



September 2004
Volume 18
Number 9

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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SEPTEMBER 14TH PMI-OC DINNER MEETING

Networking for Career Success

By Susan Linn

Networking has been described as **THE** interpersonal tool for the new millennium, as 85 percent of jobs are obtained through networking.

Find out about this easy-to-use system to further your career, financial and personal goals. Your network is your support team for creating all the many things you want in life: e.g., more money, a better job, a promotion, your own business, a more successful business, more sales, increased industry savvy, personal growth, etc. "Networking For Career Success" will cover the many benefits of networking, effective networking techniques and why networking is important for maintaining future job security. Additionally, Susann will emphasize the value of intra-company networking. Don't miss this fun, "how-to" session!



Susann Linn, Orange County's "Networking Queen," has been known to attend as many as 50 to 60 networking meetings per month. She is the author and publisher of seventeen editions of the annually revised book, Susann Linn's *Directory of Orange County Networking Organizations*, which contains information on over 690 professional associations.

Susann has been a contributing columnist on the subject of networking for such publications as *Orange County Business Journal*, *The Spectrum International*, *Entrepreneurial Woman* and *Orange County Woman Magazine*. She also is a noted professional

speaker and trainer on the art of networking and holds regular public marketing seminars for salespeople, entrepreneurs and job seekers.

Mark your Calendars Now for the October Dinner Meeting

PMI-OC will be celebrating its 15th Anniversary and holding its annual membership meeting. The program will feature:

- 2005 board elections
- Champagne toast
- Historical retrospective
- 2004 highlights
- Commemorative gift for each attendee
- Guest Speaker

Stephen June Appointed VP Professional Development

At its July 2004 meeting, the PMI-OC Board of Directors appointed **Stephen June** to fulfill the remaining VP Professional Development term. Stephen has volunteered his time extensively on behalf of the chapter and was most recently the VP Finance in 2003.

We welcome Stephen to the board in his support of the professional development activities.

Glen Fujimoto, VP Operations

September Vendor Showcase:
SCOPE IT
www.scopeit.com
See ad on page 3

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PROJECT MANAGEMENT PROFESSIONALS

Total PMI-OC PMPs 485

NEW MEMBERS

Francis Amalraj

Vicki Andrews

Donald Barr
SBC

Michael Carter
Toshiba America
Information Systems, Inc.

Richard Chandler
Major Impact Corp.

Rick Clay
For Profit, LLC

Kerry Coin
Kerry Coin & Associates

Mehul Desai
Southern California Edison

Larry Duford
Mertitage AMG

Robert Fitzner
Spinnaker

Linda Hansen
CCL Plastic Packaging, Inc.

Eric Hedman

Adam Krahlung
Canon Development Americas, Inc.

Sanjay Kulkarni

Lisa La Mont
Beech Street Corp.

George Lignos
Exact Software

Smruti Mohanty
DTS

Kathy Moon
Moon Associates

Michael O'Neil
Boeing

Yioula Peraticou-Kardamilas
Parker Hannifin
Air and Fuel Division

Imran Qureshi

Robert Rattray
Boeing

Jeffrey Scott
Northrop Grumman Corp.

Gene Senecal

Rajesh Shah
Agribuys

Stephanie Snyder
Overture

Jeremy Tedford

Joey Warren
Boeing

Jerry Weathersby

Total New Members 29

Total PMI-OC Membership 1,225

THE PRESIDENT'S COLUMN



Closure and Beginnings

August has always been my favorite month of the year. It brings to mind both closure and beginnings. August 2004 exceeded my expectations. I'd like to take a few moments and share my August with you.

PMI-OC Bylaws

I promise this is the last time I'll mention the bylaws in this column this year. I just want to thank the 128 individuals who attended the August special meeting and the 99 PMI-OC members who participated in the bylaw election. Passage of the new bylaws marks the closure of an eight-month project. Passage brings the promise of a new beginning. A new platform exists for us to create the PMI-OC of the future together.

PMI-OC's 15th Anniversary

We stand on the brink of the chapter's future as we prepare to celebrate PMI-OC's past. In August the board began serious planning efforts on how to recognize our past. Next month's *Milestones* will celebrate our history. At the October dinner meeting we will feature commemorative activities. October is a dinner meeting you won't want to miss!

PMI Leadership Institute

The most significant event in my August was attending the first session of the PMI Leadership Institute Class of 2005, held in Baltimore. The PMI Leadership Institute is a leadership development forum sponsored by PMI. Approximately 25 volunteer leaders from around the world were selected to participate in this opportunity. I learned with people from around the world: New Zealand, Dubai, Pakistan, the Netherlands, and Los Angeles. (I am amazed that people chose to spend their money and time to travel so far.) I came away with several key learnings I'd like to share with you.

