



MAY 2007 • Volume 19 • Number 5

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MAY 8TH PMI-OC DINNER MEETING



Managing Your Finances as a Project

By Susan Powell

The most important project that you will ever manage is achieving your financial goals!

The forever changing dynamics of your life require a multi-dimensional plan so that you can obtain financial security amid uncertainty.

Assessments of your priorities, your time horizon, your life style expenses, plus tax implications and risks, both known and unknown, need to be integrated into this plan. Come learn how to avoid some of the pitfalls that can cause you to swerve off the road to financial success.

Susan Powell has been involved in the financial services industry for over twenty years. Susan started her career at Bank of America, where she held a variety of management positions. She worked with Lincoln Financial Advisors before moving over to LPL Financial Services to establish her practice.

Susan has been a Certified Financial Planner since 1992 and also carries the designation of Graduate Estate Planning Consultant®. Susan has her insurance license along with the security designations of series 7, 66, and 26. Susan obtained her bachelors degree with a dual major in finance and management from California State University, Fullerton.

May Vendor Showcase:
Dekker Ltd., www.DekkerLtd.com
See ad on page 4.

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THE CHAIR'S COLUMN

NEW MEMBERS

Hazem Abdelwahed
Edna Alexander
Kristen Apple-Dunne
Krishna Balasa
Kim Barnett
Diana Bartlett
Yuri Boiarsky
Robert Castillo
Katherine Catto
Victor Chang
Celeste Collins
Lawrence Cook
Dave Cornelius
Nick DeDomenico
William Derrig
Sunil Dhume
Robert Dilorinzo
Meghan Domer
Jack Durish
Heinzel Factora
Sanyo Francis
Paul Franz
Beverly Gee
Diane Gee
Charles Gibson
Frances Gill
Miu Golladay
Sidney Gossett
Henry Gourdine
Richard Graham
Richard Holloway
David Huizar
Todd Hunt
Nita Jameson
Aracelis Jimenez Liranzo
Ashish Khandelwal
Colleen Khatemi
Douglas Lamb
Shaun Land
David Liou
Matthew Lowell
Lena Marusiak
Keith Massey
Kristin Masters
Angela McDonald
Timothy McDonald
Roxanne Merlino
Leslie Mezirow
Janet Michaels
Zia Mirza
Barry Molnaa
Mary Nelson
Amy Nowakowski



PMI's PDU Secrets

A project manager has to be many things. To name just a few, a PM has to be a great communicator, a leader, a visionary, and be able to both build and inspire the team. First and foremost, however, a project manager has to be proactive. We employ strategies to plan the future to proactively minimize risk on our projects so that we can deliver on time and on budget.

Why then, is it that when November comes around, you hear a collective groan rise from the community of PMPs as they ask where they can quickly get 20, 30, or even 40 or more PDUs before the year is through? Is this simply a case of the cobbler's children having no shoes? No. I think that this is an acute case of not proactively trying to understand PMI's recertification requirements. As this issue of our newsletter is published, it is about seven months before the end of the year, and I want to help you today to understand how you can very easily gain over 100 PDUs before the year is through.

But first, I would like to say "Thank you" to parting Operations Director **Beth Williams, PMP**. Beth has been offered, and has accepted, a new position in Texas, and I wish her all the best in her new career. In the past months Beth has shown great enthusiasm and joy in the operations director position. She will be missed.

Back to your PDUs. The authoritative source when it comes to your recertification as a PMP® is PMI's *Continuing Certification Requirements Handbook*. This ten page document can be found on www.pmi.org in the Certification Program section. It contains everything you need to know about your recertification. Like so many PMI® documents, it is rather dry and needs some explaining. In a nutshell, you can gain PDUs in five categories, and I will highlight three today to show you how easy it is.

Volunteering for PMI-OC falls under Category 5. If you volunteer for the chapter at least an hour a month from June to December, you will gain your first three PDUs. This may not seem like much, but the main goal of volunteering for the chapter is not necessarily gaining PDUs, but networking and understanding all the other PDU offerings that the chapter has.

This brings us to Category 3, which is attending educational programs of PMI's Registered Education Providers (REP). As a REP, PMI-OC offers a monthly dinner meeting (one PDU) and a monthly advanced topic seminar (four PDUs) at a very low cost to you. In April, PMI-OC teamed up with the Metrics SIG to provide over 25 webinars at no cost to our members. These webinars have been archived, and you can view them on your own schedule and gain one PDU for each. The events page on www.pmi-oc.org has more on these.

But maybe you prefer teaching instead of attending. Then consider teaching one of the many four hour sessions at our next PMP workshop. The outline and materials are prepared for you, and each session that you teach will earn you ten PDUs.

And finally, there is Category 2, which is professional activities and self-directed learning. There are many sub-categories here that make collecting PDUs easy. For example, If you work 1,500 hours a year as a project manager, you have already gained up to 15 PDUs. Speak at a PMI-OC dinner meeting and gain ten. Read a book, listen to a podcast, coach a colleague or view a CD-ROM and gain yet another 15.

By following all these ideas you can gain a total of 108 PDUs before the end of the year. It's that easy. The trick is to know that you have a multitude of ways available to you. So be proactive and start gaining your PDUs now!

