



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

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

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JUNE 14TH PMI-OC DINNER MEETING

C-17 Single Line Project: Success through Collaboration and Innovation

By Tim Covington, The Boeing Company

Currently, the largest "lean manufacturing initiative" on the Boeing C-17 Military Cargo Aircraft program is the Single Line Project. The Single Line Project is vital to the success of the C-17 program, as it aligns with the program's goal of improved financial performance through unit cost reduction. Unit cost reduction will be realized through consolidation, which will reduce span and cost in the frontline, while freeing up approximately 156,000 square feet of premium manufacturing space. When Single Line is fully implemented this month, the C-17 program will experience immediate benefits through improved manufacturing efficiency and performance.

The project team spearheading this effort is composed of experts in the fields of project management, production, manufacturing, industrial engineering, assembly tooling, workplace services, supplier management, scheduling, and defense contract management administration (DCMA).

Initially, the most daunting challenge facing the team was how best to approach such a large and complex project. Fortunately; through proven project management methodologies, stakeholder collaboration and the application of innovative manufacturing processes; the team developed a strategy that achieved the project's objectives without impacting ongoing production schedule.

The project team's efforts paid huge dividends recently when the team received The Boeing Company's 2004 Integrated Defense Systems (IDS) Silver Eagle Award for project excellence.

Tim Covington has worked for The Boeing Company (formerly known as McDonnell Douglas Corporation) on the C-17 Military Cargo Aircraft Program for the past 18 years. He started as a designer and was promoted to the position of senior manufacturing engineer.

In 2000, Tim began working full time as a project manager in production operations. In 2003, he was chosen project manager for the largest "lean manufacturing initiative" (Single Line Project) on the C-17 program. In April 2005, he was selected to participate in the Boeing's Leadership Development Program, which recognizes high potential employees within their respective organizations.

Mark Your Calendars!

On **August 9, 2005**, **Gregory Balestrero**, CEO of Project Management Institute will be the chapter's special guest at an executive roundtable and at our monthly dinner meeting.

See page 10 and upcoming *Milestones* issues for more information.

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NEW PROJECT MANAGEMENT PROFESSIONALS

Nick Gomez	Carolle Dalley
Robert Bonkowski	Sepideh Samet-Shirvani
Karen Agg	Donald Barr
Richard Piepenburg	Gregory Gross
Adel Elsayed	Lisa Choi
Ann Burkle	Samuel McMillan
Helen Fong	Pranab Biswas
Maria Hatz	Arthur Hiester
David Andersen	Steve Bernard
Nick Elseikali	Michael Pawloski
Daniel Rufer	

Total New PMPs 21
Total PMPs 622

NEW MEMBERS

Peter Aiyavoo
Veros Software

Kenneth Baker
Disney

Richard Barrera

Michael Beasley
Computer Associates

Christopher Bryden
The Boeing Company

Timothy Chandler
ChanSys22

Randal Clark
LBMMC

Peter Cunningham

Nilesh Darji
Nexgenix

Vinnie Dessecker
Data Cafe, Inc.

Wanda Fahrenholz
The Boeing Company

James Fernandez
INS

Judy Fettig
IBM Global Services

William Freer
Spidell Publishing

Antony Gaynair
AMGI, Inc.

Nasser Ghanbariami
Caltrans

Nick Gomez
WesCorp

Carol Gomez
Nestle

Eriana Gonthier

Elizabeth Haynes
City of Long Beach

Leon Herszon
IIL Brasil

Thomas Holland

Virginia Howard
CBRE

William Kahn
The Boeing Company

John Kalinowski
AmerisourceBergen Corporation

Mark Kikuchi

Andrew Kimmell
Philips

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THE CHAIR'S COLUMN



Leadership and Buffy the Vampire Slayer

I am a huge *Buffy the Vampire Slayer* fan. I usually watch two episodes in the mornings when I ride the exercise bike. (Just in case you're curious, I just starting watching the sixth season where Willow resurrects Buffy and eventually turns into the season's "big bad.") What I didn't realize until recently was how many people produce scholarly writing about the buffyverse. (Yes, buffyverse is a real word.)

I gave my sister a copy of *Buffy the Vampire Slayer and Philosophy: Fear and Trembling in Sunnydale* by James B. South for her birthday. (Of course, I read it before I sent it to her.) Recently my husband gave me a copy of Jana Riess's *What Would Buffy Do? The Vampire Slayer as Spiritual Guide*.

As I was reading *What Would Buffy Do*, I started thinking about what other lessons one can learn from Buffy besides spiritual ones. Quickly my thoughts turned to leadership. I enjoy watching series episodes because Buffy Summers is a strong female leader of a small, yet highly effective, team affectionately called the Scooby gang. *Buffy* illustrates the leadership principles I've been reading about as part of my PMI® Leadership Institute studies.

You Need a Team

Obviously, you can't lead if you are working alone. Buffy rejected the tradition of a vampire slayer working alone and assembled the Scooby gang comprised of her closest friends. Four individuals form the core Scooby gang. Each person represents a type of person that is hopefully found on your team.

- **Slayer.** Buffy is the team leader and, of course, the slayer. The slayer protects the team by killing any vampires or demons who threaten any team member. She has super-hero abilities, but knows she cannot save the world from each apocalypse on her own. She listens to the input from other team members before making the final decision on how to stop the latest threat. She willingly sacrifices her own life (twice) to protect the team and save the world.
- **Magic Worker.** Willow magically finds the needed current background information after sifting through a sea of online data. Willow also casts magical spells that augment Buffy's physical abilities. Willow stops Glory in season five several times when Buffy is unable to do so.
- **Unifier.** Xander is the team's heart and soul. He saves the team and the world without possessing any extraordinary physical abilities. Rather, he provides emotional support to others on the team. For example, he saved the world by reminding Willow of how much he loves her at the end of season six.
- **Mentor.** As watcher, Giles provides the voice of experience. He offers advice to each team member, especially Buffy, based on his life experience. He also consults the journals of previous watchers and reminds the team of lessons learned as past slayers confronted evil. His advice is not always the feedback that the others want to hear. Sometimes his honest feedback hurts and makes the recipient rethink their course of action.

Trust Your Team

The strength of the Scoobies comes from the strong bond of trust shared by the team. This bond of trust doesn't happen magically during the first episode. Rather, it develops throughout each episode during the entire seven seasons. Early on the team learns that Buffy will protect them from physical harm because she protected them at risk of her own personal physical and emotional safety in the past. Other team members demonstrate their commitment by sharing their individual gifts, no matter what the personal risk.

At one point or another, each team member has behaved in a manner that either endangers the team or offends another team member. Each Scooby gang member learns to admit mistakes and issues to the others. Thus team members realize the importance of forgiving without holding grudges. Yet forgiveness doesn't mean forgetting. The team uses the lessons learned from past experiences to become stronger and improve their current performance.

Continued on page 3

**Upcoming
PM Training Classes
in the Orange County Area**



Rita Mulcahy, world-renowned PM expert and best selling author, helps take the worry out of passing your PMP exam. Her techniques have been helping students pass the PMP Exam on their first try since 1991.

