PMI® ORANGE COUNTY CHAPTER
MILESTONES

FEBRUARY 2008 • Volume 20 • Number 2

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February 12, 2008 Dinner Meeting

Simplifying Complex Fast-Track Projects Using 4-D Scheduling

on the Disney Animal Kingdom Expedition Everest and Disneyland Space Mountain Rehab Projects

One of the biggest challenges on any fast-track project is timely preconstruction visualization and assurance that the design release plan continues to support an optimal construction schedule. Risk potential can be decreased using timely 4-D visualization. 4-D scheduling allows the project team and contractors to quickly visualize installation sequences on a complex project by integrating thousands of drawings into composite 3-D time framed images and to determine the most efficient installation sequences and crane access to optimize their schedules.

Expedition Everest is a high speed train ride adventure through the majestic Himalayan mountains and over creaking trestles into the haunts of the legendary Yeti. The Expedition Everest project team had to closely coordinate construction of the Nepalese Village, the 200 foot tall mountain, the ride system, and the surrounding area development to maintain crane and installation access.

Frank Addeman is Vice President of Planning, Scheduling, and Management Controls for Walt Disney Imagineering (WDI) and has been with WDI for 17 years in various roles in project management.

Frank also spent 20 years in project controls, design engineering, and construction management with Bechtel and Fluor. Frank authored *The Magic of Project Management: Walt Disney Imagineering* for the July 1999 issue of *PM Network©* magazine and has made project delivery/risk management presentations to various universities and organizations.

Presented by Frank Addeman

Frank holds a B.S. in Business and Applied Engineering from the University of Idaho, and a Professional Designation in Capital and Operating Cost Management from UCLA.

February Vendor Showcase:
Caltech Industrial Relations Center
www.irc.caltech.edu
See ad on page 4.

NEW MEMBERS

Amir Chaudhry
Michael Del Monaco
Glen Hackler
Sharon Jewell
Suresh Krishnan
Armando Madrigal
Dar Manarang
James Manson
Peter Meisenzahl
Hamid Noorian
Kelly Patterson
Tara Regan
Susan Sebastian
Kay Steele
Jayamohan Vijayakumar
Martin Youn

NEW PMPS

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Mark Curran
Meredith Fischer
Parul Gupta
Chris Herrington
Dar Manarang
Jagdip Mehta
Jonnette Miller
Joan Panther
Denise Pellegrino
Juan Rodriguez
Yash Shenoy
Paul Simpson
Uppili Srinivasan

In This Issue

February Dinner Meeting 1
New Members, New PMPs 2
Chair's Column 2
The PMI-OC Marketing Team 3
Volunteer of the Month 3
Volunteer Opportunities 3
January Meeting Review 5
Member/Volunteer Orientation 6
PMP® Exam Questions 6
Scholarship Available 6
At the January Meeting 7
January Advanced Topic Review 9
March Advanced Topic Seminar 11
Coming Events 11
PMP Exam Prep Workshops 12
PMI-OC Leadership Institute 13
Monthly Meetings 14

THE CHAIR'S COLUMN

Momentum

First, important news. On January 11, the Board appointed **Thomas Cutting, PMP** as our new Membership Director. Please welcome Tom, as he brings a passion for project management and strong experience to our chapter. A full board team adds to the momentum we are in the process of building this new chapter year.

I was working in January with a client to revise their goals, which reminded me to check if I was practicing what I was preaching. With January ending, my progress against my 2008 goals was looking almost as bleak as that of my client. Of course, it is difficult to succeed if you don't have the right goals established at the start and a plan to achieve them, as was my client's case. My client also was missing momentum, a critical ingredient for success and achieving goals. One definition I like for momentum is – an impelling force or strength; propulsion. Sometimes, it is difficult to initiate momentum on our goals, and momentum requires us to work hard to maintain it. So, what can we do?

Start with a proper mindset. Some of my client's original goals fell into the traditional "New Year's Resolution" category. One definition I encountered for New Year's Resolution included "the name comes from the fact that these commitments normally go into effect on New Year's Day and remain until fulfilled or abandoned." That last word "abandon" is important. Too often goals are abandoned. We get discouraged or overwhelmed, making it difficult to get excited about trying to work on our goals.