Cornelius Fichtner, PMP, Chair/President

The great aim of education is not knowledge, but action.

Continued on page 11

Words of Wisdom

On April 14th, I attended the **Neal Whitten** seminar. My business client and I were both very impressed with the seminar, the speaker, the facilities, and the volunteer support. Kudos are in order for the programs team under the direction of **Pan Kao, PMP, Judith Berman, PMP** and the entire volunteer team at the event.

The main lesson that Neal Whitten left us with, cited above his autograph in my book, is contained in ten words, and each word is only two letters. The message, “**If it is to be, it is up to me,**” was repeated throughout the day. Neal is a PMP®, and his book is structured for project management. He has chapters on initiation, planning, execution, and control and closeout. He discusses each with great focus.

But his message comes back to “If it is to be, it is up to me.” And that message applies to many things, but this is an article about membership, so let’s focus on that for a minute.

As you know, we are an award winning chapter. We got there by the collective work of a large group of people, each of whom took the ten words to heart. They defined their domain of responsibility and made their own commitments to excellence. They spent their valuable time and contributed their minds and bodies to the hard work of making our chapter great.

Many of these volunteers are still active. Some have timed out on the board, but continue to make significant contributions. One such group is currently reviewing our governance and recommending changes to the board structure. This group includes **Kristine Hayes Munson, PMP**, who was recently named Volunteer of the Year for her work last year as the programs director, after her term as the chapter chair. **Steven June, PMP** is also on the committee, as is **Gene Dutz**, both long term volunteers. **Adrienne Keane, PMP** is also contributing to this effort.

Looking to the future, we have to plan for the next generation of leaders. We need to identify the future board members and committee chairs who are going to be the backbone of our organization.

What about you? Do you believe that “If it is to be, it is up to me?” If you do, contact **John Sunderson, PMP** at volunteers@pmi-oc.org and help us keep this chapter strong.

Watch for a full review of Neal Whitten’s seminar in next month’s online *Milestones*.

Sylvan Finestone, PMP

VOLUNTEER OF THE MONTH

Jaymee Jusko, PMP

The PMI-OC Board of Directors unanimously selected and recognized **Jaymee Jusko, PMP** as Volunteer of the Month for April 2007. **John Sunderson, PMP** honored Jaymee at the April dinner meeting by presenting her with a certificate of appreciation.

Jaymee joined the chapter in 2001 and earned her PMP certification in June of the same year. Jaymee began her volunteering activities with the chapter on the marketing team by soliciting goodie bags for a conference. She has been doing PDU reporting for instructors since January of 2006.

Jaymee works for AT&T as a senior program manager and has been there for the past nine years. Her activities include work on customer network infrastructure projects. Her current project is moving a data center for a company in Dallas.

In her “spare” time Jaymee also volunteers for a group called “Hike For Discovery.” This group raises funds for the Leukemia and Lymphoma Society. It is her way of giving to the community while doing something healthy at the same time. The group is currently training for a hike up Half Dome in Yosemite National Park in June.

The board of directors recognizes the contribution that Jaymee has made and thanks her for her dedicated efforts.

John Sunderson, PMP



Volunteer Opportunities

Dinner Meeting Host

The host for the dinner meeting introduces the event, speakers, and makes special announcements as specified in the meeting agenda. Seeking a public speaker who has the required presence to host a large dinner meeting.
Contact **Programs Director Pan Kao**.

Speaker Coordinators

Assist the dinner meeting host in scheduling speakers for the monthly dinner meeting and advanced topic seminars. This position will require working closely with the host, the advanced topics chair, and the speakers.
Contact **Programs Director Pan Kao**.

PowerPoint Coordinator

Creates automated PowerPoint presentations from various sources, including *Milestones*, and directs input, including new members and new PMPs, to display at PMI® events.
Contact **Programs Director Pan Kao**.

Hotel Coordinator

Monitors guest counts prior to the meeting and communicates information to the hotel. Ensures that all paying members receive meals. Collects business cards and assists with the raffle.
Contact **Programs Director Pan Kao**.

Milestones Contributors

Milestones needs six additional volunteers to attend events, take notes, and write 500 to 1,000 word reviews for the chapter’s newsletter. Good communication skills are required. PDUs awarded for published articles.
Contact **Marketing Director Brent Felsted**.

Raffle Coordinator

Purchase raffle prizes and bring them to the dinner meetings (\$50 per meeting maximum). Assist with the raffles during the dinner meetings.
Contact **Programs Director Pan Kao**.

Technology Coordinator

Maintain and set up the microphones for the dinner meetings. Work with the hotel staff to utilize existing sound systems in the hotel.
Contact **Programs Director Pan Kao**.

Marketing Plan Project Manager

Work with the marketing team to create the marketing plan for PMI-OC for 2007 and beyond. Requires interview skills with the ability to turn findings into documentation for team review and execution.
Contact **Marketing Director Brent Felsted**.

Website Redesign Project Manager

Investigate and report to the IT director to define scope, buy versus build strategy, vendor identification, and lead the implementation team through planning, execution, testing and project implementation.
Contact **IT Director Francis Amalraj**.