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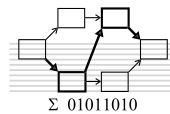
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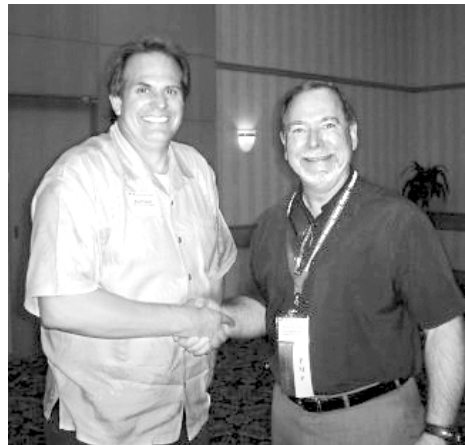
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VOLUNTEER OF THE MONTH

Joe Roux, PMP is Honored

A resolution was unanimously passed at the April 2005 board meeting of your chapter designating **Joe Roux, PMP** as the **Volunteer of the Month for May 2005**. Volunteer Chair **Brent Felsted** honored Joe at our May dinner meeting by presenting him with a Certificate of Appreciation.



Joe joined PMI® and our chapter in July 2002 and received his PMP® certificate the following January. He judiciously worked as a volunteer on the Membership Committee and later took over the chair of the Ambassador Program. He recalls lending a hand at least once for an Advanced Topic Seminar. On a number of occasions Joe participated in strategy and planning sessions with the board.

Joe works as a project manager for Partners Consulting and is currently on assignment at Toyota Financial Services. Unfortunately for our chapter, Joe will be leaving us. Travel logistics are the real reason, since he is moving from Mission Viejo to Chino Hills and will be working in Torrance on his current assignment. We hope his departure is only for a short spell. If future assignments bring him back to Orange County, he assures us he'll be back with us again. As he says, "The IT community is small, and I'm sure our paths will cross again. It's happened here at PMI-OC."

Dave Jacob

The Chair's Column

Continued from page 2

Never Lose Sight of Your Objective

The Scooby gang goes through its ups and downs throughout the series. Yet, they never lose sight of the clearly defined objective: defeat evil and save the world. Each Scooby believes passionately about this objective. They take turns holding the others accountable for keeping the objective in mind. Buffy does not need to keep this focus alone. The Scoobies even remind Buffy of the objective when she drifts off course. Their clear focus results in preventing multiple apocalypses by defeating "big bads" such as the Master, the Mayor, Adam, Glory, and the First Evil.

Parting Thoughts

The Scooby gang has its ups and downs. Team members are certainly not perfect individuals, nor is Buffy always an ideal leader. (After all, we are talking about a television program.) Yet the team stays together, keeps fighting, and achieves its objective to save the world. To me that is the most important leadership lesson illustrated in each *Buffy* episode.

Kristine A. Hayes Munson, PMP
PMI-OC Chair/President

PARTNERS CONSULTING SERVICES

May Dinner Sponsor

New Dinner Sponsor Opportunities

In our efforts to provide opportunities for our membership to gain access to and learn more about companies in the Southern California area who support project management, the Marketing Committee is initiating new ways for vendors to participate in the PMI-OC dinner meetings.

In addition to the regular Vendor Showcase, companies can now become Dinner Sponsors. The dinner sponsor package includes a full-page ad in the Milestones newsletter, a banner on the PMI-OC website, three dinner meeting tickets, and a display table.

The first organization to take the opportunity to sponsor a dinner was **Partners Consulting Services** on May 14.



Attending from Partners were **Gregg Sears**, VP, Business Development (above left); **Michele Seitz**, Manager, Business Development (above center); **Sean Ivich**, Director, Professional Staffing (above right); **Nancy Stubbs**, Owner; **Rachael Scott**, Consultant Relations; and **Ken Winn**, Recruiting.

They set up a table, provided material about their company and enjoyed networking opportunities with over 100 attendees.

If you are interested in sponsoring a dinner and would like pricing details, please e-mail us at advertising@pmi-oc.org, or corporate relations@pmi-oc.org.

Partners Consulting Services (Partners) is committed to helping you realize continuing value from your Information Technology (IT) and Enterprise Resource Software (ERP) investments. We are a Professional IT Staffing and Professional Services company that has been serving clients since 1986 with our core values of Integrity, Quality, and Client Service.

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Program and Project Management Experience: Partners offers our clients highly experienced and trained program and project managers, knowledgeable in all aspects of the project life cycle, often times using our proven E³ Methodology. This experience encompasses multiple years and spans a wide spectrum of IT related projects, including: ERP Implementations, hardware and software installations and upgrades, software development, mergers and acquisitions (M&A) systems migrations, systems integration, and web development and deployment. Additionally, many of our project managers are trained and certified by the Project Management Institute (PMI®).

Project Management Roles and Responsibilities: In the typical project organization, our project manager fulfills multiples roles, both as the individual responsible for managing the project effort and resources, and as the primary liaison between the project team and the designated client management. The project manager is assigned the following key tasks and responsibilities:

- Work with appropriate client and project team resources to develop a detailed project plan.
- Conduct status meetings, designed to ensure adherence to the project schedule, and that issues are resolved in a timely manner.
- Create periodic status reports, identifying status, issues identified/resolved and, where necessary, corrective action plans for schedule/budget variances.
- Manage all project resources to ensure that assigned client resources participate at pre-agreed upon performance levels.
- Function as the primary liaison between the project team and the client management.
- Escalate open issues to the client management as appropriate and prepare executive overview presentations as requested.
- Ensure that project methodology is closely followed and coordinate QA/QC activities.

Project Management Tools: Partners' project managers are trained and experienced in implementing and utilizing project management software tools, including: Primavera (P3) Enterprise, Microsoft Enterprise Suite (including Microsoft Project and Collaboration), SureTrak, and Timberline Gold Estimating Software. In addition, all are seasoned experts with the Microsoft Office suite (Word, Excel, Outlook, VISIO, and Access). Effective use of these tools can greatly enhance the ability to estimate the project and monitor project progress.

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About Partners Consulting Services: Partners Consulting Services is a full service Professional IT Staffing and IT Consulting Services organization committed to our clients' highest satisfaction. We have the experience, expertise, and systems to make a tangible and positive impact to your business by delivering flexible and cost effective answers to your company's IT staffing, services, and enterprise software challenges.

Please visit our website for additional information: www.partnersconsulting.com

MAY MEETING REVIEW

Running a PMO in a Decentralized Organization

Presented by **Ken Taylor**

Vice President, Project Management Office, Ameriquest Mortgage



Ken Taylor brought his Ameriquest claque to the May 14 dinner meeting to supply a laugh track, but he didn't really need it. His pithy and witty presentation on a decentralized project management office engaged the audience without so much as a choreographed snicker from the Ameriquest corner.

The Ameriquest PMO started in 2003 with the typical mission to leverage IT resources and best practices throughout the company. On Ken's spectrum of PMO implementations, it was way over on the "resource owner" end of the spectrum.

