2005 CHAPTER BOARD

Kristine Hayes Munson, PMP
Chair/President
Tel: 949-932-1476
chair@pmi-oc.org

Glen Fujimoto
Chair Elect
Tel: 714-227-9172
chairelect@pmi-oc.org

Gene Dutz
Finance Director/Treasurer
Tel: 714-309-4053
finance@pmi-oc.org

Stephen June, PMP
IT Director
Tel: 714-963-6145
it@pmi-oc.org

Diane Altwies, PMP
Marketing Director
Tel: 949-756-0443
marketing@pmi-oc.org

Rod Hendrixson
Membership Director
Tel: 714-389-6411
membership@pmi-oc.org

Pan Kao, PMP
Operations Director/Secretary
Tel: 562-882-8829
operations@pmi-oc.org

Terry Ehrhard
Programs Director
Tel: 714-800-3314
programs@pmi-oc.org

Victoria Flanagan
Director at Large
Tel: 949-888-2839
atlarge@pmi-oc.org

APRIL 12TH PMI-OC DINNER MEETING

How to Attain Project Success

By Tom Mattus

Each year, project failure costs both private and public sectors of the business world billions in resources, not to mention wasted time. The problem? Organizations do not adequately define the objectives for their projects, thus reducing the overall effectiveness of their project managers.

Rather than simply restate the reasons why projects fail, **Tom Mattus**, President of Successful Strategies International, will show a way to define project failure and success. This, in turn, enables every member of the project team to effectively communicate the timelines needed to complete the project, saving time and money!

Tom Mattus is the president and co-founder of Successful Strategies International, Inc. (SSI). For over seven years, SSI has been a successful learning, consulting and mentoring organization specializing in project management and leadership development.

Prior to forming SSI, Tom was involved with the startup of PCI Global, Inc., a training organization where he remained for over 14 years. Tom brings to SSI over 25 years of professional experience in training and business management and development.

Vendor Showcase: **Management Concepts,** www.managementconcepts.com/pm
See ad on page 3

VOLUNTEER OF THE YEAR

Cornelius Fichtner, PMP

*PMI-OC Chair **Kristine Hayes Munson, PMP** proudly presents the 2004 Volunteer of the Year trophy to **Cornelius Fichtner, PMP**. See story on page 9.*

INSIDE THIS ISSUE

Test Your Knowledge on PMP® Exam Questions

Here is a sample of some questions:

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

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

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

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

Answers are on page 12

THE CHAIR'S COLUMN

Observing Leadership

I will be unable to attend the April dinner meeting because I'll be attending the second PMI® Leadership Institute Class of 2005 session in Orlando, Florida. I'm looking forward to continuing the leadership dialogue with the 25 PMI component leaders from around the globe who are participating in the class, most of whom I haven't seen since October. During our first gathering last August, we discussed how we could learn about leadership by observing recognized leaders. I have spent the months since observing individuals whom I feel demonstrate leadership.

In selecting individuals to observe, I used the definition of leadership that I memorized from **Jerald Greenberg's** *Managing Behavior in Organizations* when I was working on my MBA. He writes that leadership is "the process by which an individual influences others in ways that help attain group or organizational goals" (page 207). I'd like to share what I have learned from observing three leaders: **Greg Balestrero**, **Cornelius Fichtner**, and **Russ Frandsen**.

Circle August 9th on Your Calendar
Greg Balestrero, the Project Management Institute CEO, will be the featured speaker at our Tuesday, August 9th, dinner meeting. Greg is an engaging speaker who has been PMI CEO for over two years now. He embraces project management and champions its value to organizations. I have observed him work to mend a very contentious divide between PMI and components.

The first time I attended the North American Leadership Conference (called Assembly of Chapter Presidents at the time) a palpable "us vs. them" attitude existed between PMI and the components. (All component leaders are invited to attend the North American Leadership Conference, whereas the PMI Leadership Institute is a selected group.)

A year later I attended my second North American Leadership Conference. The attitude was markedly different. During that year, Greg joined PMI and began working with PMI staff to break down the barriers. Greg effectively modeled the behavior he wanted all PMI staff to demonstrate toward the components. He continues to model positive, team-based behaviors. He dialogues with component leaders and connects them to appropriate staff to ensure issues are addressed.

I anticipate Greg's visit will be filled with positive dialogue. Come be a part of influencing PMI. Watch the website and *Milestones* for further details regarding Greg's visit. Thanks go to Marketing Director **Diane Altwies, PMP** for arranging this visit.

