PMI MILESTONES

ORANGE COUNTY

DECEMBER 9TH PMI-OC DINNER MEETING

Leading Geeks:
How to Manage and Lead People Who Deliver Technology

By Paul Glen

Today every manager must learn to lead geeks. Dot.com or dot.bomb, it doesn't matter. Geeks deliver and support the technology that drives efficiency, effectiveness, and competitiveness of real businesses.

In fact, companies have become so dependent on geeks that 92% of technology professionals work for traditional, non-technical corporations, and only eight percent work in high-tech firms. Yet, most managers and executives find that geeks are difficult to fathom and even harder to lead.

This entertaining, high-content keynote will show you:

- Why traditional approaches to leadership don't work with geeks.
- How geeks are different from other employees.
- How leading geeks differs from leading other employees.
- How to motivate geeks.
- Immediately applicable approaches to geek leadership.

Paul Glen is the author of the bestselling book, *Leading Geeks: How to Manage and Lead People Who Deliver Technology,* which was published by Jossey-Bass Pfeiffer as part of the Warren Bennis Signature Series.

He is a sought after speaker who regularly presents at national conferences, including recent appearances at meetings sponsored by *Forbes Magazine* and *Computerworld.* He is a professional member of the National Speakers Association. He is also a monthly management columnist for *Computerworld.*

Please remember the December **Toys for Tots** drive. If you bring a toy worth $10 (or a $10 donation) or more, you will receive $10 off the price of the dinner meeting.

Vendor Showcase: Computer Associates

THE PRESIDENT'S COLUMN

Happy Holidays!
Thanks for another great year at PMI-OC.

This is my last president's column, and I can't believe how fast the year has gone by! In my final column, I'd like to close out with a review of my performance goals. I established these personal goals as a candidate for president last year.

1. **Provide the strong leadership necessary to continue the chapter's transition from a developmental to a strategic organization.**
   This year the chapter board accomplished several actions that moved us toward the strategic level of component maturity as established by PMI:
   • Developed an organization history.
   • Developed a two to five year strategic plan.
   • Began the shift to strategic governance and development of operational plans.
   • Focused on training board members on what it means to be an officer/director in a non-profit corporation.

2. **Build our volunteer organization by providing opportunities that benefit both the chapter and the individual.**
   The board established several new committees and programs this year. The PMP Workshop, Advanced Topics Seminars, and Governance Committees all created opportunities for volunteers to develop their leadership and planning skills. Emphasis continued to be placed on board members establishing operating committees with leads. This allows the board to focus on strategic considerations while providing more leadership development opportunities for our volunteers.

3. **Implement more structured business planning processes, ensuring focus on initiatives that support our vision, mission and long-term goals.**
   At the board level, we developed our business plan and documented our annual strategic and operational planning processes. This will be the first year in recent history that we have had an operational plan and operating budget in place before year-end. Additionally, we improved our board meeting effectiveness by implementing monthly status reports published prior to the board meeting, allowing us to focus on key issues and opportunities during our meeting time. The Governance Committee developed formal board recruiting procedures.

4. **Develop new personal leadership skills.**
   Chairing a board requires different skills than driving a project. I learned new ways to deal with conflict and facilitate collaborative decision making. I had to learn to listen to the board's input first, consider the implications and make final decisions when required. I had to delegate, hold people accountable to their commitments, and help them find solutions to issues without solving the issues for them. The role is one of leadership, not management.

5. **Have fun and share enthusiasm for the discipline of project management and the PMI Orange County Chapter.**
   Anyone who knows me knows my energy level and passion for project management and the PMI Orange County Chapter. The mentors and friends I have made here have changed my life. The discipline of project management has provided me incredible opportunities to enhance not only my career, but also my corporation's bottom lines. I had several opportunities this year to present to organizations, as well as have one-on-one conversations with members, potential members and community stakeholders on the benefits of project management and PMI-OC, probably my favorite part of my role.

I want to thank my PMI mentors who stood by me and encouraged me to step up and be a leader in this chapter: **Marty Wartenberg**, **Quentin Fleming**, **Janice Preston**, **Cyndi Snyder**, **Frank Reynolds** and **Dave Jacob**, to name a few. Your support and encouragement have made the difference.

And most importantly, I want to thank the 2003 Board of Directors and all our volunteers for their support and commitment this year. I look forward to continuing my leadership journey as Board of Directors Trustee next year. Congratulations to **Kristine Munson**, who will assume the role of chapter president on January 1 and has already made significant progress in setting direction for next year.

