PMI® MILESTONES
ORANGE COUNTY CHAPTER

OCTOBER 2006 • Volume 18 • Number 10

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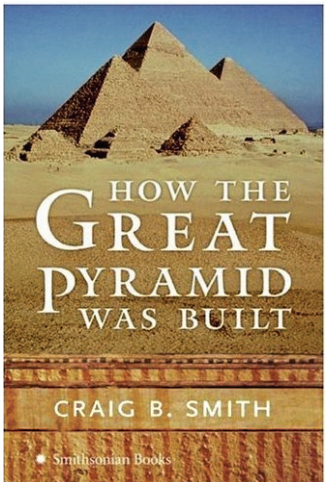
OCTOBER 10TH PMI-OC DINNER MEETING

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

By Craig B. Smith, Ph.D.

In his presentation on the incredible Great Pyramid of Giza, **Dr. Craig B. Smith** will describe the planning and engineering challenges of managing a complex project involving over two million blocks of stone and a work force numbering tens of thousands.

How would the ancient Egyptians have developed their building plans, devised work schedules, managed laborers, solved specific design and engineering problems, or even improvised on the job, 4,500 years before cell phones and computers?



Dr. Craig B. Smith's forty-year career has combined engineering design and construction of major projects involving advanced technologies. He has been an assistant professor of engineering at UCLA and formed ANCO Engineers, Inc., which develops advanced instrumentation and data acquisition systems and some of the world's largest structural vibrators for dynamic tests of high-rise buildings, dams, nuclear power plants, and other large structures.

In 1992 Dr. Smith joined Daniel, Mann, Johnson and Mendenhall (DMJM), where he held several positions before retiring in 2003 as president and chairman of DMJM Holmes and Narver, where he was responsible for the direction and management of many large public works projects, including airport expansion, mass transit, energy and power.

After retiring, Dr. Smith began a new career as a writer. In addition to *How the Great Pyramid Was Built* (Smithsonian Institution Press, 2004) and numerous other books, he recently published *Extreme Waves* (Joseph Henry Press, 2006).

The October dinner meeting will include our **annual membership meeting.**

October Vendor Showcase:
Santa Monica College
www.smc.edu/workforcedevelopment
See ad on page 4.

NEW MEMBERS

Akindele Akinyemi
Douglas Baar
Lynn Ballard
Craig Beckman
Robert Bladen
Charles Boicey
Cynthia Bruns
Theresa Carter
Richard Chamberlain
Navel Chikwanda
George Crawford, PMP
Linda Darling
Debra Dennison
Scott Dessort
Lana Dinh
Christopher Donabedian
Henry Emina
Adrienne Estrada
Katarina Evans
Michele Fazio, PMP
Ying Flynn
Walter Funk, PMP
Mary Garcia-Whalen
Jan Garsee, PMP
Gina Gibson, PMP
Heath Hawker
Eric Jacobsen
Pawan Janakiram
Harikrishnan Jayadevan
Laura Jenkins
Vinita Jha
Stephen Johnson

Continued on page 14.

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THE CHAIR'S COLUMN

Looking Back, Moving Forward

Each month, I try to write a column that is focused on a particular theme or topic and that creates some continuity from month to month. This month, I look back on some past events, link them to our current ongoing activities, and show a preview to what we are doing in the near future.

In a past column, I wrote about envisioning your future to enable you to map a path to your goals. For the chapter, this takes the form of our vision, mission, and purpose statement. These provide our envisioned future and road map. This year, we have embarked on reviewing, revising, and refining that vision. The process has included reviewing and analyzing various chapter metrics, reviewing member feedback surveys, and holding focused group discussions. We are continuing to work on our updated vision; we expect that this work will coalesce into an updated road map that will guide the chapter over the next few years into 2010.

One of the consistent themes that we reinforce is that the success of our chapter can be attributed to all those who volunteer their time and efforts. With your efforts, we are able to deliver our existing programs, and our volunteers will be an integral part of achieving the goals that are being formulated as part of our re-visioning efforts.

On another note, I want to follow up on last month's column, "Growing Our PMI Community," and how each of us is responsible for our own community, as well as contributing to the chapter's PMI® community.

This month the 2006 PMI Global Congress-North America conference will be held in Seattle on October 21 through 24. (See page 10.) This is a chance to meet fellow PM practitioners, attend a variety of educational program tracks, and review different products and vendors in the project management field. Registration is still open if you have not registered and would like to attend. Additional information, as well as online registration, is available at **http://congresses.pmi.org/NorthAmerica2006/**. Use this opportunity to expand your PMI community and your PM knowledge.

