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ORANGE COUNTY CHAPTER

PMI-OC VISION

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

PMI-OC MISSION

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

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APRIL 13TH PMI-OC DINNER MEETING

Career Management and Transition in a Global Economy

By John Hall

Although the market does seem to be coming around, businesses are still attracted to the benefits of developing products overseas. As jobs continue to move offshore, more and more people are concerned about their own job security.

John Hall, and his energetic presentation style, will be back at Orange County PMI to present three strategies to prevent your job from being exported.

- How to develop long-term security in a global economy
- When and how to manage a career transition
- How to “macromanage,” not micromanage, your career



John Hall has specialized in the issues affecting mid-career men and women and has worked with hundreds of executives and managers from small companies to Fortune 50 companies. He has a masters degree in psychology from Pepperdine University, with extensive post masters study and certification in career counseling from Chapman University, where he also served as a member of the counseling department’s Curriculum Advisory Committee.

John created, developed and taught the only graduate level outplacement course in the nation for Chapman University’s masters degree in career counseling. He currently teaches “Advanced Job Search Strategies” in the Career Counseling Certificate Program at the University of California, San Diego and is president of the Orange County chapter of the Professional Coaches and Mentors Association.

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THE PRESIDENT'S COLUMN



Volunteers, Credit Cards, and Logoware

What do volunteers, credit cards, and logoware have in common? The April dinner meeting! Exciting things are happening. You won't want to miss it.

Volunteer Recognition

Last year 85 individuals donated their time and talents to PMI-OC. Together they donated 529 service months, earning a total of 140 PDU's. (A service month equals each month a volunteer works, regardless of how many specific hours donated during that month.) At the April dinner meeting each volunteer will be recognized. If a volunteer earned PDU's, we will also be providing them with the certificates needed to document those PDU's. We will also be recognizing the volunteer of the year for 2004. *If you volunteered in 2004, please plan to attend the dinner meeting.*

Payment Option Changes

By now, you have probably heard about the payment option changes being offered for the first time, in conjunction with the April dinner meeting. (See the related article on page 3.) I'd like to take a few moments to explain the business rationale for these changes. These changes are a direct result of the board's on-going efforts to complete the 2004 initiative to improve logistics, speaker, and value of dinner meeting experience.

Lowering the membership dinner rate to \$25. The purpose of the dinner meeting is to provide networking and educational opportunities for PMI-OC's membership. Because we feel it is important to have as many members as possible attend, the dinner meeting's business model is to break even only, not to make a profit. **Terry Ehrhard**, VP Programs, has worked closely with Wyndam Orange County Airport to reduce the price per meal so that we can offer this lower rate. The fee of \$25 represents our cost only.

Adding a no-dinner option. We heard the feedback you provided. Because you asked, Terry negotiated this option with the hotel. Again we are offering this option to encourage as many members as possible to attend the dinner meeting each month in order to increase the number of networking opportunities. This is a big risk for PMI-OC. As a chapter we have agreed per our contract to pay Wyndam Orange County Airport a minimum amount each month. If too many dinner meeting attendees choose the no-dinner option, we may not generate enough revenue to cover the minimum fee requirement. As good project managers, we have a risk mitigation plan. This plan includes watching the dinner meeting finances closely and potentially changing our fee structure in the future if needed.

Credit card only pre-registration. You may be asking, "Why must I guarantee my reservation by credit card?" The answer is two-fold. First, the check-in process at the dinner meeting will be streamlined if only walk-ins are paying with cash or check. The time you previously waited in line to check in can now be spent networking. Second, guaranteed reservations allow us to better control our costs, as we need to provide the hotel with a reservation count prior to the dinner meeting. With the lower dinner meeting price, we cannot absorb the cost of meals for members who pre-register and then do not attend. Before making this change, we took the pulse of the membership by conducting an online survey. The majority of respondents indicated their willingness to pre-register with a credit card if we charged a lower dinner meeting registration fee.

Revised cancellation fee policy. The previously charged \$15 cancellation fee was assessed to help reduce the no-show rate. After conducting an analysis of the trends associated with this fee, we determined that it was not reducing the no-show rate. Nor was it being paid regularly. Therefore, the board decided to eliminate the \$15 cancellation fee. The new cancellation policy, effective this month, like the credit card pre-registration, is designed to allow us to provide an accurate count to the hotel, thus helping us avoid paying for meals ordered, but not paid for.

Kudos go to Terry Ehrhard and the dinner meeting committee for making these changes happen. If you have any questions about changes to the dinner meeting's payment options, please contact Terry or me.

The new PMI-OC logowear will be available for purchase at the April dinner meeting, along with vintage PMI-OC logowear. Show your pride in PMI-OC by wearing one of the new Oxfords around the office. **Victoria Flanagan**, VP Corporate Relations, has worked hard to select professional apparel that every PMI-OC member will want to purchase.

See you at the April dinner meeting!!!

Kristine A. Hayes Munson, PMP
President

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DINNER MEETING CHANGES

The PMI-OC Dinner Meeting. The premier venue for Project Managers to network with other managers and learn new topics in the field.

How do the changes affect you?