Website Redesign Team Member

Assist in setting scope, participate in the execution phase, including testing through implementation.
Contact **IT Director Francis Amalraj**.

Membership Retention

Using provided information, target members who are up for renewal and non-renewing members to encourage renewal or reinstatement. Document contacts and the results of the conversations for review and analysis. Multiple positions are available.
Contact **Membership Director Sylvan Finestone**.



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VOLUNTEER OF THE YEAR

Kristine Hayes Munson, PMP

The PMI-OC Board of Directors chose **Kristine A. Hayes Munson, PMP** to receive the Volunteer of the Year for 2006 award. PMI-OC Chair **Cornelius Fichtner, PMP** presented the trophy to Kristine at the April dinner meeting.

Kristine joined the PMI-OC chapter in December of 2000 and became a PMP® the following June. For the past six years she has served on the board of directors.

During 2006 the following accomplishments can be attributed to Kristine's leadership:

- PMI awards application, resulting in three prestigious awards including:
 1. 2006 PMI Component Award for Component of the Year
 2. 2006 PMI Component Award for Collaboration
 3. 2006 PMI Component Award for Volunteer Program of the Year
- Two "mega" dinner meetings: Career Fair and **Peter Vidmar**
- Leadership Training Session facilitated by **Dr. Jerry Brightman**
- Planning for Southern California Coalition Technology Conference
- 2006 Nominating Committee member
- 2006 Programs Director
- August 2006 member of the PMI Global Accreditation Team

Kristine was Chair of the PMI-OC Board of Directors during the 2004 and 2005 terms, and during that time guided the chapter



into a position resulting in the 2006 awards listed above. Her earlier positions included Vice President Professional Development, Vice President Communications, and the committee that wrote the board of directors job description documentation. Kristine is currently serving on the Governance Committee for the chapter.

In addition to all this volunteer effort for the chapter, she is a leader with more than 15 years of experience in information technology. She specializes in process improvement projects. Currently, she leads the 12 member IMS Irvine Quality Assurance/Configuration Management team at State Street.



Kristine earned a BA in English Education with history and music minors from Brigham Young University and an MBA from California State University, San Marcos. Kristine resides with her husband and three children in Vista, California.

On learning of the award, she made these comments, "I am humbled by this recognition. I made one of my best personal and professional decisions ever when I decided to participate in PMI-OC. Attending PMI-OC sponsored educational programs, as well as volunteering, provides me with a strong network of individuals who mentor and inspire me. My involvement in the chapter also gives me opportunities to learn new skills in a safe environment. I attribute my current professional success, including my recent promotion, to the relationships and skills I gained through actively participating in PMI-OC."

The PMI-OC Board of Directors recognizes the many contributions that Kristine has made to the chapter and congratulates her for a job well done.

John Sunderson, PMP

Test Your Knowledge on PMP Exam Questions

Answers are on page 11.

Here is a sample of some questions:

1. There are several cost forecasting techniques called Estimate at Completion (EAC). The one used, when current variances are seen as atypical and are not expected to occur in the future is:
 - a. $EAC = AC + BAC - EV$
 - b. $EAC = BAC/SPI$
 - c. $EAC = AC + [(BAC - EV)/(CPI)]$
 - d. $EAC = AC + ETG$
2. A numbering system used to uniquely identify each element of the work breakdown structure is called:
 - a. The code of accounts
 - b. An activity list
 - c. A control account plan
 - d. The chart of accounts
3. The purpose of performance reporting is to provide the following except:
 - a. Forecasting the outcome of the project
 - b. Develop recommended corrective action as required
 - c. Analyze and generate requested changes as required
 - d. Develop an integrated cost and schedule baseline
4. An input to the contract closure process is:
 - a. Contract management plan
 - b. Procurement audits
 - c. Records management system
 - d. Contract change control system

Scholarship Available

Each year, PMI-OC sponsors a **\$1,000 Charles Lopinsky Memorial Scholarship**, which is awarded through the PMI® Educational Foundation. This scholarship is open to students who are Orange County residents and are pursuing a degree in project management or a project management related field.

This scholarship is awarded in memory of **Charles Lopinsky, PMP, PMI Fellow**. Charlie left a legacy of service to PMI. Joining PMI in 1971, he was an active volunteer with both the PMI-OC and PMI-LA chapters, as well as with the institute itself.

Competitive scholarships are based on merit, as measured by academic performance, co-curricular and extra-curricular activities.

For more information, go to www.pmi.org/pmief.

Application deadline for this scholarship is May 30, 2007.