Warm regards and happy holidays to all,
Adrienne Keane, PMP

MEMBERSHIP AND
PMP TRENDS

2003 Membership Trends

(Chart: "2003 Membership Trends" — left axis "New Members" 0–60, right axis "Total Membership" 880–1080, x-axis "Months": 2002 YTD, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec)

Legend: 2003 New — 2003 Total

2003 PMP Trends

(Chart: "2003 PMP Trends" — left axis "New PMPs" 0–25, right axis "Total PMPs" 0–450, x-axis "Months": 2002 YTD, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec)

Legend: 2003 New — 2003 Total

PMI-OC Volunteers of the Month

Rod Hendrixson Honored as Volunteer of the Month for October

A resolution was unanimously passed at the September board meeting of your chapter designating **Rod Hendrixson** as the **Volunteer of the Month for October**. Although Rod could not attend the October 2003 general meeting, Chapter Volunteer Coordinator **J.C. Moreno** made the announcement at that time and presented him with a Certificate of Appreciation at the November meeting.

Although he became a chapter member in only April of this year, that didn't stop Rod from jumping in as a productive volunteer. Starting in June 2003, Rod took on the daunting responsibility of chairperson for the recently held chapter sponsored Career Networking Event.

His initial assignments were first to acquire meeting facilities at low cost or no cost and second to bring together professional networking organizations. Rod managed these tasks superbly, as those who attended the event at Systems Management Specialists in Brea would most assuredly attest. Thanks to Rod's resourcefulness, everyone attending was impressed with the facility, which included a large lobby, training room for presentations, dining room and multiple conference rooms for networking breakout sessions. Even Rod was moved to state, "The facility exceeded my expectations, and we were able to acquire it at no cost to the chapter."

Continuing to this day, this event provides benefits to our membership. Because of Rod's efforts, our chapter has established an ongoing relationship with networking organizations such as SMS Professional Services and Experience Unlimited.

With over twenty-five years of experience in information technology, eighteen of which were spent in the health care industry, Rod is currently a clinical implementation project manager for Eclipsys Corporation. Prior to joining Eclipsys, Rod worked as a project manager/consultant in the health care industry. He managed projects such as interface modifications to pharmacy, laboratory, and radiology clinical systems, evaluated business systems alternatives for inpatient flow processes and implemented patient accounting applications. In his extensive career he has been involved in all phases of project management, systems development life cycle, and implementation. He has an extensive repertoire in hospital, vendor and consulting businesses. His broad skill set includes project management, business systems analysis,

Rod Hendrixson (right), PMI-OC Chapter's Volunteer of the Month for October, receives a Certificate of Appreciation from Volunteer Coordinator *J.C. Moreno*.

systems development, application support, integration testing, implementation, documentation, and user training.

As a dedicated "PMIer," Rod is currently studying for the PMP and plans to take and pass the exam before the end of 2003. Regarding his career aspirations, Rod is striving to improve his project management and networking skills and would like to work at being the best at whatever he does. On asking Rod what volunteerism means to him, we got a straightforward response, *"Networking, networking, and networking."*

Dave Jacob

Tom Cumming (left), PMI-OC Chapter's Volunteer of the Month for November, receives a Certificate of Appreciation from Volunteer Coordinator *J.C. Moreno.*

Tom Cumming Honored as Volunteer of the Month for November

A resolution was unanimously passed at the October board meeting of your chapter designating **Tom Cumming** as the **Volunteer of the Month for November.** Chapter Volunteer Coordinator **J.C. Moreno** honored him at our November 2003 general meeting by presenting him with a Certificate of Appreciation.

Although Tom has been a member of the chapter for about a year, he originally joined PMI as a member of the Central Illinois Chapter, having been a member there for another year as well.

Upon joining our chapter, Tom immediately joined the Ambassador Committee and Corporate Relations Committee as a spokesperson and presenter. If this weren't enough, he then became a member of the PMP Certification Committee as well as curriculum chairman and instructor at our recently hosted PMP Workshop. With such a "hyperactive" list of achievements, the election committee easily persuaded itself to recommend him to run for the 2004 Board of Directors. To that end, Tom was elected as VP of Membership. With all this activity, Tom still found time to apply and sit for the PMP exam. He became a PMP in February 2003.

His career aspirations are concise and very much to the point. As Tom puts it, "To reach the top of Maslow's hierarchy, I have a long way to go," a noble but modest aspiration that many of us may ponder and emulate.

When we asked Tom what volunteerism means to him, he replied, *"It's a great way to establish relationships with people who share common ideas and goals. One definitely gets more out of it than what one puts into it. Volunteering helps you to understand what PMI-OC is all about."*

Dave Jacob

STEP OUT OF THE BOX INTO A DIFFERENT PERSONA

Unleash Your Creativity to Identify and Manage Project Risk

RISKS. Every project has them. With her lively spirit, **Barbara McClintick, PMP,** introduced the concept of accelerated project management[1] and applied it to project risk management. The premise is simple enough; accelerate the project team member growth and learning process by transferring the team members through simulation into a setting that comes as close as possible to the real situation. If people can pretend to be in an actual setting, they learn faster and retain more.

Frank Parth, VP of Programs, with speaker *Barbara McClintick* at the November dinner meeting.

