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MARCH 8TH PMI-OC DINNER MEETING

What Hackers Know and Project Managers Need to Know

By Jim Kelton

Hackers, cyber attacks, security risks, threats, and vulnerabilities: are you ever really secure in our computer driven world?

Jim Kelton will reveal how organizations can improve project management quality by identifying and managing their security risks. Learn how to use security to get an edge in this fast-paced market economy.

- Learn why security is a game.
- Find out who is winning the game. Hackers have the time; you have the money.
- Learn about new security legislation and what you need to do to be prepared.
- Find out why security vulnerabilities are cumulative.
- Discover how 99.9% secure translates to 3.5 days of vulnerability per year.
- Find out when you are most vulnerable to an attack.
- Identify steps you need to take now, before it's too late.



Jim Kelton, President of SoftwareUnlimited and a Master of Science in Management Information Systems, delivers entertaining and informative presentations on how to protect your organization from internal and external threats. Jim is a leading information technology consultant with 25 years of management and technical experience.

As a leading IT authority, Jim has authored and appeared in over 40 publications, including *The Wall Street Journal*, *Business Week*, *USA Today*, *The Los Angeles Times*, and many others. Jim is an expert commentator and frequently appears on nationwide television, including MSNBC.

PMI-OC SAYS THANK YOU!

This coming dinner meeting is our chapter's opportunity to recognize and thank all the volunteers who have contributed so much to making this a great organization during the past year.

Come and support the volunteers who do so much to keep the chapter growing and thriving. This will include a special recognition of the 2005 Winter PMP® exam preparation instructors.

Come and celebrate with this high-energy group.

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NEW PROJECT MANAGEMENT PROFESSIONALS

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David Becker
Cheryl Pellerin

Total New PMPs 3
Total PMPs 576

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THE CHAIR'S COLUMN



Motivation

My two-year-old lets you know immediately if he likes something or not. A big smile lights up his whole face, and he joyously cries "again" if he likes something. He works hard at the enjoyable activity and is motivated to learn the concepts being taught. He loves to try to sing the "ABC song." Each time he tries, the letters come out closer to being understandable and in the right order.

However, if he doesn't like something, those terrible twos emerge. His new rejection technique is to physically push you out of the room while saying "go back," knowing if you aren't around, he can do whatever he wants. What confuses me is one moment he will shout "again" to repeat an activity. The next moment the same activity will result in the expression of his displeasure. What motivates him to want to participate in an activity? Whatever makes him happy at that moment.

I've been keeping a journal since August 2004 as part of the PMI® Leadership Institute. Motivation is one of the topics I explore frequently in those pages: what motivates me, what motivates the individuals on my team at work, what motivates PMI-OC volunteers, and what motivates my children. I call my theory on motivation the WIIFM Factor ("what's in it for me").

In preparation for the next PMI Leadership Institute classroom session to be held in April, I've also been reading **Daniel Goleman's** *Working with Emotional Intelligence*, one of the two assigned books. The other assigned book is **Peter M. Senge's** *The Fifth Discipline Fieldbook*. I've struggled getting through this book because each chapter feels like an unprioritized laundry list of things to do. I couldn't find the WIIFM. However, the chapter entitled "What Moves Us" grabbed my attention. In this chapter Goleman helped me enhance my understanding of the WIIFM Factor.

Goleman discusses the link between motivation and emotion. He writes: "Motive and emotion share the same Latin root, *motere*, "to move." Emotions are, literally, what move us to pursue our goals; they fuel our motivations; our motives in turn drive our perceptions and shape our actions. Great work starts with great feeling" (page 106). My two-year-old openly demonstrates daily the link between emotion and motivation. As working professionals, we may hide our emotions from ourselves and others. But I am convinced the link is as powerful now as when we were two.

Watching my children has convinced me the emotions we all seek are pleasure and satisfaction. Goleman agrees. He quotes results of a behavior study showing that test participants "felt better doing work they loved rather than work they did only because they were rewarded for it. When doing a task for the pleasure of it, their mood was upbeat, both happy and interested. When doing something simply for the pay, they were bored, disinterested, even mildly irritated" (page 106). He expands this thought by writing that "for the stars, excellence and pleasure in work are one and the same" (page 107).

Goleman offers a prioritized list of the sources for satisfaction and pleasure in work:

- The creative challenge and stimulation of the work itself, and the chance to keep learning;
- Pride in getting things done;
- Working friendships;
- Helping or teaching people on the job (page 106).

The challenge we face as project managers and leaders in our organizations is creating an environment where these sources for satisfaction and pleasure can thrive. Goleman advises us to be emotionally present as we work with individual team members in order to create this environment. "When people are present in this sense," he writes, "they are fully attentive and completely involved in their work – and so perform at their best. Others experience them as accessible and engaged, and they contribute their creative ideas, energy, and intuitions fully" (page 108). He continues, "When fully present, we are more attuned to those around us and to the needs of the situation, and we fluidly adapt to what is needed" (page 109).

Continued on page 3

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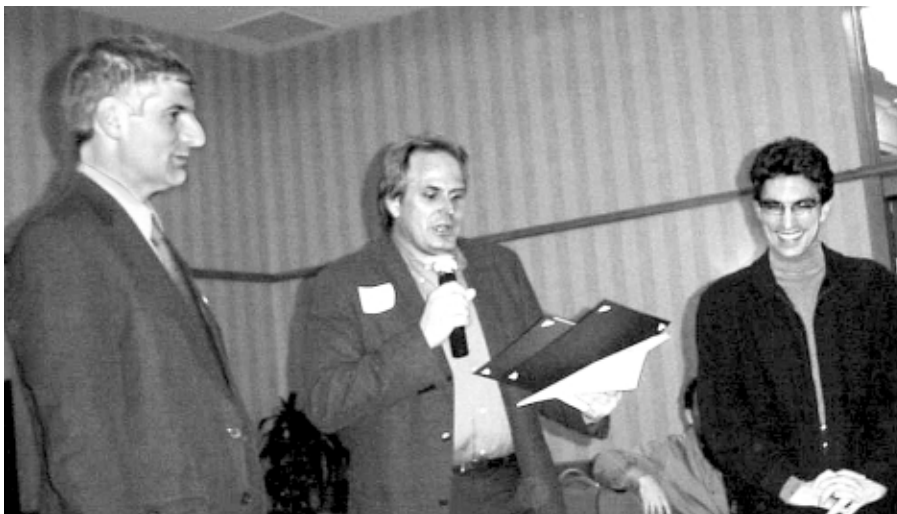
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VOLUNTEERS OF THE MONTH

Alan Widmer
Honored as
Volunteer of the Month
for January

Behrad Fardi, PMP
Honored as
Volunteer of the Month
for February



Resolutions were unanimously passed at the December 2004 and January 2005 board meetings of your chapter designating **Alan Widmer** (left) as the **Volunteer of the Month for January** and **Behrad Fardi, PMP** (right) as the **Volunteer of the Month for February**.

