



AUGUST 2007 • Volume 19 • Number 8

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PROJECT OF THE YEAR



SOUTHERN CALIFORNIA
EDISON

**Congratulations to
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The Edison SmartConnect™ Advanced Metering Infrastructure (AMI) has been named the PMI-OC 2006 PROJECT OF THE YEAR.

This innovative two way communication system will replace the analog and electronic meters currently in use by approximately five million SCE business and residential customers and will eliminate monthly on-site meter reading.

SCE's vision is to fully integrate current technology into a new generation of meters, resulting in energy saving operational benefits that outweigh any cost increases.

On December 1, 2005, SCE received approval from the California Public Utilities Commission to implement Phase I of the six-year AMI program. In January 2007, the AMI Phase I Project Team successfully completed Phase I project deliverables and is in good standing for Phase II.



Paula Campbell, Edison SmartConnect™ PMO Manager, will present the goals, history, and logistics of this project in detail at the **PMI-OC August 14 dinner meeting**.

Ms. Campbell manages the project controls, budget management, contract management, and strategic planning functions for the AMI program. Her background includes project and organizational leadership roles in the Customer Communication/Call Center operations, Information Technology CIS and CSS system development, electronic payment products and services, and SCE's Customer Satisfaction strategic planning function.

Don't miss the full review of this award winning project in September *Milestones*.

Southern California Edison will be the Showcase Vendor Sponsor at the PMI-OC dinner meeting. See ad on page 4.

THE CHAIR'S COLUMN

NEW MEMBERS

Mark Agustin
Greg Aimone
Fahmida Ali
Dan Allis
Gurdeep Bagga
Charles Capalbo
Aditya Chinni
Ricki Darbee
Ernie DeJacomo
Nicholas Duran
Wayne Finehout
Anna Fitzgerald
Natalie Frid
Melanie Haneline
Benedict Idu
Ajay Khandelwal
Pramod Kiranraj
David Kirby
Rosemary Kramer
Teara Le Blanc
William Liskow
Robert Mabesa
Angela Moran
Sandra Myrick
Tiffany Nguyen
Chris Park
Guruprasad Sayar
Payal Shah
Alok Sharan

Salil Sharma
Anant Shetty
Todd Smiley
Bradford Smith
Daniel Smith
Hooi Tan
Sivakumar Tottikalai
Bart Williamson
Todd Wyeth

NEW PMPS

Guillermo Barba
Jonathan Bruce
Michael Greer
Edward Hilbert
Cheryl Jefferson-Page
Clay Kilpatrick
Peter Librojo
William Liskow
David McVey
Chris Park
Nadeem Patel
Charlotte Salisbury
Payal Shah
Salil Sharma
Brian Shea
Shashi Shekhar
Ray Spencer
Thomas Thompson

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Leaders

Did you attend our second annual Career Fair and Leadership Presentation? If you didn't, you missed an absolutely fantastic event. There were over 200 project managers in attendance, and they had the opportunity to meet with recruiters and human resource representatives from about 20 companies. Many good connections were made, and all of us were inspired by the event's speaker, **Anna Ouroumian**, President and CEO of the Academy of Business Leadership (ABL), and her story of struggling against the odds and coming out on top as a leader.

You can be sure that an event as successful as this one doesn't just happen. It takes a lot of hard work and dedication. That's why I want to say, "Thank you," to our member **Melanie McCarthy**, who led the effort. Melanie, her core team, and many uncounted volunteers worked diligently in planning and executing our July 10 events. If you attended, enjoyed what you saw, and would like to give back to our organization, then please take a look at the many volunteer opportunities that our chapter offers.

On the Friday before the dinner meeting, I met 350 of Anna Ouroumian's Academy of Business Leadership students on a field trip to my place of employment. ABL is an innovative social entrepreneurial venture at the forefront of business and leadership education for underserved youth in Southern California and strives to bridge the economic and educational divides among minority and low income students.

In their summer workshop, these students form teams in a contest to create business plans for their fictional companies. My employer welcomed the students in the second week of their workshop, and they met with our management and learned about leadership. The biggest focus this year was on project management, and I was asked to give the students a two hour basic primer in how to apply project management techniques in delivering their business plans.

Talking to these young adults about project management was a challenge. We had to create a presentation that was entertaining, hands-on, and immediately applicable to the task at hand. In the end, it turned out to be a lot of fun and a big success. I was personally impressed with the ABL students. Not only were they sharp and attentive, but their questions and immediate implementation of what they had just heard was astonishing. I think that I learned as much from them as they did from me. I am now certain of two things. First, many of these students will become leaders in our society, thanks to their involvement in ABL. Second, I will gladly volunteer my time again for their next field trip.

Let us now move on to the leader in you. You may have noticed that PMI-OC has put a lot of emphasis on leadership in the past two years. I have already mentioned July's leadership presentation. In addition to that, we are currently holding our first PMI-OC Leadership Institute, an advanced leadership training program enabling attendees to become more competitive in a global environment. Very likely, we will repeat this offering next year, and I would like to encourage you to consider attending. Next to project management skills, leadership skills will be most important in your career.

But if you are looking for applied leadership, then look no further than our board of directors. This group of nine leaders from within our chapter is responsible for all that PMI-OC stands for. Yes, it is hard work. Yes, it means giving up some of your free time. And yes, it is the most rewarding activity that I have ever been involved in. Therefore, I challenge you to respond to our announcement on page 11, become a member of our 2008 PMI-OC Board of Directors and find the leader within you.

Cornelius Fichtner, PMP, Chair/President

Ah well! I am their leader, I really ought to follow them.

Mentoring: Helping Each Other

In our chapter we have representatives from information technology, construction, utilities, and government. We are fortunate to have both senior and junior leaders from these industries. Can you imagine how much senior leadership we have that could benefit the junior leaders? It could be an enormous enhancement to careers if we could harness that knowledge and focus it on common problems.

Recently I had a member come to me with a business problem. While I was not knowledgeable in his industry, the situation was common across industries, rather than industry specific. After some conversation, we exchanged ideas and, I would like to think, some specific guidance to assist with the situation.

Now, that was a one-on-one example. Think about what the value would be for both parties if we were able to harness the knowledge and exchange it with others in a positive manner. Wouldn't this be a huge benefit and value to at least a portion of our members?

We have been discussing these challenges at the company where I work. Realizing that the boomers are nearing retirement age, there will clearly be a huge knowledge void to fill in the coming years. We all know that certifications and processes are excellent indicators of potential success, but the most important indicator is the experience that can be brought to a project. So, at my company we are seeking methods that we can use to guide junior managers, without stifling their creativity, as they grow their professional expertise,

Keep reading *Milestones*. In the future we will explore this topic further as we strive to establish an effective mentor program within our chapter.

Sylvan Finestone, PMP

VOLUNTEER OF THE MONTH

Joe Paradiso, PMP

The PMI-OC Board of Directors selected and recognized **Joe Paradiso, PMP**, as the Volunteer of the Month for July 2007. Joe was honored at the July dinner meeting with a certificate of appreciation and a voucher for a future dinner meeting.

Joe has been a chapter member since 2005, joining after he completed his PMP®. He started volunteering at the Member Volunteer Orientation Training registration desk later that year.

He now leads the membership recruiting and retention effort and is MVOT co-leader. Along with **Terry Hauser**, Joe plans, organizes and executes the MVOT event every other month.

Joe has taken a key role in planning and executing the chapter's retention program. He is leading a team that will contact members who are coming up for renewal and survey those who have chosen not to renew. This survey will help us tailor our membership offerings. Joe is also a frequent contributor to *Milestones*, reviewing dinner meetings and the bi-monthly MVOT.

