



October 2003  
Volume 17  
Number 10

PMI-OC  
VISION

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## OCTOBER 14TH PMI-OC DINNER MEETING

### Freeway Projects in Orange County

*By T. Rick Grebner and Leonard Sequeira*

Rick Grebner, Sr. Project Manager for the Orange County Transportation Authority and Leonard Sequeira, of Sequeira Infrastructure Associates, the project manager for the design team at OCTA will be speaking on how OCTA delivers projects from a project manager's perspective and will share their challenges and keys to delivering a successful project.

Learn how they've achieved success although challenged with varied agencies, funding and political issues and learn how they've put words into action on a current project - the last segment of I-5 to be completed in Orange County, beginning at the SR-91 and continuing to the LA County line (commonly referred to as I-5 Far North).

These experts will share with you how they've overcome cultural differences amongst the varied parties and agencies and have been able to deliver projects without direct control. They'll share their insight into the leadership required to build and maintain momentum in the face of constraints, including success factors in resolving disputes.

\*\*\*\*\*

Rick Grebner is a Senior Project Manager in the Transportation System Development department for the Orange County Transportation Authority. Rick's job involves overseeing the design and construction of various freeway improvement projects in Orange County.

Rick has over 15 years of design and project management experience. Prior to coming to OCTA in 1998, Rick's worked in the private sector, most recently on a program to modernize the National Weather Service, installing 147 NEXRAD Doppler radars across the country and oversees. Rick has extensive experience in public works projects, having developed consensus to complete some of the most controversial street widenings in the Kansas City area. Rick's blend of public and private sector experience helps to broaden OCTA's perspective on transportation and project delivery issues.

Rick attended Iowa State University and is a registered Civil Engineer in the state of California. He lives in Mission Viejo with his wife, Shelley, a teacher in early childhood special education.

\*\*\*\*\*

Leonard Sequeira is President of Sequeira Infrastructure Associates, a planning and design firm established in 2002 in Irvine, California. As Principal Project Manager, Leonard has managed and delivered over \$1.6 billion in Southern California construction projects over the last eight years. Leonard has managed a wide range of projects: from small street widening projects, to large, complex freeway improvement projects.

With over 22 years of design and project management experience, Leonard brings his knowledge gained through four years as a former Caltrans employee to his work in the consulting business.

A native of Pakistan, Leonard obtained his undergraduate degree at the University of Engineering & Technology in Karachi before completing his master's degree in transportation engineering at Texas A&M University. Leonard and his wife Lynette, a pediatrician, live in Laguna Niguel with their two daughters: Lisa, 14, and Liane, 8.

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See Ad on Page 6

## NEW PROJECT MANAGEMENT PROFESSIONALS

Howard Chin	PMP-#71991
Christopher S. Ervin	PMP-#71675
C.Y. Kao	PMP-#72082
Timothy A. Lawrence	PMP-#71992
John R. Partridge	PMP-#71587
Dretha Lee Weddell	PMP-#71617

New PMI-OC PMPs: 6  
Total PMI-OC PMPs: 364

## NEW MEMBERS

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**Sam M. Ali**  
Option One Mortgage

**Eric A. Anderson**  
Xerox Corp

**Daniel H. Berg**  
PeopleSoft Inc

**Melissa A. Berry**  
Kronos Inc

**Karen Buelter**  
Prescription Solutions

**Jeff A. Cellio**  
Spectrum Communications

**Jerry M. Criner**  
JMCriner

**Ann M. Damore**  
Kaiser Permanente

**Walter M. Dehmer**  
Experian

**Michele Farmer**  
Orange County Sanitation District

**Michael B. Gobbo**  
Universal Studios

**Etta Handy**

**Scott A. Johnson**  
BizIntelligence LLC

**Phillip M. Larson**  
IndyMac Bank

**David M. Lautner**  
Control Engineering Inc

**Paul F. Leyva**  
Beckman Coulter Inc

**James A. Lightfoot**  
Lightfoot Systems Integration Inc

*Continued on page 19*

# THE PRESIDENT'S COLUMN



## Cyndi Snyder – 2002 Chapter President of the Year!

Last week at the PMI North American Congress in Baltimore, PMI awarded Cyndi the 2002 Chapter President of the Year award. What an honor for Cyndi and our chapter! Cyndi received this award based on her accomplishments as a leader and mentor to our chapter. I want to share with you the nomination letter that the 2002 Board and I submitted to PMI early this year to highlight Cyndi's outstanding leadership during 2001 through 2002.

*Dear PMI Headquarters,*

*Cyndi served as President of the PMI-OC Chapter for two years, 2001 – 2002. She assumed office when I had to step down from assuming the office due to family and job obligations. Although Cyndi had concerns about her readiness to step up to the office of President at the time, I was confident that she had the skills and passion for PMI and the discipline of project management to take this chapter where it needed to go.*

*When Cyndi took office, the chapter had grown significantly in membership, but not proportionately in its infrastructure or volunteer base. The Board was operationally focused. During her two years as President, Cyndi lead the Board in moving up two levels in the Component Leadership model during a phase of the chapter that included phenomenal growth in members and PMPs, the pains of post-incorporation, the development of a chapter operations manual, and a knowledge repository. Last year, in addition to her chapter responsibilities, she took on the role of DRA, helping to build better partnerships and relationships amongst the chapters in Region Seven.*

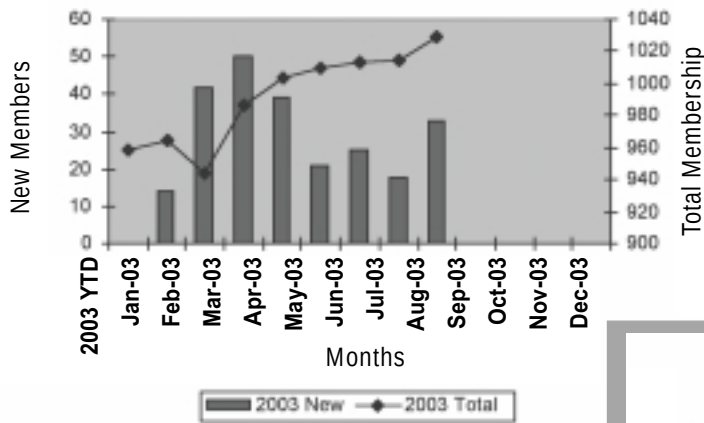
*The accomplishments of the PMI-OC chapter last year were numerous. I will highlight the areas where Cyndi's leadership and contribution had significant impact:*

