



M I L L E S T O N E S

ORANGE COUNTY CHAPTER

AUGUST 2006 • Volume 18 • Number 8

7th Annual

Southern California Coalition Technology Conference



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AUGUST 8TH PMI-OC DINNER MEETING

PMI-OC 2005 Project of the Year

By Mike Parris, P.E., PMP, Hoag Memorial Hospital Presbyterian
and Issam Khalaf, Jacobs Facilities, Inc.

The recently completed Women's Pavilion at Hoag Memorial Hospital Presbyterian in Newport Beach has a constructed value of \$200 million. The Women's Pavilion added 320,000 square feet to the hospital.

The Women's Pavilion consists of a base seismic isolation level, basement level for labs, first floor outpatient women's health services, second floor operating rooms and interstitial MEP, third and fourth floor inpatient beds/nursing, fifth floor LDRs/c-section, sixth floor ICU/neonatology and postpartum, seventh floor nursery and postpartum, and finally, an upper mechanical level. The building design employed moment-resisting frame, precast concrete exterior systems, and curtain wall.

The presentation will feature a photographic review of the building construction process. **The Women's Pavilion project was completed 60 days ahead of schedule and under budget.**

The overall success of the project can be attributed to a well functioning team. The core project team consisted of **Hoag Hospital Facilities Design and Construction** (owner), **Taylor and Associates Architects** (architect), **Jacobs Facilities Inc.** (construction manager), and **McCarthy Building Companies** (general contractor).

Mike Parris, P.E., PMP (pictured) is Director of Construction for Hoag Memorial Hospital Presbyterian. Mike has over 25 years of engineering and construction project management experience with a strong back-ground in multifaceted projects, including hospital construction, civil design/build, as well as general construction.



Issam Khalaf of Jacobs Facilities, Inc. has more than 21 years of experience in design and supervision of capital facilities, including a variety of health care facilities (Hoag Hospital, Huntington Memorial, Scripps Health, Saint Vincent Medical Center), theme parks (Disney's California Adventure and Downtown Disney), institutional, commercial, banking, and residential projects involving both new construction and renovation work.

August Vendor Showcase:
UGS
www.ugs.com

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THE CHAIR'S COLUMN



The Mid Year: Recaps and the Future

Well, I hope that everyone attended last month's special dinner meeting event. This event was special for a number of reasons:

- We held our first career fair.
- We ran a very popular series of sessions called "A Day in the Life of a Project Manager at (iSpace, IBM, and The Capital Group Companies)."
- We brought in a special professional speaker, **Mark Adams**, an ESPN sports commentator and former championship college basketball coach.
- Several of the board members, including yours truly, displayed several choreographed dance moves, which I'm sure have been captured for posterity elsewhere in this month's newsletter. (OK, I don't think that this one made the event special, but certainly more humorous for those who saw us)

Conclusion: We had a wildly successful event, attended by over 280 people! This has become our most highly attended dinner meeting event ever! A big thanks goes out to those who worked to put this special event together for the chapter.

Based on the great success of this event, I look forward to our organization building on these new achievements, and challenging ourselves to look at new opportunities. These types of events show how a group of committed volunteers can work together and put on a fantastic event. This is in addition to all of the other great programs that we regularly hold throughout the year, such as our regular dinner meetings, advanced topics seminars, PMP® prep courses, and volunteer/new member orientation sessions. Also, don't forget our upcoming conference, the **7th Annual Southern California Coalition Technology Conference (SCCTC)** on August 11 and 12.

Continued on page 5

LEADERSHIP CHANGES

New Finance Director/Treasurer Appointed

Regretfully, we must announce that **Pia Nielsen-Wagner, PMP** has resigned from her position as PMI-OC Finance Director/Treasurer. Her resignation became effective on July 25, 2006. Pia's contributions and experiences are very difficult to replace. We would like to thank Pia and extend our best wishes.

To cope with challenges ahead of us, the following position changes have been approved by the board in accordance with PMI-OC chapter bylaws. It is our great pleasure to announce that **Stephen June, PMP**, who has served as the IT Director this year has accepted the new position of Finance Director/Treasurer. In addition, **Francis Amalraj, PMP**, who has served as Records Committee Chair this year has accepted the position of IT Director.

As the previous director of IT, Stephen sought better ways to use our chapter's IT infrastructure, specifically focusing on IT practices and potential capabilities to increase value delivered to our members.

Stephen has been a PMP since 1998 and a chapter member since 1996. He has been a project manager for over 12 years, specializing in implementing and maintaining financial applications (A/P, G/L, A/R, F/A). With his in-depth financial applications experience, Stephen will immediately make great contributions to the Finance Director/Treasurer position.

Francis has been a PMP since March 2005 and a chapter member since August 2004. He has been a project manager for over six years, specializing in billing applications for the telecommunications industry.

Francis is currently managing the billing system for Boingo Wireless Inc. in Santa Monica. Recently, he accepted a new offer from Megapath Networks in Costa Mesa and will be Director of Billing and Data Warehousing beginning this month. With his excellent IT experience, he will be a great choice for the IT Director position.

Congratulations, Stephen and Francis.

Pan Kao, PMP

Operations Director/Secretary

PMI-OC Program Areas

Last month we talked about volunteer opportunities, focusing on membership and the many ways there for you to make a difference to our chapter. This month we are going to look at the programs area to describe the choices available to you.

Kristine Hayes Munson, PMP is PMI-OC Programs Director. She has organized her area to include dinner meetings, speaker coordination, career fairs, membership surveys, PMP® prep classes, advanced topics seminars, breakfast meetings, SCCTC conferences, award applications, facilities, and *Milestones* authors.

In July, Kristine's area supported the dinner meeting, obtaining the speaker and presenting the career fair for the chapter. To implement her program, she had ten people working on the dinner meeting, as they do each month. Volunteers included the event chair, hotel coordinator, photographer, raffle organizer, technology supervisor, muggers, and the master of ceremonies. Seven other volunteers organized the career fair, and one person coordinated the speaker. Clearly, we needed multiple volunteers for the large, hugely successful dinner event in July.

The PMP prep class volunteers, ably led by **Mike Graupner, PMP**, coordinate facilities, instructors, materials, and equipment for three class cycles a year taught at a minimum of two locations. Each class cycle requires 48 PMP instructors, two project managers, and others to assist with class management and administration.

The other components of programs include the advanced topics seminars, led this year by **Judith Berman, PMP**, breakfast meetings, SCCTC registration, award applications and many other programs.

Membership tracking performs analysis on the chapter membership,

We are always looking for volunteers, and all of these opportunities are available. Just let us know of your interest at Volunteer@pmi-oc.org.