Joe is a project manager at Honeywell International. Over the past nine years, he has accepted numerous assignments, including estimating, planning, budgeting, leading and writing proposals for process control engineering projects. He spent the prior 15 years in aerospace, testing satellite systems and supporting shuttle launch activities at the Kennedy Space Center.

Joe said that he originally began to volunteer to earn PDUs to maintain his PMP. Now he states, "This was a lesser goal relative to the actual benefits of volunteering. Being involved with other members to improve and support such a worthwhile organization has proven to be the best return of all."

Joe believes that PMI-OC is all about the people. The more members he meets and works with, the happier he is to be a part of a winning team.

Sylvan Finestone, PMP



Volunteer Opportunities

Marketing Director: marketing@pmi-oc.org

Milestones Contributors

Write 500 to 1,000 word reviews of attended chapter events for *Milestones*. Clear and concise writing styles are required.

Marketing Plan Project Manager

Work with the director to establish the marketing plan for PMI-OC for 2007 and beyond. Requires interview skills and analytical thinking, with the ability to turn findings into documentation for team review and execution.

Membership Director:
membership@pmi-oc.org

Volunteer Coordinator

Assist the membership director by supporting all volunteer activities, including volunteer identification and assimilation. Volunteer of the Month, Volunteer of the Year, PDU awards, Volunteer Appreciation Day, and the annual Spark of Love toy drive.

Programs Director: programs@pmi-oc.org

Dinner Meeting Host

Hosts the event, introduces speakers, and makes special announcements as specified in the meeting agenda. Requires a public speaker who can host a large dinner meeting.

Hotel Dinner Meeting Coordinator

Communicates dinner meeting guest counts to the hotel. Coordinates with wait staff during the dinner to ensure all paying members receive meals. Collects business cards and assists with the raffle

Speaker Coordinators

Assist the dinner meeting host in scheduling speakers for the monthly dinner meetings and advanced topic seminars. This position will require working closely with the host, the advanced topics chair, and the speakers.

PowerPoint Coordinator

Creates the automated PowerPoint presentations from various sources for display at PMI® events.

Raffle Coordinator

Organizes raffle prizes for the dinner meetings. Prizes are a combination of purchase (\$50 maximum per meeting) and in-kind donations. Assists with the raffles at the dinner meetings.

Technology Coordinator

Works with the hotel staff to maintain and set up the sound system for the dinner meetings.

Chair/President: chair@pmi-oc.org

Financial Auditor

Perform an audit of the PMI-OC financial records. Duties include submission of a written report to the board of directors focusing on adequacy of internal controls, accuracy of the records and reports to the board, proper authorization of activities and expenditures, determination of the physical existence of assets, review of the tax-exempt status, and ascertaining that taxes have been properly filed in a timely manner.



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2ND ANNUAL PMI-OC CAREER FAIR

A Day in the Life of a Project Manager

I attended three breakout presentations on “A Day in the Life of a Project Manager” at the PMI-OC Career Fair on July 10. I was very impressed with the speakers and can’t decide which one I enjoyed the most.

Christopher Peduzzi from St. Joseph Health System (SJHS) presented a compelling argument that two PMO offices are better than one. I could hear the groans as most of us wondered how to get **one** PMO established! Christopher is the director of the PMO for SJHS. The “other” PMO is outsourced to Perot Systems. Perot Systems handles SJHS’s traditional information systems (IS) functions, such as help desk, network services/support, applications support, desktop services and data center management.

SJHS manages the strategic functions, while Perot Systems takes care of the day-to-day operations. SJHS is expressly responsible for setting directions of project management practices and determining resource requirements, along with overseeing crucial projects, such as construction, and other project segments.

Christopher said that the only way SJHS is able to manage this structure is through strong collaboration and continuous communication. They use many tools, including *SharePoint* websites, dashboards and other project governance process tools. IS is an integral part of all of SJHS’s services, right down to the air conditioning! Christopher made a “Day in the Life of a Project Manager at St. Joseph Health System” sound challenging, rewarding and fun!



The second presenter, **Teresa Bold, PMP**, had a different slant in her presentation on “A Day in the Life of a Project Manager at The Irvine Company.”

Terri told us that The Irvine Company considers its project management information technology (IT) organization “world class” and continually strives to maintain that level of performance. The company relies on its consistent, repeatable standards, using strong web-based project management tools in established templates for methodology and processes. The company developed these templates for projects of all sizes with numerous deliverables. They help identify and demonstrate opportunities, measure successes and maintain consistent processes. The company also conducts post mortems as tools for continuous improvement and information sharing.

The Irvine Company uses *Clarity* for resource allocation and modeling of resources. When Terri was asked what differentiated The Irvine Company as “world class,” her answer was that the company promotes learning tied to performance, quality relationships, maturity, and communication, as well as the company culture, “Do what you say you will do!”

It was obvious that Terri’s ethics were in line with the company values and culture, and that she enjoys her position there as Senior Project Manager.

The third presentation was by **Mark Ping** of Acquity Group. His “Day in the Life” sounded like an amusement park ride: fast, exciting and short lived! As Director of Solution Services, he is always looking for projects to optimize clients’ applications, resources and/or collaboration.

Acquity Group assists large corporations in leveraging their technology to extend their brands. Acquity’s project managers have to ramp up fast. They evaluate, document and present tactical and strategic solutions to improve information technology (IT) governance maturity and optimize IT investments. If they do a really good job, they are invited back to implement their plans. They have been so successful that 80 percent of their clients want them involved in the implementation and execution.

Mark also talked about Acquity’s experience in analysis and remediation of “at risk” projects. This is another task that requires coming in “late” and optimizing the resources for the best possible outcome. Using process tools such as *Clarity*, *Mercury* and *Planview*, they compress IT governance and processes. Mark also discussed taxonomy and metadata networking solutions. This was a high energy presentation about a fast growing industry that is helping shape companies and their IT organizations. When you get an opportunity to talk with Mark, wear your seat belt!

Linda M. Keller, PMP



2ND ANNUAL PMI-OC CAREER FAIR



Exhibitors

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www.acquitygroup.com
- Advanced Medical Optics**
www.amo-inc.com
- Brinderson**
www.brinderson.com
- Compuware**
www.compuware.com
- Ingram Micro**
www.ingrammicro.com
- iSpace, Inc.**
www.ispace.com
- L-3 Communications**
www.l-3com.com
- Leverage Point Corporation**
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- Watson Pharmaceuticals**
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1. Greg Aimone from Acquity Group
2. Attendees stop at the Brinderson table.
3. Carlos Regalado and Derek Barraza, PMP, from Compuware with Gail Nasman, PMP
4. John Fuchs, PMP, at the iSpace table
5. Lori Hinman, PMP, talks to Edgar Navareno from 99 Cent Only Stores.
6. Howard Behr from NWP Services Group with Pamela Klemm, PMP
7. Barbara DeShann, Justin Hsieh, and Cheryl Alexander from Pathways Consulting
8. Named Abouzeid at the Pro-Tem Solutions exhibit
9. Overview of the Career Fair
10. Ruth Lozano and Mark Wessells from RCM Technologies.
11. Maria Hensley, Firouzeh Farmand, and Jenny Matson from Resources Global Professionals
12. Representatives from Secure Communications
13. Nadeem Patel, PMP, Angela Moran, PMP, and Michael Pham, visit Mona Ismel at the Southern California Edison table.
14. Tim Byran-Montanez and Guity Tabesh at the Word & Brown exhibit
15. Event Coordinator Melanie McCarthy with Guity Tabesh and Jon Stevenson

