



AUGUST 2005
Volume 17
Number 8

ORANGE COUNTY CHAPTER

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

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

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

Cornelius Fichtner, PMP
Programs Director
Tel: 949-932-1472
programs@pmi-oc.org

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

Project Management Institute-
Orange County Chapter
is pleased to announce that

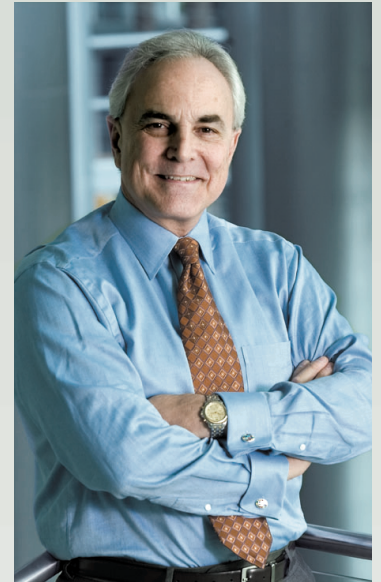
Gregory Balestrero

CEO, Project Management Institute

will be the chapter's honored guest and featured speaker at the **August 9th PMI-OC dinner meeting**. This special event will be held at the **Four Seasons Hotel in Newport Beach**.

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.



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 recent-ly 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.

Dr. Dean T. Kashiwagi



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 \$4.8 million, including tests of more than 406 state of the art processes.

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

Dinner Sponsor: **Project Insight**
www.projectinsight.com
See ad on page 3.

PMInAction

The Project Management
Event of the Year!

August 13, 2005

See page 5 for details.



Space is limited, so sign up now. See page 15.



Test Your Knowledge on PMP® Exam Questions

- All of the following are “drivers” for creating a project charter, except:
 - A social need
 - A customer request
 - A statement of work
 - A technological advance
- The term “reserve,” usually preceded by “management” or “contingency,” means:
 - Funding and schedule buffer set aside for discretionary use by the project manager
 - A provision in the project management plan to mitigate cost and/or schedule risk
 - Funding allocated within the project budget to cover cost overruns
 - Resources available from the project sponsor
- In the process “Request Seller Responses,” all but one of the following are tools and techniques:
 - Develop qualified sellers list
 - Advertising
 - Expert judgment.
 - Bidder conferences
- When using the arrow diagramming method (ADM) for constructing a schedule network diagram, the only predecessor/successor relationship available is:
 - Finish-to-Finish
 - Finish-to-Start
 - Start-to-Finish
 - Start-to-Start

Answers are on page 15

IN THIS ISSUE

August 9 Dinner Meeting	1
PMP Exam Questions	2
The Chair’s Column	2
Volunteer of the Month	4
PMInAction 2005	5
New Members and New PMPs	6
July Meeting Review	7
Advanced Topic Review	9
Know How	11
Career Networking Group	13
Reminder from Headquarters	13
Two Day Seminar	13
Monthly Meetings	15
Electronic Balloting	15
At the July Meeting	15
Coming Events	16

THE CHAIR’S COLUMN



Caribbean Island Survival and Team Dynamics

This past month I had the opportunity to share some of my personal leadership journey learnings by facilitating a team building simulation for Academy of Business Leadership (ABL) Summer Business Institute (SBI) participants. Sharing with others always propels me a little further in my journey.

What is ABL SBI?

ABL SBI is a free seven-week program that targets underprivileged students 13 to 18 years of age from inner city middle and high schools in Los Angeles and Orange Counties. These kids are both bright and hungry to learn everything they can about business and entrepreneurship. During the seven short weeks they spend together, one of their major projects is to write a business plan for a start-up business and deliver an oral presentation regarding that plan. I’ve judged the oral presentation portion three times over the past four years. Each time the students’ grasp of key business concepts and the thoroughness of their business plans amaze me. Some of their presentations rival what I saw in my MBA program, especially the group that planned to start their own cemetery/mortuary business.

The Exercise

This year I met the students a week after the SBI program began. The business plan groups completed the *Caribbean Island Survival II Exercise* together. My guess is that you have probably participated in this type of exercise. Your team must decide how you will survive after being shipwrecked on a deserted tropical island with limited supplies. As facilitator, my job was to keep the participants focused on the task at hand (not a problem with these highly motivated teens), observe the team dynamics, and lead a post-exercise discussion about the behaviors observed.

Team Behaviors

I observed the student teams exhibiting the following behaviors during the exercise. The debrief discussion focused on both the strength of the behavior and any shadow side (or negative consequence) of the behavior.

- **Sharing Humor.** Team members used humor to break the ice. The humor put all team members at ease. During the post exercise debrief, one participant mentioned that he felt a good sense of humor was a key business survival skill. I had to agree that well placed humor breaks tension.
- **Taking Care of Team Members.** I admit it. I hadn’t facilitated this exercise before and provided not-so-clear instructions at one point. Most people read the actual instructions in the workbook and figured out what they were really supposed to do. However, a few participants struggled. I watched fellow team members lean over and quietly explain the correct instructions. Neither team member judged the other. We discussed the importance of helping team members and being willing to accept help. It is especially important to be willing to accept assistance. None of us can succeed alone. We need the help of others.
- **Prioritizing According to the Plan.** Team members first determined their survival plan and then had to prioritize the items they needed to execute that plan. None of the teams referred back to the agreed upon plan when prioritizing the items. Most confessed they didn’t even think about referring back to the plan. Hopefully, they’ll take to heart the project management lesson of using the plan as a decision making tool.
- **Involving Each Team Member.** Each team had a unique mix of personalities. One quietly, quickly, and seriously completed the assigned task. Another laughed frequently while working. The third contained a few passionate people who strongly defended their positions. The fourth analyzed every possible choice almost too thoroughly. Yet even with the teams’ varied working styles, I observed only one team where each member actually participated by joining in the conversation. (In case you’re curious, it was the analytical team.) We talked a lot about this behavior. I pointed out that each team member can demonstrate leadership by noticing who isn’t actively participating and working that person into the conversation.

**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.

PMP is a registered certification mark of the Project Management Institute, Inc.