For example, during World War II a group of Army officers had to learn Russian in a hurry. One half of the officers were taught in the conventional classroom setting; the other half was asked to assume the persona of a native Russian speaker. These officers had to dress up as Russian women and remain "in character" for the duration of their class. Perhaps not surprisingly, the "Russian women" learned to speak Russian much faster than did the officers who had not assumed a different persona. This simple simulation of the actual setting accelerated the participants' learning and enhanced their retention of knowledge.

To illustrate how accelerated learning can benefit managing projects, Barbara took her audience on a hands-on journey to a simulated investment club, where the club members had to manage the risks that come with creating a high-performance investment portfolio. She instructed the people at each table to get together and form a mini-project team, where every team member had to assume the persona of "typical" investors and mimic his/her skills, quirks, and personality traits.

To this end, Barbara supplied a list of possible investment club types (Table 1), from which the team members could choose a persona least like their own.

Table 1: Participants can choose their persona from the characters in this list.

Persona: Skills, Traits, Quirks

Enronna. Can capture the entire essence of complex financial statements with one word, "dude." President of the Shredders Society and spends her weekends snowboarding with Art and his son.

Xena. Moonlights at the Medieval Manor as a wench on the weekends because she is saving for her tyke's education. She gets great stock tips from her customers.

Janus. She's 20. Coach and cheerleader for any group she gets into. Known as the Teflon team member for keeping her action items to a minimum. Throws great parties in her family's Vermont cabin, helps with the family-run coffeehouse, and teaches aerobics three nights a week.

Jameyka. Made a killing in the stock market in the late '90s (who didn't?). Knows it all and is very bossy. Into big hair and has a black belt in karate. Has read every financial management book ever published. They haven't helped, but this doesn't stop her from freely dispensing advice to others.

Major Dreyfus. Favorite saying is "Just give it to me, and I'll do it." More energy than an atomic bomb. Is in the National Guard and sometimes forgets that this is "just" a club.

Fidelity. Lives her life for the good of the club. Has participated in investment clubs for 25 years and lives vicariously through others. She has taken every minor investment class known to man. Fidelity is everybody's best friend.

Didi. Well versed in technology. Cautious, not only does she analyze the fundamentals of prospective stock purchases, but analyzes those companies' pension fund stock portfolios as well. If it were up to her, your club would still have all its money sewn into the mattress. Very chatty and personable online.

Art. The investor club's bean counter. He has worked as the accounts payable clerk in his father's small manufacturing firm for the past 20 years, but with the airs he puts on, you'd think he was an auditor with one of the Big Five (Six or Seven, but who's counting).

Kendall. Everything in his life is perfect, and he likes to execute all his projects with precision. He runs the annual United Way campaign for his company, volunteers for the Red Cross, and keeps the books for his wife's catering business (does it all by hand, because he has a very private phobia of computers). The most heard statement from Kendall is "How much does it cost?"

Barney. Mr. Smith has had a wide and varied career. "Between jobs," he is the promotional director of his wife Bunny's gym, but he's considered a dinosaur. Great at getting things done, spares no expense. He was president of his fraternity in college and is a very active alumnus with numerous connections.

Templeton. Super intelligent on technical issues, but people in the club think he talks in riddles and likes to confuse people. He thinks highly of himself and that his intelligence translates to all other areas. If he loses money, it's because he meant to.

Atlas. Very vocal that the entire project depends on him. He needs to control everything because he is carrying the weight of the world on his shoulders. He lives two minutes from the office. Studying to be a helicopter pilot so he can get anywhere at a moment's notice. He's starting a fund for a helicopter landing pad on top of his office building.

Norm. Very funny and entertaining, but sometimes comes across as overbearing and loud. Technology outside his realm is beneath him. His motto is "Data? Who needs data?" Believes that his opinion is sufficient for anyone, including the SEC.

George. Always one step ahead of the pack with technology equipment. An avid reader of technical magazines, but for historical purposes. Could have been a writer for the sequel to the Jetsons. In his free time, George works in his home music studio downloading signals from other solar systems (he thinks these signals contain an encrypted code that can predict the stock market).

Sarge. Worked his way up through the ranks and is very proud of his accomplishments. Too many plaques for his office, so he took over a wall in the conference room. Great at getting things done and very inspiring, but has taken the one-minute manager to the extreme. Even his outside life is very busy between Habitat For Humanity, National Guard, and his web site with a brew cam so he can monitor the fermentation activity of the latest beer he is brewing.

Beta. Very volatile personality, but stock picks are dead on. Crucial member of the investment club, on a good day.