By January of 2004, the PMO owned IT resources and projects, dictated common processes and tools, performed process governance and product QA, published enterprise metrics, and even offered value-added services like contingent labor sourcing. It enforced process compliance through vehicles like the monthly metrics report (in Ken's words, the *monthly spanking report*).

By mid-2004, the PMO no longer owned projects or resources, and found itself needing to sell processes. Without the *monthly spanking report*, Ken had to persuade engineers to track time by confronting them with the question, "Can you afford to cost the company \$5 million a year in lost R&D tax credits?"

Today, the PMO has moved to the other end of Ken's spectrum, evolving into a provider of value-added services to lines of business (LOBs) that aren't required to use the services or comply with the PMO's standards. Most IT associates have moved from the central IT organization back into the lines of business (LOBs). In this decentralized environment, the normal success criteria involving leverage don't apply.

Instead, Ameriquest's key business mandate to IT is responsiveness to customer needs. IT projects need to deliver solutions quickly to the business. For example, if the company lags its competitors in rolling out interest-only mortgages, it will be left out of the market.

For Ken, responsiveness involves timely delivery of software, quality delivery of new projects/enhancements, and cost and resource efficiency. Even in a decentralized organization, the PMO can contribute by promoting consistency and repeatability of projects and process, along with visibility into IT activities and performance.

Ken's Six Sigma black belt training leads him to define quality, not just in terms of minimizing errors, but in delivering according to business needs. His mantra is "faster, cheaper, better."

In the current Ameriquest environment, responsibility for best practices lies with both the PMO and the LOBs. LOBs implement best practices with PMO assistance and give feedback that allows the PMO to optimize practices and to focus on the greatest value additions.

Ideally, this PMO/LOB collaboration is highly interactive, based on mutual respect and focused on results. In reality, though, the transition from PMO control to collaboration engenders tensions between PMO employees who feel they are the experts and LOB staff who believe "the customer is always right." PMO people who excel at specifying standard processes struggle with developing processes in collaboration with business units. Developers who liked "working in the basement" must learn the financial implications of their work and must focus on value added at every step.

To make the decentralized Ameriquest PMO work, Ken has turned to the ITIL "service catalog" concept. His catalog offers only services where the PMO can add value, can leverage resources, and has a unique capability to deliver. Each service must attract a critical mass of LOBs and third parties to justify offering it. Some services must be eliminated, either up front or when demand falls below the critical mass. Other services must be constrained in scope, even when customers want to see them expand. ("You can't be all things to all people," Ken noted.) The service catalog model never really "settles in."

Sample Service Catalog

Service	Basis	Volume	Charge
Enterprise Project Management	\$100/Hr	160 Hours	\$16,000
Niku Product Management	\$85/Seat	112 Seats	\$ 9,520
Niku Customizations	SOW	As Billed	\$12,500
Contingent Labor Search	\$150/Search	35 Searches	\$ 5,250
Monthly Deployment Quality	\$55/Hour	35 Hours/Month	\$ 1,925

In pricing its services, Ken noted, an in-house PMO seems to have a cost advantage over external consultants who need to price in a margin. However, the consultants don't have to carry the cost of past bad decisions, failed projects and inefficiencies on their books. Management must determine how much market competition will be allowed to exist in the enterprise: Should an LOB be allowed to hire an outsider for a few dollars less, when that reduces the PMO's leverage and costs the company more overall?

Ken closed his energetic presentation by entertaining some thought-provoking questions:

Q: How do you handle compliance with change management?

A: *In terms of software change management, the PMO owns the final gate to production.*

Q: Are PMO services offered outside of IT?

A: *Originally, yes. The PMO was targeted at the entire business. However, this direction has stalled as the business redefines itself. Still, corporate projects and continuous improvement organizations have been more interested than IT in the PMO's services, and the PMO's "PM Academy" now resides in the organizational development group.*

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May Meeting Review

Continued from page 5

Q: How do you measure success?

A: *The PMO still maintains enterprise metrics like system availability, changes, SLA and process compliance. In fact, the CEO still wants to see the high-level metrics.*

Q: What is your single most influential reference?

A: *"Zen and the Art of Motorcycle Maintenance." Seriously, no one source can "kill the beast." Valuable sources of insight include Six Sigma, Total Quality, Quality Function Deployment, ITIL and CMMI.*

Q: What is most important: people, processes or tools?

A: *People. Good people with the right attitude can fix weak processes and tools. People need to be adaptable (a basic survival instinct at Ameriquest). Some project managers are too rigid and drive the business crazy. On the other hand, you don't want to bite off too much risk. In particular, Sarbanes-Oxley has drawn businesses' attention to hardened practices.*

Q: How do you capitalize R&D costs?

A: *Measure the useful life of software in order to capitalize and amortize over time. If you amortize software over five years, for example, ideally, the software will add five years of value over that period. Reference AICPA SOP 98-1.*

Gary Thorne, PMP

AT THE MAY DINNER MEETING



Above: Dinner meeting attendees network and check out the PMI-OC logowear.

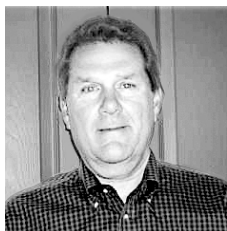
Center, left: **Venkat Shamapant** (center) and **Hareesh Kumar** (right) from SemanticSpace Technologies, the vendor showcase for May, explain their products and services. Center, right: **Sean Ivich** from Partners Consulting Services, the dinner sponsor for May, presents a service agreement to an attendee.

Below, left: PMI-OC Chair **Kristine Hayes Munson, PMP** thanks **Terry Ehrhard** for his outstanding contributions as PMI-OC Programs Director. Below, right: **Gregg Sears** from Partners Consulting Services presents raffle prize to the lucky winner.

INTRODUCING

Our PMI-OC Advisory Council Members

Here is an introduction to the three executive coaches who sit on the PMI-OC Advisory Council: **Michael Chesnut, Harry Greenberg, and John Seelinger.**



Michael Chesnut retired from Procter and Gamble after 34 years of service, primarily in customer business development. For 11 of those years, he was an associate director in P&G's cosmetic business, headquartered in Baltimore, Maryland.

Mike created and conducted strategic planning efforts for P&G's cosmetics business and led integration efforts for two acquisitions. He is married, lives in San Clemente, and has two children and one grandchild.



Harry Greenberg retired from his position as vice chairman at Millers Outpost (now Anchor Blue), where he was also president and chief operating officer. Harry possesses over 40 years of experience in the retail industry, helping new and existing businesses reach their full profit potentials. Prior to Millers Outpost, Harry was president of Foxmoor Apparel and Chess King. He is married, lives in Corona Del Mar, and has five children and 11 grandchildren.



John Seelinger spent his career as a commercial banker, including 14 years overseas with Chase Manhattan Bank. During John's extensive and global career in banking and finance, he has held key executive positions, including senior vice president of corporate banking for Midlantic Bank, executive vice president and senior lending officer of New Jersey's largest state chartered bank, and trustee of the Tri-County Scholarship Fund in New Jersey. He is married, lives in San Clemente, and has three children.