We must choose leadership.

In each situation we face, we choose our own behavior. Leaders behave proactively. Leaders understand that above the waterline only the event is visible. ("I see an iceberg. I should react.") They look below the waterline to see the entire structure rather than only react to the event. ("I can create a new opportunity because I discovered an iceberg.")

The skills we use today will not be the skills we need tomorrow.

We have an existing set of leadership skills. These skills have served us well over the years, resulting in personal and professional success. Our global environment is constantly changing. Our skills must also change. Facilitator **Jerry Brightman** constantly challenged each participant to "go against the grain." When setting up exercises, his instructions included statements like:

- If you usually volunteer to go first, wait.
- If you usually wait to see the group's direction, volunteer to go first.
- If you usually perform analytical functions, perform a creative function.

I'll be honest. Going against the grain is probably the hardest piece of advice to follow. I frequently found myself reverting back to my comfort zone before the exercise ended.

Challenge mental models and assumptions because they contain flaws.

We develop our mental models based on the information we know. We do not have all the information; thus our mental models contain flaws. If we challenge our models, we can obtain more information and see a more complete picture.

Leadership strengths also contain a shadow side.

This links back to the idea that each participant already had a tool kit containing leadership skills. Skills that are overused can become a liability. One lesson the entire group learned was about intelligence. Countless times in the various exercises we worked through, we saw that the shadow side of "being smart" is that we can become impatient with others as they learned at a different pace. Each of us experienced both sides of this two-edged sword at one time or another.

Continued on page 4

August Special Election Meeting Results

On August 10, 2004, the PMI Orange County Chapter held a special meeting for the purpose of voting on amendments to the chapter's bylaws, as recommended by the Board of Directors.

The amendments to the chapter's bylaws were passed by a vote of 97 in favor of the amendments and two not in favor of the amendments.

The board would like to thank the members for their participation and support in this election.

As a reminder, the annual general meeting and the 2005 Board of Directors election will be at the October meeting. We hope that you will be able to attend.

Glen Fujimoto
VP Operations



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WEDNESDAY, SEPTEMBER 15, 2004 PMI-OC CAREER NETWORKING GROUP

ADVANCED JOB SEARCH STRATEGIES

This informative session will focus on advanced strategies that enable candidates to stand out from the competition. It will be hands-on so that those attending will leave with a plan designed to help them leverage their time and effort. The following topics will be covered:

• **Special Reports • Portfolios • Follow-up Strategies • Approach Strategies • Proposals • Dialoguing the Interview • Targeting**

Our presenter, **John Hall**, has specialized in the issues effecting 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 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 Master's 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 the President of the Orange County Chapter of the Professional Coaches and Mentors Association.



Location:	40 Plus of Orange County, 2040 South Santa Cruz, Suite 245, Anaheim, CA 92805, (714) 938-0161
Time:	Wednesday, September 15, 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.
Register:	www.pmi-oc.org (Pay at the door.) For additional information, contact professionaldevelopment@pmi-oc.org .
Cost:	\$5.00 PMI-OC members / \$5.00 non-members (Covers food and soft drinks.)

The President's Column

Continued from page 2

Keep a learning journal.

The PMI Leadership Institute is a year long program. We were challenged to selfishly block out time each day and keep a learning journal to capture our journey. I've been doing this for about a week now. Even in this short amount of time, I have learned some interesting things about myself.

Parting thoughts

My August was full. Besides the events detailed above, I spent time with my family in Idaho, attended my 20 year high school reunion, and the kids went back to school. I am looking forward to continuing the journeys begun in August.

*Kristine A. Hayes Munson, PMP
President*

Test Your Knowledge on PMP® Exam Questions

Answers are on page 10

Here is a sample of some questions:

1. An example of a constraint is:
 - a. Assuming the date a key resource is available
 - b. Assuming there is no limitation on expenditure rate during the project life cycle
 - c. Assuming that work will commence on a specified date
 - d. A penalty clause in a contract if a specified delivery date is not met
2. You are preparing a schedule for your project. Initially you need to do some resource planning, but are not sure of the date a key resource is available. In preparing your schedule, you state a date this resource will join the project. You have:
 - a. Identified an assumption
 - b. Identified a constraint
 - c. Set up a milestone to be met
 - d. Set up a task on your critical path
3. The difference between the project plan and the performance measurement baseline is:
 - a. The performance measurement baseline changes only intermittently, primarily in response approved scope changes.
 - b. The project plan changes only intermittently, primarily in response to approved scope changes.
 - c. The performance measurement baseline is expected to change each time a performance report indicates a variance in cost, schedule or quality.
 - d. The project plan is never changed.
4. According to the PMBOK® Guide, communication has many dimensions. Of the following, which is **not** a dimension to consider:
 - a. Formal and informal
 - b. Written and oral
 - c. Internal and external
 - d. Data retrieval and distribution

