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▶ 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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JANUARY 11TH PMI-OC DINNER MEETING

IT Project Cost Estimation

By **Henk Keukenkamp, PMP**

Studies show that approximately \$55 billion is wasted annually on cancelled and challenged projects in the United States alone. Therefore, accurate project cost estimation is critical to a company's choice between moving a project forward or dropping it.

Henk Keukenkamp's presentation will cover various types of estimates, estimation techniques, review methods, and implementation of cost estimation solutions within an organization.

Henk will explain the different types of estimates, including magnitude, ballpark, planning, and commitment estimates. Estimation techniques, such as lines of code, function points, analogues, and deliverables, will also be addressed.

Cost estimate review methods and the benefits of using cost estimation tools will be explored, and an "always lively" question and answer session is planned to conclude the session.

Common fears and perceptions about cost estimation will be examined and dispelled through insight about how to address them. Meeting attendees are bound to leave feeling more confident about producing cost estimates and will be better able to articulate and translate the benefits of a cost estimation tool to their managers.



Henk Keukenkamp, PMP, the founder and CEO of SCOPE iT, has over fifteen years of experience in the field of information technology, including work for large systems integrators such as Deloitte Consulting and Unisys. He is a specialist in project management and in the design, development and implementation of custom applications.

Henk has been involved in a variety of projects, ranging from large traditional mainframe applications to client/server applications and e-business solutions. His expertise includes development of project and system standards, quality assurance, database administration, technological training and project management.

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* In past years, there have been errors in volume number sequence. PMI-OC was officially recognized in 1989 and this month begins its 17th year as a PMI® chapter.



Member Services

PMI-OC CAREER CENTER

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 upcoming 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 programs@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.

THE CHAIR'S COLUMN



Finding Your Passion in 2005

Ever since I was a young pre-teen keeping my first journal, I have found the new year a time to reflect on what I accomplished in the previous year and a chance to set those famed New Year's resolutions. This year I have been reflecting while reading *Stand Up & Shout! Kiwi Success Unplugged* by **Alastair Ferguson**, a Christmas present from **Jane Farley**, immediate past president

of PMI-New Zealand. (I met Jane at the initial session of the PMI® Leadership Institute Class of 2005.)

Passion and Success

Ferguson records his interviews with various business leaders from New Zealand. Each interview discusses the role of passion and success. Two quotes about passion really hit home with me, and I'd like to share them.

The first is from Ferguson's autobiographic sketch. He writes: "We have learned that in order to live a full, happy and complete life you have to be passionate. If you aren't passionate, what are you doing? . . . You must find things to be passionate about. Perhaps it is your work, family, sport or a hobby. Whatever it is, embrace life, be spontaneous, and get out of your head and follow your heart more." (page 17)

The second is a quote from **Rob Hamill**, a competitive rower. Hamill states: "Quite often you don't become passionate about something instantaneously. You might have this dream, but it's difficult to be passionate about it because you realize there's so much to do. But once you make that decision and go through the process of understanding the problems you've got to overcome, creating some short-term plans and goals, *then* you can *actually* develop a passion for it . . . It's nice if passion becomes instantaneous, but I believe it can be developed and maintained, and if you can maintain that passion for whatever it is you're doing, boy, your success rate is just so much higher." (page 24)

What is Your Passion?

Over the past four years I have developed a passion for helping other project managers expand their personal skill sets through volunteering for PMI-OC. I have maintained this passion by continuing to personally volunteer and watching others grow as they try new things. (My primary passion, in case you're curious, is my children: Philip age 10, Benjamin age 9, and Aaron age 2.)

What are you passionate about? How does PMI-OC fit into what you are passionate about? Are you willing to be a 2005 PMI-OC volunteer so you can develop the professional skills and build your network so you can improve your success rate?