Photos by Shirley Goodwin, PMP and Steve Goto, PMP

AT THE JULY MEETING



1



2



3



4



1. Paul Thomsen and Pia Nielsen-Wagner, PMP, work at the registration desk.
2. Laura Watren and Monica Celnar, PMP
3. Jana Chantarapan, PMP, Ralph Dutra, and Gerald Julius
4. Outdoor buffet dinner
5. Melanie McCarthy and Bruce Yamada, PMP
6. David Chiao, Shaloo Kamat, PMP, and Tim Bryan-Montanez
7. PMI-OC Marketing Team
8. New PMPs



5



6



7



8

PMI-OC Marketing Team

Left to right: Steve Goto, PMP, Barbara DeShann, Jon Bianco, PMP, Ralph Dutra, Linda Keller, PMP, John Fuchs, PMP, Kathleen Matlock, CAPM, Brent Felsted, PMP, Marca Antencio, PMP, John Sunderson, PMP, Roger Lew, PMP, Shirley Goodwin, PMP, Patty Tutor, PMP, Chandra Vempati, PMP

New PMPs

Left to right: Nadem Patel, Tushar Shah, Lori Shapiro, Judy Lovering, Angela Ahern, Pam Loree, Sandra Villacarlos, Pamela Klemm, Robert Thiedce, Jana Chantarapan, Patricia Mitchell, Shaloo Kamat, Peter Librojo, David McVey, Dattathri Ramanna, Sunil Dhume

Photos by Shirley Goodwin, PMP and Steve Goto, PMP

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October 25
Agile Estimating
and Planning

JULY 10 LEADERSHIP PRESENTATION

A Story of Hope, Courage and Determination

“What will you make of your life when you grow up?” queried Father Raphael to the teenage orphan. That was to become the day **Anna Ouroumian** decided to catch the brass ring; she decided to go to America.

Thus began the next stage of one young girl's brave journey, already fraught with more danger and uncertainty than the rest of us see only in a Hollywood movie.

Fast forward less than two decades to find Anna Ouroumian, now President and CEO of the Academy of Business Leadership (ABL), proud U.S. citizen, trailblazer in community service, an inspiration to all who meet her, and a dynamo of energy who leaves one breathless in the wake of her overwhelming focus.

What divine forces inspired this Lebanese refugee to embrace her dreams and confront her fears, turning her life into a profound civic contribution that would make Father Raphael (and Sister Ida of Glendale) beam with pride?

In 2003, Anna's third day at ABL (while most of us would still be trying to locate the coffee pot and water cooler) found her developing a new business model for the then fledgling academy. With unparalleled passion, she proclaimed the first order of business: hire “the best of the best.” Top MBAs from the best academic institutions were gathered from near and far to channel the untapped potential of deserving youth.

Undaunted by the task facing her, Anna forged ahead by stating the seven core values to be embraced by each and every ABL student determined to prepare themselves for an extraordinary career: vision, integrity, passion, commitment, perseverance, responsibility and courage.

Anna insists that youth enrolled in ABL programs be treated as sons and daughters of CEOs. They are taught to “start with the end first” and encouraged to consider themselves as leaders now, rather than leaders someday.

As a five year old, huddled with 100 other orphans while bombs destroyed their surroundings, and the nuns struggled to comfort small children with big fears, Anna could not have predicted she would someday channel that anxiety into an intrepid quest to teach other youngsters to take charge of their own destiny.

Using her own intense childhood experiences in a homeland devoid of hope, Anna imparts a message of motivation and courage to anyone within earshot, most notably the impressionable youth who must grow to be the mortar in the bricks of our future society. Describing the inner cities as our last frontier, Anna postulates we must bring young people to the table to enact this paradigm shift for the welfare and benefit of all.

Kissing American soil at only 17 after escaping Lebanon, Anna embodied her gratitude by joining AmeriCorps in helping to bring solutions to the problems facing inner cities today. It was during that service that Anna became addicted to making a difference. She set aside her champagne and caviar plans of American riches and a flashy Wall Street career in favor of community service and dedication to today's youth.

Now Anna can be found personally encouraging ABL students to find their purpose, and never give up on their dreams. With a cup always half full, she reminds others that



PMI-OC Chair **Cornelius Fichtner, PMP** presents a \$500.00 grant from the chapter to **Anna Ouroumian** to further her work at the Academy of Business Leadership.

no matter the individual and varied stories of our personal histories; at its core, the human experience is the same for all of us, regardless of ethnicity, religion, economic strata or other labels. Rather it is that life guided by those seven all-important values: vision, integrity, passion, commitment, perseverance, responsibility and courage; which demonstrate the characteristics of a great leader.

With a tireless (some might say relentless!) Anna as the creative force behind ABL's revised business model, the foundation soon grew from one site to six. The number of enrollees quickly multiplied from mere handfuls to literally tens of thousands. Today, ABL boasts making a difference in the lives of over 60,000 youth since Anna's arrival at the helm.

Bringing in alumni as interns, and augmenting program resources with over 500 volunteers from more than 22 local companies, Anna has managed to leverage every ounce of available talent to optimize the opportunities offered to the students of ABL.

Expanding ABL's offerings to include a fellowship program designed to hone the skills of juniors and seniors is but another of Anna's inspired ideas helping the academy fulfill its charter.

Named an Outstanding Senior in Academic Achievement as she graduated from UCLA, Anna knows first hand the value of an excellent education, as well as the effort and dedication necessary to achieve that goal.

Anna's lofty educational yardstick is evident at ABL, boasting a rate of 100 percent for high school graduation, and 98 percent for college attendance. It's clear that Anna's extraordinary leadership spells success not only for ABL, but for every individual student enrolled as well.

As a teen surrounded by seemingly overwhelming odds, living in poverty, chaos and uncertainty, forced into servitude and cajoled into displaying an insincere gratitude for the charity imposed upon her, Anna channeled her rebellion on one goal: “How can I get out of here?” Knowing this

Continued on page 18

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2007 Board of Directors

Seated, left to right: **Nora Goto, PMP**, Operations Director/Secretary; **Sylvan Finestone, PMP**, Membership Director; **Kim Fields, PMP**, Director at Large; **Pan Kao, PMP**, Programs Director
Standing, left to right: **Francis Amalraj, PMP**, IT Director; **Cornelius Fichtner, PMP**, Chair/President; **Victoria Flanagan**, Chair-Elect; **Lora Lockwood, PMP**, Finance Director/Treasurer; **Brent Felsted, PMP**, Marketing Director

2008 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 2008 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/President,* 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 nominations@pmi-oc.org **before August 17.**

** Since the current Chair-Elect was appointed, not elected, the 2008 Chair/President position will be on the ballot.*

Electronic Balloting

We will use electronic balloting again this year. The online election will be held from September 15 through September 30, 2007.

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, 2007. 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 see the message on page 19.

Test Your Knowledge on PMP Exam Questions

Answers are on page 18.

