



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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SEPTEMBER 13TH PMI-OC DINNER MEETING

So You Want to Build a PMO? Good Luck!

By Chris Peduzzi

Director of Project Management Office, Freedom Communications, Inc.

Building and implementing a PMO is no easy task. If you already have one and it just needs some added attention, you're luckier than most. If you don't have one and need to build one from the ground up, then you have your work cut out for you.

Building a PMO is not for the faint-hearted. In Chris' presentation, he'll share his direct experience in building a PMO in two different organizations in two completely different industries and reveal the challenges that he faced, how he overcame them, and how he successfully accomplished what he set out to do.

You'll be surprised to learn that it doesn't require intense knowledge of PMBOK® and that it doesn't require you to be a PMP®. Of course, these attributes help tremendously, but the reality is that most companies struggle with project management processes and fear that bureaucracy and red tape will take over the organization's ability to get projects done. And it can; the trick is how to meet the needs of the organization, implement the processes you need to be successful and, at the same time, show value and maintain everyone's sanity!

Chris' presentation will be very interactive. He'll reveal information about what's worked well for him and what didn't work so well. Come prepared to share your experiences with your project management peers and learn from one another!



Chris Peduzzi is currently the project management office director for Freedom Communications, Inc. in Irvine. At Freedom Communications, and at previous positions at Option One Mortgage and St. Joseph Health System, Chris developed project management offices where there had been none.

Bringing project management "religion" to organizations with little or no structure was not easy. He attributes his success to effective communication, a strong sense of reality, common sense, political adeptness, sensitivity, influence, and most importantly, a good sense of humor.

Please note that this month's dinner meeting will be held at the Westin South Coast Plaza, and not at the Wyndham. There is a \$7 charge for self parking and a \$10 charge for valet parking.

The Westin South Coast Plaza
686 Anton Boulevard, Costa Mesa
714-540-2500

Directions: Exit off of I-405 at Bristol Street. Turn north onto Bristol and turn right at the second light onto Anton Boulevard. The hotel is located on the left.

Vendor Showcase: **ASG Software Solutions**
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See ad on page 3.

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Member Services

PMI-OC CAREER CENTER

Find your ideal project management job or find an experienced resource for your organization. For more information, see the **Career Center** on our website at www.pmi-oc.org/careers/ or contact the **Career Center** at careers@pmi-oc.org.

PMI-OC E-MAIL BLAST

Receive an e-mail reminder of all upcoming PMI-OC events.

Join the **PMI-OC E-Mail Blast** by sending an e-mail to join-blast@pmi-oc.org.

PMI-OC WEBSITE

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

PMI-OC LIBRARY

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

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

PMI-OC MILESTONES

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

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

THE CHAIR'S COLUMN

Leader vs. Manager



This past month I've been struggling with the concept of the project manager as leader vs. the project manager as manager. **Marcus Buckingham** states that great managers "discover what is *unique* about each person and then capitalize on it."¹ "This is the exact opposite of what great leaders do," he continues. "Great leaders discover what is *universal* and capitalize on it."² Unique vs. universal. Which does a project manager focus on?

Local Executives Look for Leadership

I attended PMI-OC's Executive Roundtable on August 9th featuring **Gregory Balestrero**, CEO, Project Management Institute, and **Dean Kashiwagi**, Director of Performance Based Studies Research Group at Arizona State University. I listened carefully to the discussion among the 14 attendees, trying to understand their views of what a project manager should be. The majority of the attendees were people who make project manager hiring decisions and determine the role of project management in their individual organizations. Firms represented included CompPartners, Fieldstone Communities, Freedom Communications, Northrup Grumman, Prescription Solutions, State Street, Western Digital, and Plan b Solutions.

They pointed to leadership characteristics when describing an ideal project manager. They wanted project managers who can:

- Think strategically,
- Connect the dots between projects and identify commonalities,
- Operate independently within the organization,
- Assertively communicate vision to others,
- Embrace change,
- Balance technical knowledge with leadership skills.

A few other tidbits from the roundtable discussion struck me.

- Project success is subjective and based on the organization's culture, as well as its financial impact.
- A danger exists if a project manager is consistently firefighting.
- Project managers who succeed don't follow defined processes exclusively; they do what it takes to get the job done.

Finally, I'd like to challenge you to answer this question posed by the attendees:

- What are you going to do on our project differently than you've ever done before? Why?

PMI Values Leadership

As an organization, PMI® is placing more of an emphasis on developing the leadership skills of its membership. Greg Balestrero alluded to this in both his presentation at the Executive Roundtable and at the August dinner meeting. PMI will be announcing details about a comprehensive leadership development program at September's North American Leadership Conference. This will be an exciting



PMI-OC welcomed **Greg Balestrero**, PMI CEO (head of table) to our executive roundtable event.