Volunteer Coordinator **Brent Felsted** honored Alan and Behrad our February 2005 general meeting by presenting them with Certificates of Appreciation.

The Chair's Column

Continued from page 2

Lots of food for thought. I use my journal as a tool to help me learn how to apply excellent concepts like this in real life. I haven't found any easy answers. I just keep writing about specific situations and their results, hoping to repeat successful behaviors and learn to avoid other behaviors.

Kristine A. Hayes Munson, PMP
Chair



Left: Brent Felsted congratulates Behrad Fardi, PMP. Right: Alan Widmer celebrates.



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Gerald I. Kendall Keynote Speaker

Gerald I. Kendall, PMP, Principal, TOC International, is a recognized world expert at strategic planning and project portfolio management. Mr. Kendall will be speaking on "**Advanced Project Portfolio Management - Do You Want to be a Legend?**" His clients include Telstra, British American Tobacco, Raytheon, Babcock & Wilcox, Alcan Aluminum, Covad Communications and Lockheed Martin. He's authored three books, contributed to two books and written numerous articles and white papers.

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General Session, May 23, features Keynote Presentation by Gerald I. Kendall and additional guest speakers from industry and government. Continental breakfast, lunch and refreshments at breaks are provided. **PLUS** - Bonus Evening Dinner Event.

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ADVANCED TOPIC SEMINAR

Applying TOC to Critical Chain Project Management

The Theory of Constraints (TOC) is a management science founded by **Dr. Eliyahu Goldratt** nearly 20 years ago. Goldratt argued that organizations undermine performance because they are structured, measured and managed in parts, rather than as a whole. The problem is compounded by pressures to achieve short-term performance targets, such as a slavish adherence to arbitrary task deadlines and deliverables.

Goldratt discovered that if you identify the most significant constraint and fix it, everything else goes better. When he applied this concept to manufacturing, the results were stunning. Goldratt has since written numerous books on TOC and Critical Chain, and his methodology is used by industries worldwide.

So, you ask, how can project managers apply TOC concepts to Critical Chain Project Management?

That was the subject of **Allan Elder's** presentation at February's Advanced Topic Seminar. Indeed, he advocates applying TOC-based CCPM (CCPM) to all aspects of project planning, scheduling, resource behavior, visibility and control.

In case you're wondering, four weeks of Critical Chain expert training costs around \$20,000. Of course, Elder only had time to provide a brief introduction during the Saturday morning seminar. But at \$25 and a credit of four PDUs, it was a pretty good deal.

This article will touch on some of the key concepts of Elder's presentation and attempt to put them into context.

Put money on the constraint.

Imagine a chain with five links. Assuming, for the moment, that every link is critical, the weakest link is the most significant constraint. CCPM says you should put your money on that constraint first. That way the entire organization gets a boost. Then work on the next most significant constraint. Typically, however, organizations try to make improvements across the chain. If they have \$25 to invest, they'll spend \$5 on each link. In this, as in most instances, CCPM is counterintuitive.

What to change?

You know what the typical complaints are. Due dates are not met. There are too many changes. Resources are not available when needed. Fights abound over priorities between projects. Budget overruns frequently occur.

At this point it's important to understand that CCPM isn't something you do to an organization. Rather, there has to be genuine buy-in and participation. It takes a collaborative process to accurately identify true constraints. That process starts with smoking out continuous complaints, which are called "UnDesirable Effects" (UDEs). And wherever there are UDEs, there are conflicts. The whole point of this effort is to get at the core problem of a system.

Conflict analysis is a major part of figuring out what to change. CCPM employs an interesting tool called the "Evaporating Cloud," a diagrammatic logic structure used to analyze the conflicts revealed by UDEs. The purpose is to identify and break assumptions. The goal is to find the core conflict, not to impose mutually disadvantageous compromises.

Uncertainty is certain.

Many of today's improvement initiatives attempt to reduce uncertainty. That's why estimates become expectations. CCPM says the issue isn't uncertainty; it's our mode of operation, the way we manage projects. Conversely, common practice dictates that the best way to ensure a project will finish on time is to ensure that every task finishes on time. Consequently, local optima become the enemy of the global optimum.

Getting real about safety.

In traditional projects, safety is about padding deadlines to achieve realistic estimations. Often these calculations rely on probability theory. The problem is that nothing is normal in itself. Symmetrical probability distributions require large aggregations of data. But any given task has a long tail, reflecting its asymmetrical nature. Thus, in the real world, an 80% probability distribution has to have a lot more safety embedded in it.

Then there's the human factor. What happens when you ask someone to estimate how much time it will take to complete a certain task? Everyone (other than recent college graduates) knows that estimates turn into commitments. They also know that no good deed goes unpunished. If you ever finish early, your estimates will be whittled down even further. Whence Parkinson's Law comes: "Work expands so as to fill the time available for its completion."

The combined effect of real-world probability and human nature is a lot of extra safety built into project estimates. Why, then, do so many projects still finish late? As Elder states in his presentation, "In spite of the large safety embedded in each task, the chance of a chain of dependent tasks finishing on time is small." Where did all that safety go?

Perhaps a better way of phrasing the question is where didn't it go? Clearly all delays are transferred in full, but not so the gains. And therein lies the waste. The problem is compounded by integration, multi-tasking and the "student syndrome" (a tendency to wait until the last minute to complete a task).

The answer is not adding more safety to each task. Simulations show that doing so only makes projects longer and later.

Multi-projects + multi-tasking = multi-mess

A classic bit on the old Ed Sullivan show (a relic from TV's early days) was to see how many plates could be kept spinning on a stick. A guy would run around adding plates and spinning sticks until the whole stage was covered. It was an amazing sight. Of course, he spent his whole time adding plates and spinning sticks, and not accomplishing much else.

The current emphasis on matrix management and multi-tasking can produce similarly impressive, and ineffective, displays.