Sylvan Finestone, PMP

VOLUNTEER OF THE MONTH

Robert Perrine, PMP

The PMI-OC Board of Directors unanimously selected **Robert Perrine, PMP** as the Volunteer of the Month for June, 2006. Robert was honored at the July dinner meeting by **Sylvan Finestone, PMP**, the chapter volunteer coordinator, who presented him with a certificate of appreciation.

Robert has been a chapter member since January 2004, earning his PMP® certification in March 2004. He has volunteered at the PMP certification workshops, where he has been a primary instructor for Integration, obtaining approval and then adding much of his own material to the course for the students' benefit. He has been called upon at very short notice to be a last minute fill-in. Robert modestly says, "I guess that means I spend a lot of Saturdays supporting the PMP workshops."

Robert has also presented an advanced topic seminar, discussing ITIL (the Information Technology Infrastructure Library), which is the ISO standard for IT operations. He is the coordinator for the PMO-Local Interest Group (LIG), hosting the web site and, until recently, was the coordinator for the PMO breakfast meetings.

Robert specializes in governance, blending the best of the PMO, PMP and ITIL together to build a framework of processes and procedures. Currently, he works as a program manager for Tickets.com, formalizing their SDLC, creating and formalizing repeatable processes.

In selecting Robert, the board noted how he is always doing something for the chapter: teaching, presenting, sharing and building great teams. Robert believes that his contributions are all completely dependent on the teams that he leads and participates in. As Robert says, "If 90 percent of a PM's job is communication, then 50 percent of that communication needs to be focused on building and supporting the team." The board commends Robert for his philosophy and thanks him for his many contributions to PMI-OC.

Sylvan Finestone, PMP



Volunteer Opportunities

SCCTC: Assist with Registration Records

Support the registration activity at the SCCTC to be held at the Westin Long Beach on August 11 and 12. Volunteers will receive complimentary admission to the event and will be able to attend some sessions as well as networking. **Contact Finance Director Stephen June.** Two to four hour shifts.

PDU Tracker for the Chapter

Assist the volunteer chair in tracking the PDUs earned and reported by the directors. Assist in the preparation and distribution of the PDU certificates. May also support the upcoming volunteer recognition day by planning and organizing on the day of the event. **Contact Volunteer Chair Sylvan Finestone.**

Spark of Love Project Manager

Organize the Spark of Love toy drive the chapter holds in conjunction with the Orange County Fire Department each year. Plan the event where we donate toys to the fire department for distribution to the less privileged during the holidays. **Contact Membership Director Rod Hendrixson.**

Member, Records Committee

Support the effort to create a centralized repository for the PMI-OC records, including electronic data, assets and any other PMI-OC records. **Contact Operations Director Pan Kao.** Fifteen hours a month for three to five months.

Budget Review Committee

Assist the finance director in financial analysis of the budget and actuals of the chapter. **Contact Finance Director Stephen June.** Meets quarterly for four hours.

Milestones Advertising Manager

Work with the marketing director, marketing team and newsletter editor to solicit new advertisers for the newsletter and insure newsletter ads are current. **Contact Marketing Director Brent Felsted.** Four to eight hours a month.

Milestones Account Manager

Work with the marketing director, marketing team and dinner meeting sponsor manager to prepare billings for newsletter and dinner meeting sponsors. Validate that existing companies perceive value for their advertising dollars. **Contact Marketing Director Brent Felsted.** Four to eight hours a month.

Facilities Team

Coordinate facilities for ongoing events. Participate as team member to coordinate facilities for the PMP® preparation workshops and the advanced topics seminars. **Contact Programs Director Kristine Hayes Munson.** As required time commitment.

Dinner Meeting Sponsor Manager

Work with the marketing director, marketing teams and programs directors to provide vendor showcases for dinner meetings. Coordinate vendor presentation requirements, identify new sponsors, and maintain contact with existing vendor sponsors. **Contact Marketing Director Brent Felsted.** Four to eight hours a month.



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Upcoming PM Training Classes in the Orange County Area

PMP Exam Prep

Aug 24- 25, 2006, Phoenix, AZ
Oct 30 - 31, 2006, Phoenix, AZ
2 days, 16 Contact Hours
"Pass the PMP-Guaranteed!"

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Oct 30 - Nov 2, 2006, Phoenix, AZ
4 days, 40 Contact Hours

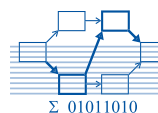
What Makes a Project Manager Successful?

Nov 13 - 14, 2006, Phoenix, AZ
2 days, 14 Contact Hours



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JULY 11 CAREER FAIR

A Day in the Life of a Project Manager

In this segment of the July 11 career fair, attendees gained insight into multiple, diverse views of project managers, key team members and project types from their business leaders in the Orange County area. In 30 minute segments, attendees gained insight into the company, the company's services, its views on the value of project management and the kinds of projects it provides internally as well as for its client base.

iSpace is a firm focused on business process outsourcing of IT services related to transaction processing and customer interaction services. iSpace representatives presented the view of a project management office structure for controlling, monitoring and reporting of projects on one of its customer accounts.

The client account executive explained the sales and delivery process of the service offering and his role in managing the relationship between the two companies during delivery of the service. The service delivery project manager introduced himself and discussed the centralized approach taken in delivering the work service through the project management office model. (www.ispace.com)

IBM was represented by one of its senior managers in the Americas geographical region, who briefed the audience on IBM's global Center of Excellence for Project Management (PMCOE) established in 1997.

The role of the Center is to ensure IBM project managers in this profession receive standard education, a standard global methodology and tool box to perform their work on various types of projects and programs for IBM and its customers. The profession also has a central repository of knowledge in "best practices." Starting at the senior level of the job categories of maturity, project managers must be certified through the profession's project management board. (www.ibm.com)

The Capital Group Companies presented project management from a business perspective. Capital Group was represented by a team of business analysts who play key roles on the company's project teams.

The team explained how The Capital Group's business lines clearly articulate needs and requirements for Information Technology (IT) service delivery solutions..

Capital Group's business analyst position is responsible and accountable for project consistency within the business/IT integrated team. (www.capgroup.com)

Julie M. Wilson, PMP



The Chair's Column

Continued from page 2

Speaking of volunteers, since I began writing these columns last January, I have discussed volunteerism and the great benefits that volunteering brings to the chapter and the individual. I have also addressed the need to envision the future and to put plans in place to reach those goals. As we pass through to the second half of the year, we are gearing up for the chapter plans for 2007. On pages 00 and 00 in this *Milestones*, you will find articles about nominations for open board positions for 2007 and the process that will be followed for the elections.