Left: PMI board member **Jim Gallagher**, PMP discusses PMI's continuous efforts to improve our profession.

Right: Several executives from Orange County rolled up their sleeves to discuss project management in vendor relationships.

Continued on page 4

¹ Buckingham, Marcus. "What Great Managers Do." *Harvard Business Review*. March 2005, p.712. My emphasis.
² Ibid. My emphasis.

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NEW MEMBERS

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The Boeing Company

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SAIC

Ramakrishnan Keane, Inc.

Allyson Bates
KPMG

Roger Blatchford

Barton Brock
Allergan, Inc.

Julia Brown
Outsource
Programming Services

William Bush
Raytheon

Marivee Campbell
ADP

Susan Campbell
Triad Financial Corp.

Carlos Cedeno
Dictaphone Corp.

Ram Chary
The TriZetto Group

Sundararaman Chellappa
LACOE

JoDee Chenaur
Ameriquest PMO

Douglas Cooper
Southern California Edison

Chumki De Sarkar
Prescription Solutions

Debra Dexter
Downey Savings and Loan

Erna Emery Bell
PacifiCare Behavioral Health

Lori Espy
Unisys

Mohammed Gayasuddin
Angeles Steel Services

Eileen Geary
PacifiCare

Donovan Green
SBC

Mark Guevara
PinnacleOne

James Hanger
County of Orange HCA

William Harenburg

Myrna Harrington
Volt Information Sciences

Steven Hericks
Printronic

Jennifer Jackson
SBC

John Jankovic
Option One Mortgage

Leslie Johnson
The Boeing Company

Charolyn Jones
SBC

Judith Jones
Syncata

Michael Kim
Shawn Kirshner
Jefferson Wells, Inc.

Gerrit Klaschke

Samir Lalani
Patni Computer Systems

Jay Lee
Biola University

Deborah Lengele
Lengele & Associates

Diana Lo
Keane, Inc.

Rebecca Lyles
FileNET Corporation

Dean Andrew MacNeil
Universal Music Group

Karen Mahmalji
Walt Disney Studios

Pavel Mamaev
Menulink

Computer Solutions, Inc.

Raja Meesala
JBA International

Jeanne Nagy
Triad Financial Corp.

Thomas Neal
Geotest-Marvin Test Systems, Inc.

Tracy Paschall
PacifiCare

Carla Poulin
PacifiCare

Diane Price

Michael Puccio
OCSD

Cynthia Rhodes
EDS

Elen Rodriguez
Southern California Edison

Rene Rosendahl
Targus Group International

Tina Rospond

Samira Salam
KPMG

Ronald Sanchez
PacifiCare

Wendell Sexson
Neo Logic Networks

Reem Shakhtour
Honeywell Turbo Tech

Khalil Shakhtour
Caltrans

Rohit Sharma
Printronic

Swati Srivastava
Southland Valuation, Inc.

Don Stanley
IBM

Kamal Tharani
Rapidigm, Inc.

Carlos Vega
City of Culver City

Michelle Ward
Parker Consulting

Jolene Webb
Scott Williams
Tedrass Global Solutions

Gregory Wilson
Warner Technologies

Rosa Yang
Panasonic Avionics

Muhammad Zaman
Kaiser Permanente

Total New Members 70

Total PMI-OC Members 1,522

New PMPs

Luke Aoe
Josef Balakhanpour

Perrine Crampton

Gene Duncan
M. Brent Felsted

Stacy Garcia
Mark Hamilton

Gene Heyer
D. Lori Hinman

Girish Kandarkar
Linda Keller

Crystal Kord
Kenneth Liu

Russell Mallay
Sinan Mayfield

Michael Nagatoshi
Deborah Olson

Theodore Rigoni
Sonny Rodriguez

Darrel Rose
Jennifer Zeleznik

Robin Ziegler

Total New PMPs 22

Total PMI-OC PMPs .. 689

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Tue., 6:30-9:30 pm, Sept. 20-Nov. 15
Reg #051-MBJ-B50

PROJECT PROCUREMENT MANAGEMENT

Wed., 6:30-9:30 pm, Sept. 21-Nov. 16
Reg #051-MBJ-B37

LEAN SIX SIGMA GREEN BELT

Wed., 6-10 pm, Sept. 21-Dec. 7
Reg #051-MBJ-B50

PROJECT MANAGEMENT ESSENTIALS

Thur., 6:30-9:30 pm, Sept. 22-Nov. 17
Reg #051-MBJ-B36

Other courses are scheduled throughout the year. Visit our Web site at www.UCRExtension.net for detailed descriptions, fees, etc. All classes are held at UC Riverside Extension, 1200 University Ave., Riverside.