VOLUNTEER OF THE MONTH

Curtis Browne Honored as Volunteer of the Month

A resolution was unanimously passed at the July 2004 board meeting of your chapter designating **Curtis Browne** as the **Volunteer of the Month for August**. PMI-OC President **Kristine Hayes Munson, PMP** honored Curtis at our August 2004 general meeting by presenting him with a Certificate of Appreciation.

Curtis joined PMI-OC in the fall of 2002. After living and working as a project manager for 15 years in Philadelphia, he was "downsized" in early 2002 and moved to Orange County later that year. Shortly thereafter he attended his very first meeting and promptly decided to join our chapter.

Curtis was awarded his PMP in March 2003, two weeks after completing the chapter's PMP Preparation Workshop for winter of 2003. Keenly aware that all instructors facilitating the workshop were volunteers, he was spurred on to volunteer as well. Curtis worked on the committee that revised the PMP Prep Workshop "courseware" for the spring/summer 2003 sessions and subsequently became an instructor for the chapter-hosted workshops in the fall of 2003 and winter of 2004. But that's not all! He also made significant contributions to the revised bylaws, which were approved at the August 2004 meeting.

Curtis is currently looking for work as an IT project manager. He has been unemployed since moving to Orange County. When asked what he likes about volunteering for PMI-OC, Curtis responded, "Volunteering has given me an opportunity to be part of the *team*, which is much more exciting than being a spectator."

Congratulations, Curtis! We wish you well in your future career aspirations.

Dave Jacob



Special Thanks

to all of you who have responded to PMI-OC's requests for volunteers in the past few months and have worked so diligently in your unique roles.

Susan Fauchaux, Pan Kao, and Vikas Pathak capture, manage, validate, and report on our PDU counts for all of our PMI-OC events.

Ajay Sapre is helping out with the library of books available at the dinner meetings.

Lora Lockwood was assisting Diane Altwies edit this monthly *Milestones* newsletter.

Fritz Mehrtens organizes and heads the PMI-OC monthly breakfast meetings.

Tim Herbal recently volunteered to lead and analyze information-gathering surveys on PMI-OC programs.

Your hard work is truly appreciated!

We're putting together a special "volunteer event" for later this summer to thank you all for your hard work!!

*Thanks again,
Behrad Fardi
Volunteer Coordinator*

Candidates for 2005 Board of Directors

The PMI-OC Nominating Committee has completed its evaluation of candidates for the 2005 Board of Directors. The Nominating Committee recommends the following individuals for board positions:

Chair

Kristine Hayes Munson, PMP

Chair Elect

Glen Fujimoto

Finance Director/Treasurer

Gene Dutz

IT Director

Stephen June, PMP

Marketing Director

Diane Altwies, PMP

Membership Director

Rod Hendrixson

Operations Director/Secretary

Pan Kao, PMP

Programs Director

Terry Ehrhard

Director at Large

Victoria Flanagan

Quentin Fleming, Adrienne Keane, PMP and **Janice Preston, PMP** would like to thank everyone who expressed interest in the board.

ADVANCED TOPIC SEMINAR

Sarbanes-Oxley: A Crash Course

PMI-OC's Advanced Topics Seminar Series reviewed Sarbanes-Oxley at UCI Extension's Orange facility on July 31, 2004.

The session, led by **Ed Witt** of ProAps, Inc., provided a crash course discussion of Sarbanes-Oxley (SOX) in three sections: (1) an overview of SOX and its business impacts, planning a SOX 404 Compliance project and SOX Audit considerations; (2) detailed information about SOX 404 and considerations for controls and documentation; and, (3) remediation of control gaps, reporting requirements and maintaining a SOX program. Section one, the basics of SOX, and section three, remediation of control gaps, attend more to the project management aspects of SOX; therefore, these two areas will be the focus of this article.