In a matrix organization, you have project managers and resource managers. That means the people who actually perform a task in a project do not report to the person responsible for managing it. It also means that (1) the project manager has responsibility without authority; (2) the resource manager serves many masters; and (3) priorities are determined by the level of screaming. Is it any wonder that the work of resources is regularly interrupted?

And let's talk about interruptions for a minute. It has been written somewhere that an

Continued on page 6

expensive resource must never sit idle. That is why multi-tasking is such a good thing. It works at McDonald's; if you have time to lean, you've got time to clean. So, you switch idle resources back and forth between tasks and projects. But every task requires set up time. That time may be the same every time, but the more times you have to set up (because of switching tasks) the more you significantly increase the lead time of tasks.

The result: everybody's busy, and everything takes longer. (Are you starting to connect the dots yet? Think constraints. Think mode of operation.)

Enabling gains and delays to compensate each other

This is the holy grail of CCPM. Before you can find it, however, there's another dragon you have to slay. At the risk of mixing metaphors, it's a tortoise and hare kind of thing.

"The sooner one starts a project, the sooner one finishes it." This statement seems so entirely logical. Yet, in practice, racing ahead to fill a gap only creates a bottleneck and burns up resources. As with multi-tasking, moving fast isn't the same thing as moving smart. That's why they stagger the freeway onramps during rush hour.

Now we have another piece of the CCPM puzzle: resources must be staggered. Conceptually, it makes sense. However, the science, and art, of CCPM lies in choosing the optimum staggering point. (That's where consultants like Elder come in.)

Buffering versus padding

Padding is about inflating task estimations. And we know where that leads. Buffering, on the other hand, is about concentrating safety where it's appropriate, at the project level.

Think of it this way. In a panic, people hoard resources. Announce that a hurricane is coming; everyone stocks up, and grocery stores get cleaned out. Will people return everything if the storm doesn't come? Whatever happens, it is clear that such hoarding would be very inefficient as a regular mode of operation. However, if you kept the resources (safety) at the grocery store (project level), fewer would be required than if you stored (hoard) them all at home (the task level).

If we all share, we won't need as much as we will if we all have our own little contingency. The goal is to protect the completion date of the entire project, not of each individual task. All we have to do is to figure out how to shift

the safety embedded in each task to the project level. If we can do that, less safety will be required overall.

Getting real

The linchpin of accurate safety buffering is reconceptualizing the estimation process. And this requires nothing less than a major cultural change in project team management.

You still ask people for their best estimates. You still accept all the inflationary factors included in those estimates. You don't try to perform some magic calculus to precisely extract the safety embedded in each task. Simply put, you don't fight human nature and the statistics of asymmetric distributions.

Instead, what you are recommended to do is at once arbitrary and collaborative.

The arbitrary part is cutting all estimates in half. Aggregate that time and cut it in half. And then add it to the end as a buffer for the entire project. (This is only in the beginning; guidelines change as teams become more accustomed to the CCPM method.)

The collaborative part is making it clear to your project team that it is not mandatory to meet the new, shorter estimates. If they need more time, they can take it from the buffer. That's what it's there for.

This is a very rough summary of the process. A lot of analysis goes into calculating feeding buffers and project buffers. Part of the analysis uses the focusing steps of TOC: (1) identify the system's constraint; (2) decide how to exploit that constraint; and (3) subordinate everything else.

Manage the buffer.

The last section of Elder's presentation dealt with how to manage projects in a CCPM world. As with other aspects of the methodology, time allowed only a brief introduction.

It should come as no surprise by now that it's all about monitoring buffer consumption. The metrics are simple, yet comprehensive. Project progress is determined by such factors as the percentage of the critical chain already completed, the percentage of the completion buffer consumed relative to the critical chain consumed, and the rate of the buffer consumption itself.

Adapt.

Elder closed by sharing a few stories about the practical aspects of implementing CCPM to real-world project management. Who knew that a PM might do the laundry for the most loaded resource? (Manage the constraint.) Then there's overcoming the inevitable resistance to change. (Remember, you don't do CCPM to an organization.)

Visionaries lament that CCPM hasn't been widely embraced in project management fields. However, it is now an accepted best practice by the PMI® and has been included in the third edition of the PMBOK®. For more in-depth information, visit Allan Elder's website at www.myprojectpartner.com.

Ted Seastrom

Why leveling resources is not enough

The critical chain is the longest chain of dependent events with resources considered. The key to this description is the resource consideration. Two activities that use the same resource are statistically as dependent as two activities that are solely dependent at the activity level. Consequently, by only leveling resources, project managers ignore an entire chain of dependent activities. Leveling is fine but does not permit analysis of the true dependencies.

Allan Elder, a PMP® and president of My Project Partner, has a master's degree in project management and advanced graduate work in organization and management. His current clients include the County of Orange IT Services Division and the Los Angeles Unified School District. He also teaches project management for the corporate extension of the University of California, Irvine. Contact him at aelder@myprojectpartner.com



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MAKING IT COMPLIANCE PROJECTS SUCCEED

Lessons Learned from Sarbanes-Oxley in 2004

Kent Schumann, PMP from SlingStone Information Technology was the speaker for our February dinner meeting. The stated goals of his presentation were to help the audience understand the basic landscape of IT compliance, Sarbanes-Oxley (SOX) fundamentals, lessons learned to apply to future SOX projects, applications of lessons learned to all types of IT compliance projects, and the importance of solid project management principles for the IT compliance projects.

Kent started by reviewing some of the IT compliance legislation that has been recently enacted. He briefly mentioned that those involved with the educational organizations would likely be dealing with the Family Education Rights and Privacy Act (FERPA), which requires confidentiality of student academic and personal data. He also mentioned that those involved with health care organizations should be familiar with the Health Insurance Portability and Accountability Act (HIPAA), which requires confidentiality, integrity and availability of health care information. Finally, for anyone involved with a publicly traded company, the Sarbanes-Oxley Act of 2002 (SOX) requires that publicly traded companies attest that effective controls are in place, ensuring the integrity of their financial and reporting data.

He then moved on to a discussion of risk management and CIA, which stands for confidentiality, integrity and availability. Kent defined risk as the threat of loss of one of the CIA elements. Legislation that focuses on one or more of these three elements of risk management requires a company to examine risks from a specific perspective. For example, HIPAA is actually focused on all three CIA elements, while FERPA is primarily concerned with the confidentiality element, and SOX is primarily concerned with the integrity element. When evaluating any of the three CIA elements, it's important to carefully examine each to determine risks. Kent also noted that controls that mitigate a risk for one element might not mitigate risks to other elements.