2005 Strategic Initiatives

The 2005 PMI-OC Board of Directors went through the process of understanding the opportunities facing the chapter and developing short-term plans to take advantage of these opportunities. As a result, the board has become passionate about its four 2005 strategic initiatives:

- Conduct **stakeholder analysis** of needs and participation to improve membership value and offerings (Owner: Marketing Director)
- Develop an **infrastructure strategy and plan** to deliver information for effective decision making (Owner: Information Technology Director)
- Define and implement **organizational performance metrics** (Owner: Chair-Elect)
- Enhance the **volunteer program** to improve recognition, recruiting, retention, and resource management (Owner: Membership Director)

Develop Your Passion by Volunteering

The 2005 Board of Directors needs your help to successfully complete these initiatives, as well as to continue to provide the high-quality programming you expect from PMI-OC. On the next page you will find an invitation to attend the 2005 Volunteer Kickoff Rally. Please plan on attending if you're a regular PMI-OC volunteer or, if you have never volunteered, to learn how you can develop and maintain your passion through PMI-OC.

Kristine A. Hayes Munson, PMP
Chair/President



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**Second Annual PMI-OC
VOLUNTEER
KICKOFF RALLY**

PMI-OC is proud to announce its Second Annual Volunteer Kickoff Rally. The evening will feature networking, dinner, live music, and the PMI-OC Board of Directors describing the directions of the chapter for the coming year. This will be a great opportunity for veteran volunteers and new members just thinking about volunteering to envision how they can maximize their PMI-OC experience.

Get involved, be part of the volunteer program, even if it is only a few hours that you have to give. Remember, this organization is only as good as its volunteers. We are very fortunate to have **great volunteers!** Keep up the good work.

When:

THURSDAY, JANUARY 27, 2005

Schedule of events:

- 5:30 to 6:15 Check in and Networking
- 6:15 to 7:00 Dinner
- 7:00 to 7:45 Direction of the Chapter
- 7:45 to 8:30 Breakout session

Where:

Martini Blues

5874 Edinger Avenue
Huntington Beach, CA 92649-1705
714-840-2129
<http://www.martiniblues.com/>

Cross Streets: Edinger and Springdale
In the Vons shopping center.

Costs:

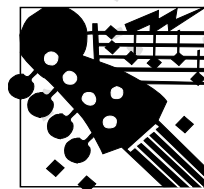
Dinner Provided by PMI-OC
Volunteer Management Committee

Register:

www.pmi-oc.org

Questions?

E-mail membership@pmi-oc.org



*Upcoming
PM Training Classes
in the Orange County Area*

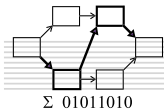


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**Test Your Knowledge
on PMP® Exam Questions**

Answers are on page 11

Here is a sample of some questions:

1. All but one is an output from the initiation process:
 - a. Constraints
 - b. Assumptions
 - c. Strategic Plan
 - d. Project Charter
2. Unlike bar charts, milestone charts show:
 - a. Schedule start or completion of major deliverables and key events
 - b. Activity start and end dates
 - c. Expected durations
 - d. Dependencies
3. The project plan, which is a primary output of the Project Plan Development process in the Project Integration Management body of knowledge, consists of subsidiary plans from processes in the remaining eight bodies of knowledge. Which process does not contribute a subsidiary plan:
 - a. Scope Planning
 - b. Solicitation Planning
 - c. Schedule Development.
 - d. Cost Estimating
4. Which of the following is the most appropriate for measuring schedule risk?
 - a. CPM
 - b. WBS
 - c. PERT
 - d. PDM



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VOLUNTEER OF THE MONTH

Susan Faucheux, PMP Honored as Volunteer of the Month

The PMI Board of Directors unanimously passed a resolution designating **Susan Faucheux, PMP** as Volunteer of the Month for December 2004. Chapter President **Kristine Hayes Munson, PMP** honored Susan at the December dinner meeting by presenting her with a Certificate of Appreciation.

Susan joined PMI® and the Orange County Chapter in early 2001. She attended the Orange County Chapter's PMP® Preparation Workshop and passed the PMP exam one week later. Her first volunteer role was sergeant-at-arms at the March 2002 PMI leadership meeting.

Subsequently, while working with **Pan Kao, PMP** (our July 2003 Volunteer of the Month), Susan helped develop new reporting methods for assigning PDUs for attendance at dinner meetings, in accordance with changes in PMI Headquarters' requirements. She presented her procedure to the chapter board and has since played an ongoing operational role, submitting dinner meeting PDUs to PMI on behalf of attendees.

Continuing to build on these volunteer successes, Susan worked with **Victoria Flanagan** (VP Corporate Relations) and **Terry Ehrhard** (VP Programs) on the original planning committee for the **PMInAction** conference, initially scheduled for October 2004 and since postponed to 2005. Susan also did booth duty for the PMI Global Congress Educational Foundation in October 2004.