Congratulations Cornelius!
The PMI-OC Board of Directors named Cornelius Fichtner, PMP the 2004 Volunteer of the Year. Of the leaders discussed in this column, I know Cornelius best. I have watched Cornelius create opportunities and lead others to maximize the benefit of those opportunities for the community at large. He thinks "out of the box" by constantly questioning the status quo and the assumptions of others. He poses challenging questions to team members in a way that gets the entire team excited about trying new approaches. You can learn more about Cornelius' leadership style by reading the related article on page 9.

What I've Been Reading Lately
If you've been reading my columns, you probably expected that I would discuss **Peter Senge's** *The Fifth Discipline Fieldbook* because I'm reading it for the April Leadership Institute session. To be honest, I haven't read much of it. The pressure of the deadline hasn't caught up to me yet. Rather, I heeded the advice in a recent article reminding me that leaders "don't measure success by the hours spent working. Success today is the time you spend doing what you want." ("Don't Just Survive–Thrive!" *Executive Focus.* March 2005, pages 17-18).

I read two books by **Orson Scott Card:** *Shadow of the Giant* and *First Meetings: In the Enderverse.* Both are related to *Ender's Game.* I developed my passion for reading Card

Continued on page 5

PMI-OC's Financial Health
and Investment Future

In 2004 the Project Management Institute, Orange County Chapter, Inc. conducted 12 dinner meetings, ten advanced topics seminars, three PMP® certification preparation workshops, 11 career networking events, and over 30 breakfast roundtable meetings. The PMI-OC Board of Directors also participated in two PMI® North American Leadership Conferences, the Region 7 Leadership Conference, and revised the bylaws, changing the structure of the board. This list names only a few of the 2004 accomplishments. All of these deliverables were achieved while increasing pre-tax assets by more than $17,000. Now, get ready for 2005.

Each director's plate is full with activities that will enhance the chapter's twin goals of providing educational and networking opportunities to its members. In this vein, the two major endeavors will be (1) to expand the PMP certification preparation workshop offerings to four times per year and (2) to revamp the chapter's website. The first is an income producer, and the other is an income reducer, but they both will help achieve the chapter's goals.

The additional PMP workshop will give more members the opportunity to prepare for the PMP certification exam through a program with a proven record. This educational investment by participating members will enhance their likelihood of passing the exam, thus furthering their career goals.

The revamped website has a similar goal, but will require a financial investment by the chapter. **Stephen June, PMP**, the chapter's IT director, has developed a two year plan that will make the website more reliable, easier to use and a centralized source for member information. Yes, it will take time and money to bring this plan to fruition, but the investment will facilitate the chapter's programs which enhance the members' educational and networking experiences.

In the meantime, while you are digesting these investments, here is a comparative presentation of the chapter's income statements and balance sheets for 2003 and 2004. In addition, I have included the 2005 budget.

Yes, the 2005 budget shows a net loss. However, you'll also notice that the budgeted loss is an investment of the 2004 profits in long-term infrastructure improvements. Enjoy.

Gene Dutz
Finance Director/Treasurer

The Chair's Column

because of Russ Frandsen. Russ is the driving force behind the Miller-Eccles study group, a group that explores the influences of religion on American thought. Russ demonstrates thought leadership by bringing noted writers and scholars to his home in La Canada monthly to speak to a group of approximately 50 people. One of those speakers was Card. I seek out the works of other authors because I've been intellectually challenged by their Miller-Eccles presentations.

Final Thoughts
Each of the leaders discussed in this column values challenging assumptions held by the groups with whom they work. Each uses a different technique. Greg models desired behaviors, Cornelius engages teams in discussions, and Russ exposes others to cutting-edge ideas. I am grateful to each for challenging me to think differently. I also appreciate that each shows me how to use tools that I can incorporate into my leadership skill set.

Kristine A. Hayes Munson, PMP

2004-2003 BALANCE SHEETS		
ASSETS	**2004**	**2003**
Current Assets		
Business Checking	3,615	4,150
Business Maximizer	41,887	24,004
Money Market	42	0
Petty Cash	100	200
Total Current Assets	**$45,644**	**$28,354**
Other Assets		
Certificates of Deposit	43,626	43,086
Inventory	1,857	1,857
Total Other Assets	**$45,483**	**$44,943**
TOTAL ASSETS	**$91,127**	**$73,297**
LIABILITIES and EQUITY	**2004**	**2003**
Equity		
Net Assets	73,299	66,759
Net Income	17,828	6,538
Total Equity	**$91,127**	**$73,297**
TOTAL LIABILITIES and EQUITY	**$91,127**	**$73,297**