Overview of Sarbanes-Oxley

The Public Company Accounting Reform and Investor Protection Act of 2002 (the Sarbanes-Oxley Act) was enacted in July 2002. The foundations for compliance of SOX fall under the governance practices of COSO/COBIT. **COSO** stands for The Committee of the Sponsoring Organization of the Treadway Commission, and its mission is to evaluate business processes. **COBIT** is an acronym that stands for Control Objectives for Information and Related Technology, and its mission is to research, develop, publicize, and promote how a company controls its processes and whether the processes are in place. Both COSO and COBIT are borrowed from the IT Governance (IT Institute) and they are used to determine the best practices and control points within IT and business to determine best business practices. Ed indicated that SOX focuses on "following the money trail within your organization." It is primarily aimed at best practices relating to financial controls and reporting. SOX focuses not only on the parent company, but also should be applied to subsidiaries and any service providers and partners that comprise over five percent of the parent company's revenue. The key is to determine whether the practices in that subsidiary, partner or supplier business will have an effect on the material wealth of a company.

SOX Section 404 (Management Assessment of Internal Controls) requires most publicly registered companies and their external auditors to report on the effectiveness of the company's internal controls over financial reporting. Section 404 of the law states that as a corporation, key management will control everything having to do with financial systems, i.e., who analyzes, reviews and reports to management (CEO, CFO, COO, etc.), and who signs off on those reports. Further, the law states that executive committee members must sign a document that says that they have full confidence and good faith that the practices and control are in place and that they will swear an oath that the financial reports are accurate. If the reports prove to be inaccurate, an executive could end up paying a fine of up to \$5 million and be sentenced to up to 20 years in jail.

Additionally, the law specifies that auditing of the financial reports and systems be conducted by internal and external auditors. The external auditors verify that the internal audit was conducted without a conflict of interest. For publicly traded corporations, the financial reports and associated spreadsheets, e-mails, and systems must be kept available for up to seven years. If a publicly traded corporation has revenue over \$75 million, compliance is expected to be completed by fiscal year 2004. If a publicly traded corporation has less than \$75 million in revenue, they are expected to be compliant by July 2005. Ed reminded us that unlike the Year 2000 effort, when all systems needed to be compliant by a certain date, SOX is an ongoing audit process, and many companies have not gotten up to speed on initiating a SOX compliant project.

Ed suggested that the bare minimum requirements needed for this project are: a senior project manager assigned to the project full-time, a real commitment from corporate officers, and the commitment of all accounting and IT department heads. SOX demands a System Development Life Cycle methodology. When planning a SOX 404 Compliance project, there are several high-level control objectives and considerations that need to be planned and evaluated (excerpted from the IT Control Objectives for Sarbanes-Oxley on the IT Governance website):

- Company-level controls (operating style, collaboration, information sharing)
- General controls (program development, program changes, access to programs and data)
- Application controls (completeness, accuracy, validity, authorization)

Through discussion of various diagrams that were distributed in the seminar, Ed highlighted that there are also Sarbanes-Oxley IT diagnostic questions for consideration, including whether IT management has

Continued on page 6



implemented suitable IT controls to meet business requirements, whether there are policies governing security, availability and processing integrity, and whether the IT department's risk assessment process is integrated with the company's overall risk assessment process for financial reporting.

Answers to these questions can result in gaps as a result of a SOX audit. As a continuing discussion about the IT control objectives for Sarbanes-Oxley, Ed also discussed internal control components, a compliance road map, IT controls, stages of control reliability, and COBIT Ares and COSO Components.

Remediation of Control Gaps

After adopting a control framework by assessing the control environment, conducting a risk assessment, establishing control activities and monitoring the process, the bulk of a SOX project addresses the remediation of control gaps that have been identified in the audit. SOX usually involves a strong business process reengineering effort because once policies and procedures are developed and put in place, you have to prove that you are enforcing them.

To be successful at managing the key gaps, Ed suggested that the project manager: (1) have the authority to implement tight controls of project resources, (2) have direct line authorization, (3) keep consultants on target, and (4) keep the testing and remediation process on track. All four of these characteristics, he indicated, are critical for a successful SOX project. This type of project involves tight controls over the input, tools and techniques, and outputs of all the major project management processes.

Ed stressed that a strict testing process for remediation of gaps is necessary to effectively address those processes that were not in compliance. The testing process includes planning a test schedule, writing test scripts (both for business processes and system processes, i.e., data entry, software interactions with other systems, etc.), and execution of test scripts. The end result of the testing process is accreditation.

Finally, he stressed that maintaining a SOX program is a change control process. The environment is dynamic because as business mergers and acquisitions continue, as new systems are introduced, existing systems are enhanced, and old systems are retired, there will be changes every year. The project manager should establish a timeline and calendar for when the next audit is scheduled to occur and when the critical tasks that need to be performed before that audit should be completed. The bottom line is that monitoring SOX is an ongoing process.