Susan is employed by EDS as an IT program manager. Her present responsibilities include process improvement and training of IT related processes using CMM, ISO, and ITIL. She started with EDS 15 years ago as an engineer before taking on increasingly

responsible positions in project management and process improvement.

Susan is currently reevaluating her career direction. She recently took **John Hall's** career management course as an important step in fulfilling her aspirations. Other than knowing that teaching will be a part of her future calling, she confesses that she is still in the early phases of determining where she's heading. We wish her well!

We asked Susan for a short quotable statement about why she likes volunteering for PMI-OC. She replied, "I like to volunteer my time and skills to help non-profit organizations that are able to succeed only with volunteer support."

Dave Jacob

WEDNESDAY, JANUARY 19, 2005 PMI-OC CAREER NETWORKING GROUP

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, January 19, 2005, 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, 714-938-0161

Cost:

\$5.00 PMI-OC members / \$5.00 non-members (Covers food and soft drinks.)

Register:

www.pmi-oc.org

Questions?

E-mail: programs@pmi-oc.org

PROJECT OF THE YEAR AWARD

Call for Nominations

Have you been part of a project that deserves recognition? Are you aware of one?

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- Share your project successes with your community.
- Stimulate pride in your project team and organization.

Here is your chance to be recognized by PMI® for your excellence in, contribution to, and advancement of the project management field.

Every year PMI conducts a **Project of the Year (POY)** competition in search of superior performance and execution of exemplary project management. Your project and your team's success could be publicized and recognized for superior performance and execution of project management principles and contribution to the industry globally, as well as locally.

The process involves three tiers of competition: preliminary, semi-finalist, and finalist.

Three-Tiered Competition

• Preliminary Level

Project submissions are due to the PMI Orange County Chapter by **January 28, 2005**. One (1) project will be selected by a panel of local project management experts on March 4, 2005 for advancement to the semi-finalist level. The PMI-OC POY Committee will announce all applicants and this level's results to our membership at our March dinner meeting and in our *Milestones* newsletter.

• Semi-Finalist Level

Three (3) finalists will be selected worldwide by a central panel of project management experts by May 13, 2005 to advance to the finalist level.

• Finalist Level

One (1) POY will be selected worldwide by a central panel of project management experts by July 15, 2005. PMI Headquarters and the PMI Board of Directors will acknowledge the PMI Project of the Year Award winner, as well as the other two finalists. The POY award will be presented at a specified PMI event . . . potentially at the 2005 PMI Congress North America!

To find out more about the eligibility and submittal requirements, please visit the PMI POY site: http://pmi.org/prod/groups/public/documents/info/ap_projectofyearaward.asp.

All Orange County businesses are encouraged to participate. Refer to the PMI POY website for specific project eligibility requirements.

Entries will be accepted through Friday, January 28, 2005. Entries must be time-stamped by 11:59 p.m., PT.

Cost is **ZERO!** Submit all project entries via e-mail at POY@pmi-oc.org by the above date. A PMI-OC POY Committee representative will contact you to confirm your project submission and to answer questions. You may also nominate a specific project from your company or another Orange County area business to participate in this competition.



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PROJECT MANAGEMENT MEMORIES

from the December Dinner Meeting

As we close down 2004 and welcome in 2005, I decided to volunteer to write this dinner meeting article. As outgoing *Milestones* Editor for the past two years and incoming Marketing Director for PMI-OC, the topic of this dinner meeting really hit home for me.

I attended the December dinner meeting mostly because of the friendships I've made over the past four years as a member and over the past two years as a volunteer. To me, this is what it is all about. It's whom I've met along the way and how each person has affected me and contributed to the field in which we work.

As I listened to the "brave" souls who offered up their experiences and stories, I realized just how much our chapter has benefited me and many of its members. PMI-OC is a group of people who really want to deliver great products under difficult situations or unrealistic constraints, but approach every project as a challenge and welcome the lessons learned out of each experience. In the end, it is the problems we've faced and overcome that stick in our memories and contribute to the learning of other new project managers.

As an instructor myself, I love to hear people's stories. Whenever I do, I try to relate them to my own experiences and think of ways to communicate these stories to other project managers so that they can benefit from them as well.