PMP Exam Prep

Aug. 29th-30th, 2005, San Diego, CA
Sept. 8th-9th, 2005, San Francisco, CA
2 days, 16 PDUs
"Pass the PMP®- Guaranteed!"

Or...

Try e-Learning!

New from RMC Project Management
Study on your own time—you control the schedule! Group discounts available



web: rmcproject.com
phone: 952.846.4484
email: info@rmcproject.com



SEEING IS BELIEVING.

COST ESTIMATION AND PROJECT PLANNING TOOL



They say seeing is believing. We agree. Take advantage of our **30-Day Free Trial Offer** and see why SCOPE iT® is the leading information technology cost estimation and project planning tool available.



SCOPE iT®

For more information log onto www.scopeit.com.

©2004 SCOPE iT®, Inc.



PROJECT MANAGEMENT • RESOURCE MANAGEMENT • REPORTING • TIME TRACKING • BUDGETING • DOCUMENT MANAGEMENT & CONTROL

1-949-476-6499 Ext. 3 • www.projectinsight.com



PROJECT INSIGHT WEB-BASED PROJECT MANAGEMENT ALLOWS PROJECT MANAGERS TO:

- Share project schedules with team members anywhere, anytime
- Leverage existing MS Project schedules with one click import and export
- View and balance resource workloads across all projects
- Run 'what-if' scenarios for upcoming projects
- Link separate projects together using cross project dependencies
- Report on every project in the organization in one dashboard
- Customize the solution to fit 100% of your business process

If you require a project management solution robust enough to satisfy your savvy project managers, yet easy enough for your team members to use, then Project Insight is right for you!

A DIFFERENT ANIMAL.

Take the PMP exam with confidence!

SpringBOK guarantees you will pass the PMP® exam in 5 days or YOUR MONEY BACK! *

- 4 day exam preparation course customized to fit your specific needs
- Take the actual PMP exam on the 5th day of the course
- No studying required before or after the course
- Free instructions and templates to help obtain your eligibility letter from PMI®

Classes are filling up fast with those wanting to certify before the new exam is released.

Register TODAY!



* See website for additional details.

WWW.SPRINGBOKTRAINING.COM

The Chair's Column

Continued from page 2

My Leadership Journey Lessons

I've given a considerable amount of thought to the behaviors demonstrated by the ABL SBI teams. In the past few weeks I spent time watching the teams in which I participate to see if we exhibit similar behaviors. Professional adults do exhibit the same types of behaviors as teenage students. I realize I need to follow my own advice and:

- Use humor.
- Accept help from fellow team members.
- Refer back to the plan when making decisions.
- Invite all team members to participate in discussions.

I am also reminded that it is easier to give advice than to follow advice, even if it is your own.

August Advice

Here is some easy advice to share and to follow. PMI-OC is sponsoring two great events in August: the Tuesday, August 9th, dinner meeting with **Greg Balestrero** and **Dean Kashiwagi** (see pages 1 and 15), and the Saturday, August 13th, **PMInAction** event featuring seven great speakers (see page 5). I encourage you to register and attend both events.

To learn more about ABL, go to www.goabl.org.

Kristine A. Hayes Munson, PMP

VOLUNTEER OF THE MONTH



Mark Hamilton, PMP

A resolution was unanimously passed at the June 2005 board meeting of your chapter designating **Mark Hamilton, PMP** as the Volunteer of the Month for July 2005. Volunteer Coordinator **Brent Felsted** honored Mark at our July dinner meeting by presenting him with a Certificate of Appreciation.

Mark joined PMI® and our chapter about a year ago and became a certified PMP® on July 6, 2005. Upon joining PMI-OC, he initiated his volunteer work as an ambassador, greeting attendees at dinner meetings. He always introduced first-timers to other attendees and made them feel welcome.

Additionally, Mark volunteered his services at the PMI Congress 2004 by staffing the PMI Knowledge booth. He also acted as chair at various presentations at the congress, assisting and introducing speakers and moderating the Q&A portion. Not willing to let the proverbial grass grow under his feet, Mark became a founding member of the PMI-OC Advisory Council. At present, he is working to create strategic plans to guide the chapter into operating more like a business enterprise in the immediate future.

Mark is employed as a project manager at SafeCo Financial Institution Solutions. He is currently working on several initiatives, most recently as a mentor for implementing project management offices (PMOs). He assists companies in creating processes and methodologies, including development and implementation of portfolio management tools. His major challenge is to achieve adoption and buy-in of those tools across the entire spectrum of the organization and to ensure successful acceptance of the PMO culture. Mark further assists in helping each client organization refine its processes by working with it to achieve higher success rates.

When asked about his volunteer experiences, Mark replied, "Never let a moment of

Dave Jacob

The Project Management Event of the Year

Project Management Institute-Orange County Chapter invites you to attend **PMInAction**, the project management event of the year, in Anaheim on Saturday, August 13! We've assembled an outstanding list of speakers who are experts in project management and information technology. They are presenting hot topics and discussing critical needs for your business and professional development. This is a limited capacity event, so register now. We look forward to seeing you at PMInAction 2005!

Creating Project Management Excellence

PMInAction 2005 emphasizes excellence in managing and delivering projects in the software industry. This unique one-day event merges project management and information technology and provides an outstanding education program featuring noted industry authorities.



- Earn up to six PDUs
- Increase your knowledge
- Enhance your career
- Network with industry experts

Prizes

Attendees are eligible for a variety of incredible prizes via early arrival, contest participation, and raffles.

- Microsoft Project Pro (\$900 retail)
- Microsoft software and books
- O'Reilly Media books
- PMI-OC, PMI bookstore mad money
- Much, much more!

Location

North Orange County Community College District, NOCCCD Anaheim Campus
1830 West Romneya Boulevard
Anaheim, CA 92801

Schedule

- 8:00 am–5:00 pm Conference, exposition, awards, prizes
- 8:00 am–3:00 pm Application software development competition and judging

Registration

Space is limited. Register today.

PMI-OC members and students	. \$129.00
Non-members 179.00
Parking 2.00

Fees include breakfast, lunch, conference/expo entrances, and contests.

For more information, go to the website at www.pmi-oc.org or e-mail questions to PMInAction@pmi-oc.org.