2004-2003 INCOME STATEMENTS		
INCOME	**2004**	**2003**
Advertising Revenue	9,471	11,860
Interest Income	918	778
Membership Dues	45,185	36,825
Logoware Sales	1,168	335
Program Serv. Revenue	107,919	98,711
Uncategorized Income	262	0
TOTAL INCOME	**$164,923**	**$148,509**
EXPENSES	**2004**	**2003**
President	15,901	17,309
Communications	45,899	40,062
Corporate Relations	7,038	1,027
Finance	8,812	5,779
Membership	3,290	4,760
Operations	7,968	6,462
Professional Devel.	21,878	15,061
Programs	34,658	51,510
Trustee	1,653	0
TOTAL EXPENSES	**$147,095**	**$141,970**
NET INCOME	**$ 17,828**	**$ 6,539**

2005 BUDGET	
REVENUE	
Finance	840
Marketing	23,754
Membership	51,840
Programs	99,041
TOTAL REVENUE	**$175,475**
EXPENSES	
Chair	21,700
Chair-Elect	1,340
Finance	9,020
IT	20,500
Marketing	60,825
Membership	9,215
Operations	3,760
Programs	62,663
Director at Large	4,220
TOTAL EXPENSES	**$193,243**
NET INCOME	**($ 17,768)**

DEKKER
PPM Forum™ 2005

Dekker Project Portfolio Management Forum™ 2005 presents:

Balanced Scorecarding
for Enterprise Project Management

The most successful Project Portfolio Management practices incorporate a Balanced Scorecard Management System at each business unit level. Today's complex business structures and critical objectives like Sarbanes-Oxley, require precision strategies to be employed based on internal procedures and resulting outcomes. The Balanced Scorecard formula includes integrated collection and analysis of critical data pertinent to the vision and goals set by the enterprise. Gain a fundamental knowledge on developing and implementing an effective Balanced Scorecard System at the Dekker PPM Forum™ 2005.

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.

May 23-26   San Diego

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.

Training Sessions, May 24-25, offer a selection of classes and workshops - there's something for everyone! Complete course descriptions at www.dekkerltd.com.

Dekker, Ltd.

For More Information and Registration Form Call 800-4DEKKER or Visit www.dekkerltd.com

What Hackers Know and Project Managers Need to Know

Jim Kelton, of Altius Information Technologies, Inc. and Software Unlimited, knows what hackers know. On Tuesday, March 8th, he let the Orange County chapter of PMI® in on some of the secrets. The topics covered included The Game, Vulnerabilities, Security Basics, and Successful Security Solutions.

The Game
To hackers, your information system is a playing field. Their objective in the game is to get at your valuable data. Your objective is to maintain the confidentiality, availability, integrity and accountability of that information. News flash: hackers don't play by the rules.

Vulnerabilities
One of the main threats to your security is "Generation Y" thrill seekers. They thrive on constant stimulation and have the equipment and knowledge to become a problem. The other big advantage they have is time. They don't work when you do, so your IT systems must have 24 hour protection.

Add to that the fact that vendor equipment is configured for connectivity, not security. Ease of setup for you may also mean ease of access for them. If default settings aren't changed, your systems may be vulnerable.

Hackers know that many systems remain unprotected even if there are fixes available. When companies announce security vulnerabilities, it becomes a race. Your IT team may not have the resources to cover everything, and all your opponents need is one hole to slip in. Once in, they can set up a back door to allow future access, even if passwords are changed or other precautions are taken.

Security Basics
You need to maintain a balancing act between your assets, hacker threats, likelihood of an attack, cost of the loss, and the cost of the protection. Even 99.9% coverage means the equivalent of 3.5 days of vulnerability per year! If you think the cost of protection is high, consider the impact to your team if your data is compromised. If the public loses confidence, it may be impossible to rebuild it.

Successful Security Solutions
To win the game, it takes more than time and money. It requires planning. Regulatory and legal compliance obligations are obvious, but the key to planning is effective risk management. Not all information has the same value, so you need to assess and prioritize your data. From this you can develop your procedures and controls accordingly. Implementing the strategy is only the beginning. Constant monitoring and updating both your strategy and system protection is vital.

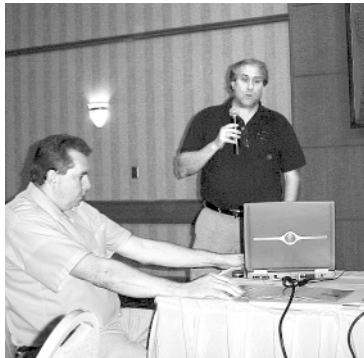To learn more, visit Jim's company website at www.softwareunlimited.com.