At the end of the seminar, **Quentin Fleming** addressed the attendees to highlight his perspective of how earned value is a requisite for SOX projects. His full article can be viewed on his website at www.QuentinF.com.

We thank Ed Witt for sharing his time, his experience working on SOX projects, and his 20 plus years in IT fields to present a very informative session. We also thank our members for their participation and lively discussions. For more information about the impact of SOX on your organization, go to www.sox-online.com.

Kim Scott, PMP
Program Committee Volunteer
kims@weblaudry.com



Photos by **Cornelius Fichtner**, above with **Ed Witt**.

Two Upcoming Volunteer Opportunities

2004 North American Leadership Meeting

Anaheim Convention Center, October 20–23, 2004 (Wednesday–Saturday)

We're looking for PMI member volunteers who can provide general assistance with conference events, including activities such as conference session assistance and room monitoring. Highest need will be on Friday, October 22nd.

As a volunteer, you will:

- Get free registration for the event and see presentations of the sessions you are assisting.
- Meet PMI staff from departments such as membership, certification, and worldwide component affairs.
- Meet PMI component leaders from across the world!

If you can volunteer some time, it is a wonderful opportunity to get an inside look at PMI.

Please contact **Glen Fujimoto**, at glenfujimoto@hotmail.com to volunteer or to get more information.

2004 North America Global Congress

PMI EF Booth, Exhibit Hall, Anaheim Convention Center
October 24–26, 2004 (Sunday–Tuesday)

The PMI Educational Foundation promotes economic, educational, cultural, and social advancement through the application, development, and promotion of project management concepts, theories, and life skills. See <http://www.pmi.org/pmief/> for additional details on the PMI Education Foundation.

At the 2004 NA Global Congress, PMI-EF is providing information to Global Congress attendees. PMI-EF is looking for volunteers to help staff the booth and answer questions. Volunteers would need to attend a short information meeting, tentatively set for Sunday, October 24 at 1:00 pm, PDT. We would like to schedule volunteers to work a booth shift (from two to three hours) during exhibition hours (see schedule below). See <http://congresses.pmi.org/NorthAmerica2004/Exhibition/> for exhibit details.

As a volunteer, you will:

- Get access to the Exhibit Hall during the day you volunteer.
- Meet PMI staff from departments such as membership, certification, and worldwide component affairs.
- Meet and network with fellow project managers from across the world!

Exhibition Hall Hours (subject to change)

- Sunday, October 24, 5:30 p.m.–7:30 p.m.
Grand Opening Reception (doors remain open until 8:00 p.m.)
- Monday, October 25, 9:00 a.m.–4:30 p.m.
- Tuesday, October 26, 9:00 a.m.–4:30 p.m.

Please contact **Glen Fujimoto** at glenfujimoto@hotmail.com to volunteer or to get more information.

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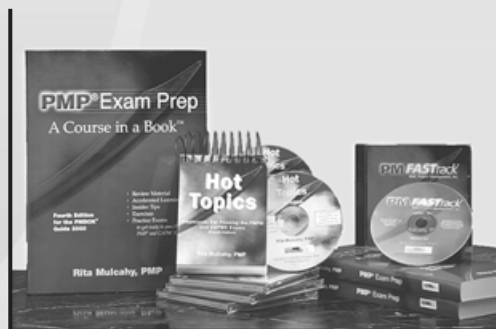
PM FASTrack® Exam Simulation Software - 1300 questions, including situational questions and questions with more than one right answer. Students say our tests are harder than the PMP Exam. Find gaps before they find you.

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PMP Exam Prep System - includes everything below PLUS Rita's "What to Read in the PMBOK® Guide" if ordered directly from the RMC website.



Free Download: Tips on Passing the PMP Exam

by Rita Mulcahy

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It's All About Process Continued from page 8

At the entrance of the process tube shown in Figure 3, a new loan, for instance, starts with step 1; a renewed loan, or a loan with changed terms, starts at step 3. Audit gates at several steps provide for quality assurance. Finally, a deal reaches the maintenance phase where it is mostly monitored and periodically reviewed, shown at the end of the tube.

Figure 4 shows the technology services that BPM provides for the fulfillment of the seven process steps of Figure 3. An integrated IT system links a universal data warehouse to the business processes that drive it. All the business services (from prospecting to collateral monitoring) are assembled in an integrated system, for which BPM provides the orchestrating technology that manages when these services are invoked.

