September 23, 2003**

Location: Hilton Hotel  
(formerly The Red Lion)  
3050 Bristol Street (near Paularino)  
Costa Mesa  
Atrium CafŽ 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](mailto:tsippl@pacificlife.com)

Cost: Self-paid breakfast  
Parking is validated

## PMI-SOUTH OC BREAKFAST CLUB

**3rd Friday of every month. September 26, 2003**  
(Rescheduled from September 19th.)

Location: CocoD- Lake Forrest and I-5

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

Register: Send your e-mail reservation to  
Thomas Sippl at [programs@pmi-oc.org](mailto:programs@pmi-oc.org)

Cost: Self-paid breakfast

### 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](mailto:programs@pmi-oc.org)

### JOB POSTING TABLE

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

## PMI Orange County MILESTONES

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

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

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## COMING EVENTS

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### *September 9 – Dinner Meeting*

Gender Communication: It Can Be a Major Inhibitor to Project Team Performance  
Speaker: Mimi Donaldson  
Vendor Showcase: Value Based Project Management LLC

### *September 17 – Career Networking Evening – “Recruiters”*

See ad on page 8

### *September 20 – Advanced Topics Seminar*

Project Participant Assessment, See Page 10

### *September 23 – PMI-OC Board Meeting*

E-Mail: [info@pmi-oc.org](mailto:info@pmi-oc.org) for meeting information

### *September 23 – Central OC Breakfast Roundtable*

### *September 26 – South Orange County Caffeine and Project Management Breakfast Club - (rescheduled from 19<sup>th</sup>)*

### *October 2 – A Strategic Forum for Executives*

Email [corporaterelations@pmi-oc.org](mailto:corporaterelations@pmi-oc.org)  
for meeting information

### *October 8 – Career Networking Evening – “Power Networking”*

### *October 14 – Dinner Meeting*

Freeway Projects in Orange County  
Speaker: Rick Grebner, Orange County Transportation Authority  
Vendor Showcase: Compuware Corporation



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