- Helped the Board understand the need to make the transition to a strategic outlook rather than a tactical outlook. She kept the Board members engaged while balancing the strategic needs of the chapter, the individual contributor and the membership.*
- Built on previously used strategic planning/tactical planning processes to make sure volunteers had input into the overall direction of the chapter, and ultimately, that chapter goals and initiatives supported our vision and mission. Additionally, Cyndi organized an offsite Board planning weekend where the 2003 goals and objectives were established, as well as the finalizing of officer job descriptions while allowing time for team building and Board transition.*
- Encouraged and supported participation of chapter leaders in PMI Leadership meetings and Region Seven Summit meeting. Actively recruited volunteers into leadership positions*
- Encouraged officers to take on new challenges and attempt "experimental" programming. Results included the SCQAA & AITP Joint Conference and Risk SIG collaboration; Project Management Around the World at ACP; monthly breakfast meetings*
- Hosted PMI Global Leadership Meeting in March with 400+ attendees from around the world*
- Encouraged the Board to donate to hardship funds so other component leaders could travel. Part of this relationship building also resulted in the forming of the California Inland Empire chapter*

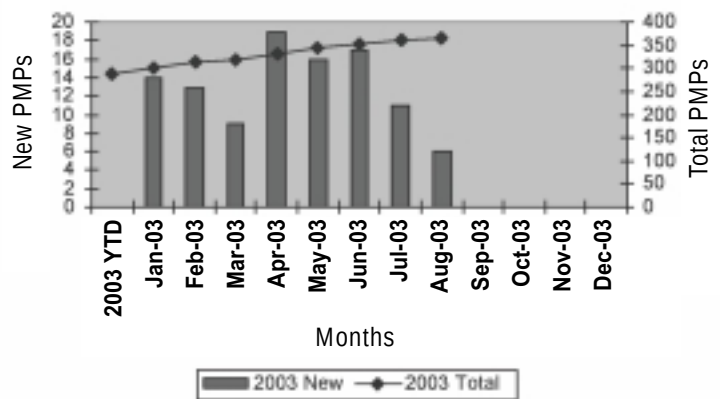
*Continued on Page 18*

# MEMBERSHIP AND PMP TRENDS

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2003 PMP Trends



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# MIKE GRAUPNER HONORED AS VOLUNTEER OF THE MONTH

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

Mike joined PMI-OC in March 2001. He keenly remembers the date he received his PMP. It was 4/23/2003. Receiving his PMP was a watershed event, which marked his debut to contribute his time and effort to serve as co-chairperson for the chapter's recently implemented PMP Exam Preparation Workshop. As Mike would admit, working in this leadership position can be daunting but at the same time an extremely valuable and rewarding experience. It brings out the innate challenges project managers face. After all, organizing and implementing a PMP workshop falls completely within the definition of what is a project. It encompasses the effort of scheduling, staffing, assigning resources, including venue selection, AV equipment, and many other detailed activities. Most importantly, he judiciously applied lessons learned from previous PMP workshops when planning this event. Mike did an outstanding job on all counts.

Although currently between assignments, for the last 5 years Mike has been consulting and implementing facility and asset management solutions for organizations that typically own or manage more than \$1 billion of real estate. He also makes his living as a technology project manager utilizing his expert knowledge in hardware, software for IT development and implementation projects.

Asked for a short quotable statement about what he likes about volunteering for PMI-OC, Mike responded: *"I appreciate the opportunity to work with the 25+ people that have given of their time to help improve the PMP Exam Prep class. It is rejuvenating to work with so much talent on such a worthy cause like getting people certified as PMP's."*

Congratulations, Mike!

*Dave Jacob*

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# SEPTEMBER DINNER MEETING REVIEW

## GO FOR THE FLOWERS!

For years, Mimi Donaldson<sup>1</sup> has been exciting, educating, and entertaining audiences around the world. At the September dinner meeting she did it again. Her topic: the differences in communication among people, and specifically in the communication between men and women.

With one-liners and gestures - she drew circles in the air when referring to women, and vertical lines when speaking of men - and with single-vowel sounds, she had the members of the audience on the palm of her hand. They were riveted to her every word or bursting with laughter.

Mimi opened with an anecdote about a recent trip to the shopping mall she had made with a friend. When they were done shopping, in the friend's car and about to exit the parking garage, Mimi's friend couldn't find the parking stub. They looked everywhere, but to no avail.

"You must be one of those persons who had better take heed of the sign 'Lost ticket pays max.'" Mimi observed.

She would never find herself in such a calamity. As proof, she held up her agenda book and pointed to the inside front pocket.

"This is where I store all my stubs and tickets that I need to retrieve again later. I have a dedicated space for everything."

In Mimi's experience, when it comes to dealing with things, people fall into two distinct categories: people casual with things and people formal with things.

"I am formal with things, I have a designated space for all my things," Mimi informed us. "My friend, however, is quite casual with things."

Similarly, there are people who are formal with time. These people take appointments seriously; they are punctual. Of course, not everybody is formal with time. There are people who have a casual relationship with time. These people treat time more flexibly, their own and that of others.

Figure 1 shows these four categories arranged in the quadrants I through IV.

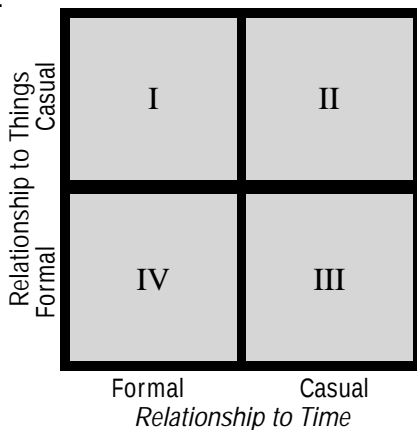


Figure 1: The Four Quadrants of People's Relationship to Things and Time.

Quadrant III, for instance, depicts the category of people who have a formal relationship with things and a casual one with time. Mimi has not found much of a gender-based difference among people in the four categories. Perhaps one aspect is worth noting: in her observation people either from quadrants I and III or II and IV make good marriage partners.

Whereas the categories in Figure 1 are strictly gender-neutral, such is frequently not the case with the communication between the two genders. Mimi explained:

"A man says to a woman: 'You are not focused enough.'" Mimi drew vertical lines in the air, like compartments.

"And the woman replies: 'You are not flexible enough.'" Mimi drew a circle with her right hand.

The key here is not whether these points of view are good or bad. They are just different. To illustrate this difference, Mimi evoked the scenario in Figure 2. It's a Monday near lunch time. A group of two men and a group of three women decide to go to lunch.

Men	Women
1st Man: "Lunch" 2nd Man: "Sure" 1st Man: "Tony's." 2nd Man: "Ok."	1st Woman: "Would you all like to go out for lunch together?"  All: 2nd Woman: "Where shall we go?" 3rd Woman: "Let's all go to Tony's." 2nd Woman: "That will be fun."
And off they drive. As they get to Tony's and see that it's closed:	
1st Man: "Oh @#&t" 2nd Man: "The sign says "Closed on Mondays.""	All: "They're closed! We forgot, today is Monday." 2nd Woman: "I know a cozy place up the street." 1st Woman: "Yeah, let's all go there."

Figure 2: Typical conversation when a group of two men and a group of three women decide to go to lunch.