Step Out of the Box

Next, Barbara directed each team to a huge sheet with the template of Figure 1 taped along the walls. Adopting the mindset and mannerisms of their chosen persona, the investment club members were to use post-it notes to fill in the required information.
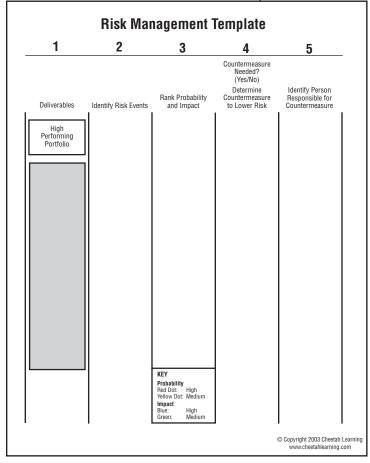
Post-it notes were very effective; the participants could work anonymously; they could write whatever came to their minds and stick it on the template. The play acting enabled them to express their opinions freely, without feeling inhibited.
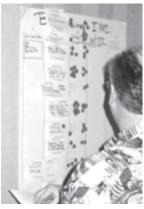
Everybody had fun contributing to the exercise and influencing its outcome. The participants gained new insights into the risk management process that they can readily put to use in their own professions. Many a creative idea came forth about what risks the high-performing investment portfolio might incur.

Most impressive was that Barbara could accomplish the entire process within about an hour. She showed that accelerated project management is an attitude coupled with a specific series of steps for getting things done quickly that anyone can master. Because people can achieve whatever they put their minds to, accelerated project management is highly transferable and tailorable from workplace to workplace.

Why not give it a try in yours?

George D. Meier, PMP

Risk Management Template

1	2	3	4	5
			Countermeasure Needed? (Yes/No)	
Deliverables	Identify Risk Events	Rank Probability and Impact	Determine Countermeasure to Lower Risk	Identify Person Responsible for Countermeasure
High Performing Portfolio				

KEY
Probability
Red Dot: High
Yellow Dot: Medium
Impact
Blue: High
Green: Medium

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Figure 1: Each persona contributes to identifying the risk events for the investment portfolio.

Participants busy at work on their assignments from Barbara.

PMP Prep Workshop Instructors Honored

*As part of the November dinner meeting, the **Fall PMP Prep Workshop instructors** were awarded certificates as well as Barnes and Noble gift cards.*
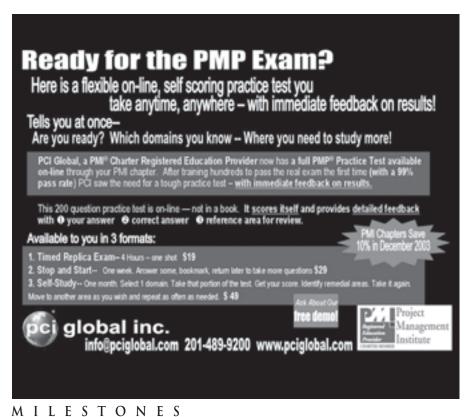
PMI-OC Planning
for 2004

The annual PMI-OC Board of Directors off-site meeting was held October 24th through October 26th at Palm Springs Estates in Palm Springs, California. The purpose of the meeting was to discuss and finalize the 2004 goals and objectives for PMI-OC.

Attendees included **Adrienne Keane**, current President and newly elected Trustee, **Terry Ehrhard**, current VP of Membership and newly elected VP of Programs, **Kristine Munson**, current VP of Professional Development and newly elected President, **Stephen June**, current VP of Finance, **Bill Postma**, current VP of Communications, **Glen Fujimoto**, current VP of Programs and newly elected VP of Operations, **Victoria Flanagan**, current VP of Corporate Relations, **Gene Dutz**, newly elected VP of Finance, and **Tom Cumming**, newly elected VP of Membership.

Because of scheduling conflicts, **Frank Parth**, current VP of Operations and newly elected VP of Professional Development, and **Kathy Sharman**, current Trustee, were unable to attend.

Before the off-site meeting, the current and future boards of directors were asked to prepare short, informative presentations on the following topics:

- **Planning.** Based upon the analysis from the SWOT document developed at the volunteer meeting held on September 25th, 2002 and 2003 membership survey data, 2003 PMI-OC business plan, PMI-OC mission, vision, three to five year goals and 2003 objectives.
- **Finance and Metrics.** Based upon 2003 YTD budget vs. actual, 2003 income statement, membership trends for event attendance, PMP certification, and attrition rates.
- **Governance.** Based upon PMI Bylaws, PMI-OC Bylaws, the PMI-OC Charter, the PMI-OC Articles of Incorporation, office job descriptions, policies and procedures, and the PMI Component Maturity Model.
- **Programs.** Based upon the 2003 business meeting presentation, PMI strategic plan, and input from 2003 PMI Leadership Meetings.

These presentations would help the board assess the current position of PMI-OC and help determine its strategic and tactical objectives for 2004.

The off-site meeting officially began Friday evening with Kristine Munson reviewing the expectations and agenda for the weekend. We concluded the evening with two team-building exercises.

On Saturday, board members delivered and discussed their presentations. The board agreed upon the three to five year goals for PMI-OC, prioritized the 2004 objectives, and identified and prioritized specific area initiatives for the coming year.

PMI-OC's three to five year goals include:
- Maximizing stakeholder value.
- Strengthening our volunteer organization.
- Running the chapter like a business.