Please make sure that your membership information is updated on the PMI® website (we use the email address you have on file with PMI to send you the ballot) so that you can participate in the election of next year's board. If you are an active volunteer and want to take your volunteerism to the next level, consider running for the board. Please contact the nominating committee (see page 00) for more information.

The 2006/2007 PMI-OC Board of Directors will be leading our organization and charting the course for the next one to three years. Even if you are not on the board, you can participate by answering the membership survey. This data, along with other information and statistics, helps us better understand the needs of the members and identify the trends impacting the organization.

Ultimately, these all feed into and support our chapter purpose statement, **providing members quality professional development and networking opportunities**. This guiding principle will continue to drive us through the remainder of this year and beyond. I am glad to see that our organization is strongly aligned to support our members, and I look forward to the upcoming activities over the remainder of the year.

*Glen Fujimoto
Chair/President*



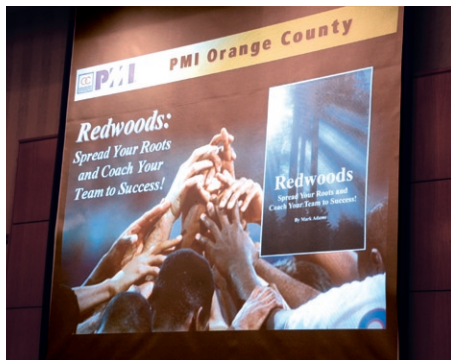
At the Career Fair. Left to right, The Capital Group Companies, Kaiser Permanente, RCM Technologies, and Nakoma Group. Other top Orange County companies participating were AMO Advanced Medical Optics, Compuware, Downey Savings, OutSource Technical, Pro-Tem Solutions, ResourceXperts, Solugenix, Spherion, Structure Networks, Tentek, and UCI Extension.

JULY 11 LEADERSHIP DINNER MEETING

You could tell that **Mark Adams** was no ordinary speaker even before the meeting began.

He walked around the various tables where we were eating, introducing himself and making conversation. But that didn't really prepare us for what hit next.

It was a big night for the chapter, starting with a career fair with many potential employers, so the attendance was running high to begin with. When Mark was almost ready to start, we were shown a series of slides detailing his achievements. At the moment it seemed rather brash. But then, as the great philosopher **Leo Durocher** once observed, "It ain't braggin' if you can do it." Mark can do it.



He opened with a high energy, high enthusiasm warm up: modern calisthenics, featuring PMI-OC board members. From the back of the room it was difficult to see all of it, but I can tell you that **Cornelius Fichtner** makes a magnificent lawn sprinkler.

Mark began with the similarities between coaching (he coached NCAA basketball for many years) and project management:

- Both depend on the "scouting report." If you don't know what you're up against, it's hard to win.
- Both are subject to the triple constraints of cost, schedule and performance.
- Both depend heavily upon effective communications.

He then encouraged us to look at our project teams with the same eye he used for basketball teams, looking particularly at the team dynamics:

- How will the character of individuals affect the team's culture and solidarity?
- Does the team have the depth and talent to handle the project's size and scope?
- Is the project a profitable solution; if so, how profitable?



- Do I know my individual team members' strengths and talent?
- Based on an individual's talents and strengths, will they be able to excel?
- Have I clearly defined the roles of the team members and supporters?
- Do I communicate clearly using multiple ways to communicate with the team?

That's a look at the team you've assembled. Now, a look at the coach/project manager:

- The coach is much more a shepherd than a general.
- The coach creates an environment of roving leadership.
- Always say "thank you" to the team by giving them all the credit for success. And the coach should take the blame for failure.
- The key secret to a coach's success: he relies on identifying talent for success.
- The coach always gives immediate feedback; a mistake is also known as a teaching opportunity.
- Team meetings do not count as coaching.
- The coach makes it fun.



We were introduced to a new colloquialism, "Chasing the snake." It comes from the analysis of a snakebite situation. Once bitten, many people begin to chase the snake and wreak vengeance on it. Smart people ignore the snake and get medical help. (And if your boss is a snake . . .)

Continued on page 7

He finished with what he considers the five essential character traits of a coach

- Discipline
- Perseverance
- Character
- Leadership
- Faith

Mark illustrated these characteristics with examples such as **Jackie Robinson** and **Abraham Lincoln**.



All this took about an hour, and Mark was as energetic at the end as in the beginning. From beginning to end, this was an unusual, high energy presentation. How unusual? Well, how many speakers at PMI-OC get a standing ovation?

John Hendershot, PMP

2007 Board of Directors Election

Call for Nominations

Do you see room for improvement in PMI-OC and want to help? Or do you like what's going on now and want to get involved?

The PMI-OC Nominating Committee has opened its search for candidates for the 2007 Board of Directors. PMI-OC members may self-nominate or be recommended by others. The Nominating Committee will evaluate all candidate recommendations and prepare a slate of candidates to stand for election in September.

Positions available include: Chair-Elect, Director at Large, Finance Director/Treasurer, Information Technology Director, Marketing Director, Membership Director, Operations Director/Secretary, and Programs Director

If you're interested, please contact **Kristine Hayes Munson, PMP** at programs@pmi-oc.org.

Electronic Balloting

We are pleased to announce that we are planning to use electronic balloting again this year. The online election will be held from September 15 through September 30, 2006.

There is still time for you to become an eligible voter. To participate, you must be a member of PMI® and PMI-OC chapter as of August 31, 2006. Please sign up at www.pmi.org.

If you are already a member of PMI and PMI-OC, please update your personal profile at www.pmi.org. Make sure that your e-mail address is up to date. If you have any questions about how to update your personal PMI profile, please contact membership@pmi-oc.org, and if you have questions about the electronic election process, please contact operations@pmi-oc.org.



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OPM3

As Much About the Maturity of the Project Manager as the Maturity of the Organization

In its 2004 Third Quarter Research Report, **The Standish Group** analyzed the current state of project management and found that of their investigated group of projects, more than half had been challenged (53 percent), less than a third had succeeded (29 percent), and nearly a fifth (18 percent) were outright failures. It used to be that the triple constraint of time, scope and resources adequately described the parameters that a successful project would have to meet. No longer. There is now a fourth constraint: process (Figure 1) that expands the familiar triangle to a tetrahedron.