- Pre-registration member prices have been reduced from \$30 to \$25, a \$5 savings. We negotiated with the hotel to get this price down and passed the savings along to you! This is our bare-bones cost.
- We now have a no-dinner option for those of you who prefer a lower cost. Pre-registration is \$10, or \$15 at the door. Seating is limited, and special seating arrangements are required. Please register early and sit only in the designated no-dinner section.
- Pre-registration requires a credit or bank card only. Many people have pre-registered for our meetings and not shown up for the event. This was very costly for PMI-OC, since we must pay for all dinners reserved, regardless of how many people actually attend. Using a credit card to assure your reservation reduces our loss, allowing us to keep costs down for you. This has an added benefit of speeding up the time at the door for check-in.

Note: You still have the flexibility to cancel up to Sunday at 9:00 p.m. the week before the meeting without penalty.

We still accept cash or check at the door the day of the meeting. Our prices remain the same for pre-registered non-members (\$35) and the day of the meeting dinner cost (\$40).

YOU SPOKE ... WE LISTENED!

- You wanted lower meeting costs ... **DONE!**
- You wanted a no-dinner option **DONE!**
- You wanted better vegetarian meals **DONE!**
- You even asked for a better scotch at the bar **DONE!**

Things in the works; we're not done yet!

- Accepting credit and bank cards at the door for all purchases, such as meeting costs and chapter attire
- Continually improving our speaker quality and value you gain by attending

If you have a suggestion about how we can improve our programs, we are listening. Feel free to drop us a suggestion at programs@pmi-oc.org. Reserve your space today for the current PMI-OC dinner meeting at www.pmi-oc.org!

The PMI-OC Board of Directors

VOLUNTEER OF THE MONTH

J.C. Moreno Honored as Volunteer of the Month for March



Volunteer Coordinator **Behrad Fardi** (left) presents a Certificate of Appreciation to PMI-OC Chapter's March Volunteer of the Month, **J.C. Moreno** (right).

A unanimous resolution was passed at the February 2004 board meeting of your chapter designating **J.C. (Juan Carlos) Moreno** as **Volunteer of the Month for March 2004**. Our newly appointed chapter volunteer coordinator, **Behrad Fardi**, honored J. C. at our March 9, 2004 general meeting by presenting him with a Certificate of Appreciation.

Juan joined PMI-OC early in 2002. Before the year came to an end, our erstwhile president, **Cyndi Snyder**, asked Juan to assume the role of director of volunteers for 2003. As he recognized very early on, saying "no" to Cyndi was simply not an acceptable option. Juan took over the reins from his predecessor, **Brent Felsted**, and put in an outstanding performance for the entire year. If you attended every meeting in 2003, you could be sure he was present at the podium announcing the award for the PMI-OC Volunteer of the Month. Now it became his turn to be the recipient, and well deserved at that.

But that's not where his volunteer work for the chapter ended. His "back room" efforts to recruit and funnel volunteering opportunities to the volunteer base were a class act. One of his main projects was the planning and implementation of The Volunteer Appreciation Day for 2003. Last year this event was held at the Anaheim Angels Stadium with Brent Felsted and **Glen Fujimoto**, VP Operations. To his further credit, Juan was one of the initiators (with Brent and Behrad) to implement the first-ever PMI-OC volunteer "thank-you" gathering, which was held in December of last year.

A PM careerist at heart, Juan received his PMP certificate in 2002, and he currently works as a project manager with Southern California Edison.

On asking Juan for a short quotable statement as to what he likes about volunteering for PMI-OC, he replied, *"I like the enthusiasm and professionalism that everybody puts into every single activity of the chapter. We have a great chapter with very knowledgeable people."*

Dave Jacob



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UNIQUE CHALLENGES OF SOFTWARE PROJECT MANAGEMENT

Software development is one of the most unique engineering efforts undertaken by humans. The raw materials are based on ideas and concepts, which by their very nature are fluid and often ill defined. The first step in the development process consists of capturing and converting those ideas to text and diagrams. These items, or "artifacts," are models meant to interpret and represent requirements. But no model is ever completely accurate in representing requirements. Models inherently reflect some vision of "reality" by exposing some details about that reality while suppressing others. Next, these models are given to designers and developers who interpret them in an intangible "virtual" world where few physical constraints exist that would limit how models are implemented. Software development therefore proceeds from intangible requirements reflected by imperfect models to design and construction in almost any way conceivable. All this in an engineering discipline supported by incomplete and often debatable methodologies!

In a series of articles to appear over the next few months, we confront the possible misconception that software development can simply be managed like any other engineering or manufacturing project. In this first installment, we introduce at a high level the key aspects and unique challenges of software development. Subsequent articles will explore the implications of those characteristics and the unique demands they place on software project managers. Later articles will explore detailed aspects of specific tools and methods, such as Rational Unified Process (RUP), Extreme Programming (XP) and other "agile" methods, and the added value they bring to general project management knowledge, such as PMBOK®.

The following is a list of key challenges and characteristics that make software development unique and distinct and its management potentially more difficult than other types of engineering.

1. Software is irregular, intangible, invisible.

Software cannot be directly "experienced" in the physical world, using any of the five senses. It does not abide by laws of nature. Progress is difficult to see, experience and measure. Software project managers must often rely on indirect evidence of progress. This frequently means resorting to asking team members for their perceptions and other highly subjective measures of progress.