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Priority Code 6483

The Chair's Column

Continued from page 2

opportunity for each of us to develop our leadership skills. The program will involve online training as well as additional sessions of the PMI Leadership Institute, a course I am finding incredibly valuable.

PMI-OC's Challenge

I think the Executive Roundtable attendees implicitly challenged PMI-OC to help our membership develop strong leadership skills. Now the question is how. How does PMI-OC help its membership build and demonstrate the leadership skills sought by senior management? How do we balance this need with the need to develop project management competency?

I'd be interested in hearing your thoughts on this. They will help us shape our 2006 plans.

**Kristine A. Hayes
Munson, PMP**



Above: Executives exchange views at the cocktail hour. Left to right, **Mike Steele**, State Street, **Doreen Wakefield**, Plan b Solutions, **Norwood Bannon**, Plan b Solutions, **Chris Peduzzi**, Freedom Communications.

VOLUNTEER OF THE MONTH

Pia Nielsen, PMP

A resolution was unanimously passed at the July 2005 board meeting of your chapter designating **Pia Nielsen** as the Volunteer of the Month for August 2005. PMI-OC Chair **Kristine Hayes Munson, PMP** honored Pia at our August dinner meeting by presenting her with a Certificate of Appreciation.

Pia joined our chapter about three years ago. She earned her PMP® in June 2004, and has volunteered her services as an instructor for PMI-OC's last three PMP prep

workshops. In addition, Pia provided logistical and administrative support for the recent PMI Global Congress in Anaheim, as well as for the 21st Annual PMI-CPM International Conference. Since August 2004, she has served as Chair of the Dinner Meeting Committee.

Pia spent the first ten years of her 30 year career in accounting, then switched to IT and took over her company's data processing department. Within a year she passed her accounting duties on to her assistant controller so she could focus on her new role as the IT data processing manager. Recognizing the need to retool her skills, Pia went back to school. Subsequently, she has spent the last 20 years of her career in information technology. She is currently on a year's

sabbatical and will be returning to work on a part time basis to teach project management.

When asked what she likes about volunteering for PMI-OC, Pia cryptically replied, "For grins I manage our retirement portfolio."



Dave Jacob

AUGUST MEETING REVIEW

Gregory Balestrero and Dean Kashiwagi

Our special dinner meeting on August 9th at the beautiful Four Seasons Hotel in Newport Beach was a landmark event, drawing attendees from neighboring PMI® chapters, as well as a huge turnout of PMI-OC members and guests.

Gregory Balestrero, CEO, Project Management Institute, and **Dr. Dean T. Kashiwagi**, Director of Performance Based Studies Research at Arizona State University, intrigued the audience with two seemingly different presentations, each posing and answering questions about the challenges facing project managers and preparation for these challenges.

The presentations and discussions included:

- The Efficiency Method/Model
- The Efficient Employee/Vendor
- The Efficient Company Support
 - Support from the top down is essential, and maturity of the organization is key.
- Knowledge vs. Competency
- PMI's Goals and Strategies

Gregory Balestrero illustrated the world of PMI, its growth, its international reach and the advantages PMI methods and best practices offer.

Greg presented PMI as a resource for project managers and for PMO guidance. He discussed ways to transform business through project management and described project management's far reaching influence. He noted that there would be 230,000 PMPs by the end of 2005 and that PMI is growing internationally at a rate of 45 percent. Project management is very popular internationally. For example, certification in China is on par with a masters degree.

He announced that new standards covering the following would be released in 14 months:

- Program Management
- Portfolio Management
- Earned Value Management
- Scheduling
- Work Breakdown Structure (WBS)
- Extensions to the PMBOK®
- Organizational Project Management Maturity Model (OPM3)

Dr. Dean Kashiwagi discussed the efficiency models he has studied and developed over the last ten years and their ramifications within best practice models.

He reported that vanguard of efficiency and best practices would ask us to minimize personnel count. The goal is to create efficient environments and standards. This strategy works hand in hand with PMI's overall method of Best Practices. Process development was conceived under the theory that the removal of decision making management would reduce risk.

According to Dean, direction control equals management equals inefficiency. His studies measured inefficiencies in a change order driven business and proved that this weak management method affects the value negatively.



Gregory Balestrero with Ida Harding, PMP, Trustee, PMI National



He asked only that we try to find the simplistic view and the logic in working "events." Releasing management and control improves efficiency. This means transferring risk. Information is king, whereas the lack of it increases confusion. The greater amount of information you have, the lower your risk of failing to meet expectations.

Within the PMI model, the best practice would be to define scope and align resources to the business. Efficiency maximizes profit. Championing a model that affects the bottom line, Dean kept the audience rapt in the presentation.