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August 2

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Agile Requirements

Orlando

September 11-12

Certified ScrumMaster

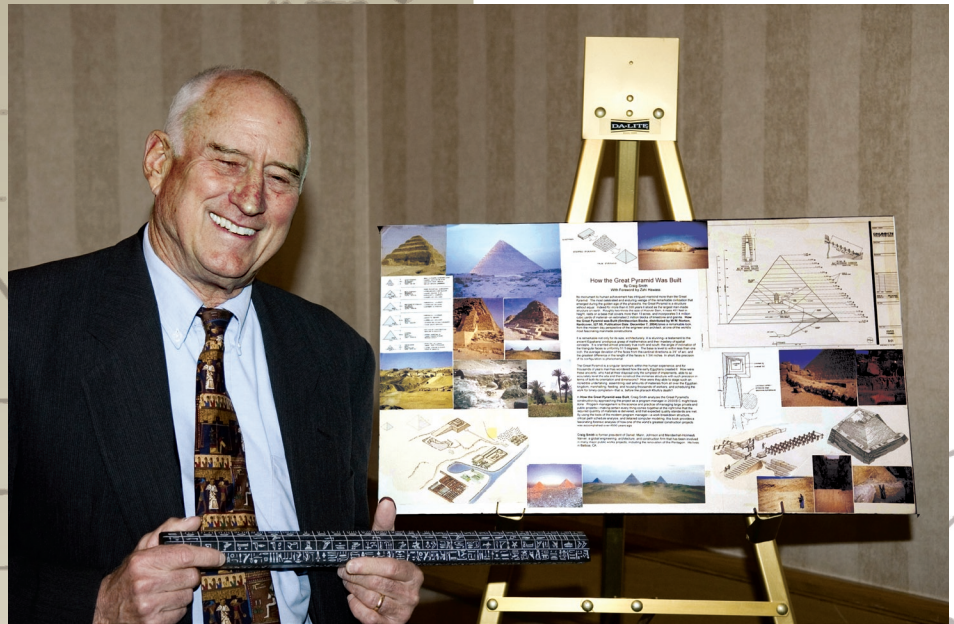
September 13

Agile Estimating
and Planning

BUILDING THE GREAT PYRAMID

PROJECT MANAGEMENT 2550 B.C.

Presented by Craig B. Smith, Ph.D.



DR. CRAIG B. SMITH's presentation focused on the construction of the Great Pyramid in Giza, the pyramid of King Khufu. Khufu reigned from 2551 to 2528 B.C. The pyramid was originally 481 feet high and sat on a base that covered 13.1 acres and incorporated 3.4 million cubic yards of material.

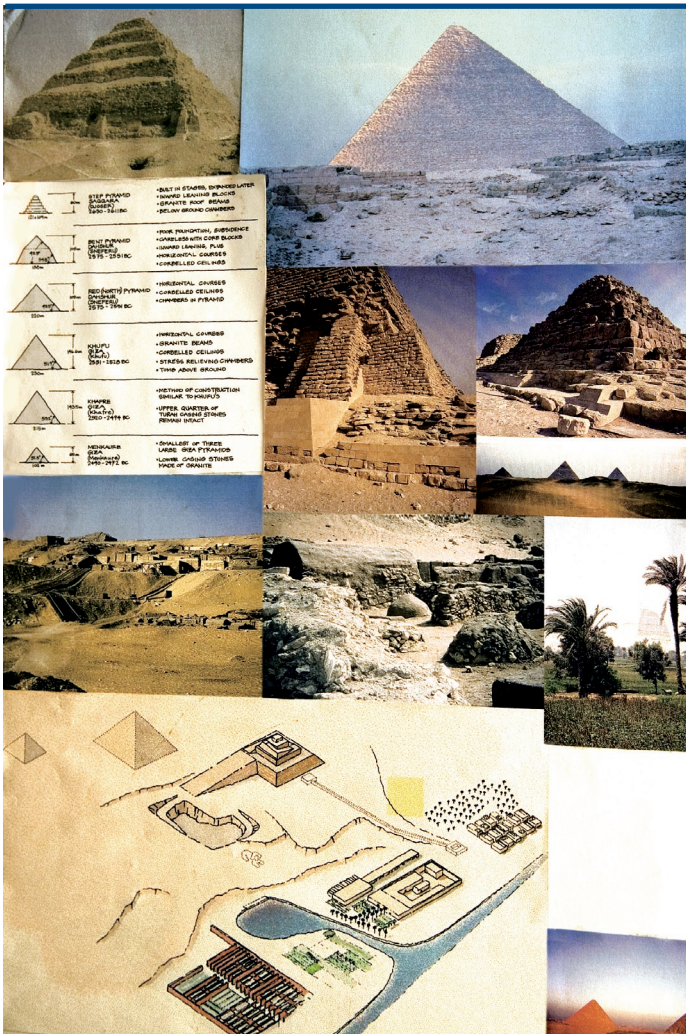
This pyramid is especially noteworthy since there was not another monument erected on such a grand scale until 1885, when the Washington Monument was constructed. Dr. Smith worked with a team of leading Egyptologists and a team of construction managers who applied the process of forensic analysis, which included modern-day project and construction management to reveal how the Great Pyramid at Giza was built.

One of the ancient Egyptian religious traditions was the construction of tombs to protect the remains of the deceased and the belongings deemed essential in the afterlife. As their traditions became more elaborate, their funerary ceremonies became more complex. Dr. Smith described the evolution of the pyramid. It started with a mastaba, a flat bench or platform on top of the grave. Additional levels or steps were added later to the mastaba, resulting in a stepped pyramid and finally concluding with the true pyramid, which was the largest scale funerary representation.