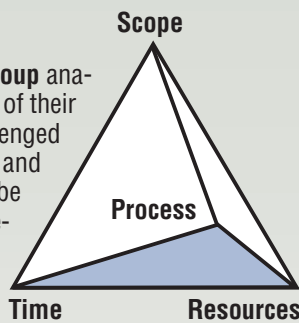


Figure 1: With Process as the fourth constraint, the familiar triangle of the triple constraint Scope, Time, Resources becomes a tetrahedron.

This fourth constraint, process, falls entirely into the realm of the project manager. The question “Why do projects fail?” becomes now “Why do project managers fail?” Providing answers to this question, and what to do about them, was the focus of the July Advanced Topic Seminar¹. With their well-prepared presentation, **Allan Shechet, PMP** (below left) and **Andy Anderson, PMP** (below right) took their audience on a guided tour of PMI’s latest effort at standardization: OPM3, the organizational project management maturity model for linking organizational strategy to successful projects through best practices². Organizational project management is the application of knowledge, skills, tools and techniques³ to achieve the aims of an organization through projects.



Today’s project management places great emphasis on leadership, more so than on new and advanced methods. In many corporations, leadership occurs on multiple levels, from the executive level, where business strategies originate, down to the project level, where team leaders execute their project plans. The challenge here is to align these levels with each other and maintain this alignment as the strategies change and the projects progress. The cost of failing to do so in a timely and effective manner is high; even projects that adhere to the tenets of good project management and finish on time and within budget risk delivering the wrong outcome when they have lost sight of the changed business goals.

This is where OPM3 comes in. OPM3 bridges the gap between organizational strategy and project success (Figure 2). For companies that have strategic planning processes in place and also apply the processes of PMBOK, OPM3 can link these by enabling the alignment of projects with business strategy⁴. It follows thus that for project managers to deliver their projects successfully, consistently and predictably, their organizations need not only the ability to choose the right projects, but also the ability to manage the impact caused by changes in business strategy. OPM3 applies to both. It offers a model for assessing the maturity⁵ that an organization has reached in attaining these abilities.



Figure 2

To this end, OPM3 standardizes organizational project management with a maturity model through a

- Tool for assessing an organization’s current process management capabilities,
- Methodology for educating and training people involved in the management of organizational processes,
- Framework for institutionalizing process improvement in organizations and for increasing project management capabilities in project managers.

The presenters envisaged three distinct skills for project managers to succeed in this aligned environment: (1) technical, (2) business, and (3) behavioral skills. Figure 3 shows their relationship in the context of project management maturity.

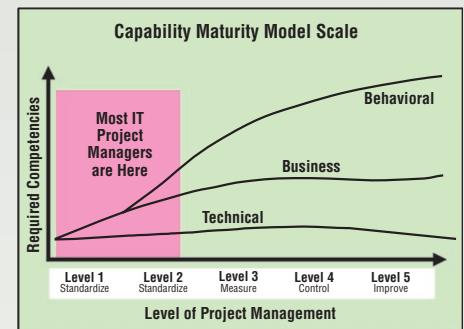


Figure 3: Initially technical experts, project managers now also need to acquire business skills and finally become expert at behavioral skills.

What could be the reasons for a company failing to embark on a growing maturity and not align projects with strategy? The presenters listed three:

1. Organizational issues like: there is not enough funding for all key projects, upper management does not see the project management process as key to adding value, or large projects overwhelm the organization to such an extent that other strategically important, but smaller projects fall by the wayside.
2. Erroneous methods, such as absent or flawed selection process for the project portfolio and, very common, poor communication.
3. Process errors, such as they occur in communicating the company’s strategic goals, in aligning the project portfolio with the strategy, and in maintaining this alignment.

Continued on page 10

¹ This seminar was part one of two. Shechet and Anderson will return in early 2007 with part two, Practical Applications of OPM3.
² Best Practices arise from the collective experience and consensus by the professional community. They do not derive from the model of one individual or one company or from a book on project management maturity.
³ Part of these are the well-known PMO, project portfolio management, leadership training, matrix organizations, resource management, etc.
⁴ It has become widely known that projects aligned with organizational strategy are successful more often.
⁵ *The Random House Dictionary of the American Language* defines maturity as “full development or perfected condition.”

Organizational project management maturity can thus be defined as the degree to which an organization practices enterprise-wide project management. OPM3's role is then to help an organization develop the framework and capabilities it needs for achieving its strategy through projects. This role is strategic and tactical at the same time:

Strategic Role

Improve the organization's ability to achieve strategic goals through executing the right project, and

Tactical Role

Direct the organization in managing the projects in the right way.

In these roles, OPM3 seeks to reach three goals:

1. Raise Awareness

- Help all levels of management understand how to create an environment for successful projects.
- Help those responsible for project management (e.g., PMOs) identify drivers of project results and set standards for excellence.
- Demonstrate relationships between executive functions (selecting and prioritizing project investments) and project management functions (initiating, planning, executing, controlling, and closing).
- Help organizations understand their own current project management, program management, and portfolio management capabilities.

2. Provoke Action

- Identify areas for improvement and ways to make coordinated improvements incrementally in manageable steps.
- Rally an organization or its partners to focus on specific and actionable project management improvements.
- Enable organizations to achieve consistent implementation of project management work methods through standardization.
- Make project management measurable within the organization.

3. Increase Accountability

- Assess the organization's ability to achieve strategic priorities through projects, such as by evaluating the viability of the annual budget or product pipeline.
- Facilitate organizational change associated with developing project, program, or portfolio management functions.

- Develop consistency and predictability in project delivery.
- Distinguish one's own organization from competitors.

For reaching these three goals, there are four basic elements in OPM3 that form a foundational structure, shown in Figure 4.

1. **Best Practices**, optimal ways recognized by industry to achieve a stated goal or objective.
2. **Capabilities**, steps along the path to increased maturity of a Best Practice.
3. **Outcomes**, tangible or intangible results of demonstrating or applying a Capability.
4. **Key Performance Indicators (KPIs)**, criteria by which an organization can determine whether an Outcome exists.



Figure 4

This structure aims to raise an organization's awareness of what to look for in ordinary tasks and of knowing the difference between tasks that are effective and efficient and tasks that are not. The OPM3 standard contains 586 Best Practices, which in turn contain 2007 Capabilities that map into 2038 Outcomes. With each Outcome, there is an

associated KPI. Some Best Practices have Capabilities linked to them that belong to other Best Practices.

Figure 5 (below) illustrates the *Best Practice 3060, Select Projects Based On Organization's Best Interest*. In addition to its own Capabilities 3060.040 through 010, it also draws upon the Capability 5340.020, which belongs to *Best Practice 5340, Establish Executive Support*.