He pressed the point that people at risk become efficient. If people do not perceive risk, they are inefficient. According to Dean, shortsighted thinking, instead of long range strategic thinking, compounds the inefficiency by increasing the need for status meetings (which he termed group therapy), thereby adding risk. Management would be required to change and manage by risk control. This concept is very different from today's management layers and multiple outsourced vendors. Top down support of this method is essential.



Left to right: Maria McHolland, PMP, PMI-LA Trustee, Sharon Yates, PMI-LA President, Kristine Hayes Munson, PMP, PMI-OC Chair, Diane Altwies, PMP, PMI-OC Marketing Director

As Gregory Balestrero described how the project manager could prepare and become ready for the challenge, Dr. Dean Kashiwagi described challenges for the adept project manager.

The task is set, and we are ready and able to undertake it.

Barb Wells

Continued on page 6

August 2005 dinner meeting photos are by Linda Keller, PMP and Sinan Mayfield, PMP.

Dinner meeting photos in the May 2005 through July 2005 issues of Milestones were by Linda Keller, PMP.

MANY THANKS

to the dedicated volunteers who made this special day possible.

Diane Altwies, PMP
Ann Burkle, PMP
Perrine Crampton, PMP
Tom Cutting, PMP
Vincent Domingo, PMP
Brent Felsted, PMP
Kim Fields, PMP
Linda Keller, PMP
Diane Le
Sinan Mayfield, PMP
Kristine Munson, PMP
Pia Nielsen, PMP
James Pagano
Victor Prebyl, PMP
Janice Preston, PMP
Sriram Ramadas, PMP
Barb Rotondo
Dan Rufer, PMP
Judith Smith, PMP
Judy Voight-Wong, PMP
Gloria Walser
Barb Wells
Sharon White, PMP



*Left: Special guests **James Gallagher**, **Dr. Dean Kashiwagi**, and **Gregory Balestrero** with PMI-OC 2005/2006 Board of Directors.*

*Below left: Master of Ceremonies **Brent Felsted, PMP**, introduces **James Gallagher, PMP**, PMI Board of Directors.*

*Below right: Sales team from **Project Insight**, August 9th dinner sponsor.*



THE 77 DEADLY SINS OF PROJECT MANAGEMENT.

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PMInACTION 2005

Wow! What an event.



After a year of planning behind the scenes, PMI-OC saw its own inaugural project management conference come to life. PMInAction 2005 took place on Saturday, August 13, for the first of what will hopefully become an annual event. Under the vision and leadership of co-chairs **Victoria Flanagan** and **Terry Ehrhard**, the day proved to be a unique, valuable, and entertaining format for learning, sharing, and networking.

Nearly 175 people arrived for a full day of "Celebrating Project Management Excellence." An impressive speaker lineup created a buzz in the morning hours as volunteers' excitement transferred to arriving participants. Speakers interspersed among the breakfast tables, and vendor activity geared up in the lobby area.

PDUs certainly helped in drawing a large number of attendees, but PMInAction organizers wanted to know other reasons why participants picked this particular event to attend, especially for a full day event on most people's day off. If you have not done so already, please fill out the survey for this event, sent to all attendees via e-mail.

By far, deciding which session speaker to hear was the biggest problem for conference attendees. With a speaker lineup of **Mark Mullaly**, **Gopal Kapur**, **Joan Knutson**, **Hal Macomber**, **David Anderson**, **Lois Zells**, and **David Hulse**, you didn't want to miss any of them.

Watch for more in-depth PMInAction 2005 coverage in October *Milestones*.

Michael Harmanos



Co-Chair **Victoria Flanagan** working with volunteers before the doors open.



A full house at **Mark Mullaly's** keynote opening.



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R.E.P.

2006 PMI-OC BOARD OF DIRECTORS ELECTION



Glen Fujimoto

Cornelius Fichtner

Pia Nielsen

Stephen June

Brent Felsted

Rod Hendrixson

Pan Kao

Kristine Munson

Victoria Flanagan

We are excited to announce that we will use electronic balloting for this year's board of directors election.

The online election will be held from **September 13 through October 1, 2005**. To participate, you must have been a member of PMI® and PMI-OC chapter as of August 31, 2005.

If necessary, please update your personal profile at www.pmi.org, and make sure your e-mail address is current. If you have any questions, please contact operations@pmi-oc.org.

CANDIDATE STATEMENTS

Glen Fujimoto **Chair**

Current Chair Elect

Cornelius Fichtner, PMP **Chair Elect**

I joined PMI-OC in April 2003 shortly after immigrating to California from Switzerland. I started out volunteering almost immediately for the Advanced Topics Seminars, and by December 2003 had assumed full responsibility for managing this event. Under my leadership, the seminars have been scheduled on the first Saturday of each month, making them a highlight on the PMI-OC calendar. Concurrently, I volunteered as *E-Mail Blast* coordinator and as PMP® prep class coordinator while preparing to obtain my own PMP credentials. For the last two years I have served on the board of directors' election committee.