Eureka! We need to be excited about (create positive energy around) our goals, i.e., have a proper mindset. If your energy doesn't rise or you don't break into a smile when you review your goals (better yet, you share them with someone), you will most likely have a difficulty succeeding or feeling good about what you are trying to accomplish. This is where the goal can fade away into a task that is not important enough to accomplish. Sometimes all that is needed to initiate momentum is clarity – of purpose, scope, and value. Sound familiar with any of your projects? If your current project doesn't interest you and you cannot change it, then change how you view or engage with the project. Relate it to you and one of your personal or professional goals. Continuously, adjust your connection with the goal/project as needed to maintain your energy and, thus, momentum.

As the Law of Attraction states "energy attracts like energy;" "you attract more of whatever you give your attention, energy, and focus to." It is not enough to simply state our goals. We must give them positive attention. Anytime we lose confidence in our goals, we lose that positive energy. Do whatever you have to do to maintain momentum – e.g., break the goal down smaller, change the plan, recruit others, do something fun. The two most important things you can do when you encounter something negative are: identify a positive action to take to mitigate the negative, and reground yourself to what you are trying to accomplish and what excites you. Think, momentum.

What about PMI-OC momentum?

Progress is occurring on our two strategic objectives: Differentiated Member Value, and Operational Effectiveness. Specifically, **Renata Weir** (Programs Director) and her team already booked speakers for most of our events scheduled this year and are working on logistics for changing our dinner meeting venue next quarter. **Tariq Shaikh, PMP** (IT Director) and his team are moving forward with their new plan to implement a new event registration site for us in the next several months. **Nora Goto, PMP** (Operations Director) is implementing a web-based virtual collaboration tool to support the board and volunteers in conducting chapter business. These examples add momentum in achieving our strategic plan. Contact a board member to find out how you can help build our momentum.

Victoria Flanagan
Chair/President

The PMI-OC Marketing Team

The marketing team has a large number of tasks ahead of it this year, but with a long list of volunteers, it appears that there will be lots of successes on the horizon. Some people may wonder what it is that marketing does; here is a sample of many marketing activities it takes to keep PMI-OC going.

Milestones. The chapter's premier newsletter is mailed to all the members, advertisers, and a long list of interested organizations. The staff is composed of editors **Roger Lew**, **PMP** and **John Sunderson**, **PMP** and a large team of contributing writers, proofreaders. and assistant editors.

E-Mail Blast. Marca Atencio, **PMP**, sends out an informational e-mail each week

Corporate Outreach has a new senior project manager, **Mercedes McShane**, **PMP**. Mercedes' task is to enlist more participation from the companies in Orange County, such as sending candidates to the PMP prep classes and to the PMI-OC Leadership Institute. The activity also includes finding corporate functions where the chapter can have a booth, speak about PMI®, or distribute information on how PMI can contribute to company successes.

The 2008 POY (Project of the Year) is managed by **Lara Deutchman**. She looked for projects that were completed in 2007, used PMBOK principles, and used the proposed goals of the project. Those goals included coming in under budget, on time, and maintaining high quality.

Logowear is going in a new direction under the management of **Caroline Jurado**, **PMP**.

Continued on page 6

Volunteer of the Month

David Jacob

In December, Dave was recognized as a 2007 PMI-OC Fellow. He was the Volunteer of the Year in 2002. So, I suggest that Dave is a three-peater.

Dave joined PMI-OC in 1995 and recently retired. He distinguished himself as a project manager during his career and as a volunteer contributing to the growth and development of our chapter. Of particular note is the influence and example that Dave has provided through his efforts as a project management educator. He has taught and written about the profession.

Dave's response to the question about what he enjoys most about project management responsibilities says it best. Dave enjoys "the freedom and genuine excitement to lead project teams and internalize a sense of accomplishment collectively with my team members." He also noted the friendly atmosphere and camaraderie of the people he associated with both socially and professionally at PMI-OC.

Question: Has volunteering benefited you? *Response:* Yes, in many respects, including the learning it offers, the networking, and the accountability to your colleagues.

But, there is more to Dave than being a volunteer role model and the guy responsible for those troublesome, thought provoking PMP exam questions in *Milestones* that

provided hours of fun and enjoyment, or otherwise.

Dave divulged that that he was a part time drummer and singer in his high school and college years. He worked nightclubs, strip joints, and private gigs. He seriously considered becoming a professional jazz musician.