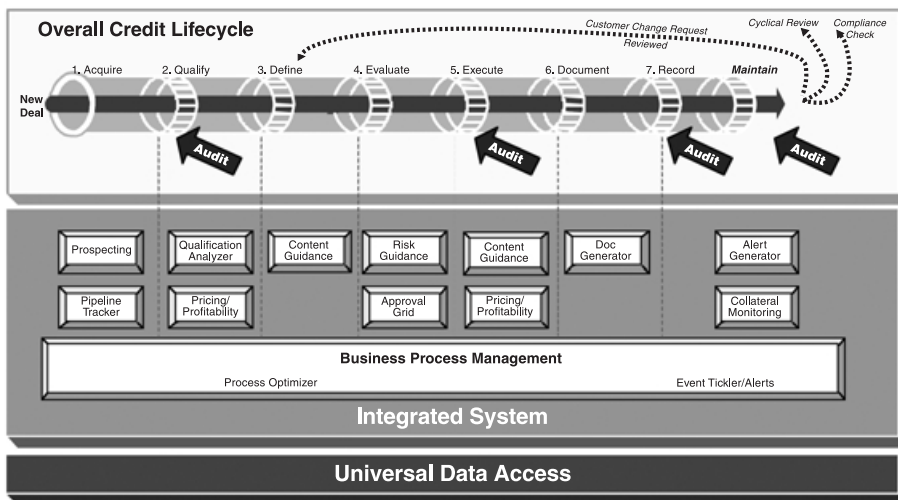


Figure 4: The basic systems design uses a service oriented architecture approach, driven by the business process.

You may wonder: How does this all relate to project management? For the root causes of delivering projects repeatedly on time and on budget:

- Lack of business and IT alignment
- Undefined project roles and responsibilities
- Insufficient project management capabilities
- Lack of understanding of desired outcomes
- Insufficient project management disciplines
- Focus on piecemeal solutions

Rob sees BPM offering assistance in:

- Mapping processes into a process repository
- Developing data integration within the process definition
- Deploying enhanced process automation for machine-to-machine interactions
- Implementing state-managed human-machine interactions
- Enabling end-to-end process visibility and accountability in a project team

BPM can give the project manager benefits like:

- Stronger audit trail between business value and IT investment
- Improved "customer-centricity"
- Reduced cycle times to production
- Improved asset productivity
- Greater control of real-time data in process context
- Reduced capital investment vs. traditional solutions
- Culture of continuous change

As Rob explained, the process-centric view to doing business is new to many industries. It minimizes cycle time and effort by avoiding iteration between process components. It increases efficiency by reusing process components.

George D. Meier, PMP
yorgo8@earthlink.net

At the August Meeting



Victoria Flanagan, VP Corporate Relations, and **Susan Faucheux** hold a "pre-meeting" at the August dinner meeting.



Bob Lambert from PlanView, our sponsor for the August meeting, and **Theresa Thiel, PMP**



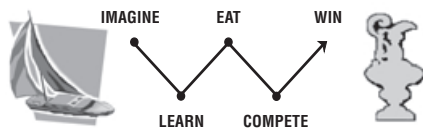
Stephen June, PMP takes over as VP Professional Development.



Mike Graupner recognizes PMP Workshop instructors, assembled below.



ENTERTAIN YOUR BRAIN



**PMI Orange County Chapter
Launches the**

First Annual PMInAction 2004

Development Regatta: Race for the Cup

- Software Development Team Competition
- Project Management Contest
- Conference and Exposition

See the flyer insert and website
for more information

Answers to PMP® Exam Questions

From page 4

- 1. d. A penalty clause in a contract if a specified delivery date is not met**
PMBOK®, Glossary. See "Constraint," page 199. Also see "Assumption," page 198.
- 2. a. Identified an assumption**
Assumptions are factors that, for planning purposes, are considered to be true, real or certain. PMBOK 2000, paragraph 4.1.1.5, page 43 [Planning]
- 3. a. The performance measurement baseline changes only intermittently, primarily in response to approved scope changes.**
PMBOK, paragraph 4.1.3.1, page 44 [Planning]
- 4. d. Data retrieval and distribution**
PMBOK, paragraph 10.2.2.1, page 121 [Executing]

BUILD YOUR BUSINESS

with Powerful Project Management

Project management is a powerful business tool. You can use Project Management (PM) throughout your organization to boost personal and collaborative productivity and ultimately show triple digit return on investment. The key to successful PM is to build a standardized system that embeds best practices into your process.

PM: The Value Builder in Your Organization

PM is the science of getting things done. The problem in most companies is that there is no set process to get work done effectively and efficiently. According to a February 2003 study by The Center for Business Practices¹ (CBP), the largest PM challenge facing companies is implementing a consistent process. From lost time to inconsistency, no process means poor performance.