Continued on page 8



Building the Great Pyramid *Continued from page 7*



They employed inclined or sloping ramps left over from other sites to assist in the movement and placement of the massive stones. It is speculated that a single ramp was built to the height which allowed about two-thirds of the stone blocks to be put in place. Above this point, another ramp would have been constructed on the pyramid itself to reach the upper layers. At this level, the number of stone blocks decreases and constraints are not as restrictive. As they reached the top, it is speculated that a staircase was created, and levers were used to place the capstone and the last remaining stone blocks. After the pyramid was completed, the ramp and staircases were removed.

Dr. Smith explained how the ancient Egyptians were able to be so precise in the construction of the pyramid. They knew how to calculate volumes, areas and angles, and understood the concepts of structural load transfer and the load bearing capacity of the materials they used. They also used solar observations and star sightings to establish survey working points. The Egyptians worshiped the sun and probably measured the sun's shadow to determine true north.

There is evidence of a village where 4,000 to 5,000 artisans lived, with skilled stonemasons, draftsmen, and overseers as permanent inhabitants. Cemeteries of these artisans were found, and their tombs contained writings that demonstrated the pride the workers took in the building of the pyramid, and the privilege they felt as part of the skilled workforce.

The seasonal workforce of 25,000 to 35,000 members consisted of farmers who worked during periods when the Nile flooded and they were unable to work in their fields. The workers were paid in grain to make beer and bread. Payments differed and were based on the workers' skill level and rank.

To undertake a project of such enormous size in such a remote desert location, there had to be a complex, well thought out plan. Research suggests the person who oversaw the project and played a major role in planning and management was Hemiunu, who was a Khufu's cousin. Hemiunu was the program manager or "vizer" who was the overseer of all the king's works.

Dr. Smith explained that not only was this pyramid the largest built to date, but it had the most complex construction. This pyramid was the first to include chambers, corridors and corbelled ceilings. These complexities are extraordinary considering the tools and instruments available at the time. The ancient Egyptians had no pulleys, no wheels and no iron tools. They perfected techniques of cutting holes in stones with hand drills made of stone. Wedges were then inserted into the holes and slabs were broken loose by pounding the wedges with mallets. They also used dolerite balls and fire to crack and then cut the stone.

Based on the evidence Dr. Smith and his team gathered, they were able to visualize the work that was required to build the pyramid. They developed a theoretical model of how the project manager would have proceeded, including logic diagrams, schedules, and other project management tools. Dr. Smith showed the audience a work breakdown structure with top levels of work of administration and project control, communications, and finance. He displayed a project organization chart with all the key roles defined, including the overseer for construction, overseer for quarries, and the overseer of operations. In addition to these diagrams, he showed a construction logic diagram, an optimal workforce diagram based on resource loading for with each activity, and a critical path schedule for the building of the pyramid.

In conclusion, Dr. Smith stated that the building of the Great Pyramid of Giza was an unprecedented and complex public works project that demanded great engineering, construction, and project management skills. The ancient Egyptians demonstrated these skills by the monuments and administrative records they left behind.

Colby Riggs



At the April Dinner Meeting



Above, clockwise:
 Signing in and networking
 New PMPs Ken McBride,
 Lilly Brady and Karen
 Hensley
 Melanie McCarthy
 explains networking to
 an eager attendee.
 Introductions at dinner

Left:
 Representatives from
 Volt Technical Resources,
 the April vendor
 showcase sponsor

To view this issue of
 Milestones in color, go to
www.pmi-oc.org.
 Photos on pages 3, 5, 7, 8, 9
 by Shirley Goodwin, PMP

Member Spotlight

Karen Hensley, PMP

I was thinking, "How can I put on paper just how interesting and varied the members of PMI® are, and how can I explain that project managers are not cut from a single bolt of cloth?" It seemed that the most obvious way was to go out and talk to new PMPs and learn why and how they became Project Management Professionals.

At the April 10 dinner meeting I did just that. When Cornelius asked for new PMPs to come forward and accept their commemorative mugs, one of those people was **Karen Hensley** (pictured at left). I asked if I could interview her, and we had a very nice little chat.

Karen passed the PMP® exam on March 31, 2007. I asked why she decided to get her PMP. She said she had been a consultant managing small projects for many years, but now she was ready to go back into the workforce full time. She noticed that many positions require PMP certification. She joined PMI last August to learn more about the PMP.

I asked Karen what obstacles she found in her way. Karen replied that the documentation required for the PMP application was the greatest hurdle. Not wanting her past clients to be bothered if she were audited, she obtained other hours of education and experience that she could document with confidence. When she completed all the documentation, she applied to take the exam.

Karen did not go through a preparation class, but did self study, read the books suggested, including the PMBOK®, and did her contact hours. I asked her, "Who was the first person you told about passing the exam?" She replied, "I had a about half a dozen friends who were praying for me to pass. As soon as I came out of the exam, I started calling the list. My girlfriend C.C. was the first one I talked to." Everyone on the list was excited and relieved!

"How is having your PMP going to affect your job search?" I asked. She talked about adding PMP to her business cards, resume and job applications. She had already sent updated resumes and cards to some previous contacts, asking them to add PMP next to her MBA.

I asked Karen if she was going to volunteer at PMI-OC. She explained that she was a member of the PMI Inland Empire chapter, she lives in Riverside, and already volunteers for DMA-LA (Data Management Association, Los Angeles Chapter.) And she explained, she is very busy with her other business . . . she is a professional singer! She performs with the L.A. Cathedral Choir and the Pacific Chorale.