Figure 5: Best Practices contain hierarchical capabilities and draw on capabilities from other Best Practices. Here the Best Practice 3060 contains Capabilities 040-010. The Capability 5340.020 belongs to Best Practice 5340 Establish Executive Support.

OPM3 organizes the 586 Best Practices into two domains:

1. SMCI Domain:

Standardize

Defined and standardized project management processes exist in the organization.

Measure

Measurements of the defined processes are taken.

Control

Processes are controlled based on measurements taken from the defined processes.

Continuously Improve

Improvements are made to the defined processes based on measurements and controls established.

2. PPP Domain:

Project

A temporary endeavor undertaken to create a unique product, service, or result.

Program

A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.

Portfolio

A collection of projects and/or programs and other work that are grouped together to facilitate effective management of that work to meet strategic business objectives.



Two attendees learning about OPM3

There are also Best Practices that are not part of either of these two domains. These are the Organizational Enablers.

In turn, the Capabilities in OPM3 are categorized by the five process groups of PMBOK: Initiating, Planning, Executing, Controlling and Closing Processes (IPECC). Table 1 shows an example of an entry in OPM3 for the Best Practice 1410, Manage Project Resource Pool, with one of its Capabilities, its Outcome, and its associated KPI:

Table 1: Entry in OPM3's Capabilities Directory for a Best Practice with one of the Capabilities, the associated Outcome and its KPI.

BP ID	1410
BP Name	Manage resource pool
BP Description	The organization has the mechanisms, systems, and processes that provide projects with professional project managers and competent, committed project team members.
Capability ID	1401.010
Capability Name	Know the importance of competent resource pool
PPP	Project
Capability Description	The organization is aware of the processes needed to provide qualified people to projects.
SMCI	Standardize
IPECC	Planning
Outcome ID	1410.010.10
Outcome Name	Organizational process analysis
Outcome Description	The organization is aware of its current state with respect to the processes that provide qualified people
KPI Name	Results of the current state process analysis

With part one of their introduction to OPM3, the presenters have laid the groundwork. Part two will bring practical applications of the new standard. To give their audience a preview, Allan and Andy embarked on a swift trip through the OPM3 process cycle, which has these five steps:

- Step 1: Prepare for Assessment
- Step 2: Perform Assessment
- Step 3: Plan for Improvement
- Step 4: Implement Improvement
- Step 5: Repeat the process

Step One, Prepare for Assessment

Step 1 provides the basic knowledge that an organization needs for understanding organizational project management and for assessing its maturity in it. There are four assessment methods split into two groups.

Best Practice-Based Assessments

1. Self-Assessment Method or (SAM)

- Series of 151 questions designed to help the organization determine which best practices they believe they have implemented in the organization. It will determine the scope of the comprehensive assessment.
- Designed to establish consensus and support the Assessment/Improvement Team.
- Merely a filter

2. Comprehensive Assessment

- The real litmus test regarding one's current state of maturity
- Enables organization to identify specific recommendations for improving Capabilities

⁶ ProductSuite is a proprietary assessment method developed by Det Norske Veritas.

⁷ Det Norske Veritas (DNV) www.dnv.com is an independent, autonomous foundation established in 1864 to safeguard life, property and the environment, and headquartered in Oslo, Norway. It is a leader in the development of assessment, certification and improvement tools.

⁸ PMI states \$695, and \$595 for members: <http://www.pmibookstore.org/PMIBookStore/productDetails.aspx?itemID=813&varID=1>

Capabilities-Based Assessments

3. ProductSuite⁶ Desk Assessment

- Tells you which Capabilities the organization has currently, while simultaneously and automatically identifying (1) the Capabilities that should be developed to increase maturity, (2) the Outcomes you should expect, and (3) KPIs to gauge improvement.

4. ProductSuite Rigorous Assessment

- Decide whether to use whole OPM3 for the detailed Capability Assessment
- Determine the degree to which Capabilities Outcomes have or have not been achieved.
- Certified by DNV⁷.

Step Two: Perform Assessment

Step 2 assesses key aspects of Organizational PM maturity and identifies the Best Practices, those that exist and those that do not, for inferring an organization's maturity.

Step Three: Plan for Improvements

Step 3 evaluates the current capabilities for each Best Practice, and identifies the missing or partially achieved Capabilities

Step Four: Implement Improvements

Here the organization implements the plan over time and executes the development activities to attain the needed capabilities. Any changes that the organization makes should be done as projects.

Step Five: Repeat the Process

As the organization implements the improvement plan, it should consider change management factors and re-adjust its plan according to the business climate.

Thank you, Allan and Andy, for your excellent work in communicating the key messages of OPM3. You must have spent countless hours preparing your presentation. As the result showed, you have richly deserved the audience's accolade.

Reviewer's note:

Standards emerge and gain widespread acceptance because many experienced practitioners in the field increasingly adopt their tenets. With a PMI member price of \$600 for an online single-user license⁸ of the OPM3 standard, this is not likely to happen any time soon.

George D. Meier, PMP
george.meier.pmp@earthlink.net



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SEPTEMBER 9TH ADVANCED TOPIC

Creating Effective Risk Responses

Presented by Jan Birkelbach, PMP

Risk management becomes tricky as project managers attempt to interpret stakeholder risk tolerance and project characteristics in crafting effective risk responses.

In this seminar, we will review the considerations and a recommended process that can improve the effectiveness of risk responses in any type of project. The goal is to improve predictability when it pays to do so. The respective roles of people, process, technology and metrics as they impact our judgments and decisions will be examined as both sources of problems and solutions.

Attendees will be invited to apply some tools and techniques to a project scenario, so bring your calculators for more engaging problem-solving.

Jan Birkelbach, PMP manages and consults for a variety of project types, including business process improvement, computer hardware and software integration and deployment, strategic marketing initiatives and operational business planning, spanning more than 15 years.

He has managed in both staff and line functional capacities, as senior project manager, program director, managing consultant and in startup entrepreneurial roles. He started his career in the Peace Corps in Thailand. His industry experience is from his employment at Pacific Bell and financial services and technical professional services companies.

Mr. Birkelbach is an Instructor at the University of California, Irvine in Project Risk Management, Management of Multiple Projects, Business Analysis, Project Planning and Scheduling, Management of Information Systems Projects, Project Procurement Management, Earned Value, Project Evaluation and Selection, and PMP Certification Exam Preparation and Microsoft Office Project.

When:

Saturday, September 9, 2006,
8:00 a.m. to 12:00 p.m.

Where:

Keller Graduate School of Management
3880 Kilroy Airport Way, Room 207
Long Beach, CA 90807

New venue for Advanced Topics Seminars!