Here is a sample of some questions:

- The earned value methodology provides a means of forecasting a possible range of final cost outcome, which is called the estimate at completion (EAC). The formula, $EAC = AC + ((BAC - EV) / CPI)$, is typically used when:
 - The original estimating assumptions are no longer acceptable because conditions have changed.
 - Current cost variances are assumed to be not typical for future work.
 - Current cost variances are assumed to be typical for future work.
 - A risk event has occurred mandating the need to re-baseline the project plan.
- Your project sponsor has determined the original 18 month schedule in your project plan would be too late to affect a competitive product offering. You have been requested to complete the project at least three months earlier. You believe you can achieve this new deadline by overlapping or paralleling project activities. This approach you plan to apply is an example of:
 - Crashing
 - A constraint
 - Fast-tracking
 - Leveling
- All of the following are tools and techniques to request seller responses, except:
 - Bidder conferences
 - Issuing requests for information
 - Advertising
 - Developing qualified sellers list
- You are in charge of managing the construction of a large information system complex in an outlying island in Indonesia. A world class retailer, who plans to launch a major expansion of stores and warehousing facilities in Asia, will use this data center. Although this location has significant economic benefits, it is in a geographical region that is vulnerable to typhoons and earthquakes. Because of this potential threat, you have developed a backup plan to operate out of Bangkok in case of flooding or physical damage. What kind of risk response is this?
 - Mitigation.
 - Active acceptance
 - Transference
 - Avoidance

Learn for Project Management

UCR Extension offers a six-course certificate program in Project Management. Classes for Fall quarter are:

PROJECT MANAGEMENT ESSENTIALS

Wed., 6:30-9:30 pm, September 26-November 28
Reg #072-MBJ-J06
Held in Palm Desert

PROJECT MANAGEMENT ESSENTIALS

Mon., 6:30-9:30 pm, September 24-December 3
Reg #072-MBJ-J01

PROJECT SCHEDULING AND RISK MANAGEMENT

Tues., 6:30-9:30 pm, September 25-November 27
Reg #072-MBJ-J02

PROJECT PROCUREMENT MANAGEMENT

Thurs., 6:30-9:30 pm, September 27-November 29
Reg #072-MBJ-J03

LEAN SIX SIGMA GREEN BELT

Mon., 6:30-9:30 pm, September 17-November 26
Reg #072-MBJ-J04

PROJECT MANAGEMENT PROFESSIONAL AND CERTIFIED ASSOCIATE IN PROJECT MANAGEMENT (PMP/CAPM®) EXAM PREPARATION

Tues.-Thurs., 9 am-5:30 pm, October 9-11
Reg #072-MBJ-J05

All classes are taught in Riverside unless noted.

UCR Extension Center
1200 University Ave.

UCR | EXTENSION

For more information:
951.827.1600
kcraig@ucx.ucr.edu
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by Aug. 17



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JULY ADVANCED TOPIC SEMINAR

Project Management Training for Team Members?

Think CAPM!

As one of your company's successful project managers, you have just received a new project that is very important to the company and to your career. Where do you look for team members, and what attributes do you seek in addition to technical skills? You need answers to these questions to understand the scope of your project and to know all the project's participants and stakeholders.

There is a difference between participants and stakeholders. With his legendary style of keeping the members of his audience on their toes, **Frank Reynolds, PMP, PMI-OC Fellow**, presented his lively review of what to expect of project participants and stakeholders. He began by introducing his expanded definition of project participant, which appears below in **Figure 1** (adapted from PMBOK® 2004). Frank's point is that project participants can come from outside the project, or from anywhere, and are rarely predictable.

Whenever Frank begins managing a project, he first asks "Who else do you think knows something or is affected by this project?"

Frank gave an example of homeowners living along a street that is being widened by the city. The dust, the noise, and the general inconvenience affect them and their relations to the project. They do not like it and vent their displeasure at City Hall.

In this sense, Frank expanded the conventional definition of project stakeholders (with varying levels of responsibility and authority) to be a subset of a much larger group of project participants (**Figure 1**). What's more, project stakeholders as project participants are seldom included in the project budget or schedule. They may, however, be a part of a project support organization, which invests capital resources to produce a result that generates a desired stream of benefits. The work that these stakeholders perform is often time-critical, yet is seldom specified, or tracked, in a time or cost plan.

On the other hand, everyone who is going to be assigned to a project will do some project management work. These people compile estimates and prepare reports on all project tasks. They participate in meetings for reporting status, solving problems, or performing peer reviews. They receive and perform *ad hoc* specific project management tasks. In addition to initiating actions, they identify risk, error, and quality problems.

In this context, it is the actual project team members who perform the critical 80 percent of the project work by producing specific outcomes. By contrast, the project management work that supports the successful production of the expected outcome involves only around 20 percent of the total project work.

What else should project managers expect of project participants?

"Easy to answer for us project managers," Frank observed, "but that is not always the case in many companies."



Frank recommended that all project participants should:

- Understand the project management philosophy and processes applicable to each project assignment;
- Ask for, review, and discuss the project charter with the project manager
- Seek and shape means to improve arrival, participation and departure of other project participants and yourself;
- Ask for, review and discuss available documents to include objectives, plans and budgets;
- Understand formality and follow technical leader, project administrator and project management approvals and authorizations;
- Accept some conflict in the project team as normal, while being ready to seek guidance from the project manager;
- Seek and accept quality and risk management responsibilities to make use of their knowledge and improve likelihood of personal, team and project success.

In many organizations, the project participants may actually be members of the project management team. For instance, if they perform project management work other than for self-management, or if their work produces outputs associated with project administration, technical coordination, leadership, research, or analysis.

After setting the stage for his presentation with these introductory observations, Frank proceeded with comparisons of various professional organizations, including their views of the members involved in the

Continued on page 14

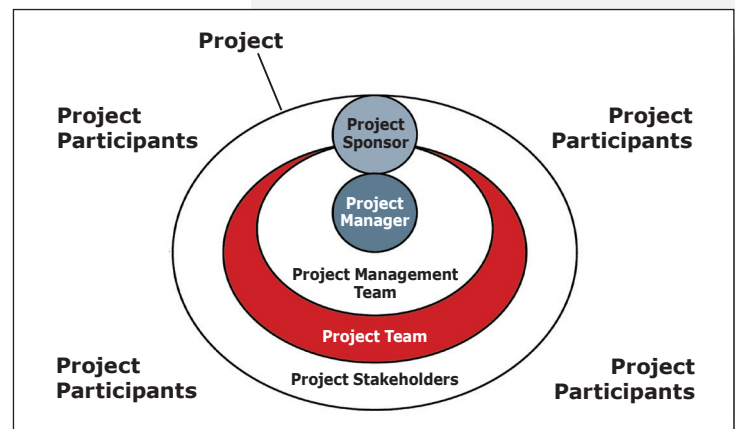


Figure 1: Frank Reynolds views project stakeholders as a part of a much larger group of project participants, many from outside the realm of the project.

management of projects, and their requirements for achieving professional certification in their respective disciplines.

These professional societies offer formal programs for official professional certification. See **Table 1 at the right**. Please note that even though the members of these societies accomplish much of their work in a project setting, the societies' certification programs are nearly all silent on project management.

Let's have a closer look at the roles of members of the professional societies in **Table 1** and their contributions to project management. **Figures 2 through 9 on pages 16 and 17** compare the relative weights of the members' roles as both subject matter experts who achieve project outcomes, and as contributors to project management.

The plots in these figures show project time on the abscissa, and subject matter expertise and contributions to project management on the ordinate.

Professional Engineers (PE)

These people have the authority to sign engineering documents, for which they take responsibility. They draw on a body of knowledge called the *ASCE BOK*. This document is not organized on the premise that engineering is usually conducted in a project setting. However, it does require that PEs are able to function as members of interdisciplinary teams.