In a very short time, I learned that here is another PMP who manages her professional and personal life very well. Thanks, Karen, for sharing your experiences with us!

Linda Keller, PMP

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Thursday, May 3, 2007

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, May 3, 2007
6:00 p.m. to 8:30 p.m.
Registration will begin and food will be served at 6:00 p.m.
Program starts at 6:30 p.m.

Where: UCI Learning Center, Orange
Room 203

Directions: A map can be found at the following URL:
<http://unex.uci.edu/services/contacts/locations/ucilc/>
Directions are below:

22 Freeway East
Exit The City Dr
Turn left onto The City Dr
Turn left on Chapman Ave
Turn left on Manchester Ave
UCI Learning Center on right

5 Freeway South
Exit State College Blvd
Turn right onto State College Blvd
Turn right on Chapman Ave
Turn left on Manchester Ave
UCI Learning Center on right

57 Freeway South
Exit Chapman Ave, Orange
Turn right onto Chapman Ave
Turn left on Manchester Ave
UCI Learning Center on right

5 Freeway North
Exit Chapman Ave
Turn left onto Chapman Ave
Turn left on Manchester Ave
UCI Learning Center on right

Please note that this is not the usual location.

Cost: None. Parking is free.
Register: www.pmi-oc.org
Please register early. Space is limited to the first 40 members.
Questions: E-mail: membership@pmi-oc.org

NEW MEMBERS

Continued from page 2

Michael Ortiz
Sneha Patel
Lawrence Portzer
Jack Purvis
Dattathri Ramanna
Dimitri Robert
Karl Rothenhauser
Krishnendu Saha
Paul Salmon
Melody Santos
Teodor Sauca
Elizabeth Schnurbusch
Steven Shurter
Anatoly Simone
Ranjini Sirosh
Marzena Skrzypkowska
Frank Sorbello
Marc Spencer
Daniel Sprenger
David Troutt
Ramona Tucker
Aparna Vadhri
Brian Villacorta
Brent Zimmerman

NEW PMPS

Nicolas Froissard
Aracelis Jimenez Liranzo
Judy Lovering
Kenneth McBride
Catherine Melton
Pamela Mercuri
Robert Thiede

Answers to PMP® Exam Questions

From page 5

- 1. a. EAC = AC + BAC - EV**
PMBOK® 2004, paragraph 7.3.2.3,
page 176 [Controlling]
- 2. a. The code of accounts**
PMBOK® 2004, Glossary,
page 354 [Planning]
- 3. d. Develop an integrated cost and
schedule baseline**
PMBOK® 2004, paragraph 10.3.3,
pages 233 to 234 [Controlling]
- 4. a. Contract management plan**
PMBOK® 2004, paragraph,
12.6.1.1, page 296 [Closing]

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PMI REGION 7

Leadership Conference

The annual Region 7 meeting took place Friday, March 9 through Sunday, March 11 at the Holiday Inn in Woodland Hills. The conference began with a reception and networking social with other Region 7 leaders.

On Saturday, the keynote speaker was **Neal Whitten, PMP**, who addressed the audience with no nonsense leadership tips, including:

- Leadership is finding a way to produce results despite your company's leadership.
- The grass is only as green as you choose it to be.
- Asking for help is a sign of strength.
- Work on your top three priorities per day, every day.

The keynote was followed by officer breakout sessions where best practices and ideas utilized in some chapters were shared with like officers in other chapters. The evening ended with a fun event at the Improv Comedy Club.

Sunday continued with breakout sessions on best practices in communications, chapter maturation, project of the year, and membership. One of the useful tips passed on in the communications best practices session was the use of Google Analysis to evaluate how many people are clicking through a website.

The group reconvened and performed a brainstorming exercise to address the PMI Region 7 mission statement. The attendees were divided into four teams that studied the four statements and developed a mission statement draft: who we are, what we do, who we do it for, and why we do it.

Overall, the conference provided useful information and insights into what other components/chapters are doing to bring value to their members.

Kim Fields, PMP



At left:

Left to right: **Nancy Berger**, Component Mentor Program Coordinator from PMI GOC; **Victoria Flanagan**, PMI-OC Chair Elect; **Ray Frohnhoefer, PMP**, Region 7 Component Mentor; **Bernie Morse, PMP**, PMI-LA Past President



Above left:
Breakout groups by officer role

Above right:
Keynote address by **Neal Whitten, PMP**



Left:
Maria McHolland, PMP, PMI-LA Trustee and **Judy Brennan**, Leadership Program Developer from PMI GOC

Mr. CAP "M"

More Project Management Team Member CAPM Candidates



A series of columns by **Frank P. Reynolds, PMP**

This month we're looking at project management team members who are less likely to seek knowledge and experience for attaining the PMP®. Having dealt with team members specializing in project management operations in last month's article, we now address others who represent business, technical specialties, and social issues.

Project management teams include people concerned with the business objectives that will be met by a complete and implemented project. These individuals can represent the owner, sponsor, or champion of the project. They're concerned with whether a project will be done on time, within budget, and do what it's supposed to do.