2. There is little agreed upon guidance or standard process.

Civil, mechanical, electrical and other engineering fields have painstakingly developed guidelines and handbooks that capture proven processes. This is not true for software development. Despite recent progress, we cannot reliably predict when a specific process or methodology is likely to lead to project success, or conversely, cause development problems. There is little consensus and few standards on how software development should be carried out and managed.

3. No two parts or two systems are alike.

Software projects are often unique. Even within a single industry or within a single organization, project managers can be asked to manage a wide variety of projects using very different technologies and tools. Neither software engineer nor manager can assume that specific expertise they established on one project will be applicable, or even relevant, to the next.

4. Software construction often requires innovation.

Software systems are often new and technically innovative. This poses tremendous challenges in development and management, leading to known software project symptoms, such as cost and schedule overruns and a final product that falls short of meeting customer needs and expectations. Interestingly, innovative projects in an established engineering field (such as a new transport system) often exhibit and suffer from similar difficulties and exhibit similar symptoms.

5. The myth that software is malleable.

Because of the flexibility inherent in software development, we have the ability to modify the product very late in the project life cycle, even when it is inadvisable to do so. A common misperception among non-technical managers and customers is that "you can always change the code." Experience proves, however, that change can lead to unexpected side effects and costly adverse impacts.

6. Software construction is human-intensive.

Unlike many other engineering disciplines, the software development effort is largely a manual, human process. Although helpful automation is available in areas, such as code

generators and automated testing, these tools still require human effort and technical expertise to set up and execute. The opportunity for automation is minimal in comparison to manufacturing of physical, tangible products.

7. Software application horizons expand with hardware capabilities.

As the underlying physical platform upon which software is built and executed changes, it can have a dramatic impact on the performance and capabilities of the software. Users' perceptions and expectations of software capabilities continue to evolve, thereby placing continued pressure on software projects.

8. Software solutions require unusual rigor.

Software problems are unprecedentedly complex with the potential for seemingly "minor" changes having significant repercussions in other parts of the system. A defect in a single line of code can halt operation of an entire system; this is experienced in military and space software as well as medical and commercial enterprise systems.

9. Scaling up the system causes a nonlinear increase in complexity.

As we move to more complex systems distributed across organizational or functional boundaries, the design of those systems becomes increasingly complex as well. We can no longer rely upon a single system architect to comprehend and design the entire system. The unique difficulty in software is that complexity arises between modules, i.e., in module interfaces and relationships, and therefore increases in non-linear fashion as the number of modules increases.

In summary, one could interpret the marriage of "software" and "engineering" as representing "engineering envy." Software developers, managers, and users alike wish to experience the high level of product success and reliability and project predictability and repeatability commonplace in fields such as automobile manufacturing and civil, mechanical, and electrical engineering.

Software engineering therefore represents a desire, an aspiration to be like other engineering fields, thereby setting highly ambitious, lofty goals for software engineers. In addition to being a younger, less established field, software development suffers from the unique characteristics and challenges described above. It is the unique character of software that project managers must be versed in, indeed immersed in, to successfully manage software development projects.

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TO DELETE OR NOT TO DELETE?

It's Not Really a Question.



Terry Ehrhard, VP Programs (left), with speaker Jim Zack at the March dinner meeting.

What is a Document in Litigation?

- Construction litigation is highly complex. Issues, damages, contract documents, contracting parties are all increasingly complex.
- The amount of documentation is staggering!
- A "document" in the legal system includes all information created and stored electronically.
- U.S. courts have held the following electronic documents "discoverable." E-mail, databases, word processing files, spreadsheets, voice mail, fax reports, source codes, etc.

Box 1

What is Metadata?

Metadata is data about data. It tells the electronic history of a document, such as:

- Who created the document?
- When was it created?
- Who reviewed it?
- What changes were made?
- When were the changes made?

Metadata also includes each version of a document.

Box 2

Quite unlike the paper-based documentation of old, the new electronic documentation brings not only benefits, but also challenges, liability and risk.

With his thought-provoking presentation, **Jim Zack**, Executive Director of Fluor Corporation's corporate claims management, shared his insight into the electronic project documentation world, a rather harsh environment, as we were soon to learn.

Jim has spent over 20 years in the construction industry. Like many other industries, it is rapidly moving toward a totally paperless environment, where project documentation is stored and retrieved only electronically.

Paper copies have become the exception, because electronic information is much easier to access, faster to communicate, and simpler to update. To wit, an entire file of a project's complete documentation can reside in one place, accessible to all. Just think of schedules, submittal logs, cost reports, status reports, meeting notices and minutes, drawings, etc., for which collaborative websites allow convenient submittal and markups online. Project websites allow better management of work processes and workflow. Better and faster communications reduce review cycle times. Everyone has instant access to the most current information.

Here comes the clincher.¹ Just as the project team has easy access to the data, so do lawyers, especially the legal counsel of the opposing party in a lawsuit. Project documents now change into "documents in litigation." (See Box 1 at left). Some courts have ruled that during the discovery process, it is not enough for the requested party to deliver paper copies of electronic documents. Rather, the courts have allowed the opposing party to search electronically the other party's corporate mainframes and servers, laptop and notebook computers, personal digital assistants (PDAs), and home computers of key employees.