Event Sponsors



We make software work.



TRAINING AND DEVELOPMENT INSTITUTE



Mark E. Mullaly, PMP, Keynote Speaker

Personality, Proficiency and Passion: The Keys to Project Management Greatness

Are great project managers made, or are they born? What are the keys to project management excellence? How can project managers identify and develop the critical skills that will take them to the next level? This presentation builds on research, theory and practice to define a framework that evaluates dimensions influencing exceptional project management behaviors. Project managers are given the insights necessary to develop and enhance their capabilities and to realize project management greatness.

Mark has more than twenty years of project management experience. As president of Interthink Consulting, Inc., based in Edmonton, Alberta, Mark has been a pioneer in the development of organizational project management capabilities. Interthink is renowned for its *Organizational Project Management Baseline Study* and *PM RoadMap* organizational assessment tool, based on Interthink's project management maturity model.

Seminar Speakers

PMInAction 2005 brings you a number of industry experts.

- **David Anderson**, author of *Agile Management for Software Engineering*, noted authority on Agile software methods
- **David Hulse**, enterprise project management systems expert
- **Gopal K. Kapur**, author of *Project Management in Information, Technology, Business, and Certification*, resource for Gartner Group
- **Joan Knutson**, author of five books, including *Succeeding in Project-Driven Organizations*, the PMI-ISSIG "PM Guru"
- **Hal Macomber**, creator of *Let's Play Catch™*, partner with Gregory Howell in the consulting company, Lean Project Consulting Inc.
- **Lois Zells**, author of *Managing Software Projects*, co-founder of PMI ISSIG, expert witness in software project failure litigations

Other Activities

- Visit the vendor exhibits to learn about industry tools, best practices, and services.
- Demonstrate your PMBOK® knowledge and prove you're not *The Weakest Link™* in this fun event based on the popular television game show.
- Play *Scavenger Hunt Bingo* to find information from our presentations and vendors.
- Witness the creation of a new web product during the development competition.



Earn 14 P.D.U.s

October 11-12, 2005

CALIFORNIA INSTITUTE OF TECHNOLOGY INDUSTRIAL RELATIONS CENTER

Course offering:

Developing and Sustaining a High-Performance Team



Increase your team's productivity. This two-day course will enable you to:

- Practice team building skills
- Improve your ability to lead, facilitate, and assess team progress

Our courses are developed for people working in technology-oriented companies. Our instructors have in-depth business experience.

To register or get more information,
call: 626.395.4045
Website: www.irc.caltech.edu
Use code PMIZ to register

All courses taught on the Caltech campus, Pasadena, CA

www.irc.caltech.edu

PMI is a registered trade and service mark of the Project Management Institute, Inc.



NEW MEMBERS

Jeannine Alivojvodic
MDS Pharma Services

Thurman Beaver
Nextiraone, LLC

Susan Berges
Rose Hills Company

Terence Boston
Jacobs

Reza Bourbour
Resources Global Professionals

Rebecca Calvert
MDS Pharma Services

Elizabeth Carey
Keane, Inc.

Vempati Chandrasekhar
Informative Research

Nancy Chau
MDS Pharma Services

Jenny Cheng
PacifiCare

Sanjay Chhabria
Cheryl Cormack
The Boeing Company

Jude Cruz
IBM Global Services

Laura Currie
MDS Pharma Services

Bryan Dabe
MDS Pharma Services

Daniel Dubreuil
Consultant

Olivia Edwards
Arcadis

Felix Fernandez
Applied Integration Management

Teri Fitzgerald
Keane, Inc.

Eric Franklin
SCE

John Fuchs

Charlotte Gardea
MDS Pharma Services

Hemant Gohil
Daylight Transport

Lucy Gunnill
MDS Pharma Services

Holly Hansen
MDS Pharma Services

Wendy Jameson
MDS Pharma Services

Karthik Jeevanandam
Keane, Inc.

Nicole Kashiwai
MDS Pharma Services

Nancy Kempf
Neudesic, LLC

Matthew Kimura
Keane, Inc.

Yan Lam
Hewlett Packard

Elizabeth Lespron-Vargas
SCE

Kenneth LeVasseur
Pacific Life

Brandy Lindsay
MDS Pharma Services

Matthew Link
SoftLink Systems

Todd London
eBI Solutions, LLC

Arlene Lum
MDS Pharma Services

Dipak Maitra
IBM

Chetan Master

Andres Matzkin
Sharon McCall

Jose Moros
Option One Consulting Engineers

Sigfrido Narvaez
Keane, Inc.

Kumar Natarajan
Unisys

Scott Nishimoto
Option One Mortgage

Fannie Ong
RxSolutions

Gregory Ornella
Applied Integration Management

Spring Pappas
SCR Consulting, Inc.

Eric Parker
The Boeing Company

Fiona Parker
MDS Pharma Services

Annette Parsons
PacifiCare Health Systems

Mark Patlan
Applied Integration Management

Mary Ann Perdue
Keane, Inc.

John Quilico
Honeywell, Inc.

Jayasankar Ravindran Nair
US Technology Resources, LLC

John Richards
Kelly IT Resources

Theodore Rigoni
County of Orange

Joseph Rogers
Intel Corp.

Jack Ruben
SAIC

Reza Sabet
Bear Data Systems

Heather Sakowsky
Pacifi Life

Richard Shaker
Keane, Inc.

Lori Shapiro
ACS

Janelle Short

Joao Luiz Silva-Filho
La Sierra University

Mai Sirimanne
MDS Pharma Services

Raoul Spears
Kaiser Permanente

Jonathan Stefani
Applied Integration Management

Errol Tanner
Garcia & Associates

Gregory Thomas-Roos
Omega Systems Group

Rey Trillo
Honeywell Aerospace

Iris Vondra
Washington Mutual Long Beach Mortgage

Monica White
MDS Pharma Services

Apalategui
MDS Pharma Services

Edward Wilcox
WTC

Gillian Woodward
ADS Environmental Services

David Wynn
SBC Communications

Afshin Yaminrafie
SCE

Lawrence Yang
MTC

Puiwah Yau
MDS Pharma Services

Leslie Zaccari
MDS Pharma Services

Total New Members 80

Total OC Members 1,475

New PMPs

Terri Arnold

Ronald Becker

Lanis Bell

James Clegern

Tim Covington

Paresh Desai

Maria DiCaprio

Fred DiLuzio

Helge Guenther

Barbara Horowitz

Girish Kripalani

Joanne Loh

Scott Lyman

Wangari Ngumba

Robert Paige

John Park

John Rodgers

Dan Tran

Total New PMPs 18

Total OC PMPs 651

JULY MEETING REVIEW

Managed Maintenance?