Victoria Flanagan
PMI-OC Director at Large

Project Management Using Both Sides of Your Brain



Barbara Ansell, PMP (right) and **Michelle Saykally, PMP** (left) presented the advanced topic seminar, "Project Management Using Both Sides of Your Brain," at Santiago Canyon Community College on May 7, 2005.

Ninety-five percent of what project managers do is communication. They communicate project statuses and objectives. They communicate next steps. They identify risk, changes, processes, requirements, etc., all through communication, written and verbal.

To communicate effectively with individuals on the project team, a project manager must use different techniques because project teams are comprised of individuals who possess a variety of characteristics. As a result, project managers need to develop and individualize approaches to motivate each member of the team. To appeal to each individual on the team, the project manager must know how information is processed, analyzed and assimilated.

Aristotle believed that the center of thought and actions was housed in our stomachs and our hearts. This was where individuals felt happiness, sadness, pain or frustration. It wasn't until the 19th century that a French anatomist, **Paul Boraca**, found evidence that specific cognitive traits and functions were processed in localized regions of the brain, specifically the left brain or the right brain.

To illustrate this, ask yourself when beginning a new project, "Do you have to know every fact about the project? Do you need to know the process involved? Do you need to determine the logical correlations between systems and the business rules that guide your industry?" Well, I do, and according to Barbara and Michelle, that makes me a left brain individual.

But, wait a minute, when I approach a new project, I also think about how to motivate individuals to perform and view the ultimate object of the project. I think of creative ways to engage and incite them to act. I want them to acknowledge the importance and the brilliance of their work and to appreciate how exciting it is for all of us to work as a collective. Working with a group of individuals with varying skills and job functions as a team to accomplish project objectives is rewarding. Does this make me a right brain individual?

Left brain individuals think logically, in sequence, and process facts in order. Therefore, the best way to get a left brain individual to understand what you are saying is to communicate with this individual in the same manner. In other words, you must clearly define the project scope, establish project schedules, and provide data flow diagrams that map out the business processes. Simply stated, a logical project road map must be provided. When a left brain individual is a member of your project team, it is up to you to engage them through the use of process flows, decision trees, or to show them the logic in decisions or actions to get their commitment to the project.

On the other hand, right brain individuals think creatively. These individuals don't need logical sequences or proof. If it feels right, looks right and sounds right, they are more likely to let their emotions dictate the next course of action. Their emotions guide

everything they do. Right brain individuals are impulsive. So, as a project manager, it is imperative to be sensitive to this and to communicate with these individuals by using graphs with color or communicate in a manner that touches their emotions.

Some of the most effective businesses, such as IDEO, use the creative side of the brain to produce some of the most useful products. IDEO was featured in a documentary on *Nightline*. The documentary clearly showed that IDEO had a fun working environment. IDEO does not stifle creativity with rigid business practices. Their methodology is an unorthodox approach. The only ground rules are:

- One conversation at a time
- Stay focused
- Build on the ideas of others

IDEO prescribes to the notion of ordered chaos. Through ordered chaos, they found that creativity flowed. Individuals in this type of environment, when given the entire picture, found it very difficult to produce. For the project team to become productive, the project objective had to be broken down into manageable chunks.

The project was to design and build a shopping cart. Some of the concerns of the old design were safety, theft, saving time and convenience. Each group designed the new shopping cart with one of these concerns in mind. Once that was accomplished, they brought the designs together to create the new shopping cart.

Another effective tool for the project managers that was introduced during the televised seminar was the concept of *Mind Mapping* by **Tony Buzan**. Mind mapping is simple to deploy, and it's an excellent way to organize ideas and to sharpen your way of thinking.

Start with a single thought, or goal, in the center of a circle and draw lines connecting ideas to the circle. For example, start with "communication" at the center. From that you can draw four to five thoughts that would promote communication within the project team,

Continued on page 9





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TEST YOUR KNOWLEDGE ON PMP® EXAM QUESTIONS

This set is **the first** in a series of PMP® practice questions in compliance with the 2004 (3rd) Edition of the PMBOK® Guide.

1. For each WBS component, the WBS Dictionary contains the following, except:
 - a. Technical references to facilitate performance of the work
 - b. Responsible organization
 - c. A specific method of inspecting each deliverable
 - d. A statement of work
2. The term fast tracking means:
 - a. Putting the entire team on an overtime schedule
 - b. Reducing the project duration by overlapping or performing activities in parallel
 - c. Coordinating efforts with other projects to reduce conflict
 - d. Trying to beat the competition
3. The following are inputs to the process, Manage Project Teams, except:
 - a. Project staff assignments
 - b. Roles and responsibilities
 - c. Project organization charts
 - d. Project management plan
4. The earned value (EV) to date on your project answers the question:
 - a. How much work should have been done?
 - b. How much work has been completed to date?
 - c. How much work is remaining?
 - d. What is the estimate to complete the project?

Answers are on page 18

Advanced Topics

Continued from page 7

such as meeting agendas, weekly status meetings, and meeting minutes. Mind mapping creates a logical approach to enhancing communication within the project team. Mind mapping encourages problem solving and helps individuals see the big picture. Through mind mapping exercises, you can reveal a lot of the unknowns that are related to your single thought or goal. This is not just a great group exercise, but also an effective way to display the output since it serves as an external photograph of the group's collective thinking process as whole.

I didn't know quite what to expect when I entered the classroom at Santiago Canyon Community College. What I did know was that project management is a discipline that we all embrace differently. Since we are all unique individuals with varying degrees of cultural, educational, and historical differences, so is our approach to project management.

The advanced topic seminar "Project Management Using Both Sides of Your Brain" was well researched, thought-provoking and informative. It definitely motivated me to develop techniques that use both sides of my brain!

Nisi Vidato, PMP



PMI-OC'S EVENT OF THE YEAR! THE PMINACTION 2005 CONFERENCE, EXPOSITION, AND DEVELOPMENT COMPETITION

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PMI

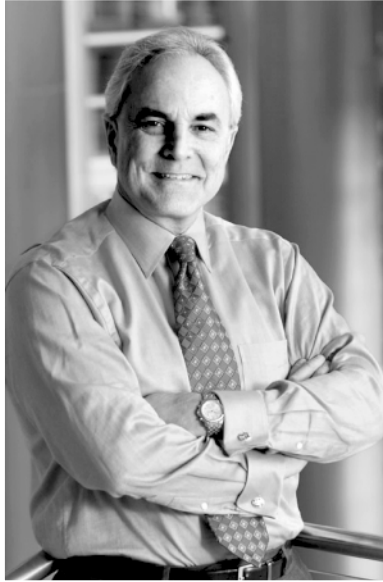
O R A N G E C O U N T Y C H A P T E R

is pleased to announce that

Gregory Balestrero, CEO, Project Management Institute

Gregory Balestrero brings over 20 years of executive level association experience to PMI. An industrial engineer by training, Greg has overseen administrative, financial and internal affairs for numerous industrial associations. Most recently he served as executive director of the Construction Specifications Institute.

As CEO, Greg provides leadership and expertise in strategic management for the organization and carries out three primary goals for PMI: to better serve the needs of its members, promote new business through strategic partnerships and alliances, and enhance public awareness.



will be the featured guest speaker at the chapter's dinner meeting at the Four Seasons Hotel in Newport Beach on **August 9, 2005**.