Following are some excerpts from the dinner meeting summarized in the form of lessons learned by each presenter. If you attended, you'll understand the details of each lesson described. For those who weren't there, I'll ask each of you to meet these members at future dinner meetings and hear their stories first hand.



Our keynote speaker, **Chuck Overhiser**, started off the evening sharing his experiences and insight about three types of projects: business, civic and personal. His lessons learned included:

- Sometimes we need to modify the result of our project to satisfy a stakeholder.
- No matter how hard we try to run a smooth project, we sometimes are blindsided by the unforeseen events.
- Even the best procrastinators can come up with an "award" winning idea that is fondly remembered by team members for years to come.

Susan Thompson, PMP explained a situation that any IT Project Manager could relate to. Her lesson was that we can't assume what appears straightforward at the onset is as straightforward as it really is. **Customer involvement in formal requirements and several validation steps along the way are necessary to ensure success.** Without this, a fairly small project can turn into a major fiasco. "Other than that, Mrs. Lincoln, did you enjoy the show?"

Marty Wartenberg decided to enlighten us with his experience working with a "little" company run by a mouse: Disney. Marty's company, Windriver Systems, was working on a software project that required another vendor to supply the hardware for the implementation. His story also yielded several lessons:

- Never allow marketing to talk to the client; they'll sell something at the cost of its parts.
- Have a strategy for delivering bad news to the client, but make sure the client will perceive it as bad.
- If you put a contingency plan in place, make sure you call it off if not needed; otherwise, it may cost you dearly.

One of our founding PMI-OC members, **Frank Reynolds, PMP**, shared his "Walker Contingency" plan. His lesson reminded us that "Murphy" can appear at any time and that if you travel a lot and don't want to be stuck in the same clothes for 48 hours, be sure to carry your "Walker Contingency" **every** trip. His second lesson was that if you don't use this plan regularly, you might be stuck wearing an **ugly shirt**.

Terry Ehrhard, our current VP of Programs, shared that even **diets** can become a risk to the project and impact the team's chemistry.

Longtime member, **Ed Fern, PMP**, reminded us that it is important to read directions prior to starting a trip. Otherwise you may be asked to "turn at the corner where a gas station **used** to be."

One of our members, **Kevin Rohan**, even though absent from the event, felt compelled to share his story in writing, so **Pia Nielsen** presented his lesson. His lesson was to remember that when asked if you solved the problem, say "yes." **You may win the employee of the year award.**

Continued on page 8

A Festive Evening



PMI-OC members share lessons learned. Left to right: Susan Thompson, PMP; Marty Wartenberg; Frank Reynolds, PMP; Terry Ehrhard; Ed Fern, PMP; and PMI-OC President Kristine Hayes Munson, PMP

December Dinner Meeting

Continued from page 7

For those of you who were unable to attend the dinner meeting, you really did miss out on a fun event. Many smiles and chuckles abounded as people recognized themselves or someone they know in these stories. It reminded me of one of the best reasons I participate in PMI-OC events and volunteer for our organization. It's the huge wealth of experience our members have. Getting to know our members and hearing their anecdotal situations can be helpful to all of us in our current or future jobs. By doing so, we will continue to advance our profession and continue to improve the success of our projects.

There is nothing more powerful in teaching than real life experiences we share and can relate to, and I thank all of you who felt the desire to share!!

Diane Altwies, PMP

2004 Toy Drive



Representatives of the **Costa Mesa Fire Department** stopped by our December dinner meeting to pick up toys donated by PMI-OC members.



Thanks to the generosity of our members, we received lots of wonderful toys for the Costa Mesa Fire Department to distribute to needy children this holiday season. It was a great experience for everyone involved.

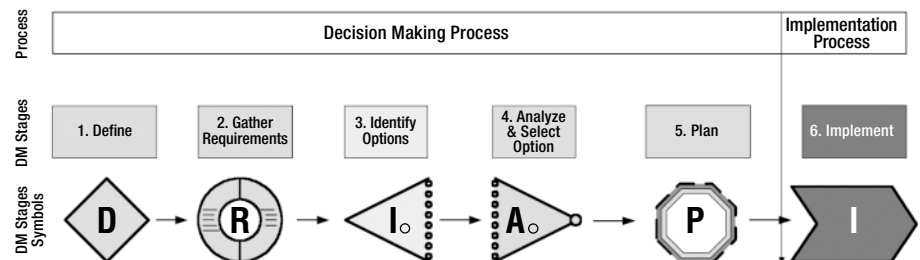
MAXIMIZING PROJECT SUCCESS

Decisions! Decisions! Decisions!