And there it was . . . gone. With 70 to 80 percent of a company's budget spent on application maintenance, the money seems to disappear faster than lightning. Most companies have difficulty determining where it went and what good came from it. Many organizations have developed rigorous project processes, but projects only account for 30 percent of the budget. What processes make sense to implement in a maintenance environment?

Jim Cisneros, Vice President of Systems Development for ITResources, understands vanishing budgets and implementing processes. ITResources offers both project-based and application management services. Through their experience, they realized a connection between project management techniques and maintenance. Years of implementing tight control over their application maintenance have culminated in achieving CMM Level 5 in 2003. CMMI Level 5 is targeted for the end of this year.

Because of its nature, maintenance relies on quick turnaround of fixes and updates. However, with speed comes danger. "But I just changed one line of code," becomes the mantra against inflicting process. Unfortunately, without the planned and executed testing phases of projects, it is easier for defects to slip through with that one line. In addition, Sarbanes-Oxley (SOX) requirements demand tracking of even small changes. (Note: Sarbanes-Oxley refers to federal regulations that require tracking of system changes that impact financial reporting.)

At the July PMI-OC dinner meeting, Jim unlocked the secrets to ITResources' success by identifying five components that are essential for managing maintenance departments.

1. Request Tracking
2. Consistent Estimating
3. Work Definition, Execution and Implementation
4. Measurement of Budget, Status and Defects
5. Status Reporting

Request Tracking

The first part of the solution is in tracking the request. There are many tools to accomplish this, and it really doesn't matter which one is used as long as it tracks the right fields and provides robust reporting. For tracking, the system needs to document the request data (who requested what and when); the estimate to complete the effort; actual effort to do the work; and current status of the activity (i.e. open, closed, active, etc.). The reporting should include counts (number received, completed, outstanding, etc.) and estimated versus actual budget information.

Estimating

Consistent estimating is the second key to managing maintenance. The model for estimating will differ from models for projects. It should take into consideration different models for each technology, the shorter time frames, limited team size (typically one person) and significantly less administration than normal projects.

Work Definition, Execution and Implementation

Obviously the most important component, defining and implementing the solution requires the most amount of rigor. Here "mini-specs" provide structure to ensure success. Based on the request, the developer writes the "mini-spec" and has it reviewed by a senior technician. The client approves it, and work begins.

The fields of a mini-spec include:

- Description of the request
- Estimate of the time
- Schedule for implementation
- Technical approach
- Testing plan
- Implementation plan
- Sign-offs



Having a senior technician review the mini-spec ensures that the change starts in the right direction. The mini-spec also communicates both the process and expected end results, so everyone is in agreement.

Measurement

As with any CMM Level 5 firm, everything is measured and analyzed. Actual hour and dollar totals are compared to those planned. Backlog history, size and velocity are traced. Schedules and average times to complete tickets are reviewed. Estimate accuracy is verified. Defects are counted. This level of analysis is done at the individual and team level with focus on improving on good performance.

Status Reporting

A status report is sent to the client on a weekly basis. There isn't anything magical about it. Clients just expect to know what is going on. Reporting is done on planned implementations, request priorities, items being worked on, plans for the next period and status of issues. A list of the top ten priority items is maintained and verified each week. This list is continuously updated as the priorities change to keep everyone in agreement on what is important.

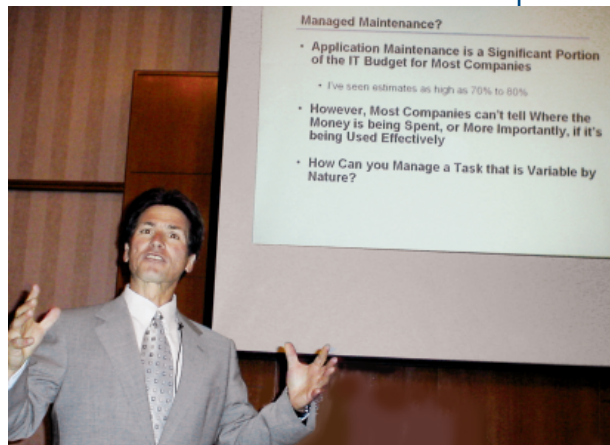
Results

Using these basic components typically results in a reduction of ten to fifteen percent in support costs each year. Some companies keep the savings, but others choose to do more work with the same budget levels. Examples of the dramatic results include a 50 percent reduction in production failures over a three year period at one site and zero implementation defects at another. Clients know exactly what their budget is spent on and how changes to the budget will impact them.

Probably the two most significant results, though, are (1) well documented information for SOX related audits and (2) more budget for new systems and features.

To learn more, contact Jim Cisneros at jim.cisneros@itrweb.com.

Thomas Cutting, PMP



PMI-OC member and July vendor showcase sponsor **Ed Fern, PMP** explains the benefits of pm-prepare.com.

ADVANCE YOURSELF WITH SELF STUDY COURSES

It's the fast, easy, affordable way to

- ◆ Move ahead of your competition
- ◆ Learn something new
- ◆ Get those PDUs you need

Courses updated for PMBOK® (3rd Ed.) includes:

Project Risk Management
Managing Multiple Projects
Managing Project Procurement
Effective Business Analysis

Call now and ask for Janice Preston at
949-859-7004

www.vistaperformancegroup.com

Santiago Canyon College



Project Management

- Learn how to deliver projects on time and within budget
- Earn professional development units (PDU's)
- Complete college credit affordably, with convenient evening hours

COURSES OFFERED:

- Principles of Project Management- 16 Weeks
- MS Project Software- 8 weeks

Call (714) 628-4883 for more information or visit us at
<http://www.sccollege.edu/project>.