Here's another of Mimi's scenarios that illustrates further how men and women behave differently. All of us at PMI® have attended seminars. Usually we go there to gain insights and knowledge. Some of us also go there to network:

**Men:** When they get to the location of the seminar, they go straight to the sign-in desk and then proceed to the presentation room. There, they pick out their seat and put their things down. (Men are very territorial.) After that, they go to the refreshment counter for a cup of coffee and perhaps do some networking. To men, each of these activities is a separate event. Sitting in the seminar is the main thing, what they do before and after is ancillary. Men like to put everything into compartments.

**Women:** They start networking upon arrival. Even before they are done signing in, they strike up a conversation. Later they proceed to the refreshment counter and have more chats there. Only when the seminar is about to start, do they go to their seats. To the women, all the events are equally part of seminar, the presentation proper as well as the goings on before and after.

**Mimi:** "Men tend to compartmentalize, whereas women see things as connected. Men tend to focus on one thing at one time, women tend to multitask."

To illustrate further, how men tend to focus on one activity at a time and women take in the whole event, Mimi offered this little tale of a husband and wife going to the shopping mall. The wife has assured her husband that all she needs is a pair of shoes on sale, and that she wouldn't take very long. As they enter the store, the wife spots the lady's handbag display and makes a beeline for it.

"Honey, the shoes are over there." the still patient husband remarks ruefully.

"Oh, I absolutely need to see these new purses. Aren't they fabulous?" the wife responds.

The point here is when men and women go shopping they see the event of entering a store very differently. Men enter to buy; women enter to work the store—they call this shopping.

Later on, Mimi served up a tale to which we can all relate. A woman is telling her girlfriends of her disappointment when her husband didn't buy her a bunch of roses for her birthday. When she told her him so, he merely replied:

WEDNESDAY, OCTOBER 8, 2003

## PMI-OC CAREER NETWORKING EVENING

### POWER NETWORKING STATISTICS

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<b>When:</b>	6:00 p.m. - 8:30 p.m. (Registration and pizza starts at 6:00 p.m. Program starts at 6:30 p.m.)
<b>Where:</b>	SMS Outsourcing, 3300 East Birch Street, Brea, CA 92821 <a href="http://www.smsoutsourcing.com">www.smsoutsourcing.com</a>
<b>Cost:</b>	\$5.00 PMI-OC Members / \$10.00 Non-members (Covers pizza and soft drinks.)
<b>Register:</b>	<a href="http://www.pmi-oc.org">www.pmi-oc.org</a>
<b>Questions:</b>	E-mail <a href="mailto:professionaldevelopment@pmi-oc.org">professionaldevelopment@pmi-oc.org</a>



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# LEADERSHIP CONFERENCE

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## Baltimore, the Babe, and Beauty

*Once upon a midnight dreary, while I pondered, weak and weary,  
Over many a quaint and curious volume of forgotten lore,  
While I nodded, nearly napping, suddenly there came a tapping,  
As of some one gently rapping, rapping at my chamber door—  
“Tis some visitor,” I muttered, “tapping at my chamber door—  
Only this, and nothing more.”*

What poem is this? Who was the author?  
You're right! It's The Raven by Edgar Allen Poe

I spent this past weekend in Baltimore, Maryland – a city that still pays tribute to Poe, master of the macabre. Poe's family is firmly rooted here and it is the resting place for his bones. I had never visited Baltimore before. It is full of history. What a treat, even if history wasn't the reason for my visit.

I was in Baltimore for the annual PMI Leadership Conference and PMI Global Congress. The focus of the Leadership Conference is training for officers from the various local chapters and the Congress focuses on the presentation of topics dealing with the many aspects of the Project Management profession. Worldwide, PMI has 112,530 members (as of 31 July 2003), 68% of them in the U.S. and averages 3,700 new members every month.

In this report, I'm going to tell you a bit about the annual PMI Leadership conference, a few things about the great city of Baltimore and share a couple of my reflections.

Baltimore has a long proud history of influence in the development of the United States. It can trace its ancestry back to King Henry VIII of England. It has always been a major port city on the Chesapeake Bay. Ship building excelled here – the USS Constellation, sits in the inner harbor, was build here, as was it's sister ship, now in the Boston harbor, the USS Constitution. During the war of 1812, the British were so incensed at the damage inflicted on their naval forces by the elegant and nimble “topsail schooners” built in Baltimore, that they vowed to eliminate that “nest of pirates”. But the British Navy was foiled in their siege of Baltimore and their attack on Fort McHenry was the occasion for the writing of the “Star Spangled Banner”.

Did you know that Baltimore is the home of BVD brand underwear? You've all seen those old long underwear garments with the trap door at the back'– Baltimore Ventilated Drawers (actually the name comes from the initials of Bradley, Vorhees, and Day).

Six of the officers of the Orange County chapter (Adrienne Keane, Kristine Munson, Frank Parth, Glen Fujimoto, Victoria Flanagan, and myself) attended the Leadership Conference. It gave us an opportunity to learn in more detail the direction in which PMI headquarters is headed, an opportunity to hear about “best practices” by other chapters, a chance to meet other chapter officers and brainstorm common problems and it gave us a chance to honor our former PMI-OC President, Cyndi Snyder, as the “PMI Chapter President of the Year”.

Reasonable questions to ask of any of the officers that went would be: –“What did you get out of it?” “Why spend 5 days of your life, with no pay, to be with a bunch of project managers? Other officers may respond differently but I would say:

1. Meet other project managers and learn how they address the day to day challenges of our profession.
2. Hear about “best practices” from very experienced project managers.
3. Get pumped up by being involved with the worlds largest project management organization and,
4. Get to know beautiful people

I went to a lot of sessions at the conference and will give a few details about just one of them. I do have a CD with all the papers from the various sessions and would be happy to loan that to anyone interested.

Early during the conference, we were notified that hurricane Isabel would hit Baltimore Thursday evening. The program was cut short for that afternoon and we were advised to be in our hotels by 5PM. Regions 7 (Western States and Hawaii) attendees decided that we go out for an early dinner a few block from the major hotels. Greg Eisenbrand (Los Angeles chapter) and I decided to walk the 5 blocks to the restaurant. We made it, but his umbrella got ripped apart in the process. Then we spent the next few hours at dinner talking – about project management and the way it supports and interferes with our lives.

The Atlanta chapter, in conjunction with the IT&T SIG, runs a mentoring program – two people collaborating for career development. It allows developing project managers to be joined with a more senior project manager or industry executive. The less senior person grows in his PM skills and the senior member has an opportunity to develop leadership skills and give back to the profession. They shared with us the changes they have made over the four years that the program has been in existence. Presently a support team for the mentoring program is provided by the chapter and SIG so that the mentoring relationships can be successful. Fifteen active mentoring relationships currently exist and the support team has 9 members. There are also 14 other chapters that have mentoring programs, 8 of which have mentoring websites. After hearing about this program, it was obvious to me that if we identify a champion for mentoring in the Orange County chapter and we wish to pursue it, there is a lot of great support information available from our fellow chapters. We do not need to reinvent the wheel.

Friday night we went to Camden Yards and watched the Orioles and the Blue Jays play. When you're in Baltimore, you have to see a baseball game! This is the home of Babe Ruth. His parents ran a bar that stood where now third base lies.