Coming north on the 405, take the Lakewood Blvd. north exit, make a right onto Lakewood and a left onto Spring Street. The first stop light on Spring Street is Kilroy Airport Way. Make a left. At the first stop sign, make a left and you're in the parking lot. Park behind the building. There is an elevator at the front of the building. Go to room 207.

PDUs:

There are four PDUs for this event.

Cost:

In advance:
\$35 members, \$40 non-members

At the door:
\$50 members and non-members

Go to www.pmi-oc.org for more details.

Friday, September 8

SoCal Pharma LIG Breakfast Meeting

The SoCal Pharma LIG is a new LIG that is getting established in this area. They will be holding breakfast meetings that are open to anyone who is interested in project management and works in the pharma, biotech, medical devices or life sciences industries.

They are free for PMI-OC members and free for non-members attending for the first time.

Presenters will be **Brenda Jenkins**, VP Clinical Operations, and **Charlotte Gardea**, Project Director at MDS. Topic will be Clinical Site Implementation: Insurance Policy vs. Contingency Planning.

When:

Friday, September 8, 2006
8:00 a.m. Breakfast
8:30 a.m. Presentation begins

Where:

Allergan
2525 Dupont Drive
Irvine, CA 92612

Future meetings will be held on October 13 and November 10 at locations that will alternate between Orange County and San Diego.

To register, go to www.pmi-oc.org.



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PMI-OC MEMBER/VOLUNTEER ORIENTATION TRAINING

The fifth Member/Volunteer Orientation Training was held on the UCI campus on Thursday, July 20. Despite the high heat, about 18 PMI-OC members turned out for this event designed to educate new and returning members about the benefits and resources offered by PMI® and PMI-OC. For most of the attendees, this was the first PMI-OC event that they attended. The PMI-OC Member/Volunteer Orientation Training is a great way to connect with members of PMI-OC, as well as all the volunteers and directors. This event presents an opportunity for new and inactive members to learn in depth what PMI-OC has to offer, but more importantly, ways that everyone can volunteer and network.

The meeting was similar to past orientation meetings, including a tasty meal. Each meeting the menu is changed. This time Chinese food was in abundance. Every meeting is arranged to help members feel at ease and allow them to get to know whom to contact when they have questions.

Rod Hendrixson, PMP, Membership Director, started the meeting by introducing the volunteers who helped put the meeting together. Those volunteers included **Myrna Bravo, PMP**, Ambassador Chairman, **Susan Thompson, PMP**, networking speaker, **Sylvan Finestone, PMP**, volunteer instructor, **Victoria Flanagan**, Director at Large, **Melanie McCarthy**, ResourceXperts, and **John Sunderson, PMP**, Ambassador

Rod presented the PMI website. His presentation included a virtual slide tour of the website and many features available to members. His slides showed the home page, and he pointed out several features, including the member logon and the various links across the upper area. Victoria emphasized the “eReading and Reference” and the “Knowledge and Wisdom,” which are little-known areas on the PMI site.

Rod then spoke about the Ambassador Program. He indicated the basic duties of ambassadors, including the opportunities of meeting people in the chapter and sharing their knowledge. One of the many great benefits available to you as an ambassador, as Sylvan Finestone pointed out, is that you are in a position to learn how each area of PMI-OC functions.

Rod introduced Sylvan Finestone, who spoke extensively on the volunteer aspects of the organization. His talk and the accompanying handouts introduced the attendees to PMI-OC’s organization and its structure, the many committees that use volunteers, and emphasized the committees that can use more volunteers. His interesting talk had everyone wanting to volunteer.

During a short break, everyone was engaged in conversations and networking. When the break concluded, Rod introduced **Melanie McCarthy**, who spoke on Networking 101. Melanie, the principal of ResourceXperts, presented the basics of networking. Her dynamic presentation kept everyone’s attention. Her presentation included why and how to network. She concentrated on the essentials and connecting those members “looking” with people and places that would be productive. During the course of her presentation, she actually managed to make connections just within the people attending.

Melanie indicated that there are five valuable networking tools that everyone should be aware of:

1. 30 second commercial about yourself. What is your discipline? What is your industry?
2. Business cards, both a personal and professional card and one from your current company (if available).
3. Name badge; create your own with company and title to wear on your right shoulder.
4. Resume, maximum two pages. Keep it with you if you are in transition.
5. Networking brochure

Melanie said that networking should be viewed as a continuous grooming of contacts, rather than a one-time event. Melanie said that you have a 70 percent chance of getting a job from someone you know.

Melanie pointed out that the chapter uses colored dots on the name badges to assist in networking at various meetings that PMI-OC holds each month, especially the dinner meetings.

One of the duties of the ambassadors is to insure that new members are introduced to various volunteers and directors of the chapter. At your next PMI-OC event, look out for these dots, as they can be a valuable tool in networking:

Red, new member; **blue**, first time attendee; **green**, looking for opportunities; **yellow**, know of opportunities.

Rod Hendrixson gave a few closing remarks, and the meeting concluded. In closing, Rod mentioned that PMI-OC holds over 80 events a year (too many to list here). This is a tremendous opportunity waiting for you, whether you want to network, meet people, connect with peers in your profession, or to enjoy all the benefits of volunteering.

To learn more about the 80 plus events and to receive PMI-OC’s *E-Mail Blast*, please visit www.pmi-oc.org.

John Sunderson, CDP, PMP
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Test Your Knowledge on PMP® Exam Questions

Answers are on page 19

1. As project manager, you need to identify and develop estimates for resources for your project. Which one of the following is the most appropriate input?
 - a. The master schedule
 - b. The responsibility assignment matrix (RAM)
 - c. The work breakdown schedule (WBS)
 - d. The risk register
2. You have just completed a 12 month project. As the project manager, you had complete accountability for completing the project on time, within budget, and ensuring the quality of all deliverables. You are now up for your annual performance review. What is not an area for which you would expect to be rewarded?
 - a. Developing and mentoring project management skills for selected team members
 - b. Extending the work day
 - c. Meeting over 97% of your milestones on time
 - d. Completing the project within budget
3. Your program manager has assigned you a project requiring very high visibility at the senior management level. This is due to severe safety issues encompassing the application of explosives. This information is a valuable input in developing your:
 - a. Scope management plan
 - b. Quality management plan
 - c. Cost management plan
 - d. Communications management plan
4. The "To Complete Performance Index" (TCPI) calculates all the following except:
 - a. There is insufficient data to make a judgment
 - b. The project is behind schedule and over-running cost.
 - c. The project is ahead of schedule and over-running cost
 - d. The project is behind schedule and under-running cost.