Additionally, just prior to the Global Congress, PMI holds a Leadership Institute Meeting for leaders of various PMI chapters, SIGs, and colleges, as well as other key leaders and volunteers. At these meetings, leaders can share new ideas and discuss common issues, and receive information on new and updated PMI programs. This year, the Orange County Chapter will present information and ideas on some of our successful programs. Just as we have received benefits from the experiences of others in the past, we, in turn, are helping to contribute to the PMI community.

Finally, this month we are having our annual membership meeting. It will take place during our regular October monthly dinner meeting. For those who have not attended an annual membership meeting before, it is an opportunity to see an overview of the chapter and a hear a recap of activities undertaken during the past year.

During the annual membership meeting, we will also be announcing the newly elected 2007 Board of Directors. I encourage everyone to welcome them and give them your support as they prepare to take the chapter reins at the beginning of 2007.

Glen Fujimoto
Chair/President

Where Can I Best Volunteer?

First, we have a holiday themed event in December. Once again, we will support the Orange County Fire Department's annual **Spark of Love** toy drive for disadvantaged children in our community. At the December meeting, we will collect toys and present them to the OC Fire Department for distribution. Stay tuned for more information about how you can participate.

Now, on to the volunteer opportunities. In prior bulletins, we have discussed the big three: membership, programs and marketing. This month we are going to focus on the finance and the director at large positions.

The director at large has the forward looking job of establishing the chapter's future direction. Working with the membership director, the director at large prepares and distributes the annual membership survey. Once the data has been collected, the director at large and a volunteer team sort, categorize and analyze the data The volunteers then participate in the visioning sessions, clarifying the data presented and supporting the visioning process.

This visioning and forward thinking is key to analyzing member surveys and generating future strategic plans. These strategic plans set the goals for the programs and activities that the chapter will offer its members.

The finance director has many responsibilities: initiating information for our online registration process, using information received to assure efficient event registration and sign-in, processing our bills, generating our invoices, and keeping our financial records up to date.

We need volunteers to work the registration table, to review the financial records, and to support the finance director. Some of the positions require a financial background, while others are open to all.

As always, you can express your specific interests through an e-mail to Volunteer@pmi-oc.org.

Sylvan Finestone, PMP

Volunteer of the Month

Dee and Ronald Weddell

The PMI-OC Board of Directors unanimously selected and recognized **Dretha (Dee) and Ronald Weddell,** both PMPs, as the Volunteer of the Month for August 2006. Dee and Ron were honored at the August dinner meeting by Chair-Elect **Cornelius Fichtner, PMP**, who presented them with a Certificate of Appreciation.

Long-time chapter members, Dee and Ronald volunteered as a team to serve as Advanced Topics Facilities Coordinator for almost two years. Cornelius Fichtner, who chaired the Advanced Topics Seminars at the time, said, "Dee and Ronald are two volunteers who have diligently worked in the background to make one of our events a success. I am happy that we were able to honor them for all their help."

Current Advanced Topics Seminar Chair **Judith Berman, PMP** says that Dee and Ron "gave of their time to many activities, most notably, setting up the Advanced Topics Seminars so that participants could locate the them easily."

Dee and Ron have recently retired and are relocating to Henderson, Kentucky this month. They plan to become members of the Evansville, Indiana PMI® chapter when they finish their move. We will miss the Weddells and wish them great success in the next phase of their life journey.

Kristine A. Hayes Munson, PMP
Programs Director

Volunteer Opportunities

Component Outreach Committee
Need project manager and team members to raise awareness and promote resources available thorough SIGs/colleges. Establish and maintain relationships with other non-chapter components (SIGs/colleges) for added PMI-OC membership value. Membership in a SIG/college is helpful. **Contact Chair/President Glen Fujimoto.** Four volunteers needed.

Dinner Meeting Facilties Coordinator
Work with the dinner meeting facility to plan, organize and execute the monthly dinner meetings. Commincate with the IT director to determine the number attending, work with the hotel staff to ensure the facilities are appropriate for the dinner meeting, identify risks with contingency and mitigation plans. Identify issues and track to resolution. **Contact Programs Director Kristine Munson.** As required time commitment.