In general, courts have held that electronic project documentation is fully discoverable. There are only a few exceptions. Companies can protect their privileged information such as trade secrets, attorney-client relationships, and personnel records. While some companies have tried to argue that a production request is unduly burdensome, they have found prevailing difficult. Court rulings have tended to be in favor of full disclosure of all documents, including the so-called metadata. (See Box 2 at left).

Here's an only too typical scenario. Suppose you, as the project manager, draft a letter, which you send out to five people for review. Each person responds with comments. Now you have six versions of your letter, which you consolidate into one document (version 7) that you send out again. Let's say that four reviewers offer additional comment. Now there exist 11 versions of your letter. You consolidate all feedback into your final letter, version 12, which you send out. (See Figure 1 on next page.) It is highly likely that all 12 versions of your letter remain stored somewhere on somebody's hard disk. All these versions constitute metadata, and are thus fully discoverable.

Jim illustrated the significance of such metadata. In a hard copy world, you would likely have discarded all intermediate drafts and revisions of your letter. Not so in the electronic world. Here all versions continue to coexist. The opposing counsel can discover them and is free to use them for cross-examination. Suddenly, information that you, as you revised your letter, had decided to omit, can now be used to discredit someone. For instance, with the metadata fully discovered, the opposing lawyers can make you, the project manager, look bad. Worse still, they can make you look indecisive, sneaky and conniving, if not altogether dishonest.

Frightening prospect, isn't it? Especially since it is virtually impossible to erase all metadata from every computer. Perhaps you scratch your head and wonder "have electronic documents become more permanent than paper ones?" Yes! They have.

In the paper-based world, it is easy to authenticate a document. Everyone can see it, who created it, who requested it, to whom it was sent. A witness can testify to its authenticity. Not so with e-mail; a party seeking to enter e-mail into evidence must first overcome the hearsay rule, for instance by demonstrating compliance with a routine business record process. To this end, U.S. federal courts have established a five-part test² for admitting e-mail into evidence:

1. E-mail is sent and received.
2. E-mail is addressed to a particular individual.

¹ **Pun intended:** used here informally, clincher means deciding factor. In construction, a clincher is a tool for bending a nail.

² U.S. v. Siddiqui.

Continued on page 7

3. E-mail contains name of individual receiving message in body.
4. E-mail covers matters known only to a few.
5. Subsequent discussion indicates knowledge of content in e-mail by recipient of content.

In U.S. federal courts, judges enforce strict rules of evidence. Such rules, however, do not apply to arbitration, where arbitrators adjudicate the majority of construction claims. Here the rules are much less stringent. In general, arbitrators are not concerned with formal rules of evidence, for they tend to admit just about any document and prefer to sort out its importance later.

The real problem with e-mail today is that e-mail is being used for all sorts of communication, formal and informal, and above all, instant communication, because it enables instant response. However, with instant communication comes instant liability.

Often, e-mails are not edited carefully, if at all. They are often also not thought through, nor spell checked. Senders of e-mail make the assumption that they can act as if the rules that apply to formal letters were totally suspended and could therefore safely be ignored. They include comments in their e-mail to the recipient that they would never make in a face-to-face meeting, much less mail out on company stationery.

As Jim went on to show, people making this assumption will end up profoundly mistaken. Today, e-mail is fully discoverable and can (and will) be used to impeach other documents and witness testimony. In this way, e-mail may become the "admission admission," which is to say a confession, concession, voluntary acknowledgment, or declaration against one's own interest.

For example, one member of your project team e-mails another "We designed this wrong. We should never have done . . ." This simple comment can turn into an admission admission that is very hard to defend in a courtroom³.

What can you do to minimize your risks when you are notified that you are part of a legal action? Jim recommended following these legal rules as soon as your organization is notified:

1. You have a duty to preserve documents.
2. You must recognize when this duty arises. It arises as soon as the concerned party knows, or should know, that legal action is likely.
3. Your duty is obvious when you receive a complaint or a request for a document.
4. Do not wait with preserving documents until legal action starts, such as when you must provide "all documents."
5. Take immediate steps toward preserving evidence.
6. Stop deleting any data, e-mail, or other electronic files.
7. Stop rotating backup tapes.
8. Do not run any disk defragmentation or compression utility.