Kent then reviewed the specifics of the SOX legislation. He reminded us that it was developed out of the turmoil caused by Enron, WorldCom and other companies that had "financial irregularities." The intent was to protect investors by placing a heavy burden on the management to ensure financial data provided is accurate. Establishing criminal and civil penalties for the CEO and CFO of publicly traded companies does this. Specifically, SOX requires that accurate financial data reporting and effective controls be performed, monitored, tested and audited on a regular basis to ensure the financial data integrity.

Kent defined controls as policies, processes, procedures or tools that help mitigate one or more risks. For SOX, the primary controls are as follows: (1) financial controls, (2) IT general controls, and (3) application controls. Under application controls, there are two categories: automated controls and IT dependent manual controls (ITDM). The types of controls are preventive, detective, automated and manual. Preventive controls reduce the likelihood of a defined risk occurring. An example would be credit checking a newly entered sales order in an ERP system. Detective controls determine that a defined risk has occurred so that it can be researched and any errors can be corrected. Reviewing sales orders for amounts that exceed a customer's credit limit would be an example of a detective control. Automated controls are controls that are performed automatically, such as the ERP system credit checking, while manual controls are controls performed by a human.

Kent proceeded to discuss the terminology and hierarchy of risk. At the top level of the hierarchy, management defines risk, which is a control objective. The next level in the hierarchy is the control activity, which is defined by management and performed by staff and management. The control activity produces evidence, which is defined by management and produced by staff and management. Next comes monitoring, which is defined by management and performed by management. Then there is testing, which is defined by management but performed by an unbiased party. Then, finally, is auditing, which is defined by an external auditor and industry best practices. Auditing is performed by the external auditor.

Kent presented examples to illustrate. Some of the example risks (control objectives) were: (1) without adequate physical security enforced, unauthorized individuals may



access systems and modify financial data, and (2) failed or incomplete batch jobs or online transactions could produce unplanned and undiscoverable data integrity errors in financial data systems.

Examples of some possible control activities include (1) the organization follows a documented system development life cycle (SDLC) methodology that considers security and processing integrity requirements of the organization, and (2) batch processes are monitored every day to ensure successful completion, and failed jobs are investigated and fixed in a timely manner.

Evidence examples included (1) completed access request form is approved by appropriate functional and IT management, and (2) SDLC requirements and testing documents are signed by functional process owners and management.

At this point in the presentation, Kent moved on to SOX project planning, which includes a number of action items. First, it is necessary to identify critical systems, which are data streams and repositories that contain or access financial data. This could include networks, computer systems, databases and interfaces. It is then necessary to identify risks to these critical systems, including both malicious and accidental alterations.

From there, Kent advised us to develop and adopt an IT general controls (ITGC) framework and then identify and create the ITGC, automated and IT dependent manual (ITDM) controls to address all critical systems. Once those controls are in place, it is necessary to create evidence of control operation. It is also necessary to create processes for management to monitor the evidence. Unbiased individuals test the internal controls for effective evidence and monitoring. Finally, auditors review internal test results, perform independent testing, review risks identified and controls developed.

After having concluded a SOX project, what is the measure of success? Kent advised that companies strive to receive no "significant

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Lessons Learned from Sarbanes-Oxley in 2004

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deficiencies” or “material weaknesses” related to their internal controls over financial reports for their external auditor. If “material weaknesses” are found, it is essential they receive a clean, unqualified opinion on the financial statements themselves; otherwise the company will receive sanctions and/or penalties from the Securities and Exchange Commission (SEC).

SlingStoneIT’s recommended ITGC framework includes the following components: (1) security and access control, (2) program development and change control, (3) system management and operations, and (4) IT planning and governance.

Security and access control relate to physical security, network security, and application access controls. Program development and change control include application change management and infrastructure change management. System management and operations are concerned with backup and restore processes, batch jobs and patch management. Finally, IT planning and governance include strategy and vision, project management, organizational structure, job descriptions and policies and procedures.

Kent specifically mentioned that only backup/restore processes are required for SOX. While it is important for businesses to perform business continuity planning and disaster recovery planning, these are not required for SOX compliance.

To better illustrate, Kent walked the audience through an example of data center security and explained how it fits into this framework.

The framework area consists of security and access controls. The process is physical security, and the sub process is data center security. The defined risk is “without adequate physical security enforced, unauthorized individuals may access systems and modify financial data.” The first control would allow only authorized individuals to access data center facilities, systems or data. Control activities include: (1) visible badges are required at all times; (2) all visitors must sign in and be escorted (3) access is restricted by a card key system; (4) access is approved by management and limited to only required personnel; (5) access is removed promptly upon termination of employment or job transfer; and (6) cameras record and monitor all activity.

At this point in the presentation, Kent switched the focus to SOX 2004 lessons learned. His first discussion point was that SOX projects should be used as opportunities for possible

change to find hidden value. Creating a synergistic plan for SOX with other projects and compliance efforts could do this.

His next suggestion involved altering the way we think about SOX, because it’s not like Y2K; SOX is forever.

His next lesson learned is that executive and mid-level management involvement and ownership is not the only key for project and audit success. It is important to involve owners, but equally important to educate everyone. To be successful, SOX projects require a serious resource commitment and may even require that other projects be reprioritized.

Another important lesson learned is that controls cannot merely be policies. They must be evidenced. It is also important that you start with defining risks before controls, and you must define your controls before you define your evidence. Kent advised that it might be helpful to visualize the evidence when trying to define specific evidence and to also make sure that the evidence provides management with the assurance that things are working. He also recommended that creating a sound framework would make the concepts easier to explain and organize. Furthermore, security should be thought of as a broad and layered approach.

Kent also cautioned that it’s important not to get carried away with operational controls unless they add value to the business. It is also important to remember that general computer controls are by their definition “general” and do not apply to specific financial controls directly. He did stress that it was essential to identify all critical systems, even the ones that IT does not usually support. This includes third party applications, services and processes. It is also important to remember the application and IT dependent manual controls.

Finally, it is important to talk to the auditors frequently, but push back when necessary. Kent recommended that a realistic and comprehensive project plan with numerous phases and tasks be created. This means don’t plan arbitrary completion dates. Good project management allows that you schedule only what can be reasonably be predicted. Also, if it can’t be estimated, don’t set unrealistic expectations. His last lesson learned is that using a knowledgeable and trusted partner will really make a huge difference.