Membership Survey and Metrics Committee
Need project manager and team members to oversee the continuous feedback process for our membership. Design membership opinion and event satisfaction surveys. Survey the membership, collect survey results, and submit your survey analysis to the board. Track and report membership metrics, analyze the data, and communicate findings to the board. (Data is provided for the study.) **Contact Membership Director Rod Hendrixson.** Eight hours every other month.

Dinner Meeting Technology Volunteer
Support the dinner meetings by setting up the audio/visual equipment. This includes laptops, projector and microphones/speakers. Sound tests for the speaker's microphone is also expected. Post-meeting, all equipment is re-packed and stored at the volunteer's home. **Contact Programs Director Kristine Munson.** As required time commitment.

Records Committee
Need project manager and team members to 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
Need project manager and team members to 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.

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 Membership Director Rod Hendrixson**. Two hours a month.

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SU06-410CT

Business Continuity Programs
Keep It Clean and Simple!

Most project managers in IT have, at one time or another, managed a disaster recovery implementation. **Tom Stein** brought us the concept of business continuity. What's the difference?

- Disaster recovery focuses on the technology aspects, things like running at another site, restoring from backup and so on.
- Business continuity organizes a response to an event.

If you are interested in exploring the concepts for this, check out http://www.drii.org. Business continuity planning is not so much event driven (a plan for everything) as it is effect driven. Look at people, places and things; something that affects all three is a likely candidate for this procedure. You can usually count on the events (California has earthquakes every now and then), but you must plan based on how you will restore the broader elements.

The elements of business continuity planning are:

- Recovery time
- Administration
- Responsibilities, accountability and roles
- Infrastructure
- Critical action plan
- Command center
- Methodology
- Key contacts

All of these must center on operational procedures. It does no good to state that you will recover in four hours if there is no procedure that is capable of doing it. Which brings us, naturally, to the key planning steps:

- Executive guidance (who's the sponsor?)
- List key/critical processes.
- Conduct a business implementation analysis (create the "bible").
- Develop a work portfolio.
- Select and develop management teams for each part of the recovery.
- Adopt or develop a methodology (see the website for a good one).
- Develop workable plans.
- Review them.
- Conduct tests of your plans and formally evaluate them.

The net result of this should be an operational manual that is constantly kept current.

You might also want to examine the *Business Continuity Maturity Model*, analogous to the *CMM Capability Maturity Model*, which is available at http://www.bcpa.org. It's free!

Above: Tom Stein

***Below: Tom Stein** and attendees discuss project management issues before the presentation.*

The BCMM answers these executive questions:

- What is our current readiness, and
- What should be our current readiness?

The answers are phrased in terms of the various levels (which parallel the CMM model). Tom's recommendation is that you shoot for Level 4; higher levels may not be the best use of resources.

One particular benefit of this model is a standardized Incident command system. ICS is a risk evaluation methodology, which includes areas such as

- Operations
- Planning
- Logistics
- Administration (and finance)

As you can see, Tom covered a lot of ground in this presentation. At the end, he encouraged us to seek out the web site, as he had just condensed his standard eight hour class into half an hour.

As a parting touch, he told us to watch out for two players:

- Beware the Eeyore, the one who thinks that this will never work.
- Beware the Tigger, the one who bounces from one item to another at random.

Business continuity planning: order, method and do your homework. Then persist; it's always a hard sale (until it's too late).

John Hendershot, PMP

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At the September 12th Dinner Meeting

Far left: *September dinner sponsor,* ***Concordia University***

Left: *Representatives from* ***Compuware Corporation****, the vendor showcase for September, present raffle prize to lucky winner,* ***Tim Covington, PMP.***

Below: *Socializing and networking before and during dinner*

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Test Your Knowledge on PMP® Exam Questions

Answers are on page 15.

1. The PMBOK® Guide defines a project as "a temporary endeavor undertaken to create a unique product, service, or result. Temporary means that every project has a definite beginning and a definite end." Which one of the following **does not** establish the end of a project?
   a. When the project's objectives have been achieved.
   b. When the assigned project manager determines the end of the project.
   c. When it becomes clear that the project objectives cannot be met.
   d. When the need for the project no longer exists and the project is terminated.

2. You have been asked to estimate how long it would take to bring a specific product to market. Based on experience for a previously developed similar product, you estimate that it would take four to six months. What type of estimating technique have you applied?
   a. Expert judgment
   b. Parametric estimate
   c. Analogous estimate
   d. Bottom-up estimate

3. While preparing a network diagram during the planning process for a new product, you have determined that the schedule would be unduly extended if procurement of the parts commenced only after the detailed design is completed. As such you decide that it is necessary to start parts procurement as early as practicable and before the detailed design is completed. This type of dependency is called:
   a. An external dependency
   b. A mandatory dependency
   c. A discretionary dependency
   d. An arbitrary dependency

4. Which of the following is the only tool in the Scope Verification process?
   a. Acceptance of deliverables
   b. Inspection of deliverables
   c. Rework of deliverables
   d. Repair of deliverables

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Do or Do Not. There Is No "Try."