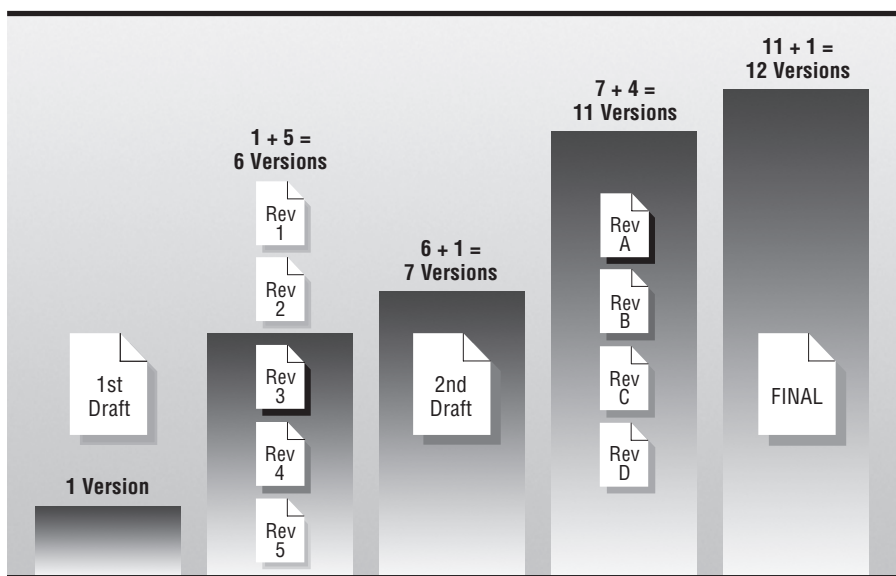


Figure 1: A single document propagates into 12 versions after only two reviews. All are fully discoverable.

The rules applicable to formal letter writing are completely suspended in e-mail. Jim calls this phenomenon:

The Death of Common Sense

Are there risks in not following these rules? You bet there are! Courts may impose penalties or monetary sanctions for destruction of evidence, or levy unfavorable presumptions. They may also dismiss your case. Do not bother to ask, "What has to be preserved?" The answer is short and anything but sweet. Everything!

Because everything is discoverable, the opposing counsel will ask for everything. This includes all paper and all electronic documents, and all metadata. Once such a claim is made, or known, or merely suspected, nothing may be changed or deleted, and no new data may be added. Even a company's published document retention policy may not serve to protect from liability. Courts have ruled that a company's retention policy does not excuse the destruction, even accidental, of relevant documents in the face of litigation. For instance, a court may determine that even if you and your team followed company policy, you may be guilty of "destroying evidence."

Obviously, many firms do not know the full extent of their own electronic records. These are hard to monitor and track. Some courts have allowed searches of entire hard drive banks, including all mirror images. There is thus the very real risk that proprietary business information is turned over unintentionally.

A good safeguard against such risks is actually rather simple:

1. Understand your own computer systems.
2. Identify the storage locations.
3. Create, review, and update document retention policies for what type of information is stored on which computer system, and for how long.
4. Get your computer people involved, and train your employees to follow policy.
 - a. Train them in the proper use of e-mail.
 - b. Train them to treat e-mail like formal correspondence that cannot simply be deleted.
5. Use software to control and eliminate metadata.
6. Protect trade secrets from discovery by keeping it on separate servers.

For many of us project managers, Jim's presentation came as a real eye-opener. We all knew the many advantages of electronic project documentation, but now we are also aware of its many problems and risks. Thank you, Jim, for your timely message.

George D. Meier, PMP

³ Refer to U.S. v. Microsoft to see how e-mail is used to impeach statements, testimony, formal documents, etc.

CAREER NETWORKING GROUP

PMI-OC member **Rod Hendrixson** kicked off the March Career Networking Group meeting by mentioning the many activities that PMI-OC brings to its members. He talked about the monthly dinner meetings, the monthly breakfast meetings and the PMP preparation seminars. Then he referred the audience to the chapter's web site: www.pmi-oc.org, where members can bathe themselves in announcements geared to improving their project management skills.

Once he finished the commercial, Rod turned the meeting over to **Melanie McCarthy**.



Speaker **Bill Lynd** (left) with **Melanie McCarthy** and **Rodney Hendrixson**



Bill Lynd captivates the audience.



Happy door prize winners, **Matthew Lytthouse** and **Jeanne Soto**

Before introducing the evening's speaker, Melanie reviewed some of the elements of good networking. For example:

- Greet people with a handshake and a smile. It's a great icebreaker.
- Mix and mingle; this gives you the opportunity to talk about your accomplishments.
- Share information with others. It tells people that you are here to help them as well as yourself.

So, if you want to get more good ideas on how to network, speak with Melanie, attend future PMI career networking meetings or check out Forty Plus of Orange County any Wednesday at 9:30 a.m. Remember, it's the full service non-profit organization that is just itching to help you help yourself. With that, Melanie introduced **Bill Lynd** of Ameriquest to speak about "**How To Get A Job.**"

Bill Lynd knows what it is like to send out resumes and not get responses and to have an interview and not get a call back. But don't let it get you down. You have to be resilient, and you have to have a winning strategy. So, here are some of the things that helped Bill land a job and what he looks for when he interviews people for jobs at Ameriquest.

Where do you look? Bill has found success by networking with friends and people he meets at events where he has the chance to talk about himself. Not to "blow smoke," but to say what he has done and the value he brought to the workplace.

Use the Internet. However, be selective and avoid the "shotgun" approach to resume delivery. Tailor your search. Select those firms that have openings that fit your skills. And then sculpt your resume to fit what the employer is looking for. Don't lie. Just focus on the skills that meet the job requirements.