Was it divine intervention or something else that changed the course of Dave? Fortunately, we did not need to travel to Las Vegas to see Dave or see him on a TV reality show.

That's our Dave!

Ralph Dutra

Volunteer Opportunities

Marketing Director: marketing@pmi-oc.org

Milestones Contributors

Write 300, 500, or 1,000 word reviews of attended chapter events for *Milestones*, the chapter newsletter. Clear and concise writing styles are required.

Milestones Photographers

Need talented and creative individuals with an eye for style to take photos of chapter events for *Milestones*. Must have a digital camera and a flash unit to take pictures at indoor and outdoor venues. Photos are sent electronically or mailed on CD to *Milestones* editors and graphic designer.

Membership Director: membership@pmi-oc.org

Member/Volunteer Orientation Training (MVOT) Lead

Works closely with Membership Director and Membership Team. Responsible for publicizing, planning and executing the MVOT meetings held every other month. Position requires coordination with Membership Team, BOD and other participants.

Responsibilities include booking meeting space, monitoring registration head count, assembling materials, actively communicating with participants, hosting the session and presentation of PowerPoint slides as needed.

Candidates for this visible position should enjoy meeting and engaging new and prospective members. Position provides opportunity to learn overall structure and mission of the chapter to serve members. Estimated time commitment is eight hours per session. Detailed position description is available.

Judith Berman: bermanjh@yahoo.com or 949-395-8990

Advanced Topic Seminar Reviewer

One individual from each ATS is needed to write an article for *Milestones* about the ATS they attended. Editorial specs for ATS reviews are: full page article at 1,000 words; photos and/or graphics may extend total submission length.

Advanced Topic Seminars take place the first Saturday of each month at Keller Graduate School of Management, 3880 Kilroy Airport Way, Room 227, Long Beach, CA 90806.

ATS reviewer earns free admission to the seminar. Regular cost in advance is $45 for PMI-OC members and $50 for non-members. ATS reviewer also earns four PDUs for each event.

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What Happens When We're All PMPs?

PMI-Orange County Chapter's January 8th dinner meeting featured 2006 PMI-OC Fellow **Frank P. Reynolds**, **PMP**. Frank's presentation, "What Happens When We're All PMPs," included the implication of Project Management Professional (PMP®) certification among a large percentage of PMI® members, opportunities and potential issues for PMI chapters, and the rising interest in the Certified Associate in Project Management (CAPM®) and Program Management Professional (PgMP®) credentials.

Frank's presentation began with a summary of the August 7, 2007 Advanced Topics Seminar, which would include further discussion on:

- Will non-project manager CAPM holders taking the PMP exam with minimal experience denature the PMP?
- What impact will the PgMP have on the value of the PMP?
- What are the consequences of CAPM holders not being required to earn PDUs for renewal?

Frank continued with the latest figures that indicate there are more PMP holders than there are PMI members. This statistic takes into account PMPs around the world and also highlights the increase in global importance of holding the PMP certification. Frank pointed out that, although there are a growing number of PMPs worldwide, the cost of PMI membership is a burden for some in other countries. That burden contributes to the number of people who choose not to formally join PMI.

Frank took a quick survey by asking the audience to stand up if they had received one of the following certifications: PgMP, CAPM, PMP, or have no intention of pursuing any PMI certification. This exercise was a quick reference to show that most of the PMI audience had some form of certification and may also suggest that the pubic believes certification is needed to join the chapter, when in fact, certification is not a requirement to join PMI.

A comparison of annual growth between PMP and CAPM certifications showed that faster growth took place among those receiving their CAPM. Frank believes the growth in CAPM may be in reaction to more and more work environments transforming into "project-like" settings. The shift toward project-like environments may then encourage and/or increase interest for employees to pursue education and certification in project management. Additionally, this may become another driver of membership growth for PMI.

Frank then requested audience participation in surveying which PMI members were also members of other professional organizations. Several audience members stood up as names of different organizations were displayed on the screen. This brief exercise demonstrated that many people have chosen to join several organizations for various professional or personal reasons, while project management may be just one of several areas of interest.