Saturday evening, after the conference was finished, we again went out for dinner, this time in the Little Italy district. Again, a terrific meal was shared with newly formed friends. I spent most of the dinnertime talking with two people I had only briefly met before. But during the dinner, a bond was strengthened and I know I have made two new friends, both with life experiences very different from my own, and both with sensitivities that are used to build up people wherever are. It was an evening that I'll never forget.

In project management, we always say that it's the relationship with people that will make or break the project. I can attest to the fact that relationships were definitely the highlight of my visit to Baltimore and it's the beauty of those relationships that made the weekend one to remember for a long time.

**Bill Postma**  
V.P. Communications  
PMI-OC

# 2004 ELECTION

## BOARD OF DIRECTORS CANDIDATE STATEMENTS

### **President, Kristine A. Hayes Munson, PMP**

I joined PMI in 1999 and PMI OC in 2000. I am serving as PMI OC VP Professional Development where I worked closely with volunteers to launch the Career Networking Evening program and to increase the PMP Exam Preparation Workshop program's overall professionalism. I also served as PMI OC VP Communications from May 2001 - December 2002 where I managed projects resulting in the launch of the new PMI OC website and the redesign of Milestones. As PMI OC President, I plan to continue building on PMI OC's tradition of excellence by leading a Board focused on listening and responding to individual member's needs, continuous improvement, and strategic long-term planning resulting in high-quality educational, networking, and volunteer opportunities for PMI OC's membership.

### **VP Communications, Bill Postma**

I have been a member of PMI and PMI-OC since 1997 and prior to being appointed as the current VP Communications, my volunteer efforts were primarily as Volunteer Coordinator and Champion of the Ambassador program. My focus for the coming year is to have this chapter serve the needs of PMI-OC members, not the needs of the PMI organization, if there is a conflict.

### **VP Corporate Relations, Victoria Flanagan**

I have been a member of PMI OC since 2002 and a PMI member in previous years. I currently hold the position of 2003 VP Corporate Relations. Key contributions to date for our Chapter involve strategic planning – I helped develop our Chapter's Strategic Plan and a Component Strategic Plan Process. My goal as VP Corporate Relations in 2004 will be to broaden and strengthen our Chapter's current corporate relationships with local businesses. One approach will be to implement initiatives with more direct, value-added benefits not only to the Project Manager but also to executives in order to increase sponsorship and PMI awareness. Planned key initiatives include Corporate Sponsorship, Corporate Awareness, and Revitalized Marketing.

### **VP Finance, Gene Dutz**

I have more than 20 years experience in Information Technology and more than 5 years as a Project Manager. I have worked in healthcare, manufacturing and distribution, in the non-profit and the for-profit arenas and as an employee and a consultant. I chair the Strategy Sub-committee, which is developing processes, tools and recommendations to support the Board's evolution to the Strategic PMI Chapter Maturity Model. I chronicled the PMI OC Career Networking Evening, Karma Club, in August with photo and an article in the September issue of Milestones. My 2004 goals are to investigate, recommend and implement financial policies that support PMI OC's transition to a strategic organization and support the implementation of a structured business planning processes focusing on initiatives that support the Chapter's mission.

### **VP Membership, Tom Cumming**

I grew up in a small town in Illinois. I graduated from Illinois State University with a Bachelor of Science Degree in English. I have a strong IT background. I worked as a systems analyst in Performance and Capacity Planning. I have also served as a core team member on many projects. Some of the organizations I've worked for include UCLA, the U.S. Treasury Department, ARCO, GE Capital ITS, and State Farm Insurance Companies. My project management experience has been focused on Security related projects, including HIPAA, US PATRIOT ACT compliance, Risk Management Model Implementation, and State Farm Bank Implementation. My volunteer experience with PMI-OC includes working with the ambassador program, corporate relations, and the PMP certification program where I served as the curriculum committee chairman and helped teach the Framework and Scope sections. My wife, Pattama, and I have been married for seven years and we have two children; Karina who is six, and Kyle who is three.

### **VP Operations, Glen Fujimoto**

I have been a member of PMI and PMI OC since 1998. I have served on the Board for the past three years as VP Membership, VP Communications, and currently VP Operations. Professionally, I am a Project Manager for software application development projects. PMI OC has experienced tremendous growth over the past few years. Operations has become an increasingly important role to support our members and chapter's activities. My goals for next year are to continue developing chapter infrastructure support, creating new programs to recognize volunteer participation, and supporting new chapter member benefit activities. Thank you for the privilege of serving on the Board and for the future opportunity to continue serving as your VP Operations.

### **VP Professional Development, Frank Parth, PMP**

I have been actively engaged in project management and in systems engineering development for over 25 years. I have been a member of PMI since 1994 and of INCOSE since 1996. I am currently VP Programs for the chapter and am active in the Consulting SIG. Previous positions include various volunteer activities for the chapter and serving as the Corporate Relations VP. As VP Programs, I expanded our breakfast meetings, began a new series in Advanced Project Management, provided a wide variety of speakers at the dinner meetings and coordinated Harold Kerzner's all day seminar in best practices. Our chapter celebrated its 300th PMP earlier this year and has continued to expand rapidly to our current 360 PMPs. Professional development is something that our members take seriously and we will offer a variety of opportunities to do so.

*Continued on page 9*



## Candidates

Continued from Page 8

### VP Programs, Terry Ehrhard

Terry Ehrhard has over 15 years experience in Information Technology and Project Management. He has worked with companies ranging from startup to Global 500/Fortune 500, such as Stater Bros. Markets, Yamaha, Nissan, Pacific Life, and First American Title. Recently he led a team to create an intranet-based imaging solution affecting thousands of people worldwide to become paperless, thus saving over \$10 million per year in related costs. Terry brings a wealth of knowledge dealing with non-profits and volunteering having worked with the YMCA, Huntington Beach Tree Society, Phoenix House, Ronald McDonald House, Girls Inc. of Orange County, and Boeing Volunteer Projects of Anaheim. Recently Terry assumed the role of VP of Membership with PMI-OC. In this position he secured sensitive privacy legal issues, improved the professional image to prospective members, formed a membership committee, and tackled numerous other membership related issues. Terry has a knack for continuously finding ways to improve business and continues to do so with PMI Orange County.

### Trustee, Adrienne Keane, PMP

Adrienne Keane is a certified Project Management Professional with over 16 years of information technology, business operations and consulting experience in the finance, automotive and internetworking industries. She is currently a program manager in Advanced Services WW Operations for Cisco Systems, Inc. Adrienne joined PMI in 1996 and has been an active volunteer for the Orange County Chapter, PMI Symposium and Leadership Meetings. She served four years on the PMI-OC Board as President; VP, Programs; and VP, Operations during which her contributions included: supporting the incorporation of the chapter, revising the chapter By-laws, developing the chapter vision, mission and logo and leading annual planning initiatives. 2004 Goals: continue development of chapter governance processes, serve as advisor to the Board, and actively support ongoing chapter initiatives.