Mr. Balestrero will examine trends in project management, benefits to organizations, and benefits to individuals, while giving insight into PMI's increasing globalization and the many programs, products, and services that PMI offers to build professional skills among project practitioners.

This interactive session will allow the participants to explore how other industries and organizations have been successful in leveraging project management professionals in managing projects across the globe.

Dean T. Kashiwagi, PhD., P.E.

Director of Performance Based Studies Research Group at Arizona State University, will make the opening presentation.

Dr. Kashiwagi's topic, "Applying Performance Based Concepts in the Delivery of Construction and Vendor Management," will show how to use best value concepts to procure contractors, outsource vendors, and employ systems that cost less and result in higher performance. Even in a low-bid environment, your projects can finish on time and on budget, with no change orders, while still yielding very high quality.



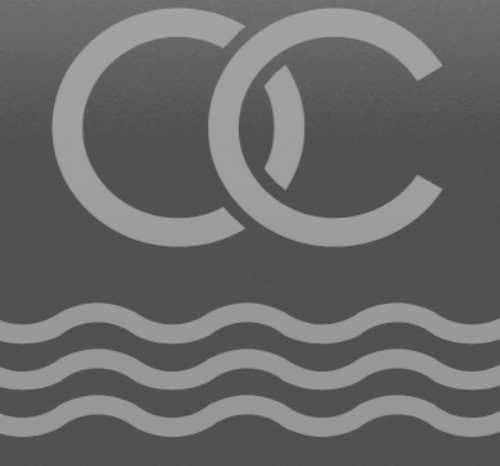
Dean T. Kashiwagi, PhD., P.E. is a foremost expert in optimizing construction performance.

In the past 12 years, he has conducted research valued at over \$4.8M, including tests of more than 406 state of the art processes.

Dean has published 23 journal articles, 78 national and international conference papers, and 42 other publications.

-
- Date:** August 9, 2005
 - Location:** Four Seasons Hotel, Palm Garden
690 Newport Center Drive
Newport Beach, CA 92660
 - Time:** 5:00 pm to 9:00 pm
 - Schedule:** 5:00-7:30 Vendor Showcase and Networking
Various Products and Organizations
6:00-7:00 Buffet Dinner and Opening Presentation
Dean T. Kashiwagi, PhD., P.E.
7:00-7:15 Break
7:15-8:15 Featured Presentation
Gregory Balestrero, CEO, PMI
8:15-8:45 Raffle Prizes
Books, Dinner, Vendor Prizes,
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TOOLS AND TECHNIQUES

for the Project Manager in a Weak Matrix Organization

Part 2

By Cornelius Fichtner, PMP

Continued from May

I work in a weak matrix organization, but I like it here because I have learned to make it work for me! Here are more tools and techniques I have developed that will help you make working in a weak matrix organization not just “survivable,” but fun. After all, you spend eight hours there every day; it ought to be fun, right?

Last month I told you about some of my favorite tools and techniques including notes, the Columbo, RAM, and cheap tricks. Here are some more.

Accompanying Tools and Techniques

This is a collection of tools and techniques that you can use when and where appropriate.

Humor. If you read Part 1 last month, it may come as no surprise that I have found humor to be one of the best weapons in the soft-skill arsenal. It loosens people up, and I’ll take a laughing micromanager over a grouchy one any day. I found, for instance, that putting micromanagement as an activity into the RAM and assigning the line managers as responsible and myself as the recipient usually makes people chuckle. It also gets the deeper point across quite effectively.

Go the extra mile. In my career, this has proven my second-most effective tool. Even in a weak matrix organization, when I take on a project, I also take on the responsibility with all my might. I will do everything in my power to deliver a solution that will benefit my customer. I will go the extra mile and bend over backwards. Not at the same time though, because that would look funny. The feedback from my customers in response to this attitude has always been positive and looks great on my resume.

No and hell, no. This one is not for the faint at heart, and I hate to admit that I have rarely used this one. Walking into a line manager’s office and saying “No!” to the latest demands is simply not everyone’s cup of tea. If you are like me, use the Columbo instead.

Pass the potato. Should you really burden yourself with making decisions about difficult, hot potato issues in your company? As a PM in a weak matrix organization, I say that hanging on to a burning spud is not my job. I get around this by understanding what the hot issues are and then simply handing them up the food chain. Let them fight it out.

Circumvention. Here’s where you can get a little political, if not even Machiavellian. If you really believe in your project but feel a resistance from line managers, then simply go around them. Careful! Tread lightly! Talk to other line managers about the project and show them the benefits the project can offer them. The more informal support you can gather like this, the more momentum your project will get on its own. The difficulty here is to do this in such a way that you can still look at yourself in the mirror. The mirror of the company restroom, that is, because they won’t let you in there after you get fired. And then there is also the code of professional conduct that you should adhere to.

Ulcer. I don’t recommend this, but wanted to mention this technique for the sake of completeness. Some project managers have found growing an ulcer to be effective. It gets them out of an unwanted situation fairly quickly, usually in an ambulance. I personally find that the risks associated are out of proportion with the benefits. Your mileage; or as in this case, your health; may vary.

Quit. Knowing when to move on is one of the most difficult tasks. At least twice so far did I stay longer than I should have. Once I stayed out of lethargy and once out of loyalty.

I have learned that it’s time to move on when a job begins to feel wrong.

Smile and whistle. This is the “always look on the bright side of life” technique. I strive to keep a positive and cheerful attitude even in the worst moments. So far it has worked. It lifts my own spirit, and it’s contagious.

There is No Such Thing as a True Strong Matrix Organization.

If you use my tools and techniques, two things will happen; you will have more fun at work, and you will increase your authority within a weak matrix organization. Always remember that no matter how annoying the situation feels today, it will be funny in five years, so take notes. ■

Vendor Sponsorship Opportunities

Vendor sponsorships are always welcome at PMI-OC events.

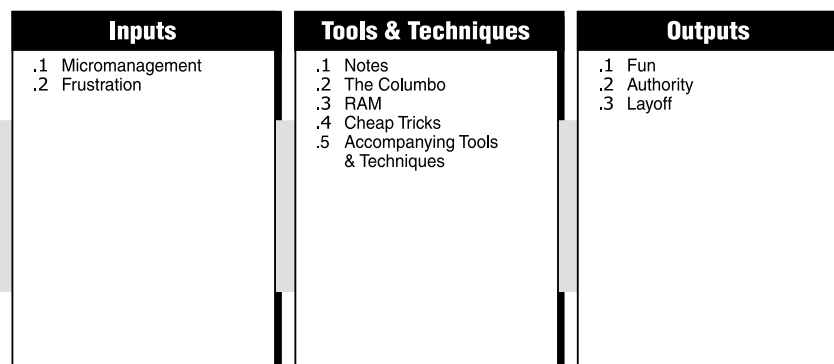
Special sponsorship opportunities are still available for the **August 9, 2005** Project Management Institute-Orange County Chapter Executive Roundtable and Dinner Meeting at the Four Seasons Hotel in Newport Beach, featuring:

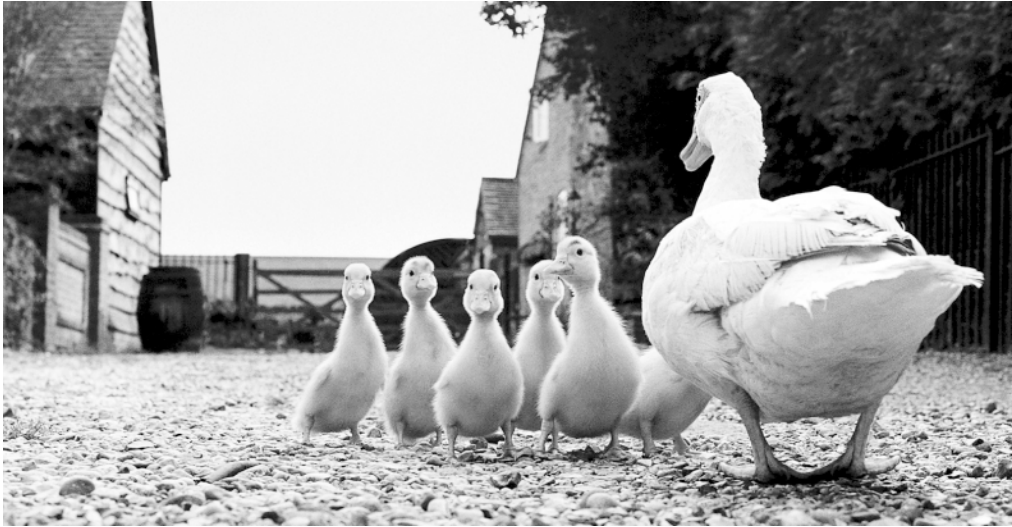
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ADVANCED TOPICS SEMINARS

Project Manager's Performance Contingent on Team's Performance

Through his familiar avuncular style, **Frank Reynolds, PMP** captivated his audience during the March 5th *Advanced Topics Seminar* when he shared his many rich experiences in assessing the causes of project failure. He enticed everybody to participate in five well thought-out activities designed to raise the level of awareness of one's own project management environment. These activities appear throughout this article, so that the reader may gain the same hands-on insights, as the live audience did.

To start, Frank presented us with his own definition of the project manager:

"The individual who manages people performing project work, some of which he/she cannot do or has never even seen done."

This definition formed the central theme of Frank's presentation. He recommended that before an enterprise get all wrapped up in processes for managing its projects, it had

better closely look at its business culture and at the individuals who make up that culture. To illustrate his point, he asked the members of the audience to take an inventory of themselves. The necessary instrument appears in **Activity ONE**. It can be used by anyone working anywhere in an enterprise. All Frank asked was that we view it from the perspective of our current job or aggregate of jobs done in the course of a typical week. These jobs fall into three categories:

1. Operations
2. Reactive assignments
3. Development assignments

There are two questions in **Activity ONE** for each of these categories. As you sum up your answers, you can assess your fit to the job that you are performing:

Low sums (2 to 8) indicate a good fit to the job.
High sums (14 to 20) indicate an ill-fit to the job.

Next, you need to assess in which of the following three management processes your projects fit:

1. Operations
2. Upkeep
3. Development using project management

Each process needs a different form of management, because not using the right one tends to be ineffective.

Operations is the conventional form of management taught and practiced everywhere. It is used in making products and delivering services because it allocates the organization's resources for smooth operations. It is thus the primary source of a company's revenue. It is also the major source of expenses. Its strength lies in its capability for sustaining a continuous, ongoing improvement of the business process.

Refer to **Activity TWO** (see page 14) and consider the organization in which you perform your own work. Allocate your annual budget by percentages to the three processes. In lieu of your budget, you can also use the percentages of your staff allocated to each process.

Refer to **Activity THREE** (see page 14) as you think about projects that you attempted recently, and focus on telltale signs of ineffective project management. Ask a colleague to perform this activity with you, and then compare the numbers of tics.

You should seek to improve your organization's operations management through continuous improvement and creation of values that management cherishes: reduced costs, increased revenues, shortened times, improved quality.

Upkeep is a form of management often taught as a specialization course. It serves *to fix* what is broken. Dealing with materials, equipment, and staff it seeks *to prevent* operations failure. The ensuing cost of preventing errors is part of the regular business expenses. Not only that, but fixing errors also interrupts operations, increases delays and reduces quality.

Continued on page 14

Activity ONE: Operations, Reactive and Development Assignments

For each question, please circle the number in the box whose value best corresponds to your response to the question.

1. My normal work is producing products or services consistent with standard processes in a production environment meeting daily or weekly output goals:

1	2	3	4	5	6	7	8	9	10
Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	

2. I prefer to produce products or services consistent with standard processes in a production environment meeting daily or weekly output goals:

1	2	3	4	5	6	7	8	9	10
Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	

3. My normal work is to respond to problems and exceptions involving identifying them, analyzing them, correcting them, and assuring restoration of normal operations:

1	2	3	4	5	6	7	8	9	10
Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	

4. I prefer to respond to problems and exceptions involving identifying them, analyzing them, correcting them, and assuring restoration of normal operations:

1	2	3	4	5	6	7	8	9	10
Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	

5. My normal work is to be assigned to projects that have clear-cut beginnings and endings that produce new products, systems or services:

1	2	3	4	5	6	7	8	9	10
Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	

6. I prefer to be assigned to projects that have clear-cut beginnings and endings that produce new products, systems or services:

1	2	3	4	5	6	7	8	9	10
Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	

Sum of questions 1 and 2: Operations	
Sum of questions 3 and 4: Reactive	
Sum of questions 5 and 6: Developmental	

Low sums (2 to 8) indicate a good fit to job.
 High sums (14 to 20) indicate an ill-fit to job.

Activity TWO: Operations, Upkeep, Development Allocation

Allocate 100% of your staff or annual budget among these three processes.

<p>DEVELOPMENT USING PROJECT MANAGEMENT</p> <ul style="list-style-type: none"> • Create new products, systems or services. • Improve existing products, systems or services. • Train for existing and future products, systems or services.
<p>UPKEEP</p> <ul style="list-style-type: none"> • Fix what is broken. • Supply needed operations materials, equipment, staff. • Prevent operations failure.
<p>OPERATIONS</p> <ul style="list-style-type: none"> • Make products. • Deliver services. • Allocate resources to assure smooth operations.
<p>Total of all three business processes: 100%</p>

Activity THREE: Symptoms of Ineffective Projects

Review all 15 symptoms.

Put a tic (✓) after every symptom experienced around your projects.

Circle the three tics (✓) that are the biggest problems.