"Licensed civil engineers should be able to lead a design or other team as well as participate as a member of a team. This requires understanding team formation and evolution, personality profiles, team dynamics, collaboration among diverse disciplines, problem solving, and time management, and being able to foster and integrate diversity of perspectives, knowledge, and experiences."

The *ASCE BOK* also implies an understanding of the elements of project management, construction, and asset management.

"Efforts of the professional civil engineer often lead, in the context of projects, to construction of structures, facilities and systems that, in turn, must be operated and maintained. Project management essentials include project manager responsibilities, defining and meeting client requirements, risk assessment and management, stakeholder identification and involvement, contract negotiation, project work plans, scope and deliverables, budget and schedule preparation and monitoring, interaction among

Technical Description	Professional Society	Official Certification	Contrib. to PM
Civil Engineering	American Society of Civil Engineering (ASCE)	C.Eng (India) P.E. Jp (Japan) CEng (England) Ing (Brazil)	Figure 2*
Business Analysis	International Institute for Business Analysis (IIBA)	CBAP™	Figure 3*
Quality	Quality Assurance Institute (QAI)	CSQA Certified Software Quality Analyst CMST Certified Manager of Software Testing CSTE Certified Software Tester CMQA Certified Manager of Quality Assurance CSPM Certified Software Project Manager	Figure 4*
Information Technology	Institute of Certified Computing Professionals (ICCP)	CBIP Certified Business Intelligence Professional CCP Certified Computing Professional CDMP Certified Data Mgmt. Professional ACP Associate Computing Professional ISA Information Systems Analyst	Figure 5*
Technical Communication	Society for Technical Communication (STC)	No current certification	Figure 6*
Project Management	Project Management Institute (PMI)	CAPM Certified Associate in Project Management PMP Project Management Professional PgMP Program Management Professional	Figure 7* Figure 8*

Table 1: Comparison of professional disciplines, societies, and their official certifications. Many project participants are also members of these professional societies and carry their professional certifications.

*Figures are on pages 16 and 17.

engineering and other disciplines, quality assurance and quality control, and dispute resolution processes."

The plot in **Figure 2 on page 16** shows how PEs divide their time evenly between subject matter expertise and contributions to project management.

Business Analysts

Business analysts also have their body of knowledge, the *BABOK*, which defines their role as follows:

"A business analyst works as a liaison among stakeholders in order to elicit, analyze, communicate and validate requirements for changes to business processes, policies and information systems. The business analyst understands business problems and opportunities in the context of the requirements and recommends solutions that enable the organization to achieve its goals."

The *BABOK* has these eight knowledge areas:

1. Enterprise analysis
2. Requirements planning and management
3. Requirements elicitation
4. Requirements communication
5. Requirements analysis and documentation
6. Solution assessment and validation
7. Additional knowledge business analyst requirements
8. BA fundamentals

Figure 3 on page 16 shows how the business analysts' contribution to project management is chiefly in configuration and change management.

Quality Professionals

At the beginning of a project, the quality professionals are involved in making contributions to project management for prevention and appraisal. Later their focus is on their subject matter expertise for responding to internal and external failures. See **Figure 4 on page 16**.

Institute of Certified Computing Professionals (ICCP)

For these people, project management is not a required topic in any of the ICCP certifications. It is, however, one of 16 possible topics for attaining a mastery level for which two topics may be chosen for the exam. For instance, the integrated project management (IPM-IT) certification is designed to test the candidates' knowledge of integrated IT project management theory and practices at a level of competency appropriate to a senior IT project management professional. This examination contains questions that are specific to the integrated IPM-IT methodology, based on PMI-PMBOK® standards, and the rational unified process (RUP) software development methodology. For example, IPM-ITs who are involved with software package modifications and/or application software development have a gradually increasing role, both in subject matter and in project management. This peaks during the project's execution. See **Figure 5 on page 16**.

Professionals in technical communication, documentation, training and publications

Here the contributions to project outcome and to project management follow a similar pattern to that of computing professionals. See **Figure 6 on page 16**.

Certified Associates in Project Management (CAPM)

The CAPM® is designed for project team members and entry-level project managers. It is also excellent for qualified undergraduate and graduate students who want a credential to recognize their value to project team performance. As such, the CAPM credential benefits professionals from all disciplines, because it demonstrates that these professionals have clear direction in their work. It also demonstrates that they have gained knowledge of project management processes and terminology. The CAPM certification applies to:

- Project team members
- Junior project management practitioners or individuals new to the project management profession
- Undergraduate or graduate students with an interest in project management.

Frank pointed out that professionals with project management skills are increasingly seen on the leadership track. Earning the CAPM is one of the best ways for them to advance their careers. He asserted further that this credential could go a long way toward enhancing a person's employment and project assignment responsibilities. Therefore, the primary value of the CAPM certification is workplace recognition for project team members.



Project and Program Management Professionals (PMP and PgMP)

With the PMP® designation following their names, project managers tell current and potential employers that they have demonstrated a solid foundation of knowledge from which they can competently practice project management. The PMPs should be involved primarily in contributing to the management of projects. They should not devote significant secondary efforts to producing project outcomes. See **Figure 8 on page 17**.

The quotation, "The captain of a ship belongs on the bridge; s/he should not be down in the engine room shoveling coals," puts it conspicuously enough. Companies that require their project managers to do also technical work, not only undermine their effectiveness

but in the end also jeopardize the successful project outcome.

The certified program management professional is PMI's newest credential. It is specifically developed to acknowledge the qualifications of those professionals who lead the coordinated management of multiple projects. Frank was eager to inform us that professionals who have earned this credential are internationally recognized as professionals, because (1) they demonstrate that they have the knowledge and experience to make and implement the important decisions, and (2) they are capable of accomplishing their company's strategic objectives. By contrast to the PMP, the PgMPs enhance business results by constantly making contributions to project management and to its integration with executive functions. In this sense, they ensure the ultimate success of their programs through their integrated contribution to project results. See **Figure 9 on page 17**.

Frank, the chapter thanks you for presenting an informative excursion through the world of professional certifications. You have made your point most eloquently. *All the professional societies have a need for formalized expertise in project management, whether they acknowledge the need or not.*

You have further convinced your audience that not just the project manager, but also all the project team members, can be more effective in their roles of project participants if they have formal, and *certified*, training in the basic tenets of project management.

George D. Meier, PMP

Left: Frank eliciting discussion from participants.

Right: Wendy Woo, PMP; Reza Bourbour, PMP; and Soonie Choi, PMP; during workshop time.

Photos by Louie Chanco, PMP

Figures 2 through 9 continued on pages 16 and 17.

Professional Engineer

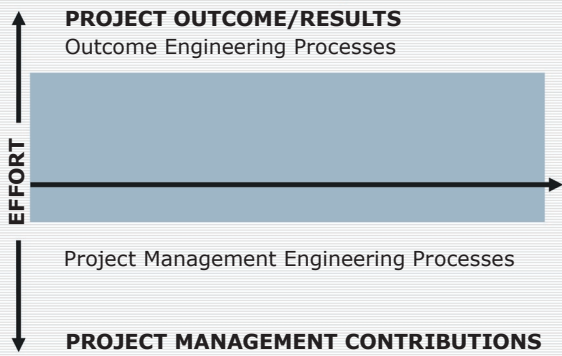


Figure 2: Professional Engineers divide their time evenly between subject matter expertise and contributions to project management.