What do project managers and project teams do more than anything else? My guess is they make decisions—decisions about scope, decisions about resources, decisions about customers and stakeholders. The fact is we make decisions all day long. What route to take to work? Should I stay late and finish up a task or go home on time for a change? Who will take Sally to her soccer game? Of course these are examples of relatively minor decisions, ones we can make without really thinking. Unfortunately, we tend to make major decisions without “thinking” as well. That doesn't mean we don't actually think. We just aren't conscious of the process we use to make our decisions.

Using an unconscious process is all right if you're making a decision on your own and if that decision has minor implications. But allowing each person to use his or her own unconscious thinking process within a group setting when an important decision needs to be made just leads to conflict and chaos. You arrive at one decision; I arrive at another. We argue over who is right. Neither of us can adequately explain the process that led to our decision, and both feel they've got the right answer. Now we're in conflict.

In the current era of managing collaboratively, more and more decisions are made by teams. That means the team has to reach consensus, and that's much easier to do if you follow a structured, collaborative decision making process, like the one developed by Martin Training illustrated below.



Each stage contains a set of steps that the team works through together. At the end of each stage consensus is reached before moving onto the next stage. This almost guarantees that you'll have consensus at the point where you've reached a decision (after Stage 4). Along the way you will have created understanding and buy-in which helps to assure support for getting the decision implemented.

Here are the stages of the decision making process:

- 1. Define.** Define what decision needs to be made. Define the goal you're trying to reach. Define the customer and stakeholders of the decision. Define the impact of the decision on the customer and stakeholders.
- 2. Requirements.** What are the requirements for a solution? Are there any solutions that are out of bounds?
- 3. Identify Options.** What are all of the possible decision options? Brainstorm the possibilities.
- 4. Analyze Options.** Using analysis tools, determine the best possible option based on the requirements from stage two.
- 5. Plan.** Create a plan for implementing the decision. If the decision has a major impact on the customer or the organization, then it's probably a project and will require a complete project plan for implementation. It may also require selling the solution. One benefit of using a structured, visible decision making process is that you can document the steps you went through to reach your decision which helps you to communicate why this is the best option available.
- 6. Implement.** Implement the plan.

This may seem like a laborious process, and it would be if you used it to decide whether or not to stay late at work. But it's worth the time invested if you're deciding which software package to roll out across a department or company. When there is anything significant at stake in a decision, then it's worth the time to think it through carefully, with participation from the people who must implement the decision. The next time you need to have your team make a decision, pay attention to what process you use. Is it visible to everyone? Does it create consensus along the way? Can it be easily documented

Continued on page 11



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Six Saturdays Beginning January 29, 2005

This workshop is intended for anyone who wishes to achieve their PMP® certification, who meets the requirements as identified by PMI® (see <http://www.pmi.org/certification>), AND who has studied recommended PMI project management literature, specifically, the PMBOK® Guide.

This workshop will help you prepare for exam success, and will provide you with the eligibility requirement of 35 contact hours in project management education. Participants will be provided with a classroom discussion guide and a supplemental text that includes study questions on CD-ROM. Also, participants will have access to additional study material.

When: Six Saturdays from 8 a.m. until 5 p.m.

Jan 29	Feb 12	Mar 05
Feb 05	Feb 26	Mar 12

Where: Santiago Canyon College
8045 East Chapman, Orange, CA 92869
(Room to be announced)
Chapman Avenue and Newport Boulevard

Cost: The workshop fee is per participant, payable at the time of registration. Classes fill very fast and cannot exceed 35 participants. Reserve your space early to guarantee a seat.

Register by January 10th to receive a special discount!

- PMI Member: \$575 prior to January 10th, \$625 after January 10th
- Non Member: \$725 prior to January 10th, \$775 after January 10th

Register: www.pmi-oc.org

Questions: Via e-mail to: professionaldevelopment@pmi-oc.org

Note: This course is NOT intended to teach the participant project management or to impart project management industry experience.