In recognition of my contributions and achievements, I was honored as Volunteer of the Year for 2004. Following the resignation of Programs Director Terry Ehrhard, I agreed to step in as the new Programs Director in April 2005. Currently, I also serve as president of the Newport Center Toastmasters Club.

I manage projects for State Street IMS and live in Irvine with my wife Shawn and our two computers. To relax I enjoy cooking, good wine and juggling, preferably not simultaneously.

Pia Nielsen, PMP **Finance Director/Secretary**

I joined the PMI-OC chapter in 2003 and achieved my PMP certification in June 2004. I truly enjoy participating in chapter activities, finding them both professionally valuable and socially enjoyable. As a volunteer, I have taught in the chapter's PMP exam preparation class three times, volunteered at numerous PMI events, both national and local in scope, and from August 2004 through August 2005 served as the PMI-OC Dinner Meeting Chair.

I have over 30 of years experience in diverse business, technical management, and project management positions, including five years in banking, ten years in accounting, ten years in aerospace, and, most recently, five years in project management.

My management experience runs the gamut from being a controller to running a data center to managing a large business-to-business web development project. I hold a Masters of Science in Computer Information Systems from Claremont Graduate University.

Serving the Orange County chapter as Finance Director/Treasurer in 2006 would be an honor and a privilege.

Stephen June, PMP **IT Director**

As current IT Director for the chapter, I am responsible for the maintenance and improvement of the chapter's IT infrastructure, including both the website and the various databases managed by the chapter.

I have a Bachelor's Degree in Economics from Stanford University and a Master's Degree in Business from California State University, Long Beach. I have been a PMP since 1998 and a chapter member since 1996. I have been a project manager for over 12 years, specializing in implementing and maintaining financial applications (A/P, G/L, A/R, F/A).

I was responsible for one of the Project Management Offices at my last company, the Fluor Corporation. The PMO was responsible for tracking and reporting on the various projects in the division, as well as promoting best project management practices. I am currently an IT consultant, working as a senior business analyst with Perot Systems at St. Joseph Health Systems in Orange. We are in the process of implementing a single sign-on solution at one of the hospitals as part of an identity management initiative.

As the PMI-OC IT Director, I will be seeking ways to make better use of our chapter's IT infrastructure. Specifically, I will strive to leverage IT practices and potential capabilities to increase the value the board can deliver to the chapter members.

Brent Felsted, PMP **Marketing Director**

I joined the chapter in 1998. Since joining I have been an active volunteer. I had the job of volunteer coordinator twice, working with volunteer kickoff meetings twice, appreciation day three times, and the Christmas toy drive for two years. In addition, I helped out with various duties and conferences throughout the years.

I bring to PMI a Master of Science of Technical Management degree from Pepperdine University, and a Bachelors of Science in Design Engineering Technology, from Brigham Young University. I also passed the PMP certification test this past July.

CANDIDATE STATEMENTS

Brent Felsted *Continued*

I have worked for McDonnell Douglas, Intergraph Corporation and UGS. I am currently working for UGS, a software development company. UGS is the tenth largest software development company in the world. I work on a team that keeps the programmers programming by keeping their systems up and running.

I also teach a project management class for IT professionals in the UC Riverside, extension program. This is an elective for the UCRE, Project Management Certificate program.

I am looking forward to serving the chapter in this new capacity.

Rod Hendrixson **Membership Director**

I've been a member of PMI-OC since April 2003 and have been instrumental in the development and success of the Career Networking Event series. As PMI-OC Membership Director in 2005, I have been active in the chapter's monthly dinner meetings, participated in the Ambassador Program, and created New Member Orientation meetings.

My goals as 2006 PMI-OC Membership Director will be to continue enhancing the ongoing operation of the Volunteer Committee and Ambassador Program. I also plan to focus on membership tracking and the Membership Retention and Recruitment Committee, and to expand the New Member Orientation Meeting.

In addition, I will continue to increase membership and retention, to recruit volunteers in support of our chapter's programs, both members and non-members, and to support the PMI-OC Board of Directors.

I will bring to the board over 25 years of experience in the IT industry, initially in implementations and working my way up to project manager. I have learned that it takes dedication, enthusiasm, and a positive attitude to accomplish any endeavor.

Pan Kao, PMP **Operations Director/Secretary**

As a PMP, I have been very active in both local and national levels of PMI. I've been a PMI-OC member for five years, have served on the board of directors in 2004 and 2005, and have been involved in the PMBOK® Chinese translation project in 2004.