Symptoms of Ineffective Projects	✓
1. <i>Explosion</i> of steering committees, coordination groups, and task forces	
2. Requests for exceptions to existing processes	
3. Constant redefinition of priorities	
4. Conflict over staff assignments	
5. Inability of performers to meet annual production goals	
6. Frequent, high levels of overtime	
7. Mistakes with costly and delaying rework	
8. Increased absenteeism and illness	
9. Abrupt declines and increases in productivity	
10. Loss of key staff to other units or other companies	
11. Large, long meetings that appear to produce nothing	
12. Different organizations claiming responsibility for the same work	
13. Work going undone because no one accepts responsibility	
14. Complaints from customers and users	
15. Complaints from and competition among functional units	
TOTAL	✓

Upkeep management employs triage to arbitrate the priorities between fixing, preventing, and providing. For instance, lost shipments, complaint calls, and last-minute packages require fixing; redirection of staff, meetings with a shipper and review of records require preventing; and today's shipments, normal receipts, and special schedules require providing.

Use **Activity FOUR** (above right) to develop your own way of looking at your workplace. Think about the "organizational home" of your project's sponsor. Review the 21 objectives listed and rank-order them. Discuss your results with a colleague. You may be surprised.

Activity FOUR: Importance of Business Objectives

- Review all 21 objectives.
- From your point of view, assign a rank of 1 to your most important business objective.
- Assign 2 to the second most important, 3 to the third, etc.
- When you've assigned a rank to all the 21 objectives, then subtotal the ranks as shown.

Business Objectives		Rank
OPERATIONS	1. Increase revenue in current period.	
	2. Decrease errors in current period.	
	3. Decrease costs in current period.	
	4. Attract and retain human resources in current period.	
	5. Annually improve process performance three to five percent.	
	6. React to competitor initiatives.	
	7. Increase sales in current period.	
SUBTOTAL:		
UPKEEP	8. Install new versions and releases of hardware, software, and processes.	
	9. Reduce mean-time-to-failure of products, systems, and services.	
	10. Implement new processes and systems.	
	11. Reduce mean-time-to-correction of products, systems and services.	
	12. Conduct emergency and disaster recovery audits and exercises.	
	13. Reduce response to complaints and malfunctions.	
	14. Conduct education, training, and coaching.	
SUBTOTAL:		
DEVELOPMENT	15. Increase market share.	
	16. Bring new product or service to market.	
	17. Overtake a competitor.	
	18. Attract and retain new customers.	
	19. Increase intellectual capital (copyrights and patents).	
	20. Conduct mergers and acquisitions.	
21. Annually improve human capital productivity by 15 percent.		
SUBTOTAL:		

Continuous improvement can also facilitate upkeep management by providing for fewer interruptions in and prompt healthier restoration of operations and timely materials, resulting in increased availability of equipment and staff. This will also bring improvements in quality through longer mean-time-between-failures (MTBF) and shorter mean-time-to-correction (MTTC).

Development using project management relies on the approach formalized since the 1960s and promoted by the Project Management Institute. This management process uses a temporary organization to create new or improved products, systems or services. It is highly able to reduce expenses, increase revenues, accelerate results, predict

project outcome, and provide incremental increases in quality. It does so chiefly by investing human and financial capital more effectively than operations management.

Wherever there are projects, there is project failure, or so it seems. To get your arms around this predicament, think for a moment about the projects that were either completed or abandoned in the "home" of your projects' sponsor. Use the checklist of **Activity FIVE** (see page 15) to recall the symptoms that accompanied these projects.

Development using project management, too, can be improved through capital investment. This can occur incrementally through new models and replaced equipment, as well as in quantum leaps through new processes, new products, new markets, and acquisitions.

Of course, rare is the company that doesn't face competitors and challenges from its marketplace. Whether your enterprise is a leader in its industry or not, your organization will have to change periodically with a quantum jump. As companies ask themselves in this context what they can do with the kind of staff they have, they frequently outsource those activities that are most fully defined, yet hold the leading activities, and the talent associated with them, close to the vest and grow them in-house.

As he summed up his lucid presentation, Frank left his audience with this call for action:

1. Develop a personal action plan. Think globally; act locally. Recognize when an activity is not working for you, and then discontinue this activity.
2. Seek peer-collaborative opportunities. Think cooperatively; act in your organization's best interest. Recognize that processes can be improved and select what specifically needs improvement. Seek agreement on ways to achieve this improvement, coordinate your efforts for achieving common results, and join or start a project management roundtable.
3. Become a proponent of enterprise initiatives. Think locally; act globally. Recognize that your collective action brings you benefits, and harvest them aggressively. Identify requests, proposals, and initiatives and call for your company's management support.

Thank you, Frank, for offering us all a delightful Saturday morning. Through freely sharing your insights and experiences, we are all much the richer.

George Meier, PMP

George Meier, PMP is Senior Program Manager with Advanced Counter Measure Systems of Rancho Cordova. You can reach him at george.meier@acmsystems.com. ACM Systems is a wholly owned subsidiary of Sierra Nevada Corporation, which currently has over 30 open requisitions in project management. Find out more at www.sncorp.com.

Activity FIVE: Areas of Project Failure

- Review all items.
- Put a tic (✓) by each area that you see as a point of failure in the development by project management.
- How many tics apply to your project management environment?
- The items in parentheses are the ten project management competencies used to avoid or reduce the impact of these project failures.

Areas of Project Failure	✓
1. Lack of agreement or understanding of objectives or means of doing the project (project integration management).	
2. Multiple stakeholders behaving uncooperatively, or their needs unbalanced (project management facilitation).	
3. Frequent, often hostile, conflicts over due dates or staff assignments (project human resources management).	
4. Constant escalation in results, demands, or changing expectations (project scope management).	
5. Project costs escalate out of control, or project benefits are hard to quantify (project cost management).	
6. Frequent task delays that keep delaying project completion (project time management.)	
7. People working at cross-purposes and with frequent misunderstandings (project communications management).	
8. Significant rework or sponsor refusal to accept the completed work (project quality management).	
9. Technical or consulting contracting organization fails to perform or asks for more money (project procurement management).	
10. Technical failure or problems suddenly increase costs and cause unexpected delays (project risk management).	
TOTAL	✓

WEDNESDAY, JUNE 15, 2005

PMI-OC CAREER NETWORKING GROUP

STRATEGIC VS. TRADITIONAL APPROACHES TO JOB SEARCH AND INTERVIEWS

A common mistake most job seekers make is to conduct REACTIVE job searches. Applicants fall into the trap of looking for a job instead of an opportunity, playing the internet lottery, and relying on their resumes. This reactive approach also manifests during the interview process as they focus on performing, rather than informing. Our presenter will show us how to break this cycle by utilizing PROACTIVE, strategic approaches that'll help you succeed in today's job market. Learn how to take control, act like an employee, not a candidate, and ask for that job!

Gregory Wood is a Certified Career Management Professional. As president of a career counseling and executive search firm, Mr. Wood has over 30 years of experience in senior management positions, primarily in sales and marketing. He has a passion for providing clients with guidance, clarity and focus in their job transitions, thereby empowering them to succeed in their careers.

When:	Wednesday, June 15, 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

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Six Tips for Effective Project Management for Today's Workforce

The need for speed has never been greater, but anyone who has worked from a home office or on the road knows how easily virtual velocity can be hampered without the right tools and ground rules.