PMI, Orange County Chapter
P. O. Box 15743
Irvine, CA 92623-5743



PMI-OC DINNER MEETING

Tuesday, January 11, 2005

Program: **Project Cost Estimation**
Presenter: Henk Keukenkamp, PMP

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)
In Advance: \$10.00 *At the Door:* \$15.00

Please register at www.pmi-oc.org. You can pay by credit or bank card in advance or by cash, check, or credit card (Visa or MasterCard only) at the door.

Make your reservation by 9:00 p.m., Sunday, January 9, to obtain the "in advance" price. Reservations made after 9:00 p.m., Sunday, January 9, 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, January 9, 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-OC Breakfast Roundtable SOUTH

Tuesday, January 4, 2005

First Tuesday of Every Month

Location: **Doubletree Hotel Irvine Spectrum**
90 Pacific Avenue, Irvine (405 and 133 Freeways)
949-471-8888

Time: 7:15 - 9:00 a.m.

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

Cost: Self-paid breakfast

**NEW NAME!
NEW DATE!
NEW PLACE!**

PMO-Local Interest Group (LIG) Breakfast Roundtable

Tuesday, January 18, 2005

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, January 25, 2005

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 breakfastnorth@pmi-oc.org

Cost: Self-paid breakfast, parking is validated

Maximizing Project Success

Continued from page 8

so others can review the group's thinking? If so, you're probably doing a good job at decision making already. If not, you might want to try a more visible, structured approach.

Paula K. Martin

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Paula Martin is the CEO of Martin Training Associates, a management training and consulting firm. The Martin Training decision making process is part of its new workshop called "Effective Meeting Management." For more information call 866-922-3122.

PMInAction 2005

Call for Presentations! PMI-OC's one-day conference, **PMInAction 2005** (targeted for mid 2005), will feature approximately ten exhibitors and 150 participants, multiple project management seminars/workshops, a project management contest, a software development team competition, and a full day of educational and networking opportunities.

To create an exceptional educational experience, we welcome your perspective on the most important and relevant issues facing project management professionals today. Submit your presentation topic proposals via e-mail to PMInAction@pmi-oc.org.

Answers to PMP® Exam Questions

From page 4

1. c. Strategic plan

(This is an input to Initiation.)
[Initiation] PMBOK® 2000, paragraph 5.1, page 53

2. a. Schedule start or completion of major deliverables and key events

Milestones are singular points in time, such as the start or completion of a significant activity or group of activities
[Planning] PMBOK 2000, page 78

3. b. Solicitation Planning

[Planning] PMBOK 2000, paragraph 4.1.3.1, page 45

4. c. PERT

PERT measures standard deviation of activities, particularly those on the critical path. Standard deviation and variance can be used to measure risk.



PMI Orange County MILESTONES

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

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COMING EVENTS



JANUARY 4 BREAKFAST MEETING

PMI-OC Breakfast Roundtable South



JANUARY 8 ADVANCED TOPICS SEMINAR

Planning and Controlling Limited Resources for Project Success

Speaker: Vladimir Liberzon, PMI® Moscow Chapter

Location: Santiago Canyon College



JANUARY 11 DINNER MEETING

Project Cost Estimation

Speaker: Henk Keukenkamp, PMP, Founder and CEO, SCOPEiT



JANUARY 18 BREAKFAST MEETING

PMO-Local Interest Group (LIG) Breakfast Roundtable



JANUARY 19 CAREER NETWORKING GROUP

Karma Club



JANUARY 25 BREAKFAST MEETING

Central Orange County Breakfast Roundtable



JANUARY 27 SECOND ANNUAL VOLUNTEER KICKOFF RALLY

Martini Blues, Huntington Beach, CA



JANUARY 28 PROJECT OF THE YEAR SUBMISSIONS DUE

See page 6 for details.



JANUARY 29 WINTER 2005 WORKSHOP

This workshop will help you prepare for the PMP® exam.



FEBRUARY 8 DINNER MEETING

Lessons Learned from 2004: Sarbanes-Oxley Act

Speaker: Kent Schumann, PMP

LEGEND



PMI-OC
Event



PMI® Headquarters
Event



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



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RETURN SERVICE REQUESTED