## September Dinner Meeting Review

### Go For the Flowers

Continued from Page 5

"Honey (a favorite word of Mimi's), I didn't know you had wanted flowers. Why didn't you tell me? It would have been easy to get them for you."

"He ought to have known that I like flowers." is the wife's lament to her girlfriends.

"Well he doesn't know!" Mimi exclaimed. "Men don't know such things."

"What would you rather do?" Mimi rhetorically asked the women in her audience.

"Wait forever for the flowers—that never comes because you insist that he ought to have known?"

"Or simply ask him to go get them for you?"

"Ladies, I say to you: 'Go for the flowers!'"

Women should not hint at men. Hinting is a very oblique form of communication, and men frequently don't get it. Men don't want to read a woman's mind, they much prefer the direct communication instead. Men don't search for hidden meanings when they listen to women, for when men speak, they usually mean what they say. Oblique communication is very confusing to them.

When a woman tells a man of a problem, she doesn't want a solution—though men are often quick to offer one. Rather, she wants him to listen to her; she wants to be appreciated.

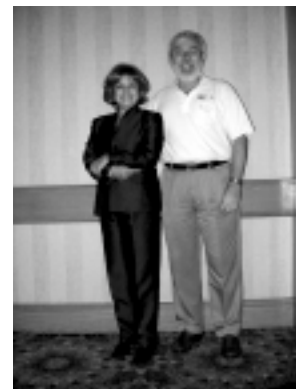
"The next time, men, pay attention and be patient."

So, what are the lessons for all of us, women and men, to take home?

1. Men and women tend to experience and communicate about events in their lives differently.
2. Recognizing this difference will go a long way towards bridging differences of opinion and prevent them from becoming major disagreements.
3. Go for the flowers!

With her animated presentation, Mimi served up entertainment and wisdom a plenty. It was fun listening to her. One of her one-liners "Men don't ask for directions; they reckon their way." reminded me of a dinner party at our house, when my wife commented to our guests:

"Whenever we go somewhere, he doesn't need any help with directions. He can find his way in moonlight with the map held upside down. But in the morning, can he find his socks?"



Mimi Donaldson and Frank Parth,  
VP Programs

George D. Meier, PMP

### (Footnotes)

<sup>1</sup>Together with Michael C. Donaldson, Mimi Donaldson is the coauthor of the bestseller *Negotiating For Dummies*, ISBN: 1-56884-867-6, published by John Wiley, New York, 1996.



Mimi Donaldson with her book  
"Negotiating for Dummies"

# NETWORK, NETWORK, NETWORK!

On Wednesday, September 17, 2003 the PMI-OC Career Networking Event assembled panelists to answer the basic question: "How do I get noticed in this job market?" Well, the attendees got some good answers.

The panelists were from left to right: Jeff Livonius, *Spherion*, Lee Pinkofsky, *RemX IT Staffing*, Michelle Saykally, *Consulting Excellence*, Barbara Ansell, *Consulting Excellence* and Abner Norman, *RemX IT Staffing*. These professionals shared their knowledge and provided actions they felt would help the participants get "face time" with recruiters and hiring managers. Here are some of their responses to some of the questions.

## WHAT MAKES A GOOD CANDIDATE?

**Michelle Saykally**, "Clearly communicate who you are and what you want when talking with a recruiter."

**Barbara Ansell**, "If I respect the person making the referral, I will be interested in the referral. So, build relationships with selected recruiters."

**Abner Norman**, "I value contacts I have worked with before. I use them to find potential candidates. So, I encourage people to network, especially when they are working."

**Jeff Livonius**, "I do the same thing. I use my resources. I need them to be successful and a successful candidate is open, honest and enthusiastic."

## WHAT ABOUT THE INTERNET?

**Jeff**, "Post your resume on the web."

**Abner**, "Be industry specific with your posting site. It is one of the first places I check when I am looking for a qualified candidate."

**Michelle**, "Check your networks to see if someone might have a contact in the company you are sending your resume to."

**Panelists** agreed that it makes no sense to pay a premium to place your resume on a job site. The reason is that when they are looking for a candidate on a job site, they enter their requirements and a list of candidates appears on the screen in requirements order.

## RESUME. HOW DO I MAKE IT MY FOOT IN THE DOOR?

**Abner**, "Key words are important to have in your resume. The market is driven by skills and if you list skills, be sure they appear in your job history."

**Jeff**, "Employers want to know that your skills are current. Skills that you used more than 10 years ago carry little weight."

**Abner**, "An Objective section has limited value and it can type cast you preventing you from being considered for another job."

**Barbara**, "Proof read your resume. Spelling errors work against you."

**Panelists** agreed that the first page in a resume should have a summary section and that an Objective Section should be avoided unless you are sending your resume to a specific company for a specific job.

## HOW IMPORTANT IS SALARY HISTORY

**Abner**, "Honesty is very important. However, I do not need a long salary history. It can screen you out if you include salary history in your resume. When I need this information I will ask."

**Lee**, "Be honest about your salary history when talking with the recruiter. It helps in the negotiating process with the employer."

**Jeff**, "We are not the bad guys. We depend on you, the candidate. We have to work with the client. If at all possible, we will bring-up the rate."

## CAREER OR JOB CHANGE, WHAT HELPS?

**Michelle**, "Look for organizations in the industry you want to be in and join them. It is a good place to make contacts."

**Jeff**, "The three most important things in changing jobs or careers are: networking, networking and networking."

## IS THERE AN AGE PREFERENCE?

**Abner**, "Age is a factor. Rightly or wrongly preference is given to young candidates."

**Michelle**, "Nevertheless, keep yourself current with technology. Constantly update your skills. It will combat the age factor."

**Jeff**, "Build a relationship with your recruiter. That is a good way to overcome any potential age discrimination. If you have the skills and the ability, the recruiter is going to fight to get you an interview."

## RECRUITERS, CAN'T LIVE WITH THEM, CAN'T LIVE WITHOUT THEM.

**Lee Pinkofsky**, "Recruiters remember everything you say and do. So, don't say one thing and do another. Be straight forward with your recruiter."

**Jeff**, "Sell yourself. Contact a recruiter you have a relationship with and ask them if they have any contacts at XYZ Company where you have a job lead."

**Lee**, "If you are money motivated, tell the recruiter. It prevents misunderstandings."

**Barbara and Michelle**, "We are building our network. We want fact to face contact with the candidate."

**Abner**, "I will meet with people I send to employers."

**Lee**, "Clients tell us what they will pay us, not the other way around."

## HOW'S THE JOB MARKET?

**Michelle**, "We are seeing more job opportunities today."

**Abner**, "Try not to take it personal if we don't get back to you immediately or not at all. We get lots of calls and e-mails and sometimes we just run out of time. But don't give up on us."

**Lee**, "Two months ago we had 2 pages of job openings. Now, we are getting 4 to 5 pages."

**Abner**, "Employers know that there are more people than jobs. So, they can be very specific and choosy."

**Barbara**, "Focus on your skills and what you will bring to the employer."

**Panelists** believe that your employment history for the last 10 years is what should appear on your resume. That is the information that is the most important in today's market. However, if you want to provide more than 10 years employment history, make it very brief or state that "Employment history prior to 1993 will be provided upon request."