Their concerns, objectives and requirements actually translate into the savings, increased revenue or market novelty that will make the project a good business proposition. They focus on the beneficial results or changes that will result from the project.

Technical leadership embraces new functionality and those who integrate the outcome into the contracting organization, as well as into the incoming supply chains and outgoing distribution channels. These people enable existing staff to perform more effectively. Acting more like coaches and integrators than conventional supervisors, they facilitate interfaces and conformance among many distinct and general project management specialties.

What is social representation? Responsibility falls to human resources and executive management to assure all stakeholders are represented in terms of collective bargaining, external compliance, personnel policies, business and other cultural factors.

Organizational change exists in a complex world where the rate of change limits how quickly benefits accrue to the investors, operators and other stakeholders. The path for project beneficiaries needs specialized help.

Next month we'll look at the group that PMI® thinks is the primary target for the CAPM.

Frank P. Reynolds, PMP, PMI-OC Fellow

MANAGE YOUR “PMP EXAM STUDY” PROJECT

Part 2

By Dr. James T. Brown, PhD., P.E., PMP

Part 1 of this article talked about establishing an exam preparation strategy tailored for you. In Part 2, we will discuss executing tactics to maximize your chances of passing the exam.

My personal strategy involved taking a practice exam and using a study guide that was “flash card” based. The details of my strategy are below:

1. I didn't study the entire PMBOK®. Since the test is based on different subject areas, I made a conscious decision to aggressively study the areas I had a natural affinity for and not to study areas I didn't like (within reason). I believe it is ten times harder to study something you don't like versus something you enjoy. There were two of the PMBOK project management knowledge areas I didn't study at all because my time was more wisely spent studying the areas where I was naturally strong in. Since it is a multiple choice test with four choices per question, with no studying at all, I should be able to earn 25 percent just guessing on the questions in the areas I didn't study.

2. I didn't even read the entire PMBOK. The PMBOK is an excellent reference, and I use it as a reference. It is not a study tool, and I did not study it nor read it to pass the exam. If there were not dozens of study guides based on the PMBOK available, this would be foolish. But with these guides, I consider it wise and time saving not to read the PMBOK in preparation for the exam. If I had chosen to study the PMBOK, I would have taken the time to make note cards for all the key points. I bought a study guide and practice exam that did all of this for me for less than \$100. Calculate the ROI on that.

3. I didn't set aside time to study. I made a conscious decision not to block out four hours on Saturday or 45 minutes a night to prepare for the exam. Instead I carried around the flash card study guide with me everywhere. Since we live in a “hurry up and wait” society, whenever I had to wait during the day, I would look at my flash card study guide and “hit” a few questions. Once I got comfortable with my performance with flash cards, I took the practice exam again. I then made up my own flash card for every question I missed on the practice exam. When I knew the information on those cards, I sat for the exam.

4. I knew how to resolve all calculation problems. You must know all computation problems cold. No excuses here. These are items that anyone can learn.

Tactics to Maximize Your Chances

1. Know about the exam. Make sure you stay abreast of all the rules, regulations and information regarding the exam. Always go to the source and read it for yourself. The PMP® certification handbook (http://www.pmi.org/info/PDC_PMPHandbook.pdf) should be the starting point for resolution of exam questions.

2. Don't try to make an A. The exam is a pass/fail proposition. Even though you are graded on a 100 point scale, ultimately you pass or fail. I made a decision not to be an A student when it came to the PMP exam. I decided that if I made more than 75 on the exam, I would have studied too long and wasted my time. The true measure of a project manager isn't the grade you make on the exam, it's how effectively you apply your knowledge.

3. Manage exam pressure. Do not over stress about the exam. Do not add stress by telling everyone when you are going to sit for the exam. This is pressure you don't need. There is nothing wrong with taking the test in secret and then telling everyone you passed.

4. Remove all distractions prior to the exam. If you live in a busy household, stay in a hotel the night before the exam to remove distractions. Studying should have already been done at this point, and the purpose here is to ensure a positive frame of mind for the test. Tell your family not to call you unless it's an emergency. Consider taking a half or full day of vacation before the exam. A calm brain will usually deliver the information you need from it right when you want it.

5. Take the exam again if necessary. Failing to pass the exam the first time is not the end of the world. Statistics show that thousands have done so and gone on to pass it later.

6. Don't be overconfident. The seasoned project manager is at a disadvantage when it comes to passing the PMP exam. Since the exam is based on the PMBOK and it establishes standard terms for project management, experienced project managers will likely have to unlearn some vernacular to which they have become accustomed.

There is no one right way to prepare for the PMP exam. Preparing the way that is best for you, based on your discipline, time constraints and learning style, will not only maximize your chances of passing the exam, it will also reduce stress in the preparation process.

Dr. James T. Brown, PMP is president of SEBA® Solutions Inc., a Registered Education Provider for PMI. To learn more about Dr. Brown, visit www.sebasolutions.com.



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ADVANCED TOPICS SEMINARS

SATURDAY, MAY 5, 2007



How to Keep Your SOX on During a Project

Presented by Mike Graupner, PMP

The process is the project manager's best friend. A SOX audit impacts every element of your process and strikes fear in the hearts of even the bravest project managers. SOX affects your understanding of your project, adds risks and controls, and changes the way you manage your project in a SOX world.