The Three Ps: Project. Process. Performance.

A project is any activity in an organization that has a distinct deliverable and a clear beginning and ending. When your projects follow a process, you achieve greater performance. PM methods are easy to learn and can be applied with simple web-based and office automation tools. Here are five ways that PM transforms organizations and allows you to reap the rewards of a uniform approach to PM in your organization.

Five Ways that PM Transforms Organizations

- 1. Develops Exponential Effectiveness:** In most organizations, people work on cross-functional teams to complete projects. When people from different departments know and understand a common PM process to get their work done, they can start to work together without having to design how they are going to do it.
- 2. Empowers Individuals and Team Leaders:** When there is a common, simple approach for PM and the correct tools are available throughout the enterprise, people are empowered to reach their goals, together and individually.
- 3. Creates Institutional Memory:** Industry standard PM practices require a critical project closeout phase that collects lessons learned and gives your organization powerful historical knowledge from across the enterprise.
- 4. Realizes Return on Innovation:** An easy-to-use PM methodology gives organizations a framework that makes it achievable for people to move from vision to action with a comprehensive project plan that supports their objectives.
- 5. Turns Information into Insight:** You capture best practices and know what is and isn't working in your organization, giving you a competitive advantage by turning information into insight.

ROI: PM's Impact on the Bottom Line

PM impacts the bottom line. In their CHAOS Report, the Standish Group conservatively estimates that 20% of money spent on projects is wasted because companies don't have a consistent approach to PM. Research by the CBP shows that PM improvement initiatives improve project performance by up to 50% for the first project and can continue for each new project if the enterprise offers ongoing support with PM tools.

Your PM Power Checklist

1. Know the business drivers and ROI for adopting an enterprise-wide approach to PM.
2. Use a simple and proven approach to align the efforts of project teams.
3. Have people at every level of the organization learn the skills needed to effectively use PM to improve their value to the organization. Cheetah Learning's *PM Career Express* provides training for people at every level of the organization.
4. Get big wins early on by leading with parts of the organization that have the least skills in project management and the most to gain by using a simple PM approach.
5. Empower people with tools for successful PM:
 - a. BOT International's Custom Websystem for sharing Best Practices and PM processes across the enterprise
 - b. MS Project for simple and effective project scheduling and tracking
 - c. PM Scorecards to measure the effectiveness of your project managers throughout the project.

Michelle LaBrosse, PMP
CEO, Cheetah Learning
Author, *Cheetah Project Management*
June 28, 2004

¹ *A Business Case for Improved Project Practices*
by Jim Brosseau, Software Productivity Center Inc.
Version 1.11 (www.spc.ca)

CAREER NETWORKING GROUP

August Karma Club Activities

PMI-OC member **Rod Hendrixson** kicked off the August Career Networking Group meeting. Visit the website, www.pmi-oc.org, for job postings, to post opportunities and for the monthly dinner, breakfast and other meetings.

Minimum wage in the U.S. is \$6.75 per hour; minimum wage in China is \$0.31/hour. Write your congressman.

The August event was a Karma Club. That is, several members of the audience stood up and gave their 30 second-five minute presentation. The audience then brainstormed and suggested ways to expand their job searches, places they could apply, insiders they could contact and different approaches. **Melanie McCarthy** led the session. Some of the participants looking for work are listed below. Maybe you can help.

Jim Duffy is an engineer with a BA and MS from UCLA and USC. He is interested in semiconductor manufacturing management. One participant suggested Radio Web as a source to search for job opportunities.

Joe McDonough is an ex-Agilent manager and has developed a small business on the side, a 45 person real estate company. He has an MBA and a PMP and a current Top Secret clearance.

Rick Wolf is an MS, PMP with lots of IT manufacturing and construction experience. He designed and built the current Access database for the 40 Plus organization. He is an excellent data base designer and software development life cycle manager, analyst and programmer. He asked for help with getting into SCE. The audience made recommendations, including Sempra Energy.



Lynn Tagami helps out at the August meeting.

Saini Kannan is a leading edge software specialist with experience in PeopleSoft, healthcare and international business. She worked in Tokyo.

Sheshandri Naik is a PMP and is interested in customer contact. We recommended FedEx, UPS, DHL and Burlington Northern.

Glen Fujimoto is the current VP Operations for PMI-OC. He was auditing the session for PMI. He talked about PMI in general. He told us about the North American Leadership Meeting, October 21-23, and the Global Congress in Anaheim, October 23-26. Glen asked for volunteers to help with these events. It would be a good networking opportunity.