Frank went on to cover the purposes and requirements associated with the various project management certifications. Some reasons for pursuing a certification include the desire to increase scope of professional impact or to certify a project management career with a PMP. One potential issue associated with the CAPM was that PDUs are not required for renewal of this certification.

In summary, Frank presented valuable information on the current state of project management, including member statistics, certification information, and possible issues and opportunities.

At end of the meeting, Frank reminded the group of PMI-OC's roots and encouraged meeting participants to think about possible ways to increase interest in membership and seek ways to continue to add value to the project management profession.

Bernice Valeriano

Wednesday
March 19, 2008

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 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:

Wednesday, March 19, 2008
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:

membership@pmi-oc.org

PMP Exam Questions

Test your knowledge on these sample questions.

1. There is a special type of Responsibility Assignment Matrix (RAM) called an RACI chart. The R-A-C-I stands for:
   a. Realistic, Accountable, Consult, Important
   b. Realistic, Attainable, Clear, Identified
   c. Responsible, Accurate, Clear, Inform
   d. Responsible, Accountable, Consult, Inform
2. As a project manager on a new project, you are asked to put together a Quality Management Plan. This project is similar to one you've worked on before; however, the customer has agreed to provide ten resources to help test the system. You decided to:
   a. Sit down with the customer and determine how the customer wants you to manage quality on this project from scratch.
   b. Utilize the Quality Management Plan from the last project, as is.
   c. Ask the Quality Assurance Manager to put a Quality Management Plan together.
   d. Review the existing Quality Management Plan from the perspective of the new client, keeping in the plan only those standards that are relevant to the new customer and modify or eliminate those that are not.
3. Stakeholders can influence the final characteristics of a project's product throughout the project timeline; however, as time goes on,
   a. the cost of changes and correcting errors will increase.
   b. more resources are needed to respond to stakeholders' requests.
   c. only the cost of correcting errors can be controlled.
   d. the cost of changes will decrease.
4. The use of analogous estimating is most reliable when
   a. performed on each work package and summed.
   b. the model is scalable.
   c. all risks have response strategies defined.
   d. comparing similar projects.

Submitted by
Diane Altwies, PMP
OuterCore, Inc.
www.outercoreinc.com

Answers are on page 10.

Marketing Team

Continued from page 3

Steve Goto, PMP is managing the relationship with our website team. Steve is a staunch advocate of an interactive website for PMI-OC and new technologies.

Brent Felsted, PMP is working with companies to encourage them to advertise in *Milestones* and become vendor sponsors at our dinner meetings.

The marketing team advertises not only all the events put on by PMI-OC, but also manages the logo, answers public relations questions, and orders items such as awards that use the logo. In addition, the team distributes public notifications and interacts with other chapters and organizations as appropriate.

If you are interested in any of the areas you see here, we can always use team members. Please email the marketing team at marketing@pmi-oc.org.

Linda M. Keller, PMP
PMI-OC Marketing Director

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 or studying in Orange County and are pursuing a degree in project management or a project management related field.

The annual scholarship is given in memory of **Charles Lopinsky**, **PMP**, **PMI Fellow**. Charlie left behind 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.

Application deadline for this scholarship is May 30, 2008.

For more information, go to:
http://www.pmi.org/pmief/scholarship/scholarship-lopinsky.asp.

At the January Meeting

1. Checking in
2. PMI-OC Fellows **Janice Preston**, **PMP**, and **David Jacob**

3. Changing of the guard: 2007 Marketing Director **Brent Felsted**, **PMP**, discusses the transition with 2008 Marketing Director **Linda M. Keller**, **PMP**.
4. New PMPs: **Colby Riggs**, **Jonnette Miller**, **Roy Hull**, **Jagdip Mehta**, **Chris Herrington**
5. **Debbi Roseman** and **Sylvia Steinback**, **PMP**
6. New PMP **Evelyn Brooks**
7. **Alvin Joseph**, **PMP**, **Sylvan Finestone**, **PMP**, and **Lori Shapiro**, **PMP**
8. **Sabina Horigan**, **PMP**

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Project Portfolio Management Planning

Presented by Tim Hohmann

Perhaps the central challenge of managing a project portfolio is prioritization. Given limited resources, limited time, and a limited budget; how can a business decide which projects to fund? This month's Advanced Topic Seminar addressed this challenge.