*Continued on Page 12*

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

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# VOLUNTEERS AT WORK FOR YOU!

PMI-OC is a non-profit organization designed for the development and expansion of the Project Management practice within today's professional world. PMI, therefore, heavily relies on the experiences and knowledge base of its participants, especially as volunteers.

PMI-OC's volunteer programs offer unique opportunities for participants to work side-by-side with other professionals to expand the Project Management Methodology. Our programs are designed to promote meaningful growth for all members of the PMI organization.

One such volunteer program that deserves special mention is the Election Committee, responsible for organizing the election process and reporting the election results to the Nominating Committee. Current PMI-OC volunteers on the Election Committee are:

*Theresa Theiler • Cynthia Carter  
Brent Felsted • Cornelius Fichtner  
Vera Lovejoy • Victor Prebyl*

In addition, Theresa works on the Ambassador and Career Committees, Cynthia is on the Ambassador Committee, Brent participates on the Volunteer and Policy Committees, and Cornelius and Victor work with Programs.

The PMI Sponsoring Board Members greatly appreciate our volunteers for their time and hard work in all of our programs. Thank you!

## TRY YOUR KNOWLEDGE ON PMP EXAM

(answers are on page 15)

Here is a sample of some questions:

1. One of the strengths of earned value management as a performance-reporting tool is:
  - a. Its focus on project costs
  - b. Its integration of scope, cost and schedule to measure and report performance
  - c. Its focus on critical path activities and their associated costs.
  - d. Develop a common understanding of project scope among stakeholders.
2. On your project, you have completed \$8,000 worth of work. Your project plan shows the amount of work to be completed is \$10,000. Your Schedule Performance Index (SPI) is:
  - a. -\$2,000
  - b. 1.25
  - c. +\$2,000
  - d. 0.8
3. The closing processes consist of:
  - a. Administrative Closure and Contract Closeout
  - b. Scope Verification, Administrative Closure and Contract Closeout
  - c. Scope Verification, Quality Control and Administrative Closure
  - d. Lessons Learned and Corrective Action
4. All of the following are outputs of the Integrated Change Control process, *except*:
  - a. Lessons learned
  - b. Corrective action.
  - c. Project records
  - d. Project plan updates

## Networking

*Continued from Page 10*

### IN CONCLUSION

Keeping in mind that your objective is to market yourself so you can get some "face time" to sell yourself, the following is a distillation of the panelists thoughts for a more effective resume.

### EXECUTIVE SUMMARY

In a paragraph or two on the first page, provide the reader with your key accomplishments. Use key words like: implementation, risk management, problem resolution and conflict resolution to describe your deliverables. Similarly, quantify these milestones with dollars budgeted or saved or schedules met or rescued.

Bullet points are a convenient way to highlight your accomplishments in the paragraph or as a stand-alone under the section heading. For example:

- Implemented three PeopleSoft modules within budget
- Managed conflict that shaved 1 month off the project schedule
- Resolved problem that avoided a \$250,000 late penalty.

Also, avoid platitudes and the pronoun 'I'. They rarely enhance your case. Remember, you want to peek the reader's interest so that he or she wants to spend time reading your resume.

### TECHNICAL SKILLS

It's a buyer's market driven by marketable skills. So, place this section on the first page, too. Yes, a key word search will flag the resume regardless of where the skills are located. However, having the skills on the first page might give you an edge over another candidate.

Once again, bullet points are a quick, easy way to display your skills to the viewer. Skill stuffing, however, is a "No No". If the skill is not referenced in the Experience or Education Sections, then don't include it. Misrepresentations impeach your credibility and will come back to bite you in the tush.

### EXPERIENCE

List your jobs beginning with your most current position. (If you have been out of work for a while, include any volunteer work that would be pertinent to your job objective.) Do not list salary history unless it is required. You do not want to be eliminated from the process because someone thinks your current or recent salary exceeds the position's range. Remember, the goal is to get "face time" with the recruiter or the hiring manager. To sell yourself, you need to market yourself, so don't close any doors.

When writing your experience, use the job description or the selected industry to guide you. Be thorough in describing your experience, but don't make it a tome.

### EDUCATION

List your academic degrees followed by your certificates. Highlight those you believe make you more marketable for a specific industry, company or organization. The degrees and certificates should begin with the most recent and don't place a date after the degrees or certificates.

**REMEMBER YOUR MOST EFFECTIVE JOB SEARCH TOOL IS  
YOU, NETWORKING.**

Gene Dutz

# PLANNING FOR ANOTHER GREAT YEAR!

It's that time again. Your 2003 Board has begun planning for 2004. Two key steps in the process are our Annual Membership Survey (completed in August) and our Annual Volunteer Planning Meeting (completed in September). In past years, the Volunteer Planning Meetings were held via an all-day working session on a weekend. This year, we revised our Strategic Planning Process enabling us to streamline key steps. So, this year's Annual Volunteer Planning Session was conducted in 1 evening on September 25<sup>th</sup>, and we even finished ahead of schedule!

Here's what we accomplished on September 25<sup>th</sup>:

1. Conducted a SWOT Analysis, capturing issues, observations, and recommendations.
2. Prioritized SWOT feedback.
3. Recommended specific initiatives and projects.
4. Captured lessons learned on the planning process.

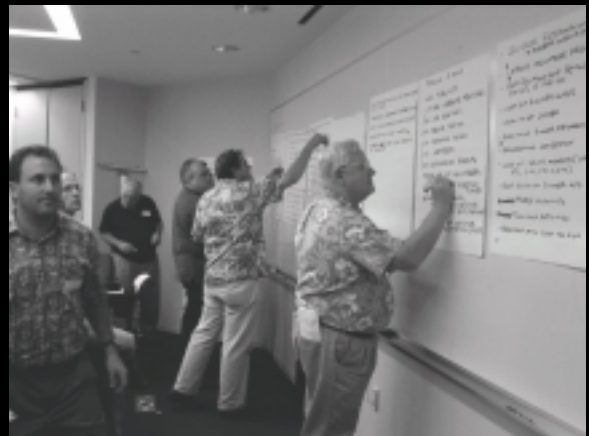
**Our Next Steps:** The 2003 and 2004 Board Members will analyze all of this feedback and recommendations, and will develop specific Chapter and Officer Plans for 2004. This includes updating our Goals, Objectives, and Strategic Plan.

A special thanks to all 28 of our Chapter Volunteers who participated:

- Adrienne Keane
- Audrea Barnes
- Beth Mangiapane
- Bill Postma
- Brent Felsted
- Cornelius Fichtner
- Curtis Browne
- David Gifford
- Dennis Rose
- Diane Altwies
- Ed Walker
- Frank Reynolds
- Gene Dutz
- JC Moreno
- Jeremy Laundergan
- Joe Roux
- Kristine Munson
- Lew Siegler
- Mike Graupner
- Myrna Bravo
- Nuket Karagulle
- Pedro Morales
- Stephen June
- Terry Ehrhard
- Terry Warner
- Tom Cumming
- Tom Sippl
- Victoria Flanagan

Also, we extend our gratitude to **State Street** (Newport Beach) for allowing us to use their conference room for this critical event.