Business Analyst

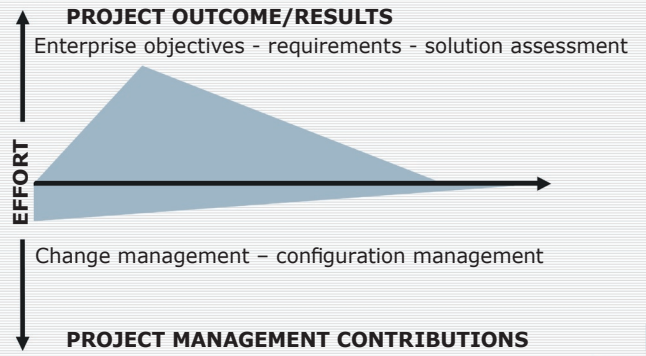


Figure 3: Business Analysts generate project outcomes chiefly through their subject matter expertise.

Quality Professional

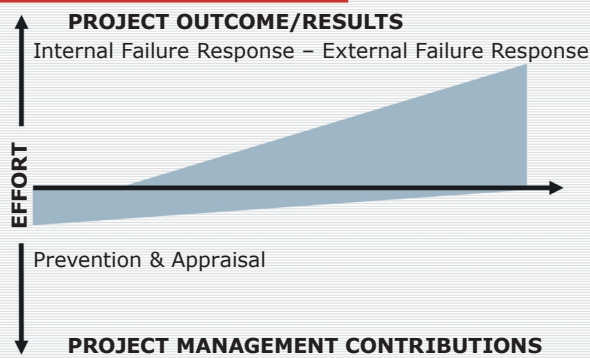


Figure 4: Quality Professionals have initial project management involvement, which gives way to internal and external failure responses.

Software package modifications and application software development

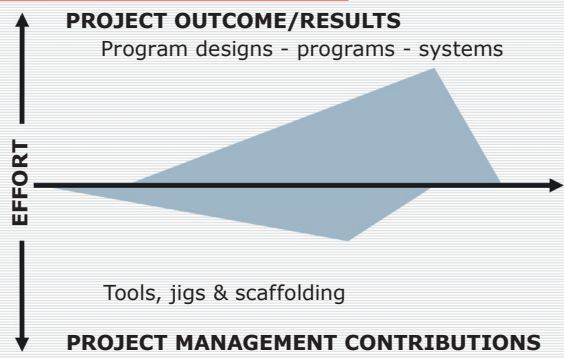


Figure 5: Computing Professionals have a gradually increasing role, both in subject matter and in project management, with a peak during the project's execution

Technical communication, documentation, training & publications

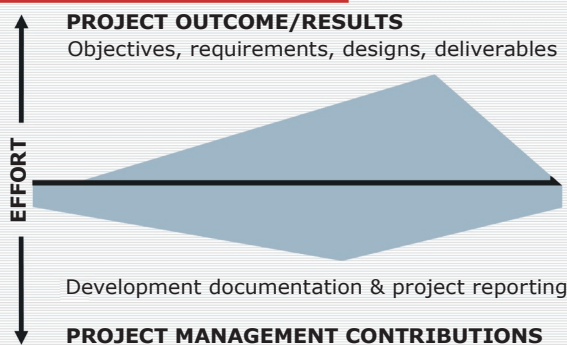


Figure 6: Not surprisingly, people in technical communication, documentation, training and publications have a role distribution similar to that of computing professionals.

Certified Associate in Project Management (CAPM®)

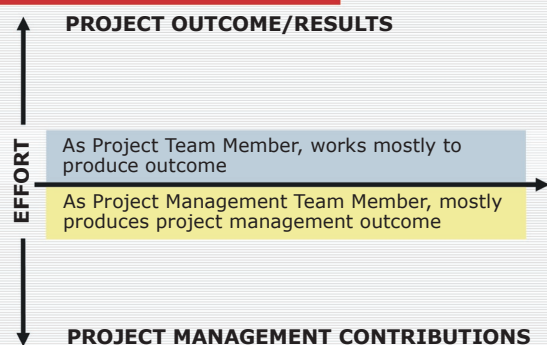
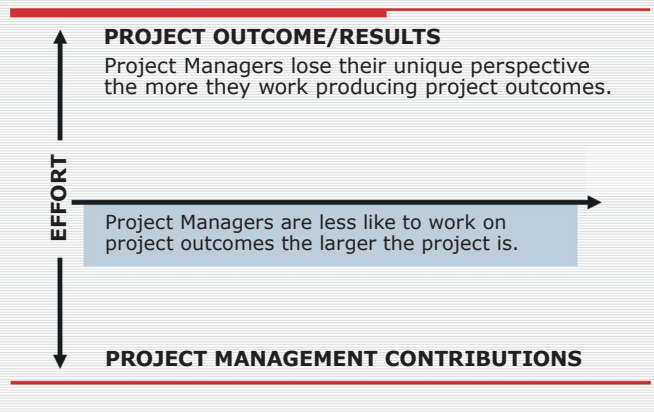


Figure 7: Certified Associates in Project Management (CAPMs) have constant involvement, both in contributing to project management and in achieving project outcomes.

Project Management Professional (PMP®)



Program Management Professional (PgMPsm)

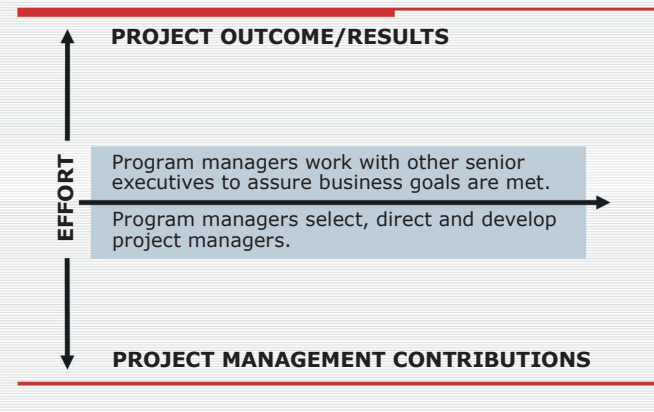


Figure 8: Certified Project Management Professionals (PMPs) are most effective if they devote themselves exclusively to the management of their projects. In this way, they enjoy the prestige that comes from being the best in their field.

Figure 9: The Certified Program Management Professional (PgMPsm) is PMI's newest credential. It is specifically developed to acknowledge the qualifications of those professionals who lead the coordinated management of multiple projects and in this way ensure the ultimate success of their programs. By contrast to the PMPs, the PgMPs are constantly engaged in making contributions to project management and to its integration with executive functions, which is their contribution to project results.

Tuesday, September 18

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.

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.

When:

Tuesday, September 18, 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

200 South Manchester Avenue
(Corner of Chapman and Manchester)
Orange, CA 92868

A map can be found at the following URL:

<http://unex.uci.edu/services/contacts/locations/ucilc/>

Cost:

None.
Parking is free, but required permits are available on the second floor.

Register:

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

Questions:

E-mail: membership@pmi-oc.org

Leadership Presentation

Continued from page 9

must be the same question on the minds of many high potential, low opportunity youth, Anna provides the answer.

The impetus to overcome her own dire circumstances is the same energy with which she now motivates underserved youth to rise above their challenges and seize opportunities made available to them by the Academy of Business Leadership.

With unabashed persuasion and contagious enthusiasm, Anna encourages all of us to become involved in community service and volunteer efforts for the enrichment of the lives of our youth, and the benefit of society at large. A great place to get started with new volunteer endeavors is at www.goabl.org.

A barely perceptible accent is all there is about Anna to remind us of the hurdles overcome in her young life growing up in an inhospitable foreign land. With every word, she reminds us that truly anything is possible. For those of us hearing Anna speak at the July PMI-OC meeting, we have seen the proof. And we believe.