This quote by Jedi Master Yoda[1] certainly applies to project risk management as **Jan Birkelbach, PMP** aptly[2] showed during his advanced topics seminar on creating effective project risk responses. In Jan's experience, risk responses are "pretty well described," but once the risks have been prioritized, there is little guidance. Procedures become sketchy, subjective, inconsistent, and *ad hoc*. The reason: risk response planning involves competence in decision making, which is neither well explored nor consistently applied in the practice of risk response management. Yoda is right!

Throughout his presentation, Jan's quest was for a more robust, repeatable process for risk response planning; in particular, for a process that meets the tolerance for project risk of the stakeholders. To this end, Jan is seeking to develop skills and tools for creating risk responses and to evaluate the effectiveness for these responses in light of better decisions made.

"It is all about people," Jan remarked, "for people's preferences and beliefs drive their decisions. All of us have our preferences and beliefs. The issue is less that they are all different, but that they are measurable, such that they allow the distinction of business values from cultural and personal values."

Selecting effective risk responses is about making good decisions. Jan referred to John Hammond's seminal book *Smart Choices*,[3] which offers this proven decision-making approach:

1. Address the right decision problem;
2. Clarify your real objectives;
3.evelop a range of creative alternatives;
4. Understand the consequences of your decision;
5. Make trade-offs among conflicting objectives;
6. Deal sensibly with uncertainties;
7. Take account of your risk-taking attitude; and
8. Plan ahead for decisions over time.

Any risk response plan's purpose is thus to reduce uncertainties to a (targeted) threshold, thereby improving the predictability of achieving the project objectives. Selecting a risk response depends upon the stakeholders' tolerance for risk (risk attitude vs. capacity), the project characteristics (untried technology, aggressive schedule, tight budget) and project team considerations (scarce resources vs. the right people).

What tolerance do stakeholders have for project risk? The key to answering this question is to figure out what the stakeholders are actually interested in. To this end, the project manager should:

- Identify and prioritize the key stakeholders;
- Determine their attitude and tolerance;
- Include the cost of risk management in the project budget;
- Proactively support discussion and management of risks; and
- Routinely communicate about risk, on a regular schedule.

Jan recommended that project managers should take heed of PMBOK® and add a risk management plan and a risk register to their project plan. The risk management plan describes how the project managers structure and manage the risks on their projects. The risk register is a tabular document containing the details of all the identified risks.

To determine the risk reduction objectives, Jan suggested that project managers select a risk threshold that matches the acceptable variance in project outcomes and that will still permit a successful project delivery. For each of these thresholds, project managers must also define the criteria for each response trigger, such as time and quality, for each risk event.

Here are Jan's tips for planning an effective risk response:

1. Strive to reduce risk to an acceptable threshold.
2. Focus on the highest-priority risks first.
3. Remember the 80/20 rule.
4. Risk responses should make economic sense and support the project objectives.
5. Appoint an "owner" for each risk response.
6. Evaluate any secondary and residual risks.
7. Determine the contingencies and fallback plans for high-impact risks.
8. Identify observable symptoms and triggers that signal when a risk event has occurred and its response should be implemented.
9. Define and use metrics to verify a risk response's effectiveness.

This last point, item 9, deserves further elaboration. Project managers should review their risk responses by asking:[4] Are they:

Appropriate
Does the response support the driving project objective?

Affordable
Does the response create value?

Actionable
When must the response be carried out?

Achievable
Is the response feasible?

Assessed
Has the effectiveness of the response been verified as sufficient?

Allocated
Has an appropriate stakeholder been made accountable and responsible for the risk?

Agreed
Have project sponsors reached consensus and commitment to the response?

Continued on page 10.

[1] Lucas, G. *Star Wars, Episode V, the Empire Strikes Back.* Twentieth Century Fox, 1980. DVD widescreen edition, 2004, scene 28.