Remember the purpose of the resume. It's to get a phone interview, nothing more, nothing less. So, don't send a four or five page document. Send a document that is two pages long and focuses on how your skills match the company's needs. You have to grab the reader's attention, and you have to do it in the first third of the resume. So, tell them what you did, how many people you worked with and your deliverables. In other words, quantify your accomplishments. This will tantalize the reader and get him or her to call you. Once that happens, you can submit the unabridged version of your resume.

After all, you never quite know what will work. So, be flexible. Have multiple variations of your resume and always tailor it the job's requirements. It is the call that will give you the chance to get your foot in the door.

Structure your resume. Bill likes to see a brief summary and then experience that relates to what he is looking for. He thinks that ten to twelve years of relevant experience is sufficient. You don't need to date yourself by including 30 years of experience, when fifteen will do. Remember, don't marry your resume; just date it.

Practice your "elevator speech." A practiced "elevator speech" will get you ready when the person in the interview says, "Tell me about yourself." Or the person at the networking event asks, "What do you do?" Your speech needs to be second nature so you leave the person with a positive impression. Remember, perception is important in today's labor market.

Dress for success. Spend some money on nice interview clothes. It is not the time to wear your favorite tie, which might be ten years old or that blouse that was in style five years ago. Invest in your future. Look sharp. Remember, it is not how old you are, but how old you act.

Be prepared for open-ended questions from multiple interviewers. Use the SARs approach when responding to questions. Take a **situation**; describe your **action** to the situation and the **result** of your action.

For example: My budget was cut by 25%. So, I got the stakeholders together and explained the situation and recommended that the scope of the project be reduced to accommodate the new budget. After much discussion, the stakeholders agreed that a portion of the project could be deferred to a second phase. The result was that the software's key functional areas were implemented on schedule, which saved the company \$250,000.

Remember, the SARs approach gives you the opportunity to respond to questions in an organized and logical fashion. It puts you in the driver's seat, which makes it another tool to help you help yourself land the job you want.

Gretchen M. Staff



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WEDNESDAY, APRIL 21, 2004

PMI-OC CAREER NETWORKING EVENING

EFFECTIVE JOB SEARCH STRATEGIES

Looking for a management position in this economic market is a tough call. In order to find the job you want, rather than accepting the first job that's offered, you'll need a **search strategy**. Developing a strategy and working it systematically will increase your chances of getting what *you want*, while helping you to appreciate your productivity and effectiveness.

During this informative session, you will learn how to apply each of the four basic routes to your new career. You'll be challenged to develop a strategy and work it. In addition, participants will learn:

- How to take control of your career
- How to effectively apply the four fundamental techniques of executive job search
- What the unpublished job market really is, and how to access it successfully
- How opportunity targeting *really* works and how to do it well
- The **top five tactics** for a successful **job search**

Our presenter, **Linda Dominguez**, is a master executive coach, strategist, speaker and author with over 25 years of coaching experience. Linda is principal of Executive Coaching and Resource Network, providing career coaching and personal effectiveness training.

A successful job search campaign requires a more than a process; it requires a strategy. Based on years of research into who finds the *best* jobs quickly, this presentation is designed to help you jump start your job search or revitalize a sluggish campaign.

Location:	40 Plus of Orange County, 2040 South Santa Cruz, Suite 245, Anaheim, CA 92805, 714-938-0161
Time:	6:00 p.m. – 9:00 p.m. Registration and food start at 6:00 p.m. Program starts at 6:30 p.m.
Register:	www.pmi-oc.org (Pay at the door.) Contact us for additional information.
Cost:	\$5.00 PMI-OC members / \$5.00 non-members (Covers food and soft drinks.)

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BOOK REVIEW

Blissful Data: Wisdom and Strategies for Providing Meaningful, Useful, and Accessible Data for All Employees

By Margaret Y. Chu, PMP, PMI-LA Chapter Member

Amacom, New York City, 2004, ISBN 0-8144-0780-3

To communicate effectively, you have to know your audience. So how do you tailor your message when your audience is huge? A data warehouse best addresses this problem. **Margaret Chu** gives us an insider's view of the basic objectives of the data warehouse and points to keep in mind during its construction.

The details of information technology are rough sledding for most people and many are intimidated by the titles of the weighty tomes we see. But when you see the title, *Blissful Data*, you're tempted to take a dip inside. You'll find an abundance of cartoons and nursery rhymes hinting that even a child could learn something from this book. I view it as a stroke of genius that Chu used this style to introduce novices to the field of building data warehouses. At times the transition from nursery rhymes to commercial practice felt forced, but after getting used to her style, I enjoyed the lessons presented and introduced via fantasy. The use of pictures and rhymes soothed my spirit, and as I finished the book, I realized that the merging of cultures, *Aristotle meeting Confucius*, can result in a very positive learning experience.

Chu's many years of experience in IT enabled her to craft her book for maximum readability. It's topically organized, and at the end of each chapter she provides a section called *Remember This*, which summarizes the chapter's main points. This makes it easy to find, re-read and clarify any questions you may have after the initial read. This is valuable reinforcement for the novice as well as a refresher for the veteran.

In chapter seven, *Project Management*, she provides an excellent condensation of the PMBOK® knowledge areas and gives concise guidelines for consideration for each area. This section could be used as stand alone material to introduce a beginner to the PMBOK® framework for project management. Overall, Chu's book is an excellent introduction to data warehouse construction for the novice and a handy reference for those who have been there.