Thomas Cutting
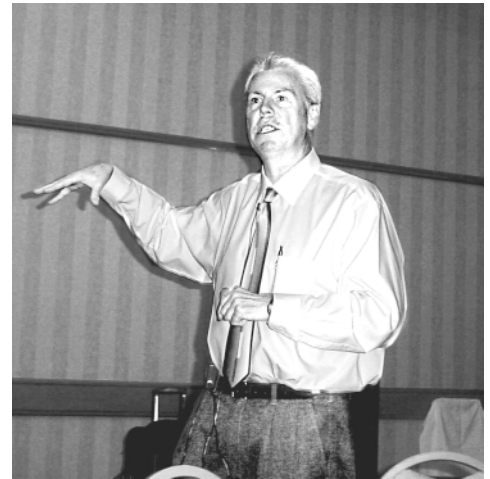
*Presenter **Jim Kelton** makes a point.*

***Cornelius Fichtner, PMP** checks in while **Ed Walker, PMP** and **Lew Siegler, PMP** man the table.*
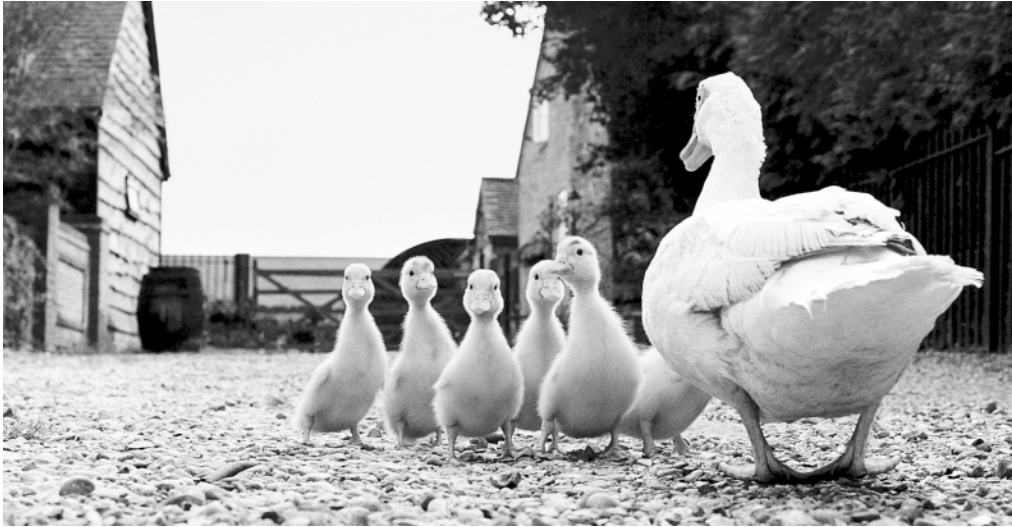

*Representatives from the March vendor showcase, **Commercial Relocation Co., Inc.***

*Above: PMI-OC Chair **Kristine Hayes Munson, PMP**; IT Director **Stephen June, PMP**; and **Dave Stiles**. Below: Attendees enjoy the presentation, dinner, and camaraderie.*
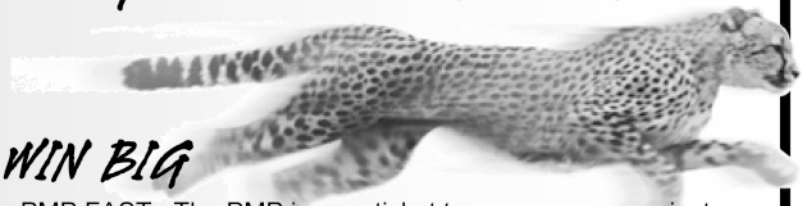
PMI-OC Says Thank You

To 2004 Volunteers

PMI-OC volunteers were thanked in a special recognition ceremony at the March dinner meeting. During 2004, 113 individuals contributed their time and talents to making PMI-OC events and programs successful.

PMI-OC Chair **Kristine Hayes Munson, PMP** was excited about the surge in volunteerism and expressed how wonderful it felt to see so many new and unfamiliar names as she signed each volunteer's certificate of appreciation. She thanked all the volunteers for their extraordinary contributions and urged people to experience the joy of volunteering by contacting volunteer@pmi-oc.org.

Chair Elect **Glen Fujimoto** also thanked all the volunteers who helped the chapter by contributing over two man years of work. Glen presented the certificates of appreciation, while Membership Director **Rod Hendrixson** handed out PMI-OC Volunteer lanyards.

PMP® Exam Preparation Workshops

PMP Workshop Chair **Mike Graupner, PMP** and Programs Director **Terry Ehrhard** recognized the contributions of student coordinators and instructors who made 2004's PMP workshops a resounding success. Over 45 people achieved their PMP certifications after attending the workshops. Mike attributed the success of the PMP workshops to an effective adminstrative process and to course improvement through course and instructor feedback surveys. 25 instructors were recognized, and those in attendance were awarded certificates of appreciation.