To determine the priority ranking within a portfolio so that we can begin to schedule and tackle our projects, we need to have some method for estimating project cost and benefits. We can then weigh the cost against the benefit to the company and create a ranked list of which projects offer the most utility for the cost (the CUR, or Cost Utility Ratipp=Total Cost/Total Utility). If we know the total budget, we know how many projects on our ranked list we can actually tackle.

Unfortunately, our estimations of both cost and benefit are uncertain, and they are most uncertain when the project is new. This implies that we must also provide management with a range of options (based on our confidence level of the estimate) and that we must structure our budget reserves accordingly. Adding confidence level into the CUR (Cost Utility Ratio) equation gives us a range, or distribution, of possible estimates ranging from optimistic to pessimistic.

The methods for estimating range from the "finger in the wind" to complex parametric modeling. In an informal survey of the room, real-world estimation and prioritization techniques ranged from cocktail napkin analysis and squeaky-wheel prioritization to more mature modeling based on past experience and stage gates. Yet, even the most careful modeling, using many parameters (inputs), can never be accurate. So the output is best presented as a range of probable estimate.

Our presenter, **Tim Hohmann** from Galorath Incorporated used his company's software (Seer) to demonstrate the estimation of software projects using a parametric model. The accuracy of this kind of modeling is dependent on the accuracy of the knowledge base and the judgment of the estimator. In the Seer model, built-in estimates for the cost of each component of a software project are based on research of past projects. Users of the software can tweak the parameters based on knowledge of their own organization and its past experience.

Although the seminar materials focused on software development, the principles could be applied to any project portfolio. It is no surprise that the project prioritization is an issue in software and information technology. IT projects are notorious for their high failure rates. The Standish 2004 survey reported a 29 percent success rate, 53 percent "challenged," and 18 percent failed. Yet, this represents an improvement from the early 90s, when the success rate was a mere 16 percent. Many people attribute the improvement to both more realistic estimating and the IT industry maturity. IT industry projects are now being allocated the money they actually need to make the project a success.

Tim offered a number of techniques for creating better estimates, gauging the uncertainty, and determining reserves that matched a company's risk tolerance. In the Seer model, parameters are components such as project size, platform, experience level of team, coding language, etc. that are input into the estimation. Entering three estimates for each of these captures a range of confidence levels for each component of the project that you are estimating. The first is the least likely or the lowest reasonable value you would enter for that parameter. For instance, if the parameter you are entering into the estimating model is "number of software developers needed," and you thought there was one chance in 100, you could complete that system rewrite with five developers, you would enter "five." If your best estimate was ten developers, you would enter "ten" for the second input. For the third input, you would enter your most conservative estimate, where you were confident that you could complete 99 out of 100 similar projects every time given that number of developers. In this example, you might enter number of developers as "25." This means that given 25 developers, you could be very sure that your project will be completed under your budget estimate because your budget estimate is so high! However, using such a model, you will be able to give your client, or project sponsor, a range of confidence levels with associated costs. In this example, if she wants to spend more money to be more certain of not having to "go back to the well" then she might opt for, perhaps, 20 or 22 developers. If your sponsors are risk-takers, they may opt for six or seven developers and push hard to beat the odds.

Tim also showed ways of estimating and comparing projects in a portfolio based on a simple Excel spreadsheet using the same principles and showing how the level of risk (based on confidence level of your estimate) affected the overall portfolio. The more conservative your estimates, the fewer projects you will be able to take on, given a limited budget. Using a range of confidence levels, you can also present your sponsors with a range of reserve options and let them decide the budget based on their risk profile.

Sharon Welden, PMP

Tim Hohmann and colleague **Christopher Hutchings**

Photos by Louie Chanco, PMP

Answers to PMP Exam Questions

From page 6

1. d. **Responsible, Accountable, Consult, Inform**
   PMBOK® Guide 2004,
   Chapter 9, Section 9.1.2.1

2. a. **Sit down with the customer and determine how the customer wants you to manage quality on this project from scratch.**
   PMBOK® Guide 2004,
   Chapter 8, Section 8.1

3. a. **The cost of changes and correcting errors will increase.**
   PMBOK® Guide 2004,
   Chapter 2, page 21

4. d. **Comparing similar projects**
   PMBOK® Guide 2004,
   Chapter 7,, Section 7.1.2.1