I work at Honda North America as a consultant, where I manage several application and software development projects, including two document management systems using FileNET technologies. My responsibilities also include case and matter management systems using Business Objects and web applications, Honda Field Link Portal using Microsoft .NET technology, and offshore outsourcing projects using Microsoft Visual Studio.

Prior to joining Honda North America, I worked for the professional services department of FileNET Corporation as a technical lead on several system conversions for document management systems. One of my assignments at FileNET was working as a trainer in the education department. Responsibilities included training customers to customize FileNET document management and workflow systems. In addition, I was a software developer for client/server systems.

I graduated from Mississippi State University in 1985 and have a Master of Science Degree in Computer Science.

Kristine A. Hayes Munson, PMP **Programs Director**

I joined PMI in 1999, but wasn't very active until I found PMI-OC in 2001. Choosing to become a PMI-OC volunteer was one of my best personal and professional decisions. As a volunteer, I am privileged to work with, and learn from, countless other PMI-OC members. I have served as VP Communications, VP Professional Development, and Chair/President on the PMI-OC board. My goal for next year is to build on the PMI-OC tradition of high quality educational and networking events by working closely with a team of committed volunteers.

Professionally, my project management experience includes a wide range of business process improvement and information technology projects in the finance, printing, and construction industries. Currently, I oversee a team responsible for project portfolio tracking, project management methodology development, standard operating procedure documentation, audit compliance oversight, resource utilization, division intranet development, and senior management reporting for a 145 member financial services technology department.

I am looking forward to conquering new challenges next year together with each of you!

Victoria Flanagan **Director at Large**

I have been a member of PMI-OC since the beginning of 2002 and a PMI supporter for over 12 years. I currently hold the position of PMI-OC Director at Large and was VP Corporate Relations in 2003 and 2004.

My key chapter contributions to date include establishing the Executive Advisory Council, creation and management of PMInAction 2005 (PMI-OC's first conference), improving strategic planning, leveraging community services, strengthening business outreach, increasing business exposure, and revitalizing marketing.

Strategic planning accomplishments involve developing our chapter's first strategic plan, co-designing a formal strategic planning process, co-redesigning planning sessions, and helping design our new bylaws and board structure.

My business and technology background consists primarily of consulting experience, working for a large consulting firm and currently as an independent.

As PMI-OC Director-At-Large in 2006, my goals will include expanding the Advisory Council, further re-aligning our operations with our strategic goals, better utilizing resources (internally and externally), and further refining our chapter's planning processes and tools.



TEST YOUR KNOWLEDGE

on PMP Exam Questions

Answers are on page 14

- All of the following processes are part of the planning process group, except for:
 - Cost budgeting
 - Risk identification
 - Scope verification
 - Schedule development
- Which of the following is not an output of the Scope Definition process:
 - Project scope statement
 - WBS dictionary
 - Requested changes
 - Project scope management plan (updates)
- Which of the following is a tool and technique for the Quality Planning process?
 - Process analysis
 - Quality checklists
 - Pareto chart
 - Design of experiments

- You have \$1,000,000 worth of equipment at a job site, and you wish to minimize your risk of property damage by taking out an insurance policy. The insurance company has made the following assessment based on actuarial data:

Type of Damage	Probability Percentage	Amount of Loss Percentage
Total	0.02	100
Medium	0.08	40
Low	0.10	20
No Damage	99.8	0

If the insurance company uses **expected monetary value** (EMV) analysis to compute the premium, how much would you be charged, assuming the insurance company adds on \$500 as a handling fee.

- \$1,220
- \$1,550
- \$1,100
- \$1,000

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ADVANCED TOPIC SEMINAR: SEPTEMBER 10, 2005

Clear and Effective Communications: The Killer Competency

Project managers may specialize in IT, EV, or risk management, but they all have one thing in common: They deal in people, with people, and, sometimes despite people.

This workshop is designed to help you manage your projects using clear and effective communications skills through the following deliverables:

- A baseline of your communications and work style along with the associated strengths and weaknesses of your identified communication style,
- An action plan for your individual situation including the opportunity for an hour follow-up within 30 days of the workshop,
- Examples and case studies designed to raise awareness of the value of recognizing different styles and the ability to flex your style.

You will practice identifying and using alternate communications styles. You will also have the chance to win a raffle for a one hour communication evaluation of your team, your project and/or your professional situation.

When: Saturday, Sept. 10, 2005	Register: www.pmi-oc.org
Time: 8:00 a.m. to 12:00 p.m.	Questions: advancedtopics@pmi-oc.org
Location: UCI, Building H (Building 236 on UCI map) Room 168-70	PDUs: There are four PDUs for this event.
Parking: Social Science Parking Structure, \$7 a day	Cost: \$33 for PMI members \$38 for non-members



Kimi Ziemski, PMP, our presenter, worked with multi-national accounts in Silicon Valley before returning to the training and development industry in 2000.