PMI-OC's 2004 objectives are:
- Enhance the volunteer program to increase participation and satisfaction.
- Support members' project management career development and employment needs.
- Enhance continuous improvement process to increase stakeholder satisfaction and organizational responsiveness.
- Build brand recognition in Orange County.
- Develop a strategically focused board to improve chapter effectiveness, efficiency, and stakeholder satisfaction.
- Enhance fiscal controls and accountability to decrease chapter risk and improve effectiveness.

Sunday began with a reading of the bylaws. The board then determined key success factors, major milestones, and metrics for all initiatives. The 2004 budget expectations were presented. Concluding the meeting, Kristine Munson lead the Board of Directors in determining the next steps for 2004 and documenting the lessons learned.

Overall, the weekend was a great success. Board members were able to come together as a team and accomplish a great amount of work in a short amount of time. We definitely look forward to 2004.

Tom Cumming, PMP
Kristine Hayes Munson, PMP

Try Your Knowledge on PMP Exam Questions *Answers are on page 14*

Here is a sample of some questions:

1. A standard is:
   a. Approved by a recognized body for which compliance is mandatory.
   b. Approved by a government agency with mandatory compliance.
   c. Approved by a recognized body with voluntary compliance.
   d. The same as a regulation.

2. A risk symptom is:
   a. A trigger.
   b. An unidentified risk.
   c. A source of risk.
   d. A potential risk event..

3. Of the following executing processes, which one is a core process?
   a. Contract administration.
   b. Quality assurance.
   c. Project plan execution.
   d. Team development.

4. The purpose of a cost change control system is to:
   a. Define procedures by which the cost management plan is changed.
   b. Define procedures by which the cost baseline is changed.
   c. Detect variances which will require a cost change.
   d. Establish an information system to monitor cost performance.

LESSONS LEARNED

Some things are better learned from others than by experience. Experience is also the best teacher. Project lessons learned are no exception to either of these statements.

Sometimes the best lessons come from watching others experience them. Like watching someone slip on an ice patch, you can cringe in psychologically shared pain while navigating around the spot. That is the purpose of this article. Lessons learned discussed here might hit close enough to home for you to think you lived them. Since I have worked in multiple cities and states for several companies in different industries, the guilty parties can still pretend anonymity. Over the next couple of months, the plan is to present different tidbits of learning that may be helpful. And if they aren't, at least you can say "better you than me."

Lesson Learned: You can't work peacefully with everyone.

I've said it myself: "With my charming personality and wit, there isn't anyone I can't work with." Wrong. If you have said it, recant and "knock on wood" to save yourself. There are people with whom it is impossible to work peacefully. Somewhere, sometime, you will find your archenemy. Unfortunately, they will always show up on the one project where you can least afford them.

Picture the most politically visible, money saving project that you have been asked to manage. Things begin well. You establish a SOW, lay out the project plan, schedule weekly status meetings and start to settle in to the flow of the project. One of the risks identified is that the necessary hardware may be delayed because a different group handles the procurement process. The mitigation is to have a project manager assigned from that group to assist.

When one is assigned, you happily send out an e-mail to inform everyone that the mitigation step has been completed. You are asked innocently, "Who is your procurement PM?"

"Bill Smith," you exclaim, "and he really seems to be the tough PM I need to help push this through!"

Silence for 15 seconds and then, "Good luck with that." The next response, "You may want to document everything and keep your e-mails," does not relieve that sinking feeling in the pit of your stomach.

Ever the eager optimist, I shunned those words and leaped forward to encourage team unity, but it quickly became clear that Bill's team didn't include me. That tough PM attitude seemed to be focused at me, not at the ultimate good of the project.

If he had been the opposing Quidditch team's keeper, at least I could have attempted to plow him to get the quaffle through the goal posts. Unfortunately, he was more like a beater on my own team whacking a bludger at my head each time the goal was open. Even if you don't bother with Harry Potter, you get the picture: less than cooperative.

Oh, sure, I learned other things on the project. For instance:

- When on a conference call, the mute button is handy if you need to count to ten OUT LOUD!
- Sometimes the best written e-mail retort is even better if you type it to release the frustration . . . and then delete it.
- Even if you never get to use those meeting minutes that PROVE you are right, for fear it will completely destroy any chance of success, it's nice to know they exist . . . just in case.

More importantly, I learned that I could work with difficult people better if I didn't react immediately. Take the time to re-read that e-mail. Give them everything they need, even the extra stuff they ask for that appears to be a delaying tactic . . . with a smile.

It may not be peace, but it might keep the project in one piece.

Thomas Cutting
Project Manager, Keane, Inc.

News from Headquarters

New Login Page for Professional Development Unit (PDU) Resources

PMI has implemented a new login process for Internet PDU resources. These resources include the online PDU transcript and online PDU reporting form. Aside from formatting improvements, the new pages have three significant changes that will affect PMI-certified Project Management Professionals (PMP®):

1. The login process now requires the following information: PMI Identification Number, PMP Certification Number and the first four characters of the PMP's last name/surname.