2004 PMP Exam Preparation Workshop instructors, left to right: **Mike Graupner, PMP, Craig Wilson, PMP, Pia Nielsen, PMP, Debashish Mittra, PMP, George Meier, PMP, Robert (Bo) Kehrer, PMP, Ben Rahimian, PMP,** and **Jan Birkelbach, PMP**

Volunteer of the Month

Volunteer of the Month award for March was presented to **Lora Lockwood, PMP** (above), editor of *Milestones*, the chapter's monthly newsletter, by Volunteer Chair **Brent Felsted.** PMI-OC Chair **Kristine Munson, PMP** recognized Lora's contributions and spoke about Lora's determination and attitude by quoting her words, "I will find a way or make a way!"
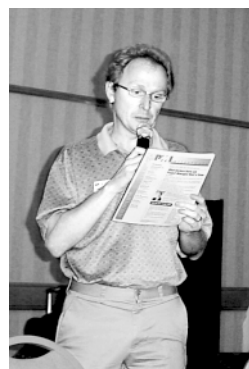
Volunteer of the Year

The trophy for the Volunteer of the Year, 2004, was presented to **Cornelius Fichtner, PMP** *(see photo on page 1)*. Ever since he moved to the Orange County area and joined PMI-OC, Cornelius has found many ways to be involved as a volunteer.

From 2003 to mid 2004 he assumed the responsibility of *E-Mail Blast* coordinator and relinquished his duties only after he found a suitable replacement. During that time Cornelius concurrently served as a student coordinator at the PMP workshops. He also initiated the monthly Advanced Topics Seminar events and presently serves as the chairperson for these engagements.

Barbara Rotondo *(above)* from UCI Extension awarded Cornelius a complimentary course, "Fundamentals of Wine Studies."

The Volunteer of the Year award was established in 2001. Past recipients were **Lew Siegler, PMP** (2001), **Dave Jacob** (2002) and **Mike Graupner, PMP** (2003).

Sreesha Rao, PMP
sreesha.rao@conagrafoods.com

PMI-OC ATTENDS WCCC CONFERENCE

The Western Council of Construction Consumers held its Annual Construction Conference and Exposition at the Radisson Hotel, LAX. The focus of this year's conference was "The Emerging West Coast Economy Opportunities and Challenges."

Nearly 200 attended the event, which included a mix of owners, architects, engineers, contractors, and, of course, project managers. The attendees were able to choose sessions from three different tracks: Project Management, Legal, and Technology and Environment.

The sessions were well attended, and feedback on the quality of the speakers was excellent. In between sessions, our PMI-OC booth traffic was brisk. Many we met were well aware of PMI®, including some current Orange County and Los Angeles members. Still many others were unaware of what PMI is, which was a great opportunity for us to talk about the many benefits of PMI and how its research and standards can add value to an organization.

PMI-OC raffled off two prizes. The winner of a PMI-OC denim shirt was **Dennis Mearsch** of Fluor Corporation, and the grand prize of a PMI-OC denim shirt, a copy of the *PMBOK® Guide*, and a travel mug was won by **Ron Everly** of Hanscomb Faithful & Gould.

Diane Altwies, PMP
PMI-OC Marketing Director
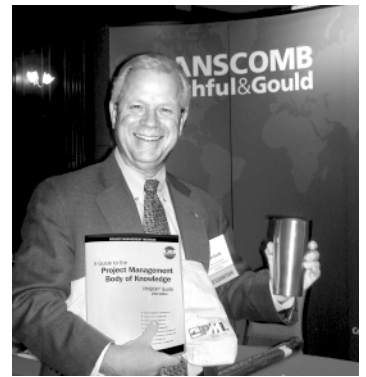
*Left to right: PMI-OC Marketing Director **Diane Altwies, PMP**; PMI-OC volunteer **Keith Lennox, PMP**; raffle prize winner **Dennis Mearsch**; and grand prize winner **Ron Everly***

ADVANCED TOPIC SEMINAR

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

On Saturday morning, March 5, at Santiago Canyon College, **Frank P. Reynolds, PMP** conducted an interactive workshop focused on PMBOK® Human Resource Management (emphasizing organizational alternatives), Project Integration (selecting among project planning approaches), Risk Management (highlighting pursuing opportunities) and Quality Management (explanding the implications of quality planning).

As always, Frank's lively style and presentation kept the participants informed and entertained throughout the four hour session.