At this point in the presentation, Kent wanted to demonstrate the importance of solid project management principles for the IT compliance projects. For scope management, Kent advised that it may be possible to skip the project selection, but creating a project charter was very important. Also important are the development of a scope statement and a scope management plan. He also advised creation of a WBS, even if it will likely change due to unknowns, and to get formal acceptance of scope from management and auditors. As with any other project, manage changes to scope carefully and consistently. For time management, Kent stated it was very important to define activities and sequences, especially dependencies. Plenty of interim milestones should be created, but the focus should be on the nearest milestone dates. Be flexible with the further milestone dates and have plenty of schedule updates.

Cost Management for IT compliance projects is complicated because the resource planning is extremely difficult and volatile. It is important to be flexible, get resource commitments and have backup resources. If time permits, consider life cycle costing, i.e., determine the ongoing total cost of ownership for the processes once in place.

Also, if time permits, consider value engineering. Will it be possible to get more business/operational benefits from this project rather than merely achieving compliance? But he cautioned against letting operational improvement distract from the goal. Cost estimating is extremely difficult because until the first round of evaluations and testing have been completed, there are too many unknowns. To mitigate, use partners with experience to provide analogous estimating, then create bottoms-up estimates with reasonably accurate data as you enter each new phase .

Quality planning and quality assurance do not strictly apply, though their principles are in effect throughout the process. Quality control methods should be used to inspect and sample work done at intervals to ensure consistent and effective results. Under human resources management, strong leadership will be required. Compliance is painful and will be resisted by even its initial supporters. Make sure to define the organizational

Lessons Learned from Sarbanes-Oxley in 2004

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plan and the authority levels in advance through a staffing management plan. Create a responsibilities assignment matrix, and consider staff acquisition issues. Don't ignore team development, and be prepared for conflict management.

For communications management, make sure to have a communications management plan that includes who, what, when and how. Stakeholders include staff, consultants, management, executive steering committee, audit committee and external auditor. Make sure to get the plan defined in advance to avoid communication power struggles during the project. Carefully consider the methods of communication and run effective meetings. Think of when approvals and proof of authority will be required. Have a kickoff meeting. Have more than one if necessary for multiple teams and/or locations.

For risk management, develop a basic risk management plan. Risk response planning provides guidance for how to deal with risks in general. Don't forget to identify the risks to the project itself, such as losing key personnel, change in compliance standards and differing auditor opinions. The project's procurement management may require the purchasing of compliance expertise. The project may also require purchases related to infrastructure changes, software changes and documentation such as software repositories and archival tools. Integrated change control should influence positive future changes and identify past changes. It should also coordinate changes that affect scope, time and budget.

Above all, Kent reminded us that it is important to adhere to all state and federal laws as well as company policies. It is also important to balance stakeholders' interests. While investors are the ultimate stakeholders, the interests of the others should be considered as well. Finally, maintain project integrity. There are ways to circumvent compliance laws and regulations, but don't do it, even if you can.

Ann Burkle



February meeting attendees sign in, network, and enjoy dinner and the presentation.

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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.

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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.

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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.



Left: **Terry Ehrhard**, PMI-OC Programs Director, and **Mike Graupner**, PMP networking before dinner. Right: **Bob Lambert** from PlanView, February vendor showcase.



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COMMON SENSE ISN'T OVERHEAD

At a recent Project Management Institute (PMI®-Buffalo, NY) conference, attendees made an informal attempt to identify the number one problem encountered while managing medium to large projects in a typical corporate environment. Surprisingly, the problem identified had nothing to do with the technology used in the project management process. The problem was incredibly mundane, and based on the input from most of the heated roundtable discussions, pervasive in the extreme.

The attendees lamented that little, if any, time was budgeted for the collection and entering of weekly status updates into their PM systems. It seems that in most organizations, "project tracking to plan" is categorized as undesirable "overhead." As a consequence of this, it is almost impossible to make midstream corrections to the project, which results in missed deadlines and cost overruns.

To avoid these problems, project managers steal time, work late, and sneak time from one task and another to ensure that tracking to plan takes place. They resent having to become burglars to manage their projects professionally.

To understand the error of our ways, we need to step back to square one. Project management is comprised of three components. "Planning and Execution" and comparing real world progress against that plan. Good project management requires that sufficient time is allocated to all components.

The planning and execution component is complex. Estimating how much effort is necessary to complete a task, allocating appropriate resources to deliver that effort, deploying those resources into multiple parallel processes to meet a single, final, fixed deadline, and handling those infernal people issues which arise whenever people and egos come within close proximity to each other. None of this is easy. Juggling feral cats and nitroglycerine cocktails, while balancing sanity on the tip of your nose; that is easy. Project management is exceedingly difficult.

It takes a tremendous amount of effort, and an equal amount of skill to accomplish all of the above. We recognize all of the above, and because of recognition, we budget the time to complete it. So far, so good.

The other component of PM is the tracking of progress against the plan. Compared to everything we've already covered, this not only sounds easy, it is relatively easy. All we need do is track and report project status. That doesn't take much time, nor does it require any extraordinary skills. Therefore, as illustrated by the PMI attendees, the common practice is that we don't budget time for this component of PM.

How important is tracking to plan? Before we consider the perhaps overly obvious answer, let's summarize with an analogy. Have you ever boiled a pot of milk? The time it takes to boil milk varies according to the temperature of the stovetop, the amount and starting temperature of the milk, the conductivity and shape of the pot, and even room temperature. It's a simple task . . . all we have to do is take the pot off the stove as it begins to boil. Right?

If you've ever boiled milk, then you've learned something very important about project management. Boiling milk, without having it boil over onto the heating element and stinking up the whole house, requires our constant attention to what's going on in the pot. We can't read a book while doing it. We can't answer the door while doing it, and we don't dare pick up the phone while doing it. If we do, we end up with a stinky kitchen. The moment we take our eyes away from that pot, the milk boils and bubbles over.

Like tracking a real project to a plan, checking the pot doesn't take a lot of time, just a millisecond glance every five to ten seconds will do the job, but those repeated glances are necessary. If we fail to give this simplest of tasks special attention, then our boiling milk project fails.

Regardless of the time it takes to track progress against the plan, we cannot ignore, or shortchange this task. If it's not done properly, with due diligence, then we're not managing the project. I'm unsure of what we think we're doing, but it isn't PM. PM is all about creating a plan and then executing it. We don't know if we're executing it properly without comparing actuals to the plan.