[2] Jan raised the bar for presenters of advanced topics seminars to new heights. He arrived prepared, had a clear roadmap of the entire seminar and used it to guide the audience through the topic from statement of the problem to conclusion. Not only had Jan prepared detailed PowerPoints, but he had also brought along three case studies to give his audience a taste of the real world. Every attendee received a full set of handouts of all the materials, including PowerPoints, case studies, and bibliographic background references.

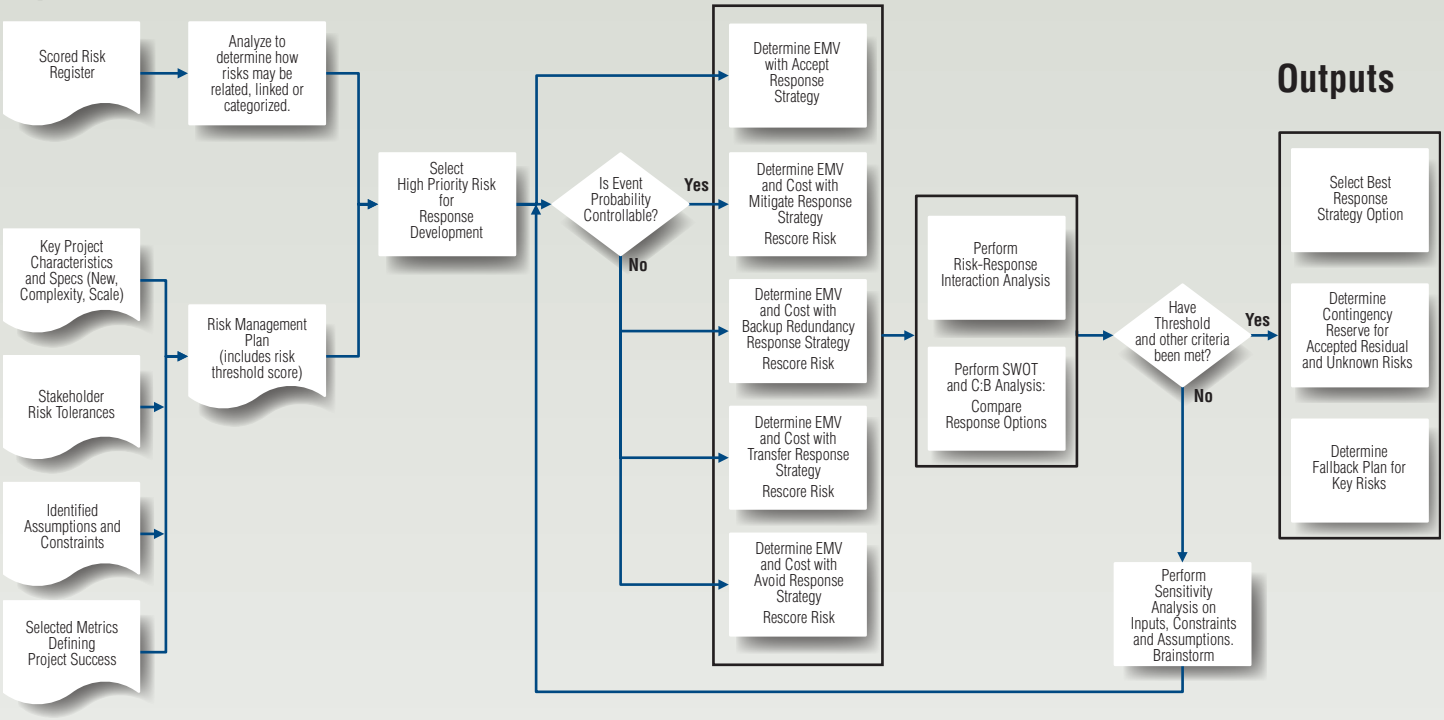
Reviewer's comment: Jan's performance could well serve our chapter as the blueprint for a new standard of presentation excellence, applicable henceforth to all presenters of advanced topics seminars. Such a blueprint would go a long way toward ensuring that our advanced topics seminars are truly advanced.

[3] Hammond, J. S. *Smart Choices A Practical Guide to Making Better Decisions.* Boston, HBS Press, 1999.

[4] Hillson, D. *Effective Opportunity Management for Projects.* New York, Marcel Dekker, 2004

July Advanced Topic Seminar Review *Continued from page 9*

Process for Development of Project Risk Response



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Jan has compiled his experience in the flow chart shown above, which elegantly summarizes his new and improved process for developing project risk responses.