Thursday, September 21, 2006

MEMBER/VOLUNTEER ORIENTATION TRAINING

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 come join the Member/Volunteer Orientation Training session. Topics include:

PMI® Website	PMI-OC Website	Volunteer Opportunities
<ul style="list-style-type: none">• Membership Profile• Components• Logging PDUs	<ul style="list-style-type: none">• Valued Programs• Event Registration• Career Center	<ul style="list-style-type: none">• Ambassador Program• Networking 101• More . . .

Meet the PMI-OC Board of Directors, your fellow members, and volunteers. We will present the value added benefits, professional development opportunities, and programs that PMI-OC offers to its members.

The number one benefit of your membership in PMI-OC is the vast pool of individuals to 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 these tips and pointers will improve your networking skills and enrich the experience measurably.

When: Thursday, September 21, 2006
6:00 p.m. to 8:00 p.m.
Registration and food start at 6:00 p.m.
Program starts at 6:30 p.m.

Where: UC Irvine
Building 232, Rooms C-110/111
Women's Opportunities Center/University Extension A UNEX (D7)
Quadrant D7, Building 232 on the UCI map:
Download map at http://today.uci.edu/pdf/UCI_06_Map.pdf

Directions: **Southbound:** Take 405 and make a **right** turn on Jamboree Road.
Northbound: Take 405 and make a **left** turn on Jamboree Road.
Next, make a left turn on Campus Drive, go past University Drive, past the Irvine Barclay Theater (on your right), and then turn right on Stanford into UCI parking lot SSPS. Then follow the yellow PMI-OC EVENT signs to the designated location.

Cost: Parking is \$2.00 an hour.
Food provided at no charge.

Register: www.pmi-oc.org
Please register early. Space is limited to the first 40 members.

Questions: E-mail: membership@pmi-oc.org



WANT TO BE PMP® CERTIFIED?

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PMI Orange County Chapter Announces its 2006 Fall Course



PMP EXAM PREPARATION WORKSHOP

Six Saturdays Beginning September 16, 2006

This workshop is intended for anyone who wishes to achieve their PMP certification, who meets the requirements as identified by PMI® (see <http://www.pmi.org/certification>), AND who has studied recommended PMI project management literature, specifically, the third edition of the PMBOK® Guide.

This workshop will help you prepare for exam success, and will provide you with the eligibility requirement of 35 contact hours in project management education. Participants will be provided with a classroom discussion guide and a supplemental text that includes study questions on CD-ROM. Also, participants will have access to additional study material.

When: Six Saturdays* from 8 a.m. until 5 p.m.

September 16	October 14	October 28
September 30	October 21	November 4

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Laguna Hills South Coast Learning Center
25205 La Paz Road 3150 Bristol Street
Laguna Hills, CA 92653 Costa Mesa, CA 92626

Cost: The workshop fee is per participant, payable at the time of registration. Classes fill very fast and cannot exceed 17 participants at each location (total 34, both locations). Get your registration and money in early to guarantee a seat.

Register by September 5 to receive a special discount!

- **PMI Member: \$750 prior to Sept. 5, \$800 after Sept. 5**
- **Non Member: \$850 prior to Sept. 5, \$950 after Sept. 5**

Register: www.pmi-oc.org

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

Note: 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.

*Dates subject to change.



Mark Your Calendars Now



August 11-12 SCCTC Conference

Growing and Strengthening at the Speed of Technology

The Westin Long Beach

SEE PAGE 1



Sept. 9 Advanced Topic Seminar

Jan Birkelbach, PMP

Creating Effective Risk Responses

SEE PAGE 13.



Sept. 12 Dinner Meeting

Tom Stein

Business Continuity Programs:
Keep it Clean and Simple!

The topic of BCP has been around for years, but with recent planned and unplanned events in Orange County and the world, businesses need to proactively develop plans to protect their associates and their businesses.

The statistics are staggering; up to sixty percent of small companies will collapse within a year after experiencing a major denial of their systems, their associates, or their facilities.

Tom will review the key facets of what you need for a successful BCP.

Election Kick-Off



Oct. 7 Advanced Topic Seminar

Diane Altwies, PMP

Overcoming Team Dysfunction



October 10 Dinner Meeting

Craig Smith

Building the Great Pyramid,
Project Management 2550 B.C.

Annual Membership Meeting



October 19-21

PMI North American Leadership Meeting

Seattle, WA



October 22-24

PMI Global Congress

Seattle, WA



Nov. 4 Advanced Topic Seminar

Mike Cohn

Agile Estimating and Planning,
User Stories Applied



Dec. 3 Advanced Topic Seminar

Margaret Meloni, PMP



December 12 Dinner Meeting

Christine Fotheringham and PMI-OC Fellowship Awards

MAXIMIZING PROJECT SUCCESS

Firefighting Project Managers

Using Risk Assessment to Prevent the Fires that Burn Projects

As project managers our work revolves around “guessing.” Face it, planning a project is our way of guessing (estimating) how long it will take, how much it will cost and how much we can do. Having a plan makes the execution of that estimate run more smoothly. But, then there’s Murphy’s Law, “If anything can go wrong, it will.” For this reason, the plan includes a risk assessment. Doing the risk assessment and knowing how you’re going to respond to each risk before you head into execution helps prepare your team to fight the “fires” that occur during execution. In order to try and reduce the amount of time, energy and money you have to use to fight them, here are the four basic responses you can use to help manage risk:

1. Avoid. Avoiding any risk is a preventive action. Basically, you are going to use countermeasures to eliminate the impact and/or probability of the risk. This type of response is your first line of defense in preventing the fires. Use it with all of your risks unless it’s too expensive.

2. Mitigate. Mitigating risks is also a preventive action. With mitigation, you use countermeasures to try and reduce the impact or probability of the risk to an acceptable level. This type of response is used when the risk cannot be avoided, and it’s a way to keep those fires at a level that can’t burn your project.

3. Transfer. Transferring risk is a shift in responsibility to another party. This type of response is used when outsourcing is an option – you may request a fixed price or fixed schedule or when insurance can help – to protect against liability or property damage.

4. Accept. Accepting a risk is a reactionary response. When you accept a risk, you have implemented countermeasures and/or mitigations that have reduced the probability or impact to a level that is acceptable to the project. You accept the risk when there are no more practical and cost-effective ways of avoiding, mitigating or transferring the risk. Also, there are two ways you can accept risk: active or passive.

a. When you actively accept risk you create a contingency plan to deal with the risk should it occur, and you define risk triggers that let you know when the probability of the risk has increased. Here are two options when you actively accept risk:

- Have a contingency plan ready to implement when either the probability or impact risk triggers are at a critical level or the risk occurred.
- Develop an outline for a contingency plan and then create a more detailed plan when the risk trigger is detected or the risk occurs.

b. When you passively accept risk, no plan is developed until the risk occurs.