A CROSS-CULTURAL JOINT VENTURE

Or Adventure?

A successful joint venture project may depend on many factors. Among them is the relationship among the principals that must include:

- A high degree of trust,
- Determination to do together what cannot be done separately,
- Clear understandings about who will contribute what to the effort ,
- Technology that supports a seamless integration of the values added by each of the partners.

Managing a cross-cultural joint venture brings many unexpected rewards well beyond the business purposes it was undertaken to achieve.

At a PMI® Global Leadership Meeting in Long Beach, California, I got to know **Vladimir Liberzon, PMP** and his wife, **Maria (Masha) Klavdeiva**. Vladimir founded a PMI chapter in Moscow, Russia, and his wife is a professional English-Russian interpreter.

At the time, I was still writing my first book. By the time the book was finished, we had agreed that Masha would translate it, and Vladimir would publish it in Moscow. By the end of 2000, Vladimir had sold many copies of the book, including two to company CEOs. They contacted him independently to ask if I might come to Moscow to conduct seminars for their employees.

In 2001, I created a set of PMP® examination preparation training materials, and to create an online study aid, I launched **www.pm-prepare.com.**

By the end of 2003, neither the *Guide to the Project Management Body of Knowledge®* nor the *Project Management Professional (PMP)* examination were available in Russian, but both projects were in progress as a result of several years of effort and substantial financial contributions from PMI members in Russia.

The PMP has become a globally recognized designation of competence. Making the distinction available to competent project managers in Russia who do not speak, read, or write English is essential to both the value of the certification and to the further development of the project management discipline. The contributions of this very sophisticated economy are simply too profound to ignore.

In the meantime, **Alexey Bazhenov** had succeeded Vladimir Liberzon as president of the Moscow chapter of PMI. By May of 2004, we reached an agreement to create a Russian language version of www.pm-prepare.

Our original plan was to build a second site at www.pm-prepare.ru. That plan, fortunately, did not survive. Instead, **Glen Christiansen** suggested that we maintain a single site in multiple languages, displaying the site in the language preferred by the user. This alternative eliminates several disadvantages that might have been associated with duplicate sites:

- Material shared between the sites need not be duplicated and synchronized, an administrative nightmare.
- Duplicate costs; such as domain registration, site hosting, advertising, data backup, payment authorization services, and banking services; are eliminated.
- Confusion among potential customers about which site is intended for them is prevented.
- The investment to add a second language can be leveraged to additional languages.
- Users of the service can move from one language to another whenever it meets their needs.

For now, visitors to the site whose computers prefer the Russian language see the site in Russian. All others see it in English. When other languages are added, visitors will see the site in the language of their preference.

Agreements in place, all that remained was to accommodate both the Latin and Cyrillic alphabets in a single SQL database, translate over 900 practice questions and 60 pages of html, distinguish shared and independent administrative functions and build processes to support both, and coordinate the efforts of five people across an eleven time zone separation.

These technical challenges were accomplished while overcoming language, cultural, and work/holiday schedule differences. Written words, unaccompanied by gestures, tone of voice, body language, or inflection are a lousy means of communication. E-mail simply allows us to confuse our readers more quickly. Nevertheless, e-mail overcomes much of the difficulty associated with an eleven hour time difference.

As is the case with most projects, resolution of one set of issues often led to the discovery of yet another set of issues. Many of the practice questions, like many of the questions on the PMP examination, are based on texts that are not available in Russian. By early October, a project deadline of February 1st had been established and was being advertised on the site for Russian language visitors.

Kazan, Tatarstan is distinguishing itself as the home of Russian innovation. I delivered my seminar in a brand new building on a campus of five buildings erected to house a business incubator. From over 400 applications, they've selected their first group of 15 start-up companies to fund and house for up to two years while they get product into the market and build strength to survive on their own.

Kazan also enjoys a close relationship with independent Kazakstan, where the national government has made a decision to carry out a similar project. I was asked if I would be willing to travel to Almaty, Kazakstan to deliver my seminar there. Almaty is within 30 miles of the Kyrgestan border and about 120 miles from the Chinese border in central Asia. Time will tell if this happens.

Poland is well on its way to becoming a modern capitalist democracy. It has several political parties, and the government moves from one party to another in every election. The great beauty of that system is that politicians really try to be helpful to the economy. The shortcoming is that the shifts in power are usually accompanied by an extended period of uncertainty that stifles investment.

On the evening of January 31, 2005, my Russian partners and I were able to make the final change that brought www.pm-prepare.com up in both English and Russian. At 18:27 Moscow time, our joint effort became the only PMP study aid available in more than one language.