Jan had so thoroughly engaged his audience with exercises and group discussions that hardly anyone noticed how time flew and how quickly the morning was over. He summarized his lucid account of project risk management thus:

1. Identify the stakeholders in your project early on and determine their true interests.
2. Prioritize all risks in the familiar 5 x 5 probability vs. impact matrix, assign risk owners and monitor the risk triggers.
3. Follow the process outlined in the flow chart and reassess risks continually.

Jan, you have given your audience a splendid offering on a timely advanced topic, project risk management. Thank you for taking the countless hours to prepare your presentation, notes, and case studies, and to tutor us with them. By exuding your enthusiasm and your own confidence in effective management of risks, you have uplifted ours as well.

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

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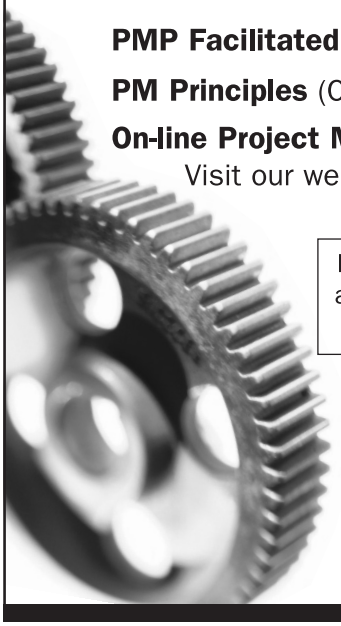

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R.E.P.

Advanced Topic Seminars

Saturday, October 7, 2006

Overcoming Team Dysfunction

Presented by Diane Altwies, PMP

It's a well-known fact that information technology professionals are typically not the strongest in soft skills. The dynamics of teams, especially when the team includes IT professionals as well as business professionals, can be especially challenging.

Diane Altwies discusses what it takes to get a team truly working together as a well-oiled machine. She brings together the theory of team dynamics and offers some real-world advice in dealing with dysfunctional teams. Join her for an educational, enlightening and fun experience that you can truly use back at the office.

Diane has managed major software development projects in the insurance, financial services and health care industries. As a PMP® and consultant, Diane has collaborated in the development of several project management examination preparation courses, which are offered to individuals and corporations in California and around the world.

Diane's company, OuterCore Professional Development, LLC, published the second edition of its study guide, *Achieve PMP Exam Success; A Concise Study Guide for the Busy Project Manager*, in 2005, and it is being used today by several PMI® chapters.

In addition to consulting, Diane teaches courses in project management and business process improvement for UCI and for the University of South Florida, where she received an MA in Finance and Marketing and a BA in MIS and Production Management.

Saturday, November 4, 2006

Planning and Tracking on Agile Projects

Presented by Mike Cohn

Planning is important, even for agile projects. Unfortunately, we've all seen so many worthless plans that we'd like to throw them away altogether. Too many teams view planning as something to be avoided, and too many organizations view plans as something to hold against their development teams.

In this seminar you will learn how to break that cycle by learning and practicing skills that will help create useful plans that lead to reliable decision making. You will learn about story points, ideal days, and how to estimate with "Planning Poker." Both short-term iteration and long-term release planning will be covered. The seminar will describe four techniques for deriving estimates, as well as when and how to re-estimate. The use of velocity to track progress against the plan will also be discussed

Mike Cohn is the founder of Mountain Goat Software, a process and project management consultancy and training firm. He is the author of *User Stories Applied for Agile Software Development* and *Agile Estimating and Planning*, as well as books on Java and C++ programming. With over 20 years of experience, Mike was previously a technology executive in companies of various sizes, from startup to Fortune 40. A frequent magazine contributor and conference speaker, Mike is a founding member of the Agile Alliance, and serves on its board of directors. He can be reached at mike@mountaingoatsoftware.com.

Where: **Keller Graduate School of Management**
3880 Kilroy Airport Way, Rm. 207, Long Beach, CA 90806
PDUs: There are four PDUs for this event.
Cost: In advance: $35 members, $40 non-members
At the door:$50 for both members and non-members
Directions: Go to http://www.pmi-oc.org/spevent_detail.asp?ev_id=415

Mark Your Calendars Now

Oct. 7 Advanced Topic Seminar

Diane Altwies, PMP
Overcoming Team Dysfunction
See column at left.

October 10 Dinner Meeting

Craig B. Smith, Ph.D.
Building the Great Pyramid,
Project Management 2550 B.C.

Annual Membership Meeting
See page 1.