The right tools are easy enough to find. Most of us already have them or have access to them: e-mail, instant messaging, conferencing (both video and phone), cell phones and Blackberries. Once the tools that are right for your organization are in place, the biggest barriers are often around communications and work culture. Ground rules that focus on them can increase your team's productivity and let you reap the rewards of the virtual workforce.

Ground Rules for Virtual Velocity

1. Build trust in team members and grow that trust with clear expectations.

In order for people to work effectively virtually, there has to be trust. Trust doesn't happen magically. It is built when you bring your team together for training or team building and then continues to grow with clear expectations consistently set by leaders and met by the team.

2. Manage results, not activity.

In the physical office environment, "busy work" often gets mistaken for real work. In the virtual environment, when you can't see what people are doing, the key is to manage results. Set expectations, and monitor the results, not the daily activities.

3. Schedule regular communication.

It's important that there is a regular time for reporting both progress and potential pitfalls to the team. This keeps people on track and gives everyone the discipline of a team check-in.

4. Create communication that saves time, not kills it.

Have you created an e-mail culture that wastes time with endless "daisy-chain" conversations that take several hours to read? Does your team spend hours trying to solve an issue with an e-mail conversation that could have been solved with a thirty-minute conference call? Since e-mail is a critical tool in our work environments, it's important to create a new culture of effectiveness around it. Ask yourself: how you can make your team's e-mail communications even more productive?

5. Create standards that build a cohesive culture.

What are your standards of quality? How do you define excellence? What does your brand mean to each employee? Making sure everyone knows the answers to those three questions is even more important when people are scattered geographically. Virtually, you need to create cohesion with excellence and a sense of pride in what your company stands for.

6. Rules of responsiveness

When people are working remotely, it's important that you define what the rules of responsiveness are for your culture. How quickly are people expected to return an e-mail, an instant message or a phone call? What is your protocol when people are out of the office or on vacation? If you're in a customer service environment, it's important to have clear expectations regarding how to respond to all customer inquiries.

Working virtually is not rocket science, but it does require new rules for our workforce. These tips are a good starting point for your team as you build your own best practices for effective project management in the virtual world. Enjoy the journey, and invite your team to help you create a powerful work culture.

Michelle LaBrosse, PMP

About the Author: **Michelle LaBrosse** is an international expert on project management and accelerated learning who has grown her company, Cheetah Learning, into a leader in project management training.

Michelle is the author of *Cheetah Project Management* and *Cheetah Negotiations*. She is also the architect of the *Project Management Master's Certificate Program*, which Cheetah offers in partnership with colleges around the country, and was profiled in the book, *Rich Dad's Success Stories*.

Mark Your Calendars!

In July, PMI-OC will be conducting its annual membership survey.

If you want to participate, make sure your e-mail address is up-to-date with PMI® Headquarters at www.pmi.org.

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PMI-OC WEBSITE

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

PMI-OC LIBRARY

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

For more information about the PMI-OC Library, contact programs@pmi-oc.org.

PMI-OC MILESTONES

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

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

Answers to PMP® Exam Questions

From page 9

1. c. **A specific method for inspecting each deliverable**
PMBOK® 2004, paragraph 5.3.3.3, page 117 [Planning]
2. b. **Reducing the project duration by overlapping or performing activities in parallel**
PMBOK® 2004, paragraph 6.5.2.3, page 146 [Planning]
3. d. **Project management plan**
PMBOK® 2004, paragraph 9.4.1, page 216 [Monitoring and Controlling]
4. b. **How much work has been completed to date?**
PMBOK® 2004, paragraph 7.3.2.2, page 173 [Monitoring and Controlling]

PMP EXAM PREP WORKSHOP

Second Location Added



Because of expanding participation in the chapter's PMP® Exam Preparation Workshop series, we are now offering the workshops in two locations, instead of just one.

On May 14, 2005, the summer course began with programs at both Santiago Canyon College in Orange and the Doubletree Hotel at Irvine Spectrum.

Photos of the activity at the beautiful new venue are courtesy of **Jim Monical**.

INFORMATION SYSTEMS Specific Interest Group

Presents



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Symposium June 12-14, 2005

San Francisco Airport Marriott

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

PMI-OC DINNER MEETING

Tuesday, June 14, 2005

Program: **C-17 Single Line Project:**
Success through Collaboration and Innovation
Presenter: Tim Covington, The Boeing Company

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, June 12, to obtain the "in advance" price. Reservations made after 9:00 p.m., Sunday, June 12, will be charged the "at door" price.

If you are unable to attend, please cancel your reservation at www.pmi-oc.org. Members and non-members who cancel their reservations after Sunday, June 12, or members and non-members who make a reservation and do not attend the meeting will not receive any refunds.

PMI-OC BREAKFAST ROUNDTABLES

PMO-Local Interest Group (LIG) Breakfast Roundtable

Tuesday, June 21, 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
Robert Perrine, PMP at info@pmi-oc.org

Cost: Self-paid breakfast, parking is validated

PMI-OC Breakfast Roundtable South

Tuesday, July 5, 2005

First Tuesday of Every Month

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

Time: 7:15 – 9:00 a.m.

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

Cost: Self-paid breakfast, parking is validated

NEW MEMBERS

Continued from page 2

Michelle Kozman

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Gogga, Inc.

Muralidhar
Bechtel

Roger Lew
99¢ Only Stores

Mark Liedel
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Maricela Meza
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Armando Rosado
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Magic Software

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Jason VanNimwegen
Corona-Norco USD

Robert Woo
The Boeing Company

Tae Yi
PFSA

Jennifer Zeleznik

Wickham Zimmerman
KHS&S

Total New Members	62
Total PMI-OC Membership	1,431



PMI Orange County MILESTONES

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

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COMING EVENTS



JUNE 14 DINNER MEETING

C-17 Single Line Project
Presenter: Tim Covington, The Boeing Company



JUNE 11-14 PDS 05

San Francisco, CA. See page 18.
June 14 Presentation by Richard Larson, PMP
Applying OPM3: From "What is It?" to "We DID It!"
Event Registration: <https://secure.aspect-amc.com/ISSIG/index.asp>



JUNE 15 CAREER NETWORKING GROUP

Strategic vs. Traditional Approaches to Job Search and Interviews
Speaker: Gregory Wood
Location: 40 Plus of Orange County



JUNE 18 PMP EXAM PREPARATION WORKSHOP

Santiago Canyon College and Doubletree Hotel, Irvine Spectrum



JUNE 21 BREAKFAST ROUNDTABLE

PMO-Local Interest Group (LIG) Breakfast Roundtable



JUNE 25 PMP EXAM PREPARATION WORKSHOP

Santiago Canyon College and Doubletree Hotel, Irvine Spectrum



JUNE 26-28 PMI REGION 14 – 2005 SYMPOSIUM

Atlanta, GA



JULY 5 BREAKFAST ROUNDTABLE

PMI-OC Breakfast Roundtable South



AUGUST 9 EXECUTIVE ROUNDTABLE AND DINNER MEETING

Special Presentations by Gregory Balestrero, CEO, PMI
Four Seasons Hotel, Newport Beach, CA



AUGUST 13 PMInACTION 2005

Conference, Exposition, Development Competition
North Orange County Community College District, Anaheim Campus

LEGEND



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