This presentation will focus on how to approach a project and avoid SOX surprises at the end. You will learn to understand how your process feeds the SOX audits and how to identify the real requirements. You will share Mike's real life experience in SOX auditing.

This course is targeted to managers, developers and project managers with a desire to reduce their frustration and increase their understanding of the SOX requirements and how to meet them. The seminar is designed to give practical experience for working on a SOX related project.

Mike Graupner, PMP, is a project manager and expert in dealing with SOX audits in the project management context. He is currently a project manager in the IS Governance Program with Prescription Solutions in Costa Mesa. In 2006, Prescription Solutions completed both the internal and external SOX audits without a single exception, for a clean 2006 audit of the internal controls. Part of his duties include acting as the central interface between the internal and external auditors and the IS organization.

SATURDAY, JUNE 2, 2007



Empower Your Project Workforce

Presented by Rudolf Melik

The structure of the organization and nature of work have changed significantly in the last several decades. Globalization, fragmentation of the enterprise (including outsourcing), and real-time collaboration across the planet have enabled companies to reduce costs, leverage a global talent pool and execute challenging deliverables with a dispersed, yet incredibly connected, workforce.

In addition to labor dispersion, companies are challenged to achieve and maintain compliance with regulations such as Sarbanes-Oxley, which directly impact project management and execution. This seminar discusses the challenges companies face in today's business environment and how they can leverage these changes to actually beat the competition.

Rudolf Melik is one of the four original founders of Tenrox. As CEO, he has grown the company from four to 100 employees and is the driving force behind the company's award-winning products and marketing strategy. His impressive resume includes ten years of experience in software engineering and management and working as senior software engineer at companies such as Matrox, Discreet Logic, and Bell International.

Rudolf is the principal author of the first book ever to be written on professional services automation (PSA, www.psabook.com). His second book, *The Rise of the Project Workforce, Managing People and Projects in a Flat World*, will be released in August 2007.

Where: Keller Graduate School of Management
880 Kilroy Airport Way, Room 227, Long Beach, CA 90806
PDUs: There are four PDUs for this event.
Cost: In advance: \$45 members, \$50 non-members
At the door: \$60 for both members and non-members
Information: www.pmi-oc.org

Coming Events

May 3

Member/Volunteer Orientation
UCI Learning Center, Orange, CA
New date and location.

See page 11.

May 5 **Advanced Topic Seminar**

Mike Graupner, PMP
How to Keep Your SOX On During a Project
See column at left.

May 8 **Dinner Meeting**

Susan Powell
Managing Your Finances as a Project
The most important project that you will ever manage is achieving your own financial goals! Come learn how to avoid some of the pitfalls that can cause you to swerve off the road to financial success.
See page 1.

May 10

Breakfast With Your SOX On

June 2 **Advanced Topic Seminar**

Rudolf Melik
Empower Your Project Workforce
See column at left.

June 12 **Dinner Meeting**

Mike Gentile, CISSP and
Ron Collette, CISSP
The Security Professional-
Project Management Relationship:
Preventing Another Hatfield and McCoy
Many organizations are experiencing a growing friction between project managers and the security professionals they deal with. This interactive presentation will illustrate some of the most common causes of this phenomenon, why it is becoming more prevalent, and tips and strategies for working within these difficult situations.

June 14

Breakfast With Your SOX On

July 7 **Advanced Topic Seminar**

Frank Reynolds, PMP, PMI-OC Fellow
What Happens When We're All PMPs?
Did you know that 97 percent of all PMI® members are PMPs? What does that mean for the project management profession?

July 10 **Dinner Meeting**

Anna Ouromian
Topic to be announced
PMI-OC Career Fair back by popular demand

July 12

Breakfast With Your SOX On

PMI Orange County MILESTONES

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

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editor@pmi-oc.org

PMI-OC Dinner Meeting

Tuesday, May 8, 2007

Program: **Susan Powell**
Managing Your Finances as a Project

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

Schedule: 5:30 -9:00 p.m.

Cost: **Dinner and Presentation**

<i>In Advance:</i>		<i>At the Door:</i>	
Members	\$30.00	Members	\$40.00
Non-Members	\$35.00	Non-Members	\$40.00

Featured Presentation Only (Members and Non-Members)

<i>In Advance</i>		<i>At the Door</i>	
	\$15.00		\$15.00

Parking: \$3.00 per car

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, May 6, to obtain the "in advance" price. Reservations made after this time will be charged the "at the door" price.

If you are unable to attend, please cancel your reservation at www.pmi-oc.org. Anyone who cancels their reservation after Sunday, May 6, or anyone who makes a reservation and does not attend, will not receive any refunds.

Breakfast with Your SOX On

Thursday, May 10, 2007:

Doubletree Hotel, Irvine Spectrum
90 Pacifica Avenue, Irvine
Meritage Restaurant & Wine Bar
7:15 – 8:30 a.m.

Second Thursday of every month
Registration: kevinmerr@earthlink.net
Full breakfast buffet is self paid.
Parking is validated.



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