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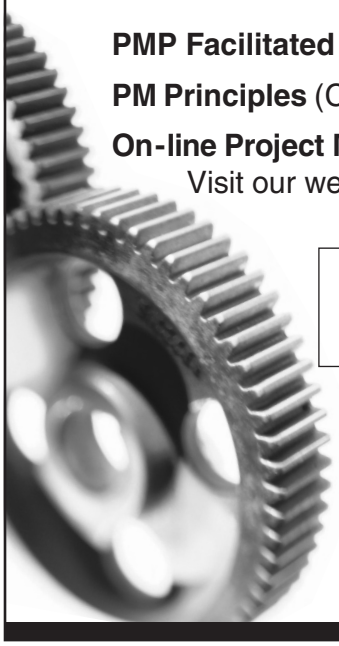

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Advanced Topic Seminar

Saturday, March 1, 2008

MS Project

PART 3

Resource Planning and Multi-Project Management

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

The third in a series of MS project classes focusing on applied project management using MS Project/Office. **It is not necessary to have taken MS Project Parts 1 and 2.** Each class is designed as a stand alone session. This series focuses on integration and execution of theory into actionable results. Each participant should anticipate that we will review the basic issues driving the management of portfolios, shared resources, and multiple projects, ending up with a series of options that can be implemented in the following week at their job site.

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.

Where:	**Keller Graduate School of Management** 880 Kilroy Airport Way, Room 227, Long Beach, CA 90806
PDUs:	There are four PDUs for this event.
When:	Saturday, March 1, 2008, 8:00 a.m. to 12:00 p.m.
Cost:	In advance: $45 members, $50 non-members At the door: $60 for both members and non-members
Information:	www.pmi-oc.org

The Master of Project Management Degree
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www.keller.edu

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Coming Events

February 2 Advanced Topic
Kristine Hayes Munson, PMP
The Sixth Time's a Charm
See www.pmi-oc.org.

February 2
PMP Exam Prep Workshops Begin
Laguna Hills, Costa Mesa, Brea
See page 12.

February 8 Special Event
PMI-OC Leadership Institute 2008
Facilitated by Dr. Jerry Brightman
See page 13.

February 8 SoCal Pharma LIG
Breakfast Meeting
See www.pharmalig.org for details.

February 12 Dinner Meeting
Frank Addeman, Walt Disney Imagineering
Simplifying Complex Fast Track Projects Using 4-D Scheduling
See pages 1 and 14.

February 14
Breakfast With Your SOX On
See page 14.

March 1 Advanced Topic
Mike Graupner, PMP
Gene Senecal, PMP
MS Project, Part 3
See column at left.

March 11 Dinner Meeting
Robert W. Kubacki
Negotiation Skills

March 13
Breakfast With Your SOX On

March 19 MVOT
Member/Volunteer Orientation Training
See page 6.

April 5 Advanced Topic Seminar
Tim Hohmann, Galorath Incorporated
Software Estimation Workshop

April 8 Dinner Meeting
Jay Johnstone, raconteur, author, former major league baseball player
"How to Select a Championship Team"

April 10
Breakfast With Your SOX Onn

May 3 Advanced Topic Seminar
Mike Graupner and **Gene Senecal**
MS Project, Part 1, back by popular demand!

Note: Coming events may be subject to change.

WANT TO BE PMP® CERTIFIED?

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

PMI Orange County Chapter Announces Its 2008 Winter Course

PMP Exam Preparation Workshop

Six Saturdays Beginning February 2, 2008

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.**

February 2	**February 23**	**March 8**
February 9	**March 1**	**March 15**

Where:

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

Costa Mesa
University of Phoenix
South Coast Learning Ctr.
3150 Bristol Street
Laguna Hills, CA 92653

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 January 15 to receive a special discount!

- **PMI Member: $750 before Jan. 15, $800 after Jan. 15**
- **Non Member: $850 before Jan. 15, $950 after Jan. 15**

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.*

PMI-OC Leadership Institute 2008

BEGINNING FEBRUARY 8

The Project Management Institute-Orange County Chapter and The Leadership Group are proud to announce the second annual PMI-OC Leadership Institute.

The PMI-OC Leadership Institute is a year-long advanced leadership training program, designed and facilitated by Dr. Jerry Brightman. The program is offered to PMI-OC members and non-members to enable them to become more competitive in a global environment.