**Victoria Flanagan**





# SNYDER NAMED PMI 2003 OUTSTANDING CHAPTER PRESIDENT



Newtown Square, PA USA – The Project Management Institute (PMI), has awarded the 2003 Outstanding Chapter President Award to Cyndi Snyder, PMP, MBA for her service to the PMI Orange County Chapter in 2002.

This award recognizes and honors a chapter president for the previous year, who has effectively guided their component's operation, resulting in significant advances or achievements, furthering the objectives of PMI.

Snyder is a professional instructor, a consultant in project management and the author of health care textbooks. She has 10 years of experience managing a variety of projects from public sector program development to acquisitions and system implementation. She is also an experienced project management instructor having taught for such clients as IBM, Computer Sciences Corporation, Southern California Edison and the LA Sheriff's Department.

As an instructor for Cal Tech and the University of California Irvine Extension, Snyder specializes in Introduction to Project Management, Earned Value Project Management, Procurement and Advanced Overview and Certification Preparation. Snyder also participates in the UCI Project Management Program Advisory Committee.

Snyder's PMP Examination Preparation class has been used by UCI, Project Management Institute (PMI) chapters and private industry. She was a Contributor to the Project Management Competency Model that is published by PMI.

Snyder is a member of PMI and is the Chair of the Chapter Leadership Development and Excellence Committee for 2003 – 2005. She was President of the PMI-Orange County Chapter for 2001 and 2002. She served as the PMI Director of Regional Advocacy for the Southwestern United States in 2002. Snyder is a certified PMP and earned her Masters in Business Administration from Pepperdine University.

The PMI 2003 Outstanding Chapter President Award was presented to Snyder at the PMI Awards Ceremony, which is held in conjunction with the PMI Global Congress 2003—North America, on 20 September 2003.

## About PMI

The Project Management Institute (PMI), with almost 115,000 members in approximately 135 countries, is the world's leading advocate for the project management profession. PMI sets industry standards, conducts research and provides education, certification and professional exchange opportunities, designed to strengthen and further establish the profession. PMI advances the careers of practitioners, while enhancing overall business and government performance through documentation of return on investment. For more information, visit [www.pmi.org](http://www.pmi.org).

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## IS THERE A

### PMI-OC LIBRARY?

Yes, PMI-OC does have a library. It is primarily targeted to help members study for the PMP exam at this point. We have a lot of test prep material including Rita Mulcahy's book, PMP EXAM PREP.

The library is available at the dinner meetings, with books displayed on tables at the back of the dining room. Library books are available for "check-out" at the dinner meetings ONLY because of the expense to ship books around.

Ravi Ramamurthy and Judy Ellis are the library committee, they will staff the library table during the dinner meeting. Anyone interested in making suggestions for the library or interested in getting involved as a PMI-OC library volunteer should send their comments to [professionaldevelopment@pmi-oc.org](mailto:professionaldevelopment@pmi-oc.org).

## PMP Exam Answers

Questions on Page 12

### 1. b. Its integration of scope, cost and schedule to measure and report performance

PMBOK 2000, Glossary, (page 201)

### 2. d. 0.8

The SPI is computed by dividing the earned value (EV) by planned value (PV), or  $SPI = (EV)/(PV)$ . In this case the EV = \$8,000 and PV = \$10,000. Thus  $SPI = (\$8,000)/(\$10,000) = 0.8$

[Controlling] PMBOK 2000, paragraph 10.3.2.4, (page 123)

### 3. a. Administrative Closure and Contract Closeout

These are the only processes in the Closing Process Group [Closing] PMBOK 2000, paragraph 3.5, Figure 3-9, (page 38)

### 4. c. Project records

[Controlling] PMBOK 2000, paragraph 4.3.3, (page 49)



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### Project Risk Management

Thursday-Saturday, November 20-22, 8am-5pm

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# SEPTEMBER COLUMN:

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## THE GREAT PROJECT MANAGER

What is it that makes for a GREAT project manager? Is it project management techniques? Depth of knowledge about project management? Or is it something else?

Projects depend on people – people who want a new product, people who create the deliverables, people who finance the project, people who supply goods and services for the project. So why do so many projects fail? They don't fail because of technology or for lack of advanced project management methods or tools. The failure of most projects is the result of ineffective human relationships. Projects fail because the project manager fails to manage expectations, or gain commitment across the organization. Projects fail because they don't have an aligned and motivated team. They fail because the naysayers refuse to implement the solutions. They fail because of people.

And, people can't be managed; they must be led. Leading people is a challenge in any environment, but it's particularly a challenge with projects because project managers have temporary teams that are charged with creating a unique deliverable for a customer who usually wants far more than can be delivered with the resources provided, in a timeframe that's usually unrealistic.

These specific challenges inherent in the project manager's job create the context for what makes a great project manager. There are baseline requirements for all project managers: 1) understanding the technical process that will produce the final deliverables (but not necessarily being an expert in it), 2) applying a sound project management methodology, 3) having access to a facility with an appropriate set of project management tools that match the needs of the project at hand.

However, what makes for greatness are abilities in the following categories: Self, Team, Customer, Suppliers, Sponsor, Other Stakeholders, Process Orientation. Let's take a closer look at what constitutes greatness in four of these categories.

- a. Self – Mastery over self starts with the ability to control oneself and the ability to act as an adult. Adults negotiate, come to consensus, resolve conflicts, respect each other's opinions, recognize and respect differences. Adults accept accountability and don't blame others when things go wrong. Adults know that where they are at this moment is their current mission in life and they approach that mission with passion. Adults also have a sense of personal power. They don't need to disempower others to feel good about themselves. They are comfortable admitting they are wrong and others are right. They delight in empowering others.
- b. Team Relationships – The great project manager seeks to maximize understanding, buy-in and commitment by team members. She uses collaboration and involves the team in planning, monitoring progress, assessing changes, solving problems. The great leader manages the team development process in order to maximize team performance. She facilitates rather than manages. She serves as a buffer for the team, shielding team members from unnecessary interference. She accepts accountability for what the team produces without trying to exercise control over the people on the team. She provides constructive feedback when necessary and gratefully accepts feedback provided to her.
- c. Customer Relationships – The great project manager partners with the customer. He manages the expectations of the customer. He develops a contract with the customer that delineates what will be expected from each party over the course of the project. He works closely with the customer, gathering feedback and making course corrections as needed throughout the project process. He communicates constantly.
- d. Sponsor Relationship – The sponsor is critical to the success of the project, so the great project manager develops a partner relationship with the sponsor, asking for clear direction regarding the project, making sure a charter (the contract that drives the planning phase) is in place, and developing a reporting mechanism that meets the sponsor's needs. She asks for continual feedback from the sponsor and promptly responds to that feedback, elevating issues only when they cannot be resolved at the team level, keeping the sponsor informed on progress and problem solving.