Next to planning the project, tracking the project is the most important PM activity. To state it even more plainly; everything done in the name of PM, is done to make it

possible to track progress, otherwise we will miss the set deadlines. To invest the effort in the planning stage and then not track our progress is _____. (Insert favorite expletive deleted phrase here.)

Not allowing time in the plan to track and report progress against the plan, is to announce publicly that our PM activities are a farce . . . something we do to merely "look" like professionals. The solution is obvious; learn what we can from the simple act of boiling milk.



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Peter de Jager is a keynote speaker on the issue of Change Management. To read more of his publications, or to contact him, visit www.technobility.com.

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.

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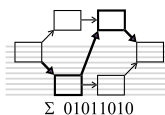
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NEWS FROM HEADQUARTERS

PMI Celebrates Opening of Asia Pacific Service Centre in Singapore

PMI® celebrated the opening of the Asia Pacific Service Centre in Singapore, on Wednesday, February 16, 2005. A pair of Southern Lions graced the event to bless PMI for good luck and fortune. This momentous occasion further demonstrates PMI's ongoing commitment to serving its members and the project management profession around the world.



Left to right: PMI CEO Gregory Balestrero; PMI COO Mark Langley; PMI Singapore Chapter President Alex Siow; PMI Vice Chair Iain Fraser, Fellow PMINZ, PMP; PMI Chair Louis Mercken, MBA, PMP; PMI Asia Pacific Service Centre Manager David Goh

Are you keenly interested in OPM3?

If so, there is an open call for volunteers to participate, along with Project Manager **Tom Keuten**, on the *OPM3*® 2007 Update Project Team. This team will develop *OPM3*-Second Edition, an update of the *Organizational Project Management Maturity Model*. The update is scheduled for release in late 2007. Among other things, the work of the team will include:

- Review and incorporate feedback from *OPM3* users;
- Review and incorporate business cases created by the *OPM3* Interim Project Team (IPT) into *OPM3*-Second Edition;
- Review industry feedback regarding *OPM3*;
- Review all material in *OPM3* to ensure it is clear, concise, complete and relevant.

Project volunteers may have a specific interest in participating on one of our sub-teams. PMI will balance interest with the needs of our sub-teams to determine roles. The following preliminary team structure has been assembled. Each team will consist of one team leader who may have additional responsibilities related to project leadership. Succession planning allows for one back up for each sub-team's leadership position.

- Marketing/Customer Feedback Team
- Contingency Exploration Team
- Development Team
- Quality Team
- Maturity Measurement Team
- Support Team
- Publication/Final Deliverable Team
- Mentoring Team
- Assessment Team

For additional questions concerning *OPM3* or to volunteer for the *OPM3* 2007 Update Project Team, contact **Tom Keuten**, PMP, the team's project manager, or **Lisa Jacobsen**, PMI Standards Project Specialist.

You can also complete the PMI Online Volunteer Application through VolunteerWorks and the *OPM3* Volunteer Application.

lisa.jacobsen@pmi.org

CAREER NETWORKING GROUP

Networking 101

Steven June, PMP greeted and registered about 25 attendees who participated in the PMI-OC Career Networking Group meeting on February 16th at Forty Plus of Orange County. After the usual refreshments, **Bruce Tilton** opened the meeting by introducing the session's speaker, **Melanie McCarthy**, principal of ResourceXperts, a local IT staffing firm. Melanie has volunteered at career transition centers for over four years, teaching classes on networking, resume writing, and developing job search plans. She attributes her success, which includes over \$2 million worth of placements over the past 15 years, to the power of networking.

Three announcements preceded Melanie's presentation. **Charles Abbot**, spoke about the benefits of joining Forty Plus, a non-profit organization that offers a great job search program for executives, managers and professionals in career transition. Charles mentioned some features of a two-week, comprehensive training program including access to a 24/7 career transition environment, peer support, teamwork, networking opportunities, resume writing, interview preparation, career coaching and feedback. Please visit <http://home.pacbell.net/fortyoc/index.htm> for more information.

Kathy Mimoso, a senior recruiter with Capital Group Companies announced that Capital Group has about 100 positions in the fields of accounting, finance, computer science, information technology, project and program management. Please visit <http://www.capgroup.com> for details.

Melanie McCarthy mentioned that she is always looking for talent. She currently has the following positions to fill: application support manager, application support programmer, project manager for systems implementation, and software product manager for an Orange County company.

Why Network? Melanie began her presentation by describing the importance of networking. She stated that "there is a 70% probability that you will land your next job offer because of effective networking!" Networking is the key to unlocking the world of the unpublished job market. Networking helps put you in touch with the hiring managers and decision makers. Consequently, you may be able to uncover potential openings and positions at companies before their human resource departments have had a chance to develop formal job descriptions. Active networking is the only way to land multiple job offers before you are out of work.

What is Networking? Networking is all about meeting people and creating a "mind share," or impression, in people's minds about who you are and what you do. The only way to create a positive impression in people's minds is to **give first!** When you meet people, you look for the answer to the question, "How can I empower you?" by finding a way to be of service to them first. Once you have helped them, a feeling of reciprocity comes into play, and in turn, most people find ways to help you. People need to know who you are and what you do in order to help you. Your 30 second commercial gives you the ability to make a favorable first impression and create a "brand identity." In your 30 second commercial you state who you are (name, discipline and industry) and what you do (quantify two or three unique accomplishments). Melanie recalled someone who made an indelible impression on her when he introduced himself as a "crisis communicator" at a professional association meeting. Later on, this person sprang to her mind when an employer was looking for someone who could communicate shocking and or scandalous information without getting emotional.

When to Network? When you are out of a job, you need to spend a considerable amount of time networking. People in career transition need to target at least five people per day, five days a week, four weeks a month. This leads to approximately 100 networking contacts over a month. It might very well take 350 to 400 networking contacts, or approximately three to four months of development work, before your network begins to yield results. When you are employed, you must work on professional networking at least two hours every week to make new contacts and maintain existing relationships (keeping the network warm). Thus, you should engage in active networking as an everyday part of your personal and professional life.

How to Network? Melanie asked the audience a dozen questions to help them assess their current networking skills. In response, the audience rated each of their answers on a scale from one (not true) to five (very true) and tallied their total score. A total point range from zero to 24 suggested that your networking was in rough shape, and

it's time to make a change. Most attendees fell into this category. There were a few people whose points ranged between 25 and 36, which indicated that they were doing some things right, but they still had areas for improvement.