The program is designed to build core leadership depth and will provide valuable leadership feedback from an objective 360-degree basis. Participants will develop the comprehensive coaching and feedback skills needed by future global leaders.

The PMI-OC Leadership Institute will reflect leadership development programs offered by Fortune 500 companies, including personal leadership assessment, skills building, peer networking, discussion and mentoring.

Program Structure

February 8-9, 2008, Session One — 16 PDUs

Foundations: Leadership Can be Taught and Can be Learned!
An introduction to many leadership aspects, including understanding of self, knowing personal and organizational values, creating a shared vision, developing successful strategies, and systems thinking.

360-degree Assessment Debrief — 1 PDU

One-on-One Debrief
Participants complete a SKILLSCOPE® 360-degree assessment instrument. Results will be discussed in individually scheduled hour-long coaching sessions with our facilitator, **Dr. Jerry Brightman.**

May 16-17, 2008, Session Two — 16 PDUs

Discovering the Leader Within
Participants will begin to build effective and meaningful leadership development plans based on 360-degree instrument results, in addition to delving deeper into different leadership aspects.

October 3-4, 2008, Session Three — 16 PDUs

Towards Leadership Wisdom
Participants now become involved in action learning. They will be able to apply newly discovered skills acquired and learned throughout the program.

November 11, 2008, Leadership Success — 1 PDU

Participants will be recognized for their successful completion of the program at the November 11. 2008 PMI-OC dinner meeting. The keynote speech will be delivered by a recognized leadership speaker.

Photo at left:
The 2007 PMI-OC LI class
Photo by Benjamin Munson

Dr. Jerry Brightman, designer and facilitator of PMI's first four Leadership Institutes, is president of The Leadership Group (TLG). TLG helps leaders and their teams understand and actualize those behaviors that will make them great. Dr. Brightman creates and delivers customized leader development programs.

In addition to program design and facilitation, Dr. Brightman does one-on-one coaching and mentoring, as well as presenting a number of speeches around the world related to leadership development, team learning, change management, dialogue, systems thinking and organizational learning.

Since founding TLG in 1996, Dr. Brightman has worked with a number of prestigious global clients in Singapore, Italy, Russia, Colombia, Canada, the U.K., France, Costa Rica, Mexico, Argentina, Brazil, Venezuela, and throughout the United States.

Dr. Brightman holds a Doctorate in Business degree from George Washington University, an MBA from American University, and a BA in Economics from Clark University.

We are honored to welcome Dr. Jerry Brightman as facilitator of PMI-OC's second annual Leadership Institute.

Only $50.00 per PDU For Members

Total PDUs: 50

Program will be limited to 25 participants.

Total cost: **PMI-OC members: $2,500**
Non-members: $2,900

PAYMENT OPTIONS. Three separate payments or one large payment.

Three payments: Your credit card will be charged for the first payment only. When registration opens, the same card will be charged for the additional fees.

Payment breakdown: Members: Session One and 360 Review, $1,200; Session Two, $650; Session Three $650.

Non-members: Session One and 360 Review, $1,400; Session Two, $750; Session Three, $750.

Special PMI-OC volunteer pricing:
See www.pmi-oc.org.

Go to www.pmi-oc.org for registration information.

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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To access, you will be prompted for your PMI user name and password. If you do not know these, just continue to follow the prompts.

PMI-OC Dinner Meeting

Tuesday, February 12, 2008

Program: **Simplifying Complex Fast Track Projects Using 4-D Scheduling**
Frank Addeman, Walt Disney Imagineering

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

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

Cost: **Dinner and Presentation**

In Advance:		*At the Door:*	
Members	$30.00	Members	$40.00
Non-Members	$35.00	Non-Members	$40.00

Featured Presentation Only (Members and Non-Members)

In Advance	$15.00	*At the Door*	$15.00

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, February 10, for 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, February 10, or anyone who makes a reservation and does not attend, will not receive any refunds.

Breakfast with Your SOX On

Thursday, February 14, 2008

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 iis self paid.
Parking is validated.

PMI MILESTONES
ORANGE COUNTY CHAPTER

Project Management Institute
Orange County Chapter, Inc.
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Irvine, CA 92623-5743