Reviewed by **Bill Postma, PMP**

Margaret Chu brings a unique blend of technical insight and practical organizational acumen to this beguiling field. She perceives data warehousing as an industrial good, where value is created by assuring the right product is in the right place at the right time. Unless the data warehouse is an integrated part of the whole business process, any expenditure creates cost without adding value. There are few second chances to get this important contribution right. So, Geeks, put aside your bias; this readable book can give you a quantum leap advantage to build a data warehouse that actually delivers what the sponsors expect.

This book should be read by the data warehousing specialists who need to respond convincingly to the enterprise leaders who try to circumvent the IT organization because those "techies" have seldom learned to listen to their "real" needs.

The two chapters on *Politics . . . Who Owns It Anyway* and *. . . Who's Going to Pay?* are the heart of this practical book. Quite rightly, business rules and metadata are discussed in the politics chapter because these are not technical topics, but policy and organizational decisions. Instead, discussion of identifying the right people to involve validates the need to consider a much larger cast than comes from visualizing a data warehouse as a technical project.

Chu, in linking a game plan to project management in the chapter *Who's Going to Pay?*, gives us the key to uniting technical and business objectives. The discussion of who are the right sponsors provides a useful list of the pluses and minuses of those who would be sponsors.

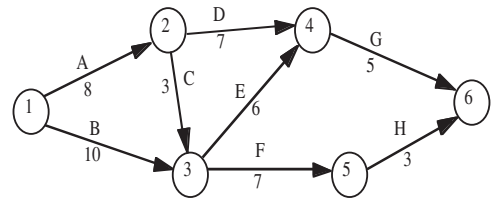
In the past, treating the process of establishing business rules as a technical endeavor led by a technical leadership, has assured misunderstanding and perpetuation of organizational behaviors when they need to change the most. There are few better reads than Ms. Chu when she discusses milestones that so appropriately link them to adopting an approach and a strategy.

Reviewed by **Frank P. Reynolds, PMP**
Management Consultant

Test Your Knowledge on PMP® Exam Questions

Answers are on page 12

The following network is shown using the Arrow Diagramming Method (ADM). The letters A, B, C, etc., are the activity identifiers, and the numbers immediately adjacent to them are their respective durations (in days).



Using this diagram, answer the first three questions.

1. What series of activities are on the critical path?
 - a. A, D and G
 - b. A, C, E and G
 - c. B, F and H
 - d. B, E and G
2. Assume that Activities **D** and **E** started on time. Activity **E** was completed on time, but Activity **D** used 10 days of duration. How many days duration is available for Activity **G** to complete the project without slipping the project schedule?
 - a. 6 days
 - b. 5 days
 - c. 4 days
 - d. 3 days
3. Assuming that Activity **F** is completed on time, what is the *free float* available for Activity **H**?
 - a. 2 days
 - b. 3 days
 - c. 4 days
 - d. 5 days
4. The *PMBOK® Guide* identifies four types of dependencies of precedence relationships, which are finish-to-start, finish-to-finish, start-to-start and start-to-finish. When using the Arrow Diagramming Method (ADM), which of these relationships can be used?
 - a. None only
 - b. Start-to-start only
 - c. Finish-to-finish only
 - d. Finish-to-start only

AROUND THE CHAPTER

PMP Preparation Classes

The Spring 2004 PMP Preparation Class was completed in March. It was a very successful class, with several students successfully passing their PMP exam within two weeks of having completed the class. Due to high demand, the next PMP preparation class is scheduled to start in May. Registration will be available on the website shortly, with discounts for early registration.

CALL FOR PAPERS

Synergy Between Systems Engineering and Project Management

Hosted by: The International Systems Engineering Conference (ICSE) and The International Council on Systems Engineering (INCOSE). September 16-18, 2004 at the Alexis Park Resort in Las Vegas, NV.

There is increasing awareness of the strong relationships between project management and systems engineering. This upcoming conference will explore such issues as systems dynamics models in project management, customer-centered requirements engineering, project management performance measures and metrics, IT project management, and a variety of other topics that are important to both disciplines.

Paper abstracts are due on April 26th. For further information, log on to www.icseng.info/ or contact **Frank Parth** at professionaldevelopment@pmi-oc.org.

Answers to PMP® Exam Questions From page 11

To answer questions 1 to 3, the table below should be developed.

Path	Duration	Float*	Activities
A+D+G	= 20	2	D
A+C+E+G	= 22*	0	none
B+E+G	= 21	1	B
B+F+H	= 20	2	F, H

* Float is determined by the difference between the critical path and the other paths.

1. b. A, C, E and G

As shown in the above table, this is the longest path (22 days), and is therefore the critical path.

2. c. 4 days

Activity **D** has 2 days float determined by the difference between the paths **A+D+G = 20** and **A+C+E+G = 22**. (Note that although Activities **A** and **G** are on the same path as **D**, it cannot have any float since they are also on the critical path.) As such, Activity **D** has all the float of 2 days. Since Activity **D** used one day more than its available float ($10 - 7 = 3$ days more vs. 2 days float available), Activity **G**'s available duration is reduced by one day (to 4 vs. 5) with respect to the original schedule of 22 days.