October 19-21

North America
PMI Leadership Institute Meeting
Seattle, WA

October 22-24

PMI Global Congress, North America
Seattle, WA

Nov. 4 Advanced Topic Seminar

Mike Cohn
Planning and Tracking on Agile Projects
See column at left.

November 14 Dinner Meeting

Peter Vidmar
Olympic Gold Medalist

Since leading the 1984 U.S. Men's Gymnastics Team to its first-ever Olympic Gold Medal, Peter Vidmar has been helping people throughout the country realize their own potential.

By using his Olympic experiences, he motivates others to put forth the extra effort required to succeed in business and in life. Peter drives his message by performing routines on the pommel horse.

Don't miss this exciting special event!.

Dec. 2 Advanced Topic Seminar

Margaret Meloni, PMP and
Christine Fotheringham
Growing High Performance Teams, Part One

High performing teams don't just happen. They are grown. As they grow, they overcome trust issues; they focus on one common goal; and they engage in productive conflict.

Join Margaret Meloni and Christine Fotheringham for a creative and insightful morning and practice some thought provoking technques. This is the first in a two part series.

December 12 Dinner Meeting

Christine Fotheringham
"The Sound of Team" Workshop

The knowledge that trust and mutual respect form the foundation of effective teamwork is the basis of "The Sound of Team" workshop. Teams will work together to achieve a common goal, in this case, a musical performance.

Plus Spark of Love Toy Drive and PMI-OC Fellowship Awards

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PMI-OC Member/Volunteer Orientation Training

The PMI-OC Member/Volunteer Orientation Training was held at the UC Irvine campus on Thursday, September 21st. Eighteen participants and seven volunteers turned out for this event designed to educate new and returning members about the benefits and resources offered by PMI® and PMI-OC.

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. More importantly, it provides information about volunteering and networking that everyone can use. Every meeting is arranged to help members feel at ease and to allow them to get to know whom to contact when they have questions.

Membership Director **Rod Hendrixson, PMP** started the meeting by introducing himself and the other volunteers who helped put the meeting together. The volunteers included Volunteer Coordinator **Sylvan Finestone, PMP**; Membership Chair **Terry Houser**; **Melanie McCarthy** from ResourceXperts; **Scott Hendrixson** and **Joe Paradiso, PMP,** who handled registration; and Ambassador **John Sunderson, PMP**.

The evening began with an overview of PMI and PMI-OC. Rod showed the magnitude of the membership and stated the purpose and vision of PMI-OC. He identified the board members and explained how to get in touch with them. Rod also covered the many different events and the benefits of belonging to PMI-OC. Throughout his presentation, he referred to the many handouts that were given to all the participants. These handouts are excellent references that are useful beyond the training session.

Several key tidbits of information that Rod covered included:

- ***E-mail Blast***. Sent to members each week
- **Networking Opportunities**. **Mike Graupner**'s monthly networking meeting.
- **Board Meetings**. Held on the fourth Tuesday of each month. Members are welcome; however, advanced reservations are required.

Rod and Terry displayed the PMI website. Their introduction included instructions for accessing the members only area. They demonstrated how to log on and how to update your demographic data. In addition, they explained the knowledge base that includes the salary query section.

This presentation elicited comments from the audience about the PMI special interest groups (SIGs), especially the Aerospace and Defense SIG. This SIG's monthly "Webinar" can earn one PDU per session for PMPs.

Rod introduced **Sylvan Finestone, PMP**, who spoke on the volunteer aspects of the organization. His talk and accompanying handouts introduced the participants to PMI-OC's organizational structure, the many committees that use volunteers, and the committees that can use more volunteers. His interesting talk had everyone wanting to volunteer. Sylvan had anticipated this and included a volunteer questionnaire in his handouts. Sylvan is very passionate about volunteering and emphasized the great benefits that this opportunity brings to you.

The second part of the orientation was devoted to networking. Rod introduced **Melanie McCarthy**, principal of ResourceXperts, who presented Networking 101. As always, Melanie's dynamic presentation captured everyone's attention.

She covered the methods of networking, plus networking essentials and ways to connect those members "looking" with people and places that would be productive. During the course of her presentation, she actually made connections just within the people attending. Somehow she always manages to do this!

Melanie named five valuable tools for networking that everyone should be aware of:

1. Thirty second commercial about yourself:
   a. Include your discipline.
   b. Include your industry.
2. Business cards: Both a personal professional card and one from your current company (if available)
3. Name badge: Create your own with company and title to wear below 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. Getting to know people and establishing relationships is key to networking because 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 PMI-OC holds each month, especially the dinner meetings.