    The PMI Identification Number is assigned to record a PMP's information with PMI. PMPs who are also PMI members have been given their PMI Identification Number as their membership number. PMPs who do not know their PMI Identification Number should contact PMI Customer Service at +1-610-356-4600 or pmihq@pmi.org and have their PMP Certification Number available. This number is located on each individual's PMP certificate and is used to identify individual certifications;

2. PMPs can now access the online PDU reporting form or their online PDU transcript from this single login page;

3. Once a PMP has logged into either service (transcript or reporting form) they may switch between the two resources without repeating the login process. A link to the non-selected resource is located on the left-hand side of the web page in bold text.

PMBOK® Guide, Third Edition

The Exposure Draft of the *PMBOK® Guide, Third Edition,* is open for review and comment on the PMI web site until 5:00 p.m. (U.S. Eastern Time, GMT-5) on 9 January 2004.

Feedback received during the exposure period will help shape the direction of the next edition of PMI's de facto standard for project management! Check it out at https://secure.pmi.org/exposuredraft/.

PMI Career Center Launched

The PMI-OC Career Center was unveiled during the November dinner meeting. The Career Center, located at **www.pmi-oc.org/careers**, allows recruiters and employers to share project management opportunities with PMI-OC's membership as a public service. This online service replaces the job table previously found at dinner meetings.

Accessing the Career Center

The Career Center can be accessed by typing in the URL or by clicking on links found on the www.pmi-oc.org home page. (Regular PMI-OC visitors probably always wondered why the black box underneath the dinner meeting existed.) See Figure 1.

Finding that Perfect Opportunity

Upon entering the Career Center, users see all of the positions currently posted with PMI-OC. Members looking for employment can search for the "perfect" opportunity using one of two filters.

The first filter allows members to search based on geographic preferences including Orange, Los Angeles, Riverside, San Bernardino, and San Diego Counties, along with the broad "other" category.

Members can use the second filter to search for a specific industry such as finance or health care. The potential employer provides information for both filters.

Once the "perfect" opportunity is located, members can view an information detail screen by clicking on the appropriate link. See Figure 2.

Posting an Opportunity

PMI-OC invites recruiters and employers to post available project management positions. Recruiters and employers can access the job posting form by clicking on one of two "Add a New Job" links. See Figure 3.
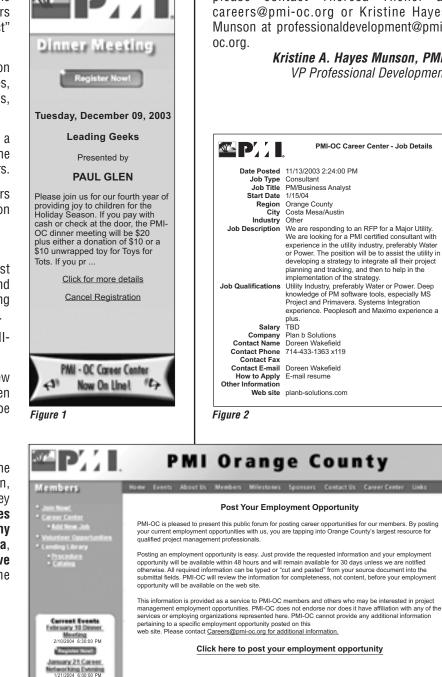
PMI-OC welcomes all to submit opportunities. PMI-OC does not endorse any specific employer.

After an opportunity is submitted, PMI-OC will review the information provided for completeness and then post the job on the web site. This process will be completed within 48 hours or less.

Volunteers

Many volunteers have worked on this project over the past year preparing requirements documentation, validating the site, and preparing it for launch. They include **Catherine Ford**, **Glen Fujimoto**, **Kristine Hayes Munson**, **Rodney Hendrixson**, **Stephen June**, **Jeremy Laundergan**, **Shyamkumar Narayana**, **Bill Postma**, **Lew Siegler**, **Theresa Theiler**, and **Brian West**. **Steve Tommey** from Globex Computing completed the development work.

Spread the Word

Now we need assistance from each of you to make the site successful. Please spread the word about the Career Center's availability. Encourage recruiters and employers to post employment opportunities on the site. Mention the site when you pursue the posted opportunities.

If you have any suggestions, comments or questions regarding the new Career Center, please contact Theresa Theiler at careers@pmi-oc.org or Kristine Hayes Munson at professionaldevelopment@pmi-oc.org.