Santiago Canyon College is a Registered Education Provider for PMI.



Santiago Canyon College
8045 E. Chapman Avenue
Orange, CA 92869-4512



UC Irvine extension

A PMI Global Registered Education Provider

Achieve **Project Management** excellence with professional development training from UC Irvine Extension.

- Flexible course formats (on-campus, online, on-site)
- Professional development units (PDUs)
- Credit toward a master's degree at our partner universities

Three-Day Courses In August:

- Project Procurement Management (August 11-13)
- Cost Management and Capital Budgeting (August 25-27)

PROJECT MANAGEMENT CAREER NIGHT

Wednesday, September 7 6:00 – 8:00 PM

Multipurpose Science & Technology Bldg., UCI Campus

Free admission.

Reserve your space at

<http://extension.uci.edu/careernight>

extension.uci.edu/accelpm
(949) 824-7774

FA05-41A



gear-up your project management knowledge!

PMP Facilitated Study Sessions – 2 days

PM Principles (CAPM Exam Prep) – 3 days

On-line Project Management e-learning

Visit our website for times and prices.

Register on-line early to get a seat. Join our mailing list.
www.outercoreinc.com



OuterCore Professional
Development, LLC
5015 Birch Street
Newport Beach, CA 92660



Successful Implementation of Risk, Opportunity, and Issues Management



By **Harry Jabagchourian**
Rocketdyne Propulsion and Power

Despite some initial difficulties in finding the new UCI location and parking, a group of dedicated PMI-OC members settled in on July 9th to hear **Harry Jabagchourian** talk about risk, opportunities and issues. The key message was the importance of integrating these topics into a coherent project management framework.

Harry provided sufficient humor on this early Saturday morning to get the group into the mood to hear these vital topics and to understand the Rocketdyne/Boeing methods of implementation. We started out with a Jeopardy game question.

What is it?

- You can't see it or touch it, and it hides from you!
- It rears its ugly head when you least expect it!
- All projects have it to some degree!
- If you ignore it, you will be in trouble!

The answer, of course, is **RISK**.

A spirited discussion about both the positive and negative nature of risk ensued, and we all agreed to consider risk as the bad consequences from uninitiated or unplanned events that would have a negative impact on the project. Good consequences would be treated as opportunities.

The presentation was broken down into two fundamental parts. Part 1 was the delivery of the CBT, or online based Boeing Risk Management Module, available to all Boeing employees.

Part 1: Boeing Risk Management Course

The Boeing course is a four module series consisting of the following:

- Lesson 1: Risk Management Culture
- Lesson 2: Risk Management Process
- Lesson 3: Risk Management Tools
- Lesson 4: Risk Management Practice

Several of the unique features of the course recognize that the organization must develop a culture that accepts the existence of risk and includes all stakeholders as part of the risk identification and management process.

Another unique area is the development of specific and customizable internal tools that can be used and modified by projects for their individual use in risk management.

The key steps utilized by Boeing for risk management are:

1. Risk identification and development of the risk statement (consequence, context and outcome);
2. Risk assessment (likelihood and consequences) on a one to five scale with the recognition that zero likelihood is an impossibility and that 100% likelihood is a certainty, not a risk;
3. Planning for risk using one of the four standard methods (avoidance, transfer, assumption of risk, and mitigation);
4. Control step including execution of the plan, tracking, and replanning as necessary;
5. Communicating to all stakeholders.

The Boeing risk management tool sets provide a very easy to use methodology and configurable tools that can be customized and tuned for each project. They are available

online and can be shared by all members of the project team. Smaller projects use MS Outlook based tools, and the medium and larger projects use the Integrated Product and Process Development (IPPD) specialized tool sets.

Harry emphasized that for an organization to be successful in implementing risk management, the following culture must be institutionalized in the company:

- Develop and use a risk management plan.
- Review risks at all status and review meetings.
- Encourage risk identification and mitigation.
- Make risk management part of the decision process.

- Involve customers and suppliers.
- Walk the talk.
- Link risk management to the other project processes.
- **Risk management is everyone's job!**

Part 2: Opportunities, Issues, and Action Management

Harry covered the similarities between the tools and methods used for risk and how they apply, with slight word changes, to an opportunity management process.

The seminar handouts, which clearly illustrate the similarities and differences, are available for PDF download at **www.RocketdyneTech.com**. Requests for demonstration of the various tools are also welcome.

Opportunity management is an area that many companies neglect or do not take advantage of sufficiently. The tools supply the means and opportunity to get additional value out of the project.

The next part of the presentation dealt with issues and action management.

Issues were defined as a "risk whose time has come," and actions are specific activities that need to be performed in support of key project tasks to reduce or eliminate undesirable impacts on project cost, schedule or performance. This definition can also be applied to opportunities.

There are four states that require project team members to take action.

- 1. Issue:** a current situation that requires action to correct;

Continued on page 10



- 2. **Risk:** potential for loss and action goal is to eliminate or minimize;
- 3. **Gain:** a present condition that should be maintained or enhanced;
- 4. **Opportunity:** a future state that has potential for gain and should be planned.

The Rocketdyne/Boeing approach is to handle issues and actions in a top down fashion, flowing from the integrated schedule down to an action oriented process. The top levels are highly formal integrated plans moving to less formal action item or issues lists and finally to informal individual “to do lists.”

The issues and action item reporting methods are also very similar to the process developed for risk reporting with the development of action item statements that include conditions and consequences.

The test applied for risks, issues and action statements is:

- Will others understand what needs to be done, and the consequences, without the author being present?
- Will the risk/issue/action statement facilitate the development of a clear closure/criteria statement?

Examples of incomplete statements were used to illustrate the point and for class discussion.

1. Hardware test failed.
2. Prepare for design review.
3. Integration team needs help.

Our discussion involved turning these statements into cohesive, clear and actionable items.

The overlying theme from Harry was the importance of linking risk, issues, opportunities, and actions into a coherent unified process with sufficient connectivity to allow a project to proceed effectively. The benefits of linkage are an improvement in meeting commitment and goals, and poor linkage becomes a project risk.