In closing, each attendee received a photocopy of all the attendees' business cards, and the drawing was held while we networked.

The next meeting of the Career Networking Group is Wednesday, September 15, 2004. This will feature a presentation by **John Hall** (who spoke at the April PMI-OC dinner) and who has a unique approach to "Job Search Strategy."

Good Networking!

Rick Wolf, MS, PMP

Rw124c41@aol.com, 909-858-9291

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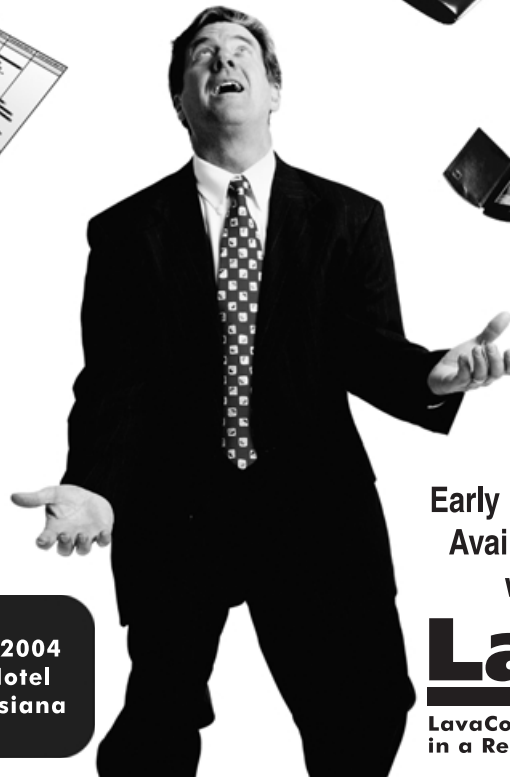
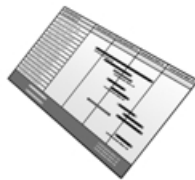
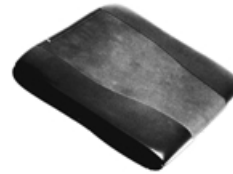
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PMI-OC DINNER MEETING

Tuesday, September 14, 2004

Program: **Networking for Career Success** by Susann Linn

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>	
Members	\$25.00	Members	\$40.00
Non-Members	\$35.00	Non-Members	\$40.00

Presentation Only (Members and Non-Members)

<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, September 12, to obtain the "in advance" price. Reservations made after 9:00 p.m., Sunday, September 12, 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 their reservations after Sunday, September 12, or members and non-members who make a reservation and do not attend the meeting will not receive any refunds.

PMI-OC BREAKFAST MEETINGS

PMI-South OC Breakfast Roundtable

Friday, September 17, 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, September 21, 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, September 28, 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

Member Services

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

PMI-OC E-MAIL BLAST

Receive an e-mail reminder of all up-coming PMI-OC events.

Join the **PMI-OC E-Mail Blast** by sending an e-mail to join-blast@pmi-oc.org.

PMI-OC WEBSITE

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 **professional development@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.



PMI Orange County MILESTONES

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COMING EVENTS



SEPTEMBER 11 PMP® EXAM PREPARATION WORKSHOP

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SEPTEMBER 14 DINNER MEETING

Networking for Career Success

Speaker: Susann Linn

Vendor Showcase: SCOPE iT



SEPTEMBER 15 CAREER NETWORKING GROUP

Advanced Job Search Strategies



SEPTEMBER 15-18 ICSE & INCOSE 2004 CONFERENCE

Synergy Between Systems Engineering and Project Management
Las Vegas, NV



SEPTEMBER 17 BREAKFAST MEETING

South Orange County Breakfast Roundtable



SEPTEMBER 21 BREAKFAST MEETING

PMO-Local Interest Group (LIG) Breakfast Roundtable



SEPTEMBER 22 PMI SAN DIEGO CONFERENCE EXHIBITION 2004

Keynote Address, Educational Sessions, Vendor Exhibitions



SEPTEMBER 25 5th ANNUAL VENDOR SHOWCASE AND CONFERENCE

Long Beach, CA



SEPTEMBER 28 BREAKFAST MEETING

Central Orange County Breakfast Roundtable



OCTOBER 12 DINNER MEETING

Effective Integration of Risk Management on a Project

Speaker: Harry Jabagchourian

Vendor Showcase: To Be Announced



OCTOBER 16 PMI-OC PMInACTION 2004

Development Competition, Conference and Expo



OCTOBER 21-23 PMI® LEADERSHIP MEETING

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



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