The assessment was sourced from one of **Harvey Mackay's** books. In his best-seller, *Swim With The Sharks Without Being Eaten Alive*, author Harvey Mackay suggests that in today's shark-eat-shark economy, talent, experience, guts and hard work will not save you. If you need a job, money, advice, help, hope, or a means to make a sale, there's only one sure-fire, fail-safe place to find them: your network. Melanie recommends reading Mackay's latest book, *Dig Your Well Before You Are Thirsty*, which contains information on how to build and maintain the network you need.

Melanie shared numerous tips and techniques related to networking. She spoke at length about how to keep your network warm. She warned against being a "one-hit wonder," i.e., no follow-up. One who's proficient at networking makes it a priority to follow up with new contacts right away by writing a note, making a phone call or sending an article of interest. This person can easily find out when he/she last contacted someone because he/she records and files contact information promptly after each networking event. Melanie is a big proponent of sending unsolicited notes and communications to key decision makers as a way of showing your interest in your target companies. Sharing common interests with the target company and its culture helps you plant seeds that may germinate over the long term.

Sometimes it takes patience and persistence to get the attention, audience or interview with a desirable/influential networking contact, especially if that contact was happens to be busy every time you attempt to close the gap.

Charles Abbot shared an example of how persistence pays: it took 12 years of repeated phone calls by the author of *What They Don't Teach You At Harvard Business School* to convince the CEO of Rolex watches to make Rolex the official timekeeper at Wimbledon because the CEO firmly believed that "tennis isn't Rolex."

Network with Whom and Where? Identify all the people you know and target every one of them when you network. You can access

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hundreds of people via your network of family, friends, neighbors, colleagues, business associates, vendors, customers, members of your church, gym, kids' soccer league, etc.

The people you think will help may not, and others you least expect help from may help the most. The only way to find out is to **ask everyone**. Don't be shy about using the phone to contact people. The best place to network is relevant professional associations or user/interest groups within your target industry (e.g. health care, financial services, retail, etc.) and your specific profession or discipline (accounting, information technology, project management, etc.). Join these professional associations and groups, and increase your visibility by volunteering your time and by seeking active roles/positions.

At professional association meetings, it helps to wear your name tag on the right side of your chest because people's gazes travel up the length of your right arm when you greet them by shaking their hands. Bring plenty of personal and professional business cards, and don't rest until you give out at least 20 of them. Arrive early at professional association meetings because this allows you to survey the registered attendee list or officer name tags for company affiliations of interest to you.

Have an agenda, and seek a board member or the membership director's assistance to gain introductions to the people you would like to network with. Always be polite.

In addition to talking at length about networking, Melanie decided to demonstrate how face-to-face networking was the primary reason for **Jody Heidrick's** success at securing an interview with the principal of a local Orange County company. Melanie invited Jody to stand in front of the audience to share her networking experience. Jody had attended the previous month's **Karma Club** networking event and had shared her professional background and experience in front of the audience. Jody's outgoing personality impressed Melanie, last month's session chair. Melanie felt that Jody's skills and talent would be a great fit for a position that Melanie's business partner was seeking to fill. Jody said that the information in her resume could never have been presented in a manner that would get her through the front door of the company she was interviewing with. She relied on face-to-face networking to meet a key decision maker and sell her skills and experience to her potential employer. Jody wants to continue networking even after she finds a job.

Melanie invited attendees to stand up one at a time in front of the audience and give their 30 second commercials. This let the group learn more about each individual, his/her industry, discipline or profession, job function, type of position, unique proficiencies, and target companies. Stephen distributed photocopies of attendee business cards so that everyone had each other's contact information for future networking.

Attendees filled out a session feedback form, including topics of interest they would like to see covered in future meetings. The next Career Networking Group meeting is on Wednesday, March 16th. Mark your calendars and be sure to join us. For details and registration visit www.pmi-oc.org.

The evening ended with a business card raffle drawing. Lucky winners **Jude Smith** and **Marca Tensio** each received a \$10 gift certificate to Borders book store.

Sreesh Rao, PMP
sreesh.rao@conagrafoods.com

WEDNESDAY, MARCH 16, 2005 PMI-OC CAREER NETWORKING GROUP

RECRUITER PANEL DISCUSSION

We've invited representatives from local search firms and IT staffing agencies to give us insights into what it takes to find a job in this market. They will share "insider information" on their business and what today's employers are looking for.

We'll cover topics that will address your candidacy: how to stand out amongst the competition, the best approaches and resumes to use to get noticed, and what to do when they don't call back. We'll focus on techniques they use to uncover the same opportunities you are looking for and find out what avenues they pursue to seek someone with your profile. They'll discuss their views on this market and how to succeed.

Don't miss this opportunity to ask them your burning questions and determine how to get recruiters working for you.

When:	Wednesday, March 16, 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 .

FIVE STEPS TO BUSINESS PROCESS MANAGEMENT

Effective Processes Improve Overall Corporate Efficiency

By Elizabeth Larson, PMP and Richard Larson

Ask any executive what their major business objectives are and listen to typical responses like, "I need to get products to market faster," or "I need to improve customer service," or "I need to close the gap between billing and receiving." On further examination, it is not unusual to discover that the roots of these business problems, and others like them, have a common denominator: inefficient business processes.

Now more than ever, organizations are realizing that their business processes give them competitive advantages. To be effective in today's marketplace, organizations of all sizes must be able to define, analyze, improve, measure, and control their processes.

There are many reasons why organizations do not manage processes well. When different departments are involved, it is not unusual for power struggles to arise over ownership of and, responsibility for, different aspects of a process.

Without effective processes, organizations find that it is extremely difficult to achieve organizational goals. If goals are reached, it's oftentimes more by luck and heroics, which makes success more difficult to replicate.

Business Process Management (BPM) helps companies replicate processes and consistently achieve organizational goals by:

1. **Saving Time.** Efficient processes result in increased efficiency and a reduction of time wasted due to rework and errors.
2. **Reducing Costs.** Through removal of non-value added procedures, steps and outputs, including both unnecessary and duplicate steps.
3. **Improving Customer Service.** With a focus on what produces value; this is usually in the customers' interest.
4. **Easing Compliance.** Compliance calls for defined processes and appropriate rules. Unless both are present and consistent, the audit trail is broken and the organization is exposed to risk. It's much easier for employees to say "I didn't understand," or "Our policy wasn't made clear," in the absence of processes and rules.

Become a Process Champion.

Every process or collection of processes needs a process champion, that is, someone who has high-level oversight of a group of processes. As process champion, you should be able to link business vision to the overall strategy of the organization.