Kathleen Matlock, CAPM

Answers to PMP® Exam Questions

From page 11

- 1. c. Current cost variances are assumed to be typical for future work.**
PMBOK® 2004, paragraph 7.3.2.3, page 176 [Controlling]
- 2. c. Fast-tracking**
PMBOK® 2004, paragraph 6.5.2.3, page 146 [Planning]

- 3. b. Issuing requests for information**
PMBOK® 2004, paragraph 12.3.2, page 284 [Executing]
- 4. b. Active acceptance**
PMBOK® 2004, paragraph 11.5.2.3, page 263 [Planning]



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The PMI Orange County chapter is fortunate. We have a large membership and strong volunteerism. The strength of the group is measured by the willingness of our members to step up to the plate and volunteer their time and energy toward building our chapter. Our members enjoy *Milestones*, the communications arm of our chapter. Many chapters do not deliver a formal newsletter, and many chapters that do, deliver the content only online or via e-mail.

We have been struggling with the future of *Milestones*. Should we continue to deliver this content both in a printed, paper-based format and electronically? Should we discontinue the printed and mailed newsletter? Should we deliver the newsletter via e-mail or post it on our website? Should we create a blog or community where members post their own content?

The reason for this discussion is that, as you probably know, postage rates continue to increase. The last mailing of *Milestones* experienced an increase of over \$500 in postage expenses for the chapter.

Every year the PMI-OC Board of Directors has considered scaling back the printed version of *Milestones* because of the increasing costs to produce and mail the newsletter. Each year, the decision has been made to retain the printed and mailed version of our newsletter, as the board views the printed newsletter as a tangible benefit to PMI-OC members. Furthermore, other PMI® chapters that have changed to an online only newsletter, have experienced a negative response from their membership.

We would like to poll the members of our chapter about the future of *Milestones*.

Please click on this link, www.pmi-oc.org/notices/MilestonesQuestionnaire.doc, to download the survey or go to www.pmi-oc.org and click inside the PMI-Notices pane. Fill out the survey and e-mail it back to editor@pmi-oc.org.

Thanks for your help.

The Milestones Editorial Team
Cynthia K. West, Ph.D.
www.projectinsight.net

Mr. CAP "M" Should Certifications Be Practical or Academic?



A series of columns by
Frank P. Reynolds, PMP

At the July 7th Advanced Topic Seminar, the all-PMP® audience felt that those earning the PMP certification should be able to project manage their way out of a paper bag. "Project managers should be able to keep a project on budget, on schedule and meet owner expectations." That statement was often accompanied by a complaint that it seems too easy to become a PMP.

At the career fair the following Tuesday, I heard similar concerns from several human resource recruiters. These placement specialists desired PMP certified candidates. In the interview process, they weeded out "academics" from desirable practitioners.

Both the PMPs at the Saturday ATS and the career fair exhibitors thought that practical project management experience is inadequately audited by PMI®. It is clear that PMPs are expected to be practical project managers.

Some in the Saturday ATS audience felt that CAPM® certification places too much emphasis on the PMBOK® Guide "book learning" and none on practical experience as a project "manager." PMI expects those on their way to project management assignments to have an early conceptual context before beginning the 4,500 or 7,500 hours of project manager experience the PMP requires.

With 23 hours of education, a CAPM candidate needs no project experience. A high school graduate or someone with the equivalent of an Associate of Arts degree can apply for the exam with 1,500 hours of project experience and no formalized project management training. No project management experience is required. Significant project participation is sufficient to substitute for 23 hours of project management education. Referential in-depth knowledge of the PMBOK® Guide®, and only that guide, is the basis of the examination.

Many feel that project managers holding CAPM certifications should, at a minimum, share our project management common language and understand the kinds of behaviors needed to succeed. For those holding PMP certifications, this should be a foregone conclusion.



An Important Message from PMI-OC

Dear PMI-OC Member;

PMI-OC obtains your contact information for our monthly *Milestones* newsletter and for our weekly *E-Mail Newsletter* from PMI®. We depend on the accuracy of this information to effectively communicate with you.

Each month, a significant number of *Milestones* newsletters are returned because of out of date or inaccurate mailing addresses. Some e-mail addresses are also rejected with our weekly *E-Mail Newsletter* (formerly *E-Mail Blast*).

Could you help us improve our communication with you? All it takes is a few minutes to check your personal address information on the PMI Global website.

Please go to <http://www.pmi.org/members> to check your membership information, especially your address. To access, you will be prompted for your PMI membership number and password. If you do not know these, please call or e-mail PMI Customer Care at:

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SCQAA Orange County, SCQAA San Fernando, SCQAA Inland Empire, SCQAA Los Angeles

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- ❑ A leading automotive manufacturer's new business initiative involves a fundamental change in thinking about things such as building an automobile with 50% fewer parts. In projects, what if we could get requirements right the first time, do processes in much fewer steps, and reduce software defects by 50%?
- ❑ Disruptive technologies – every so often, a significant technological innovation, product, or service quickly overturns the existing dominant technology or product in the market. Examples: Internet, iPods, cell phones, PCs, wireless. *What's next?*

WHO SHOULD ATTEND? CIO's, IT Managers & Professionals, Project & Development Managers, QA & Testing Managers, Business Analysts, Programmer Analysts, Team Leads, Change & Configuration Managers, Security Managers, Software Engineers & Architects, Developers, and anyone interested in industry technology trends & in ensuring innovative business strategies.

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Managing Team Fireworks



atching fireworks light up a summer sky awakens the wonder in us all. When fireworks light up a conference room and team members are ready to explode, it can be the true test of your project management and leadership skills.

Healthy vs. Destructive Conflict

The first thing to identify is whether the conflict is healthy or destructive. When team conflict is enthusiastic, challenging and results in a better outcome, it's healthy and a sign of a team that trusts each other enough to engage in debate and discourse. When the conflict is mean-spirited, personal and results in communication shutting down or barriers to success, it's destructive, and the team needs to get to the true root of the conflict and solve it.

Getting to the Root of the Conflict

If conflict is destructive and slowing your team down, here are some areas to focus on.

Expectations. Is the conflict or disagreement because team members had different expectations? This is where a project agreement is like the Holy Grail. When a project agreement is developed and when the entire team buys into it, everyone has a document that outlines expectations, roles and responsibilities, and deadlines.

Communication. How is the team communicating? Is there a regular time when they meet, have a conference call or go over the project status? Many times, conflict is caused by a lack of communication or silo communication where communication isn't making its way to all members of the team. If there's a silo, break it down and create a communication chain that connects all team members.

Understanding personality types. If your team has never worked with the Myers-Briggs Type Indicator®, it can be an illuminating exercise and can give team members insight and understanding about each other. As a team leader, it can give you ideas about managing your team and communicating with them.

Here is a simplified personality assessment based on the four key personality dimensions.

E or I. Are You an Extrovert (E) or an Introvert (I)

How are you energized? Do you get excited or animated around others (E) or do you prefer to be on your own? (I)

N or S. Are You Intuitive (N) or Sensory (S)?

What do you focus on in your environment? Do you look at what could be (N)? Or do you see "what is" (S)? People who fit the N classification are "Idea" people, and the people who fit the "S" classification are driven by "real" facts and data.

T or F. Are You a Thinker (T) or a Feeler (F)?

How do you make decisions? Do you make them impersonally with comments such as "I think . . ." (T)? Or do you make decisions based on your own values, prefacing comments with "I feel . . ." (F)?