It now stands as evidence that the project management discipline, coupled with humor and trust, can overcome barriers that have eluded political leaders throughout history. It can bring people together in positive and constructive ways to achieve goals that are both commercially successful and of real value to customers.

Yesterday, I reached an agreement that will lead to a Mandarin edition of www.pm-prepare.com. I hope this joint venture goes on a long time.

Edward J. Fern, MS, PMP
President, Time-to-Profit, Inc.
www.time-to-profit.com

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

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

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

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

INFORMATION SYSTEMS
Specific Interest Group
Presents

PDS '05

Annual ISSIG
Professional Development Symposium
Bridging the Gap with Project Management

Workshops June 11-12, 2005
Symposium June 12-14, 2005

San Francisco Airport Marriott

REGISTER NOW AT www.pmi-issig.org/pds05

WEDNESDAY, APRIL 20, 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, April 20, 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

Recruiter Panel Discussion

PMI-OC's monthly Career Networking Group meeting was held on March 16th at Forty Plus of Orange County. **Melanie McCarthy** moderated the evening's panel discussion. Representatives from local search firms and IT staffing agencies included **Michelle Noragon**, **Kathy Mimoso**, **Jeff Livonius**, **Arym Diamond**, **Susan Neill**, and **Ruth Lozano**.

Current Job Market. Jeff mentioned that businesses were funding IT projects related to ERP implementations and web application development. The emphasis placed on business metrics management and PMO (project management office) functions implied that hiring was on the rise for project management professionals or people with PMP® certifications.

Susan added that project budgets were forthcoming and increasing as business confidence was growing. The mortgage finance industry, planning to re-engineer existing applications and enhance current systems, is seeking individuals with strong backgrounds in software development life cycle and methodologies like RUP (Rational Unified Process).

Michelle has seen a 50% increase in IT staff after a reorganization. New openings and positions address vertical needs in the areas of PMO, CRM, corporate and financial systems. Kathy said many projects have come off "hold" because of recent improvements in business outlook. An emphasis on managing offshore IT development projects has created a strong need for project managers (PM), business system analysts (BSA) and quality assurance professionals.

Career Paths. Melanie suggested that project managers should focus on their industry knowledge and experience over their technical expertise, since business needs, initiatives, and expertise drive IT projects, which in turn drive the specific disciplines. Jeff added that the key to success is to market your talents effectively. A PM seeking a PMO position needs to have business and industry experience. Susan said that PMs have an edge because they understand the business process and can speak to business issues after leading projects and living through business systems implementations.

Kathy mentioned that there are two types of PM positions; the technical PM works in application development; whereas the functional or business PM works in the PMO. When applying, it is important to read the job description and seek clarification of the position you are applying for.

Salary expectations. Melanie observed that between 2001 and 2003, following the dot-com crash and 9/11, the market was soft in terms of salary expectations. Kathy said that in the past six months, well qualified employees are expecting and getting more than their previous salaries. Susan agreed that the market was showing an upswing toward paying more for certain in-demand positions. Hourly rates, however, have always been expertise-dependent. Ready availability of a pool of skilled IT application development talent and the increasing use of offshore resources has resulted in lower rates for certain skill sets.

Competition and Timing. Kathy reported that in a recent job fair conducted at the Capital Group Companies, about 440 candidates showed up over three to four hours to express interest in the 80 to 90 open positions. The longest lines were for PMs and BSAs, while the other areas receiving attention were software testing, quality assurance, and application development.

Jeff said many potential job seekers were lying low, waiting for the job market to pick up. They did not want to risk a job change during an economic downturn when not many companies were hiring. Now, when IT projects are initiating, companies are not easily finding the right kind of qualified talent.

Resume Tips. The panelists shared many valuable tips about resume content, style and format. They expect resumes to be readable, about two to three pages long, position specific and targeted. Work history content should go back about 15 years, no more. A summary should include keywords related to skills, technology, methodology, certification and qualification.

Consultants who move from one short term engagement to the next should keep their resumes concise by listing recent projects and work experience and should move any details to an appendix or addendum. In general, your resume should address at least 70% of the position requirements you are targeting. Your resume should be the place where you mention all relevant qualifications.

Jeff mentioned that he passes on resumes that are not well written. For example, he looks for resumes with a well written summary of qualifications packed with relevant keywords to determine upfront whether the candidate is qualified or not.

Kathy looks for resumes that emphasize specifics about what the candidate did as opposed to project background. Susan looks for keywords and prefers an easy to read resume style with bullet points.

Avoid using a generic resume and a tailored cover letter. Your cover letter should serve only as an attention getter with two to three bullet points.

Have a ready list of references. Keep them informed about your job search, and prepare them if you expect that they may be contacted.