3. a. 2 days

Since Activity **F** did not use any of the two-day float it shares with Activity **H**, the latter has the entire 2 day float available to it. See "free float, *PMBOK*®, page 202.

4. d. Finish-to-start only

[Planning] *PMBOK*®, paragraph 6.2.2.2, pg. 70. ADM uses only finish-to-start relationships.

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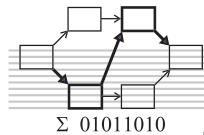
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Register at: www.rmcproject.com

WEDNESDAY, MAY 19, 2004

PMI-OC CAREER NETWORKING EVENING

KARMA CLUB

Join us for a highly interactive networking and lead sharing session. Use your 30 second commercial to introduce yourself, tell the participants about your background and what you are looking for. The group will collectively assist you by passing on leads, personal contacts, and company information that is pertinent to your job search. Come prepared to return the favor as we rotate through all participants, ensuring everyone walks away with a fist full of names and numbers that could help them land a new position.

Bring your business cards, and come prepared to network and exchange information with others looking for new opportunities in project management.

When:	Wednesday, May 19, 2004, 6:00 p.m. – 9:00 p.m. Registration and food start at 6:00 p.m. Program starts at 6:30 p.m.
Where:	40 Plus of Orange County, 2040 South Santa Cruz, Suite 245, Anaheim, CA 92805
Cost:	\$5.00 PMI-OC members / \$5.00 non-members (Covers food and soft drinks.)
Register:	www.pmi-oc.org
Questions?	E-mail: professionaldevelopment@pmi-oc.org



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PMI-OC DINNER MEETING

Tuesday, April 13, 2004

Program: **Career Management and Transition in a Global Economy**
By John Hall

Location: **Wyndham Orange County Airport**
3350 Avenue of the Arts, Costa Mesa
Behind the O. C. Performing Arts Center

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

Cost:* **Dinner and Presentation**

<i>In Advance:</i>		<i>At the Door:</i>	
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Non-Members	\$35.00	Non-Members	\$40.00

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<i>In Advance:</i>	\$10.00	<i>At the Door:</i>	\$15.00
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Please register at www.pmi-oc.org. You can pay by credit or bank card in advance or by cash/check at the door.

Make your reservation by 9:00 p.m., Sunday, April 11, to obtain the "in advance" price. Reservations made after 9:00 p.m., Sunday, April 11, will be charged the "at door" price.

Members and non-members who cancel their reservations after Sunday, April 11, or members and non-members who make a reservation and do not attend the meeting will not receive any refunds.

**Please note changes. See article on page 3.*

PMI-OC BREAKFAST MEETINGS

PMI-South OC Breakfast Club

Friday, April 16, 2004

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 tsippl@pacificlife.com

Cost: Self-paid breakfast

PMO-Local Interest Group (LIG) Breakfast Roundtable

Tuesday, April 20, 2004

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-Central OC Breakfast Roundtable

Tuesday, April 27, 2004

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

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Visit our website at www.pmi-oc.org. Make reservations for the dinner meetings, as well as other events, and stay informed of activities that are important to members and to the project management community.

PMI-OC LIBRARY

The PMI-OC Library is available at each monthly dinner meeting. PMI-OC members may check out the books for one month. Books should be returned at the next dinner meeting.

For more information about the PMI-OC Library, contact **Frank Parth** at professionaldevelopment@pmi-oc.org.

PMI-OC MILESTONES

PMI-OC members receive our monthly newsletter, *Milestones*, containing timely information on upcoming events, continuing education, volunteer activities and other announcements related to our chapter.

You can obtain a free copy of the next *Milestones* by sending your e-mail request to SampleMilestones@pmi-oc.org.

NEW MEMBERS *Continued from page 2*

Peter Sairafian
Southern California Edison Co.

Carrie Salvino
Pacific Life Insurance Co.

Homer Savage

Deborah Schultz
Drake Certivo

Lauren Simmons
PacifiCare Health Systems

Ann Smalley
SBC DataComm

Belinda Watson
Honeywell

Total New Members	37
Total PMI-OC Membership	1,198

PMI Orange County MILESTONES

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

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

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PMI-OC, Inc.
Attn: Diane Altwies, PMP
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COMING EVENTS

APRIL 13 DINNER MEETING

Career Management and Transition in a Global Economy
Speaker: John Hall
Vendor Showcase: Unlimited Innovations, Inc.

APRIL 16 BREAKFAST MEETING

South Orange County Breakfast Club
See page 15

APRIL 20 BREAKFAST MEETING

PMO-Local Interest Group (LIG) Breakfast Roundtable
See page 15

APRIL 21 CAREER NETWORKING EVENING

Job Search Strategies

APRIL 27 BREAKFAST MEETING

Central Orange County Breakfast Roundtable
See page 15

APRIL 27-28 2004 ISA AUTOMATION WEST

Long Beach, California

MAY 11 DINNER MEETING

Speaker: To Be Announced
Vendor Showcase: ByNet Software

MAY 16-19 PROJECT RISK SYMPOSIUM

MAY 19 CAREER NETWORKING EVENING

Karma Club

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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