Harry summarized the workshop as follows:

- Process management culture must make a commitment to a linked risk/issues/action process to get from point A to point B.
- Effective processes involve choosing the right tools and methods to achieve project results.
- Process tools allow us to select the appropriate tools and methods of achieving the project goals.
- Consistent and dedicated practices allow the organization to “stay the course” and consistently make progress toward the goals.

The final part of the workshop involved a demonstration of the Rocketdyne/Boeing set of customized tools.

Thanks to Harry for a lively and fact-filled presentation and to the volunteer team for another successful workshop.

Marty Wartenberg
mrwarten@uci.edu

THE 77 DEADLY SINS OF PROJECT MANAGEMENT.

#41: WHINING

LEADERS CONFRONT AND RESOLVE ISSUES. OTHERS COMPLAIN.

Leaders aren't born, they're made. Management Concepts helps project managers develop leadership skills through programs that prepare, guide, and mentor them to achieve excellence. The result? Leaders who inspire teams, resolve issues with unquestioned authority, and ultimately lead successful projects. Discover the virtues of developing project leadership in your organization — contact Management Concepts today.

Higher standards for project management.



MANAGEMENT CONCEPTS

The mind at work

TRAINING • CONSULTING • PUBLICATIONS

Send us your organization's project management sins at sins@managementconcepts.com or call us today at 703.270.4128

www.managementconcepts.com/sins

The Project Manager's Guide to Getting It Done

Eliminate Project Decelerators and Remove Barriers to Speed

We live in a time when everything keeps getting faster. That means your projects need to move too. Is your project cruising in the fast lane or stuck in traffic?

To keep a project moving fast, the project team, team leader and project sponsor all have to remove or prevent obstacles that may get in the way of the project's success.

The first step is to set up the project correctly so that it is built for speed and efficacy. This means getting the team aligned on what is required to do the project: setting up the project agreement and project plan together, and then agreeing on the overall project priorities.

Once a project is in motion, there are many things that can slow it down. Here are the most common project clogs to watch for:

- "Feature creep"
- Project agreement changes
- Poor team dynamics
- Multi-tasking
- Over-scheduling people's time (for example, setting up a schedule where team members are working more than 60 hours per week for more than two weeks)
- Inefficient business processes that the team must use to create their interim deliverables
- Chaotic work environments

"Feature Creep"

This is the disease of "we can make it better." There comes a time in every project when it's time to silence the engineer in your head and finish the project. To make decisions about suggested feature changes, we use what is called a change impact matrix. We also freeze the design of the product or service, including the set of features, at a specified time in the project. The earlier this is done, the faster your project will move. Save your future feature ideas as upgrade possibilities for later versions of the product or service.

Project Agreement Changes

Let's face it, things happen. Customers change their minds about what they thought they wanted, market forces change, new threats and opportunities arise that make the goals of the project obsolete, and new priorities surface. All of these changes pull money and resources away from a project.

When a project is directed by the project agreement, project changes often mean a re-launch of the project. In my experience, it's better to spend half a day re-launching the project based on the new project agreement than to create a final deliverable that no one wants, or to attempt to complete a project with inadequate resources and lack of support from the project sponsor.

When you're developing a new project plan from the new project agreement, you may also be able to use the interim deliverables you've already created for the new project, ultimately shortening the project cycle time for the new project.

Poor Team Dynamics

An inability to work together toward a common goal comes from lack of commitment, lack of interaction, and a lack of interest in constructively resolving conflict. Many projects also lose and gain people during the execution of the project. When this happens, it is important that the team spend a half hour together developing their new team guidelines and meeting protocols. With any new people joining the team, it becomes a new team. Re-developing your guidelines and protocols is done for the same reason it is done initially, to facilitate working relationships, to create a way to positively interact, and to prevent destructive conflict.

Multi-Tasking

When team members have to work on multiple projects or multiple tasks within the same project, there is a tendency to multi-task. People work quickly and efficiently when they work on one task to its completion, and don't juggle multiple tasks simultaneously. If people are working on multiple projects, it's best if they set aside blocks of time to focus on one task at a time.

Over-Scheduling People's Time

Sure, people are capable of doing the occasional marathon week to complete a project. If this becomes routine, however, they will find ways to get out of work responsibilities during the workday. We all need to take care of our basic living needs, such as dentist appointments, grocery shopping, and so on. We also have a need for socialization, connection with family, and time to relax and unwind.

If people are too over-scheduled because of project work, they will create ways to take care of their responsibilities while they are doing their project work. The next thing that will happen is they will get further behind, necessitating more over-scheduling. The best way to prevent this from happening is letting the team members create a schedule that they can do in a normal workweek. If things get in a crunch, do not require people to work more than one extended workweek at a time. This keeps the project moving along. If extended hours do become necessary, it's better if team members take turns during the crunch.

Inefficient Business Processes

It's the job of the project sponsor to knock down barriers so that the project team can work fast and efficiently. If the team gets stuck "mucking through the bureaucratic maze" to complete their interim deliverables, it will slow down the project and cause frustration from their wasted time and effort. When the project sponsor identifies bureaucratic time wasters and gets rid of them, the entire team will operate more effectively.

Chaotic Work Environments

How long does it take you to find the information you need to get your job done? Office clutter, on your desk and on your computer, slows down project work. It is also distracting and causes multi-tasking.

To keep your work productive it is a good idea to have a "Five S" event with the team, both at the beginning of the project and as part of the project status reports. A "Five S" event is a technique adopted from the Japanese quality movement and it has been used effectively around the world to increase productivity.

The "Five S" approach stands for:

Sort. Only have items in your work area that you use on a daily basis. Everything else gets put away in its place. Create filing systems for quick retrieval, for both paper and electronic based information.

Continued on page 13



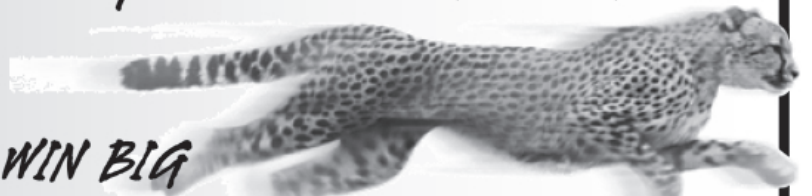
We turn ordinary team members into extraordinary Project Team Leaders.