These are just some of the aspects of greatness, which comes from taking unconditional responsibility for oneself and collaboratively managing the relationships that determine the success of the project. What skills do you need to work on to help you take the next step towards greatness?

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

## PROJECT PARTICIPANT BETTER

### DESCRIBES PROJECT TEAM MEMBER

On a Tuesday night in 1996, May 14<sup>th</sup> to be exact, Frank P. Reynolds spoke to our chapter's dinner meeting audience of 40 or so – a big turnout for those days in the last century. His son Keith, who had not yet joined either PMI or his father's consulting practice, carried a bag of quarters gleaned from the ashtray of his dad's Firebird.

Frank's topic was "What Do I Want Project Participants to Do?" He was in the middle of developing a three-day course for Lucent Technologies and Bell Labs Innovations called Project Participation Workshop. When Frank started his presentation he said that he strongly believed that few people knew what they were talking about when they used "team" to describe a project's organization.

Frank set out to raise the audience's consciousness about how little we understood what team means. He said he was going to try to do the impossible. He was going to reveal the real nature of project organizations without once using the word "team"; he called it the "T" word. Frank offered a nice shiny quarter to the first individual to catch him using the "T" word; and that was for as many times he made such a mistake again. Try as he might, the word team, that almost no one can define, rolled off his tongue 14 times. This kept Keith hopping around the room ultimately to distribute \$3.50.

He shared how his research uncovered the fact that almost all work upon which the PMBOK® Framework and Human Resource Management competency used the notion of "going concern" teams not "temporary" teams. Frank demonstrated that not only were project teams improperly shown as continuously working together but that only a very small percentage of project "team members" actually worked full-time for the entire duration of the project. Most contributors were transients. Yet most of the literature made teams out as if they were permanently integrated.

Under-funding of training and development for most firms left almost all project participants and most project managers to work as hard as possible and fit in improved performance where they could. It is symptomatic that the August 26<sup>th</sup> NASA Colombia report highlighted that emphasis on cost and schedule led directly to the lack of attention to quality and foresight... and disaster.

September 20<sup>th</sup>, Frank Reynolds brought the benefits of his unique experience working with individual project participants within project organizations to our chapter's Advanced Project Management Series. He presented his highly interactive Project Participant Assessment workshop using instruments developed as a result of his experience at Lucent. This half-day Saturday workshop demonstrated how a project manager can assess individuals assigned their projects. Students took away several tips and tools to take action to improve contributions of those assigned to their projects.

Attendees at the Advanced Project Management Workshop received a discount towards enrolling in Frank's two-day Project Participant Workshop to be held Friday and Saturday October 24<sup>th</sup> and 25<sup>th</sup> at OuterCore Professional Development, LLC's facilities. Building on several different participant assessment tools the workshop will demonstrate actions to project managers can take project participant's performance.

## President's Column

*Continued from Page 2*

- *Actively encouraged volunteerism. She created the Volunteer Director position and helped promote the benefits of chapter service ultimately building the volunteer base to over 100*
- *Improved operational efficiency by actively advocating the move of event meeting registration via credit card onto the website. This led to a redevelopment of our website which included a new look and feel to align with our monthly newsletter, Milestones*
- *Taught in both 2002 PMI-OC PMP Workshops*
- *During her leadership in 2002, membership increased 9.57% and PMPs increased 61.67% (October 2001 to October 2002)*
- *Guided the PMI-OC chapter to exceed the minimum performance criteria as documented in the Annual Charter Renewal Survey*

*Cyndi has supported the growth and maturity of the PMI-OC chapter through her strong leadership, willingness to take appropriate risks, promotion and support of volunteers and leadership development. She leads by example and is highly respected and recognized by her 2002 Board. To me, Cyndi exemplifies the integrity, drive and leadership skills that PMI represents. She has led the PMI-OC chapter through a transition that positions us to move to the Strategic level of maturity and continue moving toward our chapter vision.*

*PMI-OC Board*

Cyndi continues to provide leadership to PMI as the 2004 Chapter Leadership Development and Excellence Committee Chair. Congratulations to Cyndi from the PMI-OC chapter. We wish you continued success as you travel on in your leadership journey. Thank you, thank you!

**Adrienne Keane, PMP**  
President, PMI Orange County Chapter



## DINNER MEETING

**Tuesday October 14, 2003**

Program: **Freeway Projects in Orange County**

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

Time: 5:30-9:00 pm

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 9:00pm, Thursday, October 9<sup>th</sup>, to obtain the "in advance" price. Reservations made after 9:00pm, Thursday, October 9<sup>th</sup>, 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, October 12<sup>th</sup> after 9:00pm, 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

When: 4<sup>th</sup> Tuesday of every month. October 28<sup>th</sup> 2003

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

Time: 7:15 – 8:45 am

Register: Send your email reservation to Thomas Sippl at [tsippl@pacificlife.com](mailto:tsippl@pacificlife.com)

Cost: Self-paid breakfast; parking is validated

## PMI-SOUTH OC BREAKFAST CLUB

When: 3<sup>rd</sup> Friday of every month. October 17<sup>th</sup>, 2003

Location: **Coco's – Lake Forest and I-5**

Time: 7:15 – 8:45 am

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

Cost: Self-paid breakfast

## NEW MEMBERS *Continued from page 2*

**John J. Mangrich**  
University of California, Irvine

**Howard Miyashiro**  
Miyashiro Consulting

**Bethany Schoenick**  
Option One Mortgage

**Dan Schottlander**  
Hanscomb Faithful & Gould

**Samuel C. Scull**  
Light Works Optics

**Patrick Senarath**  
Edwards Lifesciences

**Scott Snyder**

**Theodore Spence**

**Jon P. Strafuss**  
DCX-CHOL Enterprises Inc

**Rebecca E. Sweet**

**William M. Trebasky**

**Myphyla T. Truong**

**John H. Wheeler**  
County of Orange, California

**William Zain**  
Information Technology Resources

**Mark P. Zeider**  
Hitachi Consulting

**Total New Members: 33**  
**PMI-OC Membership: 1029**

### 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@sbc.com](mailto:tt1591@sbc.com).

## PMI Orange County MILESTONES

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

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## COMING EVENTS

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### *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"*

See ad on page 6

### *October 14 - Dinner Meeting*

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

### *October 17 - South Orange County Caffeine and Project Management Breakfast Club*

### *October 21 - PMO - LIG (Local Interest Group) Breakfast Roundtable*

For more information, see [www.pmi-oc.org](http://www.pmi-oc.org)

### *October 28 - PMI-OC Board Meeting*

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

### *October 28 - Central OC Breakfast Roundtable*

### *November 11 - Dinner Meeting*

High Impact Project Management Tools and Techniques  
Speaker: Michelle LaBrosse, CEO Cheetah Learning  
Vendor Showcase: Metafuse

### *November 12 - Advanced Topic Seminar - Best Practices in Project Management with Harold Kerzner*



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