Kimi believes that her organizational and technical abilities, while keen, were not the keys to achieving steady, significant corporate revenue and profitability. She believes it was her understanding of working with people, whether next door or in the next time zone, that was the key to her outstanding success in project management.

Kimi currently delivers PMI® based project management courses and PMP® exam prep material all over the country and is a member of both PMI and ASTD. Her formal education is in IT management. Currently with Management Concepts, Inc., Kimi delivers customized services to address specific situations within project launch, delivery, IT and customer service organizations.

PMP EXAM PREP WORKSHOP



Are You Planning to Take the PMP Exam AFTER SEPTEMBER 30?

Be among the first to pass the revised PMP® examination using the new PMBOK® Guide 2004.

On six Saturdays, beginning **October 15** and ending **November 19**, PMI-OC will conduct its first PMP Exam Prep Workshop using the new PMBOK Guide.

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

This workshop will help you prepare for exam success and meets PMI's new exam requirement for 35 contact hours in project management education.

We expect this class to fill up fast. Keep informed by signing up for the Fall 2005 PMP Workshop Mailing List. To sign up, go to www.pmi-oc.org; select Events and click on the Fall 2005 PMP Workshop Mailing List.

Signing up is free and without obligation/ You will receive e-mail information on the upcoming workshop.

This course is not intended to teach the participant project management or to impart project management industry experience. Its primary purpose is to prepare the participant for the PMP exam based on the PMI identified domains and PMI recommended preparation material.





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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.



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

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

San Francisco: Nov 14-18; Dec 5-9

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WEDNESDAY, SEPTEMBER 21, 2005 PMI-OC CAREER NETWORKING GROUP

PRACTICAL JOB SEARCH WORKSHOP

Conducting a job search has its own life cycle. You define your search strategy, craft a resume, respond to job postings, introduce yourself at networking events, follow up with leads, meet with recruiters, and try to elicit interest. Finally, phone screens are scheduled, interviews set up, stress questions are asked, and you must perform. How do you close the deal, negotiate salary?

We've invited staffing and HR specialists to run a practical, hands-on workshop to assist you in the areas where you need help. Bring your job search artifacts, resumes, and business cards for critiques to ensure you are positioning yourself appropriately. Pose the tough questions, share experiences and lessons learned so the panel can offer new insights and suggest solutions. We'll capitalize on the group's input to identify opportunities for improvement or validate your efforts. The group will collectively assist you by passing on leads, personal contacts and company information that is pertinent to your job search. Let's get to work!

For more information, please contact **Melanie McCarthy**, ResourceXperts, at 562-592-2255 or mccarthy@resourceexperts.com.

When:	Wednesday, September 21, 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

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September 26-November 11
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THURSDAY, SEPTEMBER 22, 2005

FIRST NEW MEMBER ORIENTATION MEETING

WELCOME to **Project Management Institute – Orange County Chapter, Inc.** You have taken the first step toward managing your professional career network and developing relationships with local, knowledgeable project managers and like-minded professionals.

You are invited to join us for an informal orientation and networking session. Meet the PMI-OC Board of Directors and your fellow members. Let us show you the value added benefits, professional development opportunities, and programs PMI-OC offers its members. The number one benefit of your membership with PMI-OC is the vast pool of individuals you can network with. Networking is a powerful way to make new contacts and bolster your access to these resources when you need them. Networking also increases your professionalism and heightens your visibility with others.

We will present a brief overview of the techniques you can use to maximize the time you spend with fellow members. Utilizing the tips and pointers that **Melanie McCarthy** shares will improve your networking skills and enrich the experience measurably. Melanie currently orchestrates the PMI-OC Career Networking Evening sessions.

When:	Thursday, September 22, 2005, 6:00 p.m. – 8:00 p.m. Registration and food start at 6:00 p.m. Program starts at 6:30 p.m.
Where:	UC Irvine. Building 231 (Women's Opportunities Center/University Extension A UNEX) Rooms 101-102. Park in lot SSPS, across from the building, and follow the PMI-OC Event signs. For UCI map: http://today.uci.edu/pdf/UCI_05_Map.pdf . UCI map quadrant D7. Directions from Campus Drive: turn on Stanford into UCI. Parking will be to your left.
Cost:	Food provided at no charge. Parking is \$2.00 an hour.
Register:	www.pmi-oc.org . Please register early; space is limited to the first 50 members.
Questions:	E-mail: membership@pmi-oc.org