Interviewing Tips. Susan asked job seekers to treat interviews with recruiters as though they were real interviews. Any opportunity to interview should be used as training or practice. Be open to what the recruiter has to say because they can help you succeed.

Ask questions! Michelle treats interviews as an information exchange session during which one gets to know the other. Agencies are paid to screen candidates to ensure that qualifications match the position requirements and that reference checks are made.

Arym advised candidates who have been off work to make sure that negativity or desperation do not come through in the interview. A positive, upbeat attitude, regardless of your current situation, improves your performance in interviews. He also mentioned the importance of having samples of your past work experience in a portfolio to show or demonstrate your competence.

Melanie added that hiring managers do not hire the best qualified candidates, but the ones who are best prepared. She asked candidates to research the position and the company to understand and address the crux of the problem they are trying to solve.

Jeff suggested finding someone in the company who may be able to help you get a feel for why they are hiring and what their hot button issues are.

Susan takes time to prepare, practice, and rehearse before she interviews. She gets feedback and critiques from friendly interviewers and makes sure she can articulate the value that she brings to the company or position if they were to hire her.

Sreesha Rao, PMP
sreesha.rao@conagrafoods.com

PMI Region 14 – 2005 Symposium

It is our pleasure to announce the **PMI® Region 14 2005 Symposium** hosted by the PMI Atlanta Chapter.

The symposium will take place June 26-28 at the Georgia International Convention Center in Atlanta. The symposium, with a focus on "Success through Project Management," will be an opportunity for you to enhance your project management knowledge, network with colleagues, and celebrate the 35th anniversary of PMI.

Join us as **Dr. Francis Hartman**, **PMP**, **Rita Mulcahy**, **PMP** and **Neal Whitten**, **PMP**, prominent leaders in the project management field, share their visions in the keynote sessions.

In the exhibit hall, over 50 vendors will share their expertise, and educational presentations will be delivered during the two full days of sessions. During this event, attendees may earn more than 12 PDUs.

Attendees at the symposium may choose from nearly 50 educational presentations, under six targeted "areas of focus," to tailor a personalized professional development experience that meets their specific needs and interests.

Areas of focus are broad topical areas around which the symposium program content is developed. For this symposium, the areas of focus include:

• Project Leadership and People Management
• Project Performance and Measurement
• Project Management and Organizational Development
• Education and Advanced Practices in Project Management
• Business and Project Management Integration
• Project Management Skills and Education

Early registration for the symposium begins April 1st, 2005 and runs through May 14th. Both PMI members and non-members will save $60 by taking advantage of early registration.

For more information about the symposium, including daily keynote speakers, event schedules, speaker tracks, registration information, and hotel information, visit www.pmiregion14symposium.org.

We look forward to having you join us in Atlanta for this great event.

PMI-OC Dinner Meeting

Tuesday, April 12, 2005

Program: **How to Attain Project Success**
Presenter: Tom Mattus
Vendor Showcase: Management Concepts

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**

In Advance:		At the Door:	
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, April 10, to obtain the "in advance" price. Reservations made after 9:00 p.m., Sunday, April 10, 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, April 10, 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, April 19, 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, April 26, 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, May 3, 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

COMING EVENTS

APRIL 12 DINNER MEETING
How to Attain Project Success
Presenter: Tom Mattus
Vendor Showcase: Management Concepts

APRIL 19 BREAKFAST MEETING
PMO-Local Interest Group (LIG) Breakfast Roundtable

APRIL 20 PMI-OC CAREER NETWORKING GROUP
Karma Club

APRIL 26 BREAKFAST MEETING
Central Orange County Breakfast Roundtable

MAY 3 BREAKFAST MEETING
PMI-OC Breakfast Roundtable South

MAY 7 ADVANCED TOPICS SEMINAR
Everything You Wanted to Know About Your Project, But Were Afraid to Ask
Leveraging Tools and Techniques for Success
Speakers: Barbara Ansell, PMP and Michelle Saykally, PMP
Location: Santiago Canyon College

JUNE 11-14 PDS '05
Annual ISSIG Professional Development Symposium
San Francisco, CA
See page 12

JUNE 26-28 PMI REGION 14 – 2005 SYMPOSIUM
Atlanta, GA
See page 14

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

LEGEND

PMI-OC
Event

PMI®
Event

PMI-OC Corporate
Sponsor Event

PMI-OC
Sponsored Event

PMI MILESTONES
ORANGE COUNTY CHAPTER

Project Management Institute
Orange County Chapter, Inc.
P. O. Box 15743
Irvine, CA 92623-5743

RETURN SERVICE REQUESTED