Kristine A. Hayes Munson, PMP
VP Professional Development

Figure 1

PMI-OC Career Center - Job Details

Date Posted	11/13/2003 2:24:00 PM
Job Type	Consultant
Job Title	PM/Business Analyst
Start Date	1/15/04
Region	Orange County
City	Costa Mesa/Austin
Industry	Other
Job Description	We are responding to an RFP for a Major Utility. We are looking for a PMI certified consultant with experience in the utility industry, preferably Water or Power. The position will be to assist the utility in developing a strategy to integrate all their project planning and tracking, and then to help in the implementation of the strategy.
Job Qualifications	Utility Industry, preferably Water or Power. Deep knowledge of PM software tools, especially MS Project and Primavera. Systems Integration experience. Peoplesoft and Maximo experience a plus.
Salary	TBD
Company	Plan b Solutions
Contact Name	Doreen Wakefield
Contact Phone	714-433-1363 x119
Contact Fax	
Contact E-mail	Doreen Wakefield
How to Apply	E-mail resume
Other Information	
Web site	planb-solutions.com

Figure 2

Figure 3

KARMA CLUB

"It is not always the most qualified person who gets the job; it is the best prepared candidate!"

These are the words that successful job seekers live by, according to **Steve Doughty**, President, Forty Plus of Orange County, www.fortyplusoc.org. Steve went on to elaborate by saying that a prepared seeker knows himself, his audience and how to marry the two to find the job that meets his requirements.

Let me give you a little history about Forty Plus. This non-profit organization was established in 1939 to provide members with the facilities, support and training to develop and execute a plan that will get them "face time" with potential employers. This is a learned process. As Steve said, "When I found myself in transition, I thought it would be easy to secure another CEO position. After all, I had read many resumes and interviewed many job seekers. How hard could it be to be on the other side of the equation? Well, there was a lot more to it than just calling a few friends and telling them that I was available. I needed more, I needed help."

Recognizing that you need help in your quest to find a job is a very important step in your search. The next step is to realize that you need to have an organized and effective approach to this endeavor. In other words, you need to know how to look for jobs, how to present yourself and how to develop a network that will support you in this process. This is where Forty Plus can help you shine. Its all-volunteer staff offers exceptional training, peer support and networking opportunities for a **modest cost** to professionals "seeking assistance in job search preparation." After all, it's preparation that gets your foot in the door and your face in front of the hiring manager so you can demonstrate you are the best person for the job. Forty Plus will help you get this opportunity.

Kristine Munson, VP Professional Development, PMI-OC, thanked Forty Plus for allowing the Karma Group to use their facility for this event. She also thanked **Melanie McCarthy** for her efforts in getting the location. Kristine went on to say that the event would give both groups the opportunity to see how the other makes job seeking a proactive endeavor.

The introductions completed, the food consumed and the networking ongoing, the attendees broke into three working groups to practice their "elevator speeches" and to exchange job leads and contacts. Each group had a facilitator to initiate and monitor the process.

Earlier, everyone's business card was collected and photocopied to create a **business card portfolio**, which was distributed to all the attendees. The participants used this portfolio during the "elevator speech" portion of the session.

First, the participants identified themselves, which allowed everyone time to mark each person's card location in their portfolio. Next, each person delivered their "elevator speech," and if helpful, suggestions were made to improve the presentation. Finally, the participants provided contact information and/or job leads to the job seeker. Everyone had a chance to perform and to comment.

After 30 minutes, two-thirds of the participants rotated to another group and began the process again. This gave everyone a second chance to practice their speech in front of "new strangers" and to receive additional contacts. It seemed to work well. Laughter permeated the process, and helpful information was flying all over the place.

Now, the next time these job seekers are asked what's in their information bank, they'll know what to say and how to say it.

Gene Dutz

PMI-OC Library

The PMI-OC Library added seven titles to its catalog during the past few months. PMI-OC wishes to thank **Frank Parth** for donating two titles:

- *Project Management: A Systems Approach to Planning, Scheduling, and Controlling (Fifth Edition)* by Harold Kerzner

- *Project Management: A Systems Approach to Planning, Scheduling, and Controlling (Sixth Edition)* by Harold Kerzner

PMI-OC purchased these selections based on members' requests:

- *Project Management Institute Practice Standard for Work Breakdown Structures* by Project Management Institute

- *Certified Associate in Project Management (CAPM™) Role Delineation Study* by Project Management Institute

- *Project Management Professional (PMP®) Role Delineation Study* by Project Management Institute

- *Project Manager Competency Development Framework* by Project Management Institute

- *Project Management Experience and Knowledge Self-Assessment Manual* by Project Management Institute

These and other titles in the PMI-OC Library catalog are available at each monthly dinner meeting. PMI-OC members may check out the books for one month.

Return Your PMI-OC Library Books at the December Dinner Meeting

December is amnesty month! Return any past due or damaged PMI-OC Library books at the December monthly dinner meeting without any late fees or penalties. We are especially looking for PMI-OC's missing copies of Rita Mulchay's *PMP Exam Prep (4th Edition)*.

For more information about the PMI-OC Library, contact **Kristine Hayes Munson** at professionaldevelopment@pmi-oc.org.

PMI-OC Volunteers

Our volunteer programs at PMI-OC are receiving a lot of attention, and our volunteer force is growing daily.

Needless to say, volunteers organize our PMI-OC events and ensure that they go exactly as planned. They make the PMI world a better place for all of us to enjoy!