Complete the **Project Management Master's Certificate** program and we guarantee that you will be capable of leading projects, or we'll refund your program fee. Lead your projects to success—register at www.cheetahpm.com or call 800-246-9106.

Cheetah Project Management is an affiliate of Cheetah Learning



*0 to PMP® Exam in 5 Days! - Guaranteed, or your money back**



Learn FAST, Compete Smart, WIN BIG

With Cheetah Exam Prep™ for the PMP, you'll get your PMP FAST. The PMP is your ticket to success as a project manager. This is the fastest way to get your PMP and quickly improve your career options! We use proven accelerated learning techniques to condense 180 hours of exam prep time into a five day program that really moves. You earn your PMP the same week—course participants take the actual PMP exam on the fifth day as part of the course.* *To take the exam on the 5th day, you must have your eligibility letter from PMI®. Our free toolkit details PMI's eligibility requirements and the process to apply to PMI for eligibility. With our program, if you don't pass the exam within a month of taking the course, we pay for you to take the exam two more times, and you can retake the course at no cost. If, after 3 attempts, you still do not pass, we'll refund your course fee. See our website or the PMP Toolkit for more information on money back guarantee.

Free PMP Exam Prep Toolkit!

You can instantly receive your Cheetah Accelerator Toolkit™ for the PMP by downloading it from our website—www.cheetahexamprep.com. The toolkit is loaded with valuable insights and tips that will guide you through the certification process from start to finish. Best of all, it's FREE. Download it today and find out why 120,000 project managers have reviewed this in the last year.



Courses held in:

Los Angeles: Sept 6-9; Oct 17-21;

San Diego: Sept 12-16; Oct 31-Nov 4

San Francisco: Aug 15-19; Nov 14-18; Dec 5-9

Register TODAY at...

www.cheetahexamprep.com or 888-659-2013

WEDNESDAY, AUGUST 17, 2005 PMI-OC CAREER NETWORKING GROUP

INFORMATIONAL INTERVIEWS

In this session we will clarify the purpose and process of informational interviewing. We'll discuss why you do it, when to do it, whom to target, and how to request it. Since there is no specific job you are applying for in these interviews, it's important to know what to ask and what steps to take during the meeting to insure maximum results. When used properly, informational interviewing is a critical step toward doing the work you love, and getting paid what you deserve.

Nahid Casazza offers coaching programs and workshops through her firm, Aspyrre, which she started in 2001. She holds a Masters in Business from Pepperdine University, and a Bachelors in Psychology from Michigan State University. She speaks regularly at Pepperdine's Graziadio School of Business and other professional groups in Southern California, where she encourages participants to challenge themselves and create the life they want.

For more information, call **Melanie McCarthy** at 562-592-2255.

When:	Wednesday, August 17, 2005, 6:00 p.m. – 8:30 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

Know-How

Continued from page 11

Straighten. Have a designated place for all moveable items, such as desktop organizers. Everything is labeled in macro-work areas, and there is a logical workflow for shared office machines, such as copiers and printers.

Shine. Everything in the area looks like "new" condition and operates perfectly. Recycle bins and waste baskets are emptied nightly.

Standardize. This includes visual controls for common areas, such as how to use the copier, and wall planning calendars.

Sustain. Have a daily and weekly system to keep up with the improvements that you have made.

All of these S's together lead to speed. Put your project pedal to the metal and make your projects faster and more effective.

*Michelle LaBrosse, PMP
CEO, Cheetah Project Management
www.cheetahpm.com*

Reminder from Headquarters

PMI® announces that it will begin the updated PMP® exam on September 30, 2005.

Applications to take the current PMP exam will be accepted until August 29, 2005. Candidates submitting applications after this date must take the updated exam. Candidates who do not receive a passing score on the current exam may re-take it within one year from the date of their last attempt.

EARN 16 PDUs AT THIS TWO DAY SEMINAR

How to Influence Organizational Decision Makers

September 27-28

at the luxurious

**SHERWOOD
COUNTRY CLUB**

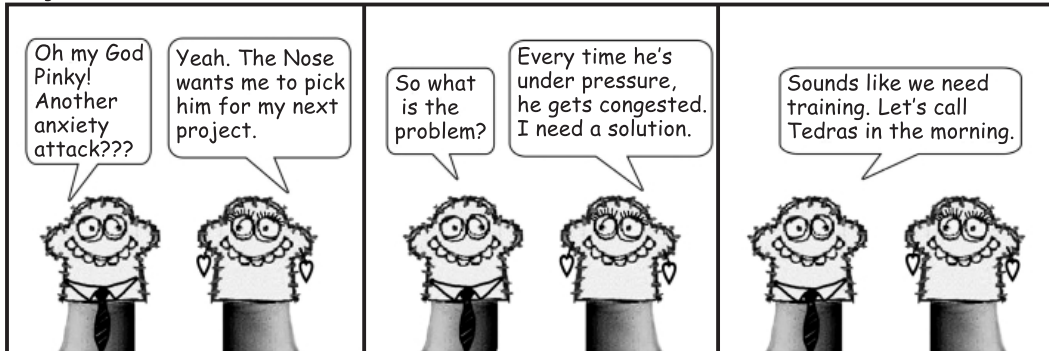
in Thousand Oaks

Sponsored by PMI Los Padres Chapter
and Lambert Consulting Group

For more information or registration:
[www.LambertConsultingGroup.com/
pdupennies](http://www.LambertConsultingGroup.com/pdupennies)

Under Pressure?

Fingers Inc.



© 2005 Tedras



Effective Training Solutions For All Your Project Management Needs

1-888-4TEDRAS (483-3727)

www.tedras.com

Register Now To Receive a 10% Discount and Bonus Gift

PROMO CODE PMN1-0805

Understanding Your Needs. Delivering Your Solutions.