J or P. Are You Judging (J) or Perceiving (P)?

How do you choose to live? Do you keep your desk neat and tidy (J)? Or do you prefer to keep it more spontaneously organized and flexible (P)? People who fit the J classification prefer an orderly life and are happiest when matters are settled. People who fit the P classification prefer to be spontaneous and are happiest when their lives are more flexible.

Tips for Reading People's Personality Types

- 1. Notice their behavior around others.** Do they get excited and draw energy from others (E), or do they prefer to be on their own (I)?
- 2. Where do they place their focus?** Do they look at what could be (N) or at what is (S)?
- 3. How do they make decisions?** Do they preface their opinions with "I think" (T) or "I feel"? (F)

- 4. Do the desk test.** Is their desk neat, tidy and structured (J)? Or is it more spontaneously organized and flexible (P)?

Communication Approaches

After you identify a personality type, then you need to know how to communicate with that person. Here are a few examples.

INTJ: Be brief and to the point. Acknowledge their work and thank them, especially in front of others.

ISTJ: They like details, so make sure you give them enough information to be comfortable. Be logical and clear, letting them know you understand their current challenges, and can help them find solutions.

ENTP: Let them share ideas and participate in the process. Be clear about the deliverable and what you need.

ESTJ: Engage them in discussion. Let them talk about personal matters. Ask them how they can help you with your problem.

Ground rules. If you see a pattern that keeps rearing its ugly head, such as a team member who is always negative about an idea versus building on it, break the pattern by establishing ground rules that make it unacceptable.

Both sides now. When you walk a mile in another person's shoes, you often get a different perspective. When team members who are opposed argue the opposite side, they are forced to see the other person's perspective, and it also may generate ideas that no one had thought of before.

Humor. When was the last time your team had a good laugh together? A real belly buster? Humor is one of the world's best tension breakers; if your team is too serious, it may be time to prescribe some laughter. A quick team-building exercise that can bring some laughs into the room is the "nickname" roundtable. Everyone goes around the room or takes a turn on a conference call and discloses their funniest nickname. It's a good way to bring some laughter into the room before you tackle a tough subject.

Michelle LaBrosse
CEO, Cheetah Learning

WANT TO BE PMP® CERTIFIED?

Studying for the PMP Exam?
Need qualifying education contact hours?

PMI Orange County Chapter Announces Its 2007 Fall Course



PMP EXAM PREPARATION WORKSHOP

Six Saturdays Beginning September 15, 2007

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.

Sept. 15	Oct. 13	Oct. 27
Sept. 29	Oct. 20	Nov. 3



Where: Laguna Hills

Holiday Inn
Laguna Hills
25205 La Paz Road
Laguna Hills, CA 92653

Costa Mesa

University of Phoenix
South Coast Learning Center
3150 Bristol Street
Laguna Hills, CA 92653

**PMP Exam Prep
Workshop in BREA!**

Embassy Suites
Brea, North Orange County
900 East Birch Street
Brea, CA 92821

Cost: The workshop fee is per participant, payable at the time of registration. Classes fill very fast, so get your registration and money in early to guarantee a seat.

Register by Sept. 2 to receive a special discount!

- **PMI Member:** \$750 before Sept. 2, \$800 after Sept. 2
- **Non Member:** \$850 before Sept. 2, \$950 after Sept. 2

Register at www.pmi-oc.org

Information at www.pmi-oc.org or e-mail 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.

ADVANCED TOPIC SEMINARS

SATURDAY, SEPTEMBER 8, 2007



Advanced MS Project: Hands-On Training

Presented by **Mike Graupner, PMP**
and **Gene Senecal, PMP** (unpictured)

Now that you have covered the basics of MS Project, **Mike Graupner** and **Gene Senecal** will walk you through the ten most common mistakes beginners make and help you build

easy to maintain and useful project schedules.

- Does your project plan have a mind of its own?
- Does it take more time to manage the project plan than the project?
- Is printing your project plan more complicated than cold fusion?
- Does recalculating the plan make the schedule take off faster than a race horse?
- Do your co-workers gather around and chuckle when you start up MS Project?
- Is the undo feature your best friend?

If so, come learn from the battle hardened veterans who have made these mistakes and more. This will be a four hour course combining lecture and practical application on how to use MS Project as a tool to manage your projects, instead of making you a slave to Microsoft. This class is intended for those familiar with MS Project. Because of the limited time available, we will not be able to teach basic MS Project operation in this class.

Mike Graupner, PMP, is currently a project manager with Prescription Solutions in Costa Mesa. In 2006, Prescription Solutions completed both the required internal and external Sarbanes Oxley (SOX) audits without a single exception, for a clean 2006 audit of the internal controls. Part of Mike's duties include acting as the central interface between internal and external auditors and the IS organization.

SATURDAY, OCTOBER 6, 2007



The End of Fairy Tale Beginnings

Presented by **Thomas Cutting, PMP**

This seminar will help you identify the **five antagonists you may encounter on your project** and show you how to move them away from their destructive path

Once upon a time . . . (1) Extreme Insurance Overview, (2) Wicked Step-Sponsor, (3) Troll Oversight Manager, (4) Bewitched Team Lead, (5) Technical Resource Ogre.

Thomas Cutting, PMP, is a senior principal consultant for Keane, Inc. with over 15 years of IT experience in the entertainment, retail, insurance, banking, health care and automotive fields. From programmer to project manager, business analyst to quality assurance analyst, Tom has first hand experience with the problems that teams face.

Tom's articles have been published in *Computerworld* and *InformIT*, and he has spoken at conferences for PMI®, Practical Software Quality and Testing (PSQT), and the Southern California Quality Assurance Association (SCQAA). He is a regular contributor to the *Project Management Learning Center*.

Where: Keller Graduate School of Management
880 Kilroy Airport Way, Room 227, Long Beach, CA 90806

PDU: 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

 August 9

Breakfast With Your SOX On
See page 24.

 August 14 Dinner Meeting


**PMI-OC 2006 Project of the Year
Presentation by So Cal Edison**
See page 1.

 August 24-25

8th Annual SCCTC Conference
Embracing Revolutionary Change:
Riding the Wave
Long Beach Airport Marriott
See page 20.

 Sept. 8 Advanced Topic Seminar


Mike Graupner, PMP
Gene Senecal, PMP
Advanced MS Project: Hands-On Training
See column at left.

 September 11 Dinner Meeting

Karen Storsteen
Extraordinary Results through Intuitive
Leadership

 September 13

Breakfast With Your SOX On

 September 14 SoCal Pharma LIG

Breakfast Meeting
Watch www.pharmalig.org for details

 September 15

PMP Exam Prep Workshops Begin
Three locations.
See page 22.

 September 18

Member/Volunteer Orientation Training
See page 18.

 Oct. 6 Advanced Topic Seminar

Thomas Cutting, PMP
The End of Fairy Tale Beginnings
See column at left

 October 6-9

PMI® North America Global Congress
Atlanta, GA

 October 9 Dinner Meeting

Lois Zells
Pitfalls of RAD, Agile/XP and Other Forms
of Iterative Developments

 October 11

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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PMI-OC Dinner Meeting

Tuesday, August 14, 2007

Program: **2006 PMI-OC Project of the Year**
Southern California Edison
Presentation by Paula Campbell, Edison SmartConnect™ PMO Manager

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, August 12, 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, August 12, or anyone who makes a reservation and does not attend, will not receive any refunds.

Breakfast with Your SOX On

Thursday, August 9, 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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