Regardless of whether you actively accept or passively accept the risk, always set aside contingency reserves for time, effort and/or money to deal with the accepted risks as well as the unknown unknowns – those you are unable to identify.

In order to determine which response is the right response, have your team brainstorm countermeasures to avoid, mitigate or transfer the risk. Here’s a tip; provide each team member with sticky notes and markers. Use a different color from the actual risks and ask the group to use the Write it! Say it! Slap it! Method for brainstorming. Don’t worry if the countermeasures are crazy or unrealistic, you’ll weed those out during analysis.

So, before moving into the execution phase of your projects and activating “Murphy’s Law,” do your risk assessment as usual during planning, and determine how you will respond. It can be the difference between dealing with an out of control forest fire that devastates your project or a small rubbish fire than you can put out with an extinguisher.

Cathy Cassidy, Martin Training Associates

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Martin Training Associates is a management consulting firm specializing in developing core skills needed at every level of the organization, including Project Management training, consulting and PM tools that are aligned with the 2003 PMBOK®. Attendees of the MTA Project Management and soft skills curriculum, leave their workshops with skills they can implement right away to improve team performance. MTA also offers Matrix Management, Meeting Management, Change Management, Team Development and DiSC™ training, which are skills every project manager needs. For more information on conducting basic and advanced risk assessments, visit their website at www.martintraining.com or call 866-922-3122.

PMI-OC DINNER MEETING

Tuesday, August 8, 2006

Program: **PMI-OC 2005 Project of the Year**
Hoag Memorial Hospital Presbyterian Women's Pavilion
Mike Parris, PMP and Issam Khalaf

Location: **Wyndham Orange County**
3350 Avenue of the Arts
Costa Mesa, CA 92626

Schedule: 5:30 - 6:20 p.m. Registration/networking
6:30 - 7:20 p.m. Dinner
7:20 - 7:40 p.m. Announcements
7:40 - 8:45 p.m. Presentation
8:45 - 9:00 p.m. Wrap-up and raffle

Cost: **Dinner and Presentation**
In Advance: *At the Door:*
Members \$30.00 Members \$40.00
Non-Members \$35.00 Non-Members \$40.00
Featured Presentation Only (Members and Non-Members)
In Advance: \$15.00 *At the Door:* \$15.00

Please register at www.pmi-oc.org. You can pay by credit or bank card in advance or by cash, check, or credit card (Visa or MasterCard only) at the door.

Make your reservation by 9:00 p.m. on Sunday, August 6, to obtain the "in advance" price. Reservations made after 9:00 p.m. on August 6 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 6, or anyone who makes a reservation and does not attend, will not receive any refunds.

BREAKFAST ROUNDTABLE

Breakfast with Your SOX On

Thursday, August 10, 2006

Second Thursday of every month

Location: **Doubletree Hotel**
Irvine Spectrum
90 Pacifica Avenue, Irvine
Meritage Restaurant & Wine Bar

Time: 7:15 – 8:30 a.m.

Register: E-mail to **Kevin Merriman, PMP**
soxbreakfast@pmi-oc.org

Cost: Self-paid breakfast,
parking is validated.

Photo Credits:

Pages 3, 5, 6, and 7
Shirley Goodwin, PMP

Pages 9 and 10
George Meier, PMP

NEW MEMBERS

William Appleby	William McGivney
Aimee Aranda	Sudarshana Melukote
Robert Basham	Pamela Mercuri
Nettie Boland	Sumit Misra
Claudette Bonvie	Tram Nguyen
Christopher Buckley	Vipul Pate
Crystal Ceballos	Siva Peruvemba
Chris Comer	Paul Reay
Mark Curran	Andrea Seva
Susan Dexter	Michael Vanlerset
Michael Doong	Karen White
Toan Duong	Kathy Xaochay
Laurajean Gaspard	
Georgia Gilderman	NEW PMPS
Barbara Hammond-Wagner	Ronald Cornwell
Robert Hawk	Steven Fernandez
Nathan Hunt	Joseph Benson
Abid Karim	Jennie Langtry
Todd Kelleher	David Bourdeau
Michael Kezsely	Dale Shim
Sharad Kumar	Myra Glinskas
Sai Bhaskar	James McGowan
Lakshminarayanan	Timothy Smith
Simon Li	

Answers to PMP® Exam Questions

From page 16

- 1. c. The work breakdown structure (WBS)**
PMBOK® 2004, paragraph 7.1.1.4, page 213. [Planning]
- 2. b. Extending the work day**
PMBOK 2004®, paragraph 6.5.2.3, page 145 [Executing]
- 3. d. Communications management plan**
PMBOK® 2004, paragraph 10.1.2.2, pages 226 to 227
- 4. d. The difference between the earned value and actual cost**
This calculates the cost variance (CV) and not TCPI.
PMBOK® 2004, paragraph 10.3.3.1, Figure 10-7, pages 233 to 234 [Monitoring and Controlling]
"Earned Value Project Management," Fleming and Koppleman, 3rd Edition



PMI Orange County MILESTONES

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COMING EVENTS



AUGUST 11-12 7TH ANNUAL SCCTC CONFERENCE

Growing and Strengthening at the Speed of Technology
The Westin Long Beach

SEE PAGE 1



SEPTEMBER 8 SOCAL PHARMA LIG

Breakfast Meeting
Allergan, Irvine

SEE PAGE 13



SEPTEMBER 9 ADVANCED TOPIC SEMINAR

Jan Birkelbach, PMP
Creating Effective Risk Responses
Keller Graduate School

SEE PAGE 13



SEPTEMBER 12 DINNER MEETING

Tom Stein
Business Continuity Programs:
Keep It Clean and Simple!



SEPTEMBER 14 BREAKFAST ROUNDTABLE

Breakfast with Your SOX ON



SEPTEMBER 16 PMP FALL WORKSHOP BEGINS

Holiday Inn, Laguna Hills
University of Phoenix, Costa Mesa

SEE PAGE 17



SEPTEMBER 21 MEMBER/VOLUNTEER ORIENTATION TRAINING

SEE PAGE 16



OCTOBER 19-21 PMI NORTH AMERICAN LEADERSHIP MEETING

Seattle, WA



OCTOBER 22-24 PMI GLOBAL CONGRESS

Seattle, WA

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