The first step to approaching your organization from a process-centric standpoint is to analyze your current situation. You should identify the processes already in place, define the current purpose of these processes and assess their effectiveness. Once you understand the impact of existing processes (or the lack of them) on your organization's goals, you can work to change and refine them to make sure that they are properly aligned with the company's strategic direction.

To effectively manage your business processes, you need to focus on the five phases of a process' life cycle:

Identification

Identify and map out existing processes and decide which ones should be analyzed first, prioritizing those processes that have the highest value and are within scope. By documenting the processes that exist, and where they "reside" (such as marketing, purchasing, human resources, etc.), stakeholders must agree on their processes, roughly what their boundaries are, and who "owns" them.

Definition

Once you have identified your organization's current processes and have determined which should be analyzed first, you should work on defining and mapping out each individual process. Process definition works best when performed in two phases:

1. Frame each process to establish boundaries as well as identify the stakeholders involved.
2. Once the foundation is laid, complete the details of what is done, by whom, and in what order by mapping the process.

Refinement

It is often tempting to dive in and start adapting processes before adequately understanding their current state. However, only once you have identified and defined

current processes should you begin refining and developing them. By starting with a documented framework and visual layout of each process, it is easier to identify the problem areas, or stated more tactfully, "improvement possibilities."

Implementation

After the process has passed through the first three stages of its life cycle, it is now time for you to initiate a pilot implementation. When you implement a process for the first time, it is essential that you continue to monitor, control and evaluate it. Organizations usually pilot new software, but forget to do the same for new processes. Using a pilot to try out new processes will reveal additional refinements, and will have less organizational impact when problems arise.

Management

A method to manage processes, and improve process maturity is to consider automating process management using a BPMS (business process management system) using BPML (business process modeling language). These tools can electronically record and retrieve process documentation and serve as a central repository for process information. They are the process equivalent to a DBMS (database management system) that uses SQL (structured query language) to retrieve and report information.

Remember, ad hoc process makes replication extremely difficult. When a process is not repeatable, it is out of control. Ideally, processes should include mechanisms that enable easy replication and control the people performing them, not the other way around.

The replication and control mantras touted by BPM are helping organizations establish ongoing structured processes that are dedicated to achieving corporate efficiency. Whether it be time and cost savings, improved customer service, and even compliance with government regulations, BPM is proving to be responsible for making business processes more efficient.



Elizabeth Larson, PMP and Richard Larson, are principals of Watermark Learning, a Minneapolis-based project management and requirements analysis training company.

www.watermarklearning.com

ARE YOU MANAGING A PROJECT PORTFOLIO?

**Need a tool to determine which projects to invest in?
Need to gain valuable PDUs?**



**PMI ORANGE COUNTY CHAPTER
Announces its Advanced Topics Seminars**

Advanced Topic Seminar: Saturday, March 5, 2005

Continuous Improvement, Incremental Releases, and Quantum Leaps: How to Choose the Best Approach to Your Project Portfolio Projects

By Frank P. Reynolds, PMP

Sponsored by Microsoft-China in mid-2002, **Frank P. Reynolds, PMP** presented a day-long Managing by Projects session to executives in Shenzhen, Beijing and Shanghai. That presentation introduced an instrument designed by Frank to determine the appropriateness of investment in projects based on organizational culture and the fit of three given project approaches.

Participants in this workshop are expected to have earned their PMP® or have work experience consistent with a senior management approach to selecting, funding and guiding significant capital investments. Individuals and small groups will assess business culture characteristics based on operational, upkeep or development orientation in an enterprise.

This interactive workshop will focus on PMBOK® Human Resource Management (emphasizing organizational alternatives), Project Integration (selecting among project planning approaches), Risk Management (highlighting pursuing opportunities) and Quality Management (expanding the implications of quality planning).

When: Saturday, March 5, 2005 from 8 a.m. until 12 noon

Where: Santiago Canyon College
8045 East Chapman, Orange, CA 92869

Cost: \$25 for PMI members
\$30 for non-members

Register: www.pmi-oc.org

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

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

PMI-OC DINNER MEETING

Tuesday, March 8, 2005

Program: **What Hackers Know and Project Managers Need to Know**
Presenter: Jim Kelton
Vendor Showcase: Commercial Relocation Company, Inc.

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, March 6, to obtain the "in advance" price. Reservations made after 9:00 p.m., Sunday, March 6, 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, March 6, or members and non-members who make a reservation and do not attend the meeting will not receive any refunds.

PMI-OC BREAKFAST MEETINGS

PMO-Local Interest Group (LIG) Breakfast Roundtable

Tuesday, March 15, 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, March 22, 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

PMI-OC Breakfast Roundtable South

Tuesday, April 5, 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 MEMBERS *Continued from page 2*



Heather Mason
Washington Mutual

Mark Mihalik
Southern California Edison

Somchai Moy
Verity Placement, LLC

Ronny Neira
ARN Consulting

Scott Newman
Applied Integration Management

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Ildiko Von Ruden

Michele Weddle
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Ann Weiner

Don Wilber
Century-National Insurance Co.

Terrence Yacap
Interactive Consulting Group

Gisso Yasreb
ACS Architectural Construction Services

Total New Members	55
Total PMI-OC Membership	1,370



PMI Orange County MILESTONES
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COMING EVENTS



MARCH 5 ADVANCED TOPICS SEMINAR

How to Choose the Best Approach to Your Project Portfolio Projects
Speaker: Frank P. Reynolds, PMP
Location: Santiago Canyon College



MARCH 8 DINNER MEETING

What Hackers Know and Project Managers Need to Know
Presenter: Jim Kelton
Vendor Showcase: Commercial Relocation Company, Inc.



MARCH 15 BREAKFAST MEETING

PMO-Local Interest Group (LIG) Breakfast Roundtable



MARCH 16 PMI-OC CAREER NETWORKING GROUP

Recruiter Panel Discussion



MARCH 22 BREAKFAST MEETING

Central Orange County Breakfast Roundtable



APRIL 2 ADVANCED TOPICS SEMINAR

Advanced Schedule Risk Analysis and Integrated Cost/Schedule Risk Analysis
Speaker: David T. Hulett, Ph.D.
Location: Santiago Canyon College



APRIL 5 BREAKFAST MEETING

PMI-OC Breakfast Roundtable South

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

LEGEND

-  PMI-OC Event
-  PMI® Headquarters Event
-  PMI-OC Corporate Sponsor Event
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