Answers to PMP Exam Questions

From page 10

1. c. Scope verification

PMBOK® 2004, paragraph 3.2.4.3, page 62
[Monitoring and Controlling]

2. b. WBS dictionary

PMBOK 2004, paragraph 5.2.3, page 110 [Planning]

3. d. Design of experiments

PMBOK 2004, paragraph 8.1.2.3, page 285 [Planning]

4. a. \$1,220

Expected Monetary Value is calculated by multiplying the value of each possible outcome by its probability of occurrence, and adding together. PMBOK 2004, paragraph 11.4.2.2, page 257 [Planning] Thus:

Type of Damage	Probability %	Amount of Loss %	EVM Analysis
Total	0.02	100	$(0.0002) * (1.0) * (\$1,000,000) = \200
Medium	0.08	40	$(0.0008) * (0.4) * (\$1,000,000) = \320
Low	0.10	20	$(0.001) * (0.2) * (\$1,000,000) = \200
No Damage	99.8	0	$(0.998) * (0.0) * (\$1,000,000) = \0.00
Handling Fee			\$500
Total Premium			\$1,220

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PMI-OC DINNER MEETING

Tuesday, September 13, 2005

Program: **So You Want to Build a PMO? Good Luck!**
Speaker: **Chris Peduzzi**, Freedom Communications

Special Location: **The Westin South Coast Plaza**
686 Anton Boulevard, Costa Mesa, CA 92626
714-540-2500

Exit off of I-405 at Bristol Street. Turn north onto Bristol and turn right at the second light onto Anton Boulevard. The hotel is located on the left.

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

Featured Presentation Only (Members and Non-Members)
In Advance: \$10.00 *At the Door:* \$15.00

Self Parking: \$ 7.00
Valet Parking: \$10.00

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, September 11, to obtain the "in advance" price. Reservations made after 9:00 p.m. on September 11 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, September 11, 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, September 20, 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, September 27, 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

October 4, 2005

First Tuesday of Every Month

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

Time: 7:15 – 9:00 a.m.

Register: E-mail to breakfastsouth@pmi-oc.org

Cost: Self-paid breakfast

Breakfast Roundtables



Where do you go when you have a question about your projects? Maybe a senior project manager, a former colleague, a website. Many of us acknowledge that some of our best answers have come from peers. And that there is never enough time at symposiums or PMI dinners for in-depth conversations.

We have a solution!

The intent of the breakfast roundtables is to promote an informal gathering of ten to fifteen project managers to discuss current topics in the profession, receive suggestions from the other attendees on your current project challenges, or receive information on items of interest.

Also, these meetings give members who could not attend regular dinner meetings another way to participate and get greater benefit from their membership.

The group decides topics. Some that have been discussed are:

- Extreme programming: Does it really work?
- Real-world applications of the PMBOK®
- Successful strategies for running virtual meetings and leading virtual teams
- What are the best ways to study for the PMP Exam?
- How to motivate team members

Please bring your particular project challenges, valuable articles or recently found resources.



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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editor@pmi-oc.org

COMING EVENTS

-  **SEPTEMBER 10 ADVANCED TOPICS SEMINARS**
Clear and Effective Communications: The Killer Competency
Presenter: Kimi Ziemski, PMP
Location: UCI Building H, Room 168-70
-  **SEPTEMBER 13- OCTOBER 1
ONLINE BOARD OF DIRECTORS ELECTION**
See page 8 for details.
-  **SEPTEMBER 13 DINNER MEETING**
So You Want to Build a PMO? Good Luck!
Presenter: Chris Peduzzi, Freedom Communications
The Westin South Coast Plaza, Costa Mesa
-  **SEPTEMBER 20 BREAKFAST ROUNDTABLE**
PMO-Local Interest Group (LIG) Breakfast Roundtable
-  **SEPTEMBER 21 CAREER NETWORKING GROUP**
Practical Job Search Workshop
Location: 40 Plus of Orange County
-  **SEPTEMBER 22 NEW MEMBER ORIENTATION**
Location: UCI Building 231, Rooms 101-102
-  **SEPTEMBER 27 BREAKFAST ROUNDTABLE**
PMI-Central OC Breakfast Roundtable
-  **SEPTEMBER 27-28 TWO DAY SEMINAR**
How to Influence Organizational Decision Makers
Sponsored by PMI Los Padres Chapter
Sherwood Country Club, Thousand Oaks
-  **OCTOBER 4 BREAKFAST ROUNDTABLE**
PMI-OC Breakfast Roundtable South
-  **OCTOBER 15-NOVEMBER 19 PMP EXAM PREP**
See www.pmi-oc.org for further information.
-  **OCTOBER 22 6th ANNUAL SCCTC CONFERENCE**
Long Beach Hilton

LEGEND

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



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