Stakeholder Management For Project Managers

Seattle, WA	September	6-8
New York, NY	September	26-28
San Francisco, CA	October	3-5
Los Angeles, CA	October	17-19
Boston, MA	November	1-3
Washington, D.C.	November	14-16
Philadelphia, PA	December	5-7
Tampa, FL	December	19-21

How To Overcome Troubled Projects

Seattle, WA	August	29-31
Los Angeles, CA	September	6-8
Raleigh, NC	September	19-21
Miami, FL	October	3-5
San Francisco, CA	October	17-19
Detroit, MI	November	1-3
Scottsdale, AZ	December	5-7
Salt Lake City, UT	December	12-14

Conflict Management For Project Managers

Orlando, FL	September	6-8
Seattle, WA	October	3-5
Columbia, MD	October	17-19
Los Angeles, CA	November	7-9
Atlanta, GA	November	14-16
Dallas, TX	December	19-21

Project Management For Outsourced Projects

New York, NY	August	29-31
Chicago, IL	September	19-21
Seattle, WA	September	26-28
Denver, CO	October	11-13
Albany, NY	October	24-26
Los Angeles, CA	November	1-3
Houston, TX	November	28-30
Scottsdale, AZ	December	5-7
San Jose, CA	December	19-21

How To Implement A Project Management Methodology

Los Angeles, CA	September	19-21
Washington, D.C.	September	26-28
Minneapolis, MN	October	11-13
Scottsdale, AZ	October	24-26
Kansas City, KS	November	7-9
Orlando, FL	November	28-30
Las Vegas, NV	December	12-14

Project Origination

Boston, MA	August	29-31
Seattle, WA	October	11-13
Las Vegas, NV	October	24-26
Indianapolis, IN	November	7-9
Scottsdale, AZ	November	14-16
Charlotte, NC	November	28-30
Los Angeles, CA	December	12-14

For more information on courses, schedules, and PDUs go to www.tedras.com

PMI-OC DINNER MEETING

Tuesday, August 9, 2005

Program: **Trends in Project Management**

Featured Speaker:

Gregory Balestrero, CEO of Project Management Institute

Opening Presentation:

Dean T. Kashiwagi, PhD., P.E., Arizona State University

Special Location: **Four Seasons Hotel**, Palm Garden

600 Newport Center Drive
Newport Beach

Time: 5:00 - 9:00 p.m.

Cost: **Dinner and Presentation**

In Advance:

Members \$25.00

Non-Members \$35.00

At the Door:

Members \$40.00

Non-Members \$40.00

Featured Presentation Only (Members and Non-Members)

In Advance: \$10.00

At the Door: \$15.00

Valet Parking: Paid by the chapter

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, August 7, to obtain the "in advance" price. Reservations made after 9:00 p.m. on August 7 will be charged the "at the 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, August 7, or anyone who makes a reservation and does not attend, will not receive any refunds.

PMI-OC BREAKFAST ROUNDTABLES

PMO-Local Interest Group (LIG) Breakfast Roundtable

Tuesday, August 16, 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: E-mail to **Robert Perrine, PMP** at info@pmi-oc.org

Cost: Self-paid breakfast, parking is validated

PMI-Central OC Breakfast Roundtable (Back by Popular Demand)

Tuesday, August 23, 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: E-mail to **Michael Nagatoshi, PMP** at breakfastnorth@pmi-oc.org

Cost: Self-paid breakfast, parking is validated

PMI-OC Breakfast Roundtable South

September 6, 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: E-mail to **Jim Monical, PMP** at breakfastsouth@pmi-oc.org

Cost: Self-paid breakfast

Election of 2006 PMI-OC Board of Directors



We are excited to announce that we will use electronic balloting for this year's election. To participate, you must be a member of PMI-OC as of August 31, 2005.

If you are not yet a member of PMI-OC, please sign up at www.pmi.org. Remember that you must be a PMI® member before you can apply for membership in PMI-OC.

If you are already a PMI-OC member, please update your personal profile at www.pmi.org. Make sure that your e-mail address is up to date. More instructions about electronic balloting will be sent to your e-mail address. If you have any questions, please contact operations@pmi-oc.org.

Answers to PMP® Exam Questions

From page 2

- 1. c. A statement of work**
PMBOK® 2004, paragraph 4.1, page 81 [Initiating]
- 2. b. A provision in the project management plan to mitigate cost and/or schedule risk**
PMBOK 2004, Glossary, page 372 [Planning]
- 3. c. Expert judgment**
PMBOK 2004, paragraph 12.3.2, page 285 [Executing]
- 4. b. Finish-to-Start**
PMBOK 2004, paragraph 6.2.2.2, page 133 [Planning]

At the July Meeting



Left: Checking in and networking.

*Right: PMI-OC Chair **Kristine Hayes Munson, PMP** announces the lucky raffle winner*

PMI Orange County MILESTONES

Copyright 2005 PMI-OC, INC.

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.

Subscription rate for non-members is \$15.00 per year for individuals with U.S. mailing addresses.

Editor: **Lora Lockwood, PMP**
editor@pmi-oc.org

Advertising Director:
Perrine Crampton
advertising@pmi-oc.org

Design and Layout:
Jane Flynn
jane-flynn@earthlink.net

Printing: **Sir Speedy, Long Beach, CA**

Inquiries should be directed to:

PMI-OC, Inc.

Attn: Lora Lockwood, PMP
editor@pmi-oc.org

COMING EVENTS



AUGUST 9 DINNER MEETING

Special Presentations by Gregory Balestrero, CEO, PMI and Dean T. Kashiwagi, PhD., P.E.
Four Seasons Hotel, Newport Beach, CA



AUGUST 13 PMInACTION 2005

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



AUGUST 16 BREAKFAST ROUNDTABLE

PMO-Local Interest Group (LIG) Breakfast Roundtable
See page 15.



AUGUST 17 CAREER NETWORKING GROUP

Informational Interviews
Location: 40 Plus of Orange County



AUGUST 23 BREAKFAST ROUNDTABLE

PMI-Central OC Breakfast Roundtable
See page 15.



SEPTEMBER 6 BREAKFAST ROUNDTABLE

PMI-OC Breakfast Roundtable South
See page 15.



SEPTEMBER 27-28 TWO DAY SEMINAR

How to Influence Organizational Decision Makers
Sponsored by PMI Los Padres Chapter
Sherwood Country Club, Thousand Oaks

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



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