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

- **Red:** New Member
- **Green:** First Timer
- **Blue:** Job Search
- **Yellow:** Hiring

Rod gave a few closing remarks, and the meeting concluded. 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
drbatch@acm.org

Photos on this page:

Rod Hendrixson (at September dinner meeting): by **John Fuchs, PMP**

Melanie McCarthy (at July Career Fair): by **Shirley Goodwin, PMP**

NEW MEMBERS

Continued from page 2.

John Kang
Ashkan Khoshatefeh, PMP
Lisa Leslie
John Lim
Peter Lim
Evan Lindbeck
Brenda Love-Ruiz
David Marbry
Blaine Maruoka
Bhavan Mehta
Charles Messall
Lynda Montanez
Luis Najera
Cuong Nguyen
Gregory Olbrich
Srinivasa Pagidyala
Davette Peoples, PMP
Connie Powley
Manneth Narayana Prasanna Kumar, PMP
Sai Pratap
Mirella Pujalt
David Quigley
Patricia Rae
Badrinath Ramakrishnan
Hill Reus
James Robinson
Andrew Sageman
Bijan Samanta
Beverly Sawyer, PMP
Mei-Jing Shih, PMP
John Siegel
Amy Solis-Alvarez
Florence Sullivan, PMP
Murali Krishna Swarna
Trent Wright
Samuel Zarcheany
Paul Thomas Zembrzuski, PMP

NEW PMPs

Tanya Acevedo
Ravi Bellamkonda
James Geetersloh
Madonna Gionta
Cheryl Glavin
Doron Hirshberg
Rosa Holdeman
Ron Moskowitz
Tom Partridge
Vipul Patel
Prasanna Kumar Pilli
Shawna Ramirez
Robert Schumacher
Abhishek Thakur
Vijayakumar Velmurugan
John White

Thursday, November 16, 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
• Membership Profile	• Valued Programs	• Ambassador Program
• Components	• Event Registration	• Networking 101
• Logging PDUs	• Career Center	• 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, November 16, 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
Women's Opportunities Center/University Extension A UNEX (D7)
Rooms C-110/111

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, pass 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**

PMI-OC Dinner Meeting

Tuesday, October 10th, 2006

Program: **Building the Great Pyramid: Project Management 2550 B.C.**
Presented by Craig B. Smith, Ph.D.

Annual Membership Meeting

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, October 8, to obtain the "in advance" price. Reservations made after 9:00 p.m. on October 8 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, October 8, or anyone who makes a reservation and does not attend, will not receive any refunds.

Breakfast Roundtable

Breakfast with Your SOX On

Thursday, October 12, 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, 7 ..... **Shirley Goodwin, PMP**
Pages 9 and 10 ... **Ragupathi Kuppannan, PMP**

Friday, October 13

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.

When:
Friday, October 13, 2006
8:00 a.m. Breakfast
8:30 a.m. Presentation begins

Where:
Biogen Idec
5200 Research Place
San Diego, CA 92122

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

Answers

to PMP Exam Questions

From page 7

1. b. **When the assigned project manager determines the end of the project.**
PMBOK® 2004, paragraph 1.2.1, page 5 [Introduction]

2. c. **Analogous estimate**
PMBOK 2004®, paragraph 7.1.2.1, page 164 [Planning]

3. c. **A discretionary dependency**
PMBOK® 2004, paragraph 6,2,2,4, page 133 [Planning]

4. b. **Inspection of deliverables**
PMBOK® 2004, paragraph 5.4.2.1, page 119 [Monitoring and Controlling]

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

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Coming Events

OCTOBER 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 12
BREAKFAST ROUNDTABLE
Breakfast with Your SOX On

OCTOBER 13
SOCAL PHARMA LIG
San Diego, CA

OCTOBER 19-21
NORTH AMERICA PMI LEADERSHIP MEETING
Seattle, WA

OCTOBER 21-24
PMI GLOBAL CONGRESS-NORTH AMERICA
Seattle, WA

NOVEMBER 4
ADVANCED TOPIC SEMINAR
Mike Cohn
Planning and Tracking on Agile Projects

NOVEMBER 14
DINNER MEETING
Peter Vidmar, Olympic Gold Medalist
Don't miss this exciting special event!

NOVEMBER 16
MEMBER/VOLUNTEER ORIENTATION TRAINING

LEGEND

- PMI-OC Event
- PMI® Event
- Recommended Event
- PMI-OC Sponsored Event

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

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