A recent example is the seminar presented by **Harold Kerzner** on November 12, 2003, discussing "Best Practices in Project Management." **George Meier**, **Brent Felsted**, **Pradeep Chaphalkar**, **Gloria Walser**, **Kim Scott**, **Cynthia Carter**, and **Victor Prebyl**, led by **Dan Stadle**r, organized this event for all participants.

Also, the PMI-OC Communications Committee is responsible for all mass communications with our members. Special mention must be made of some committee members for their invaluable input:

Cornelius Fichtner	E-mail Blast coordinator E-mail notifications to PMI-OC members
Beth Mangiapane	PMI-OC web site audit
Stephen June	PMI-OC web site testing
Tom Cutting	November PMI-OC Milestones editing
Judy Ellis	November PMI-OC Milestones editing

Further, some PMI-OC members have already volunteered their services for 2004. They are:

Raveesh Hampapur	Assisting the Library Committee
Elaine Larsh	Assisting the PMP Workshop Instructor Committee.
Linda Bagwell	Assisting the PMP Workshop Instructor Committee
George Stephens	Previously serving as the PMP workshop student, now assisting the Library Committee.

Lastly, we always need more volunteers! If you would like to participate in any of the volunteer opportunities available, please contact us at volunteer@pmi-oc.org.

Thank you, volunteers, for all the hard work!

Answers to PMP Exam Questions
From page 8

1. c. **Approved by a recognized body with voluntary compliance.**
   The Project Management Context *PMBOK 2000*, paragraph 2.5.1, [Planning] paragraph 8.1.1.4.

2. a. **A trigger.**
   Risk identification output [Planning] *PMBOK 2000*, paragraph 11.2.3.

3. c. **Project plan execution.**
   All others are facilitating processes. [Executing] *PMBOK 2000*, paragraph 3.3.3, figure 3-6.

4. d. **Define procedures by which the cost baseline is changed.**
   Project Plan Execution. [Controlling] *PMBOK 2000*, paragraph 7.4.2.1.

PMI-OC Dinner Meeting

Tuesday, December 9, 2003

Program: **Leading Geeks:**
             How to Manage and Lead People Who Deliver Technology

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 $40.00
             Non-Members $35.00   Non-Members $40.00

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

Make your reservation by 9:00 p.m., Thursday, December 4, to obtain the "in advance" price. Reservations made after 9:00 p.m., Thursday, December 4, will be charged the "At Door" price.

If you are unable to attend, please cancel your reservation at www.pmi-oc.org. Members and non-members who cancel after 9:00 p.m. on Sunday, December 7, will be invoiced a $15 cancellation fee. Members and non-members who make reservations and do not show up at the meeting will be invoiced a $15 no show fee.

PMI-OC Breakfast Meetings

PMO-Local Interest Group Breakfast Meeting

Tuesday, December 16, 2003

Third Tuesday of Every Month

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

Time: 7:15 – 8:45 a.m.

Register: Send your e-mail reservation to info@pmi-oc.org

Cost: Self-paid breakfast, parking is validated

PMI-South OC Breakfast Club

No meeting this month. Happy Holidays!

Third Friday of Every Month

Location: **Cocos**
             Lake Forest and I-5

Time: 7:15 – 8:45 a.m.

Register: Send your e-mail reservation to Thomas Sippl at programs@pmi-oc.org

Cost: Self-paid breakfast

PMI-Central OC Breakfast Roundtable

No meeting this month. Merry Christmas!

Fourth Tuesday of Every Month

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

Time: 7:15 – 8:45 a.m.

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

Cost: Self-paid breakfast, parking is validated

PMI-OC WEB SITE

Visit our web site at **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 BLAST

Receive an e-mail reminder of all upcoming PMI-OC events! Join the **PMI-OC E-Mail Blast** by sending an e-mail to **join-pmi@PTSstaffing.com**.

PMI-OC CAREER CENTER

Find your ideal project management job or find an experienced resource for your organization. For more information, contact the **Career Center** at **careers@pmi-oc.org**.

COMING EVENTS

DECEMBER 9 DINNER MEETING
Leading Geeks: How to Manage and Lead People Who Deliver Technology
Speaker: Paul Glen
Vendor Showcase: Computer Associates
Bring an unwrapped toy and receive $10 off your admission

DECEMBER 16 PMO-LIG BREAKFAST MEETING
See page 15

2004 EVENTS

JANUARY 13 DINNER MEETING
No Bull Project Management
Speaker: David A. Po-Chedley
Vendor Showcase: Compuware Corporation

MARCH 22-25 PROJECT WORLD LA
Los Angeles, California

APRIL 27-28 2004 ISA AUTOMATION WEST
Long Beach, California

OCTOBER 21-23 2004 PMI LEADERSHIP MEETING
Anaheim, California

For details and registration information on all events for PMI-OC, see www.pmi-oc.org.

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Irvine, CA 92623-5743

RETURN SERVICE REQUESTED