



PMI

ORANGE COUNTY CHAPTER

M I L L E S T O N E S

APRIL 2008 • Volume 20 • Number 4

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April 8 Dinner Meeting

How to Select a **CHAMPIONSHIP** *Team*

Raconteur, bon vivant, author, and former major league baseball player **JAY JOHNSTONE** has gained national prominence as a speaker and television host in recent years.

The colorful and quotable Johnstone enjoyed a 20 year major league career with seven teams: The Angels, White Sox, Athletics, Phillies, Yankees, Dodgers, and Cubs. During his tenure, the left handed hitting outfielder compiled a lifetime .267 average.

Johnstone appeared in four League Championship Series and two World Series, with the Yankees in 1978 and the Dodgers in 1981. During the latter October classic, Johnstone connected for a game-winning two-run pinch hit home run, which enabled the Dodgers to defeat the Yankees.

With Philadelphia, Johnstone put together back-to-back seasons of .329 and .318 in 1975-76. He missed the National League batting title by a mere 12 at bats in the former year. Johnstone has authored three humorous books detailing his baseball experiences. His first book, "Temporary Insanity," became a best seller and was the top selling sports book published in 1985. Two years later, he authored "Over the Edge" while his latest literary entry, "Some of my Best Friends are Crazy," hit the bookstores in 1993.

A native of Manchester, Connecticut, Johnstone was reared in Southern California and graduated from Edgewood High in West Covina. He is currently involved in a wide variety of baseball related activities, including two syndicated television sports shows, "Baseball's Funniest Pranks" and "Super Sports Follies."

He has appeared in a number of a television movie "Casey at Bat" movie series "Naked Gun."

game shows, several commercials, and starred in with Elliot Gould. He also appeared in the comedic



SPECIAL NOTICE:

Beginning this month, PMI-OC's new dinner meeting location will be the **Doubletree Hotel Santa Ana/Orange County Airport**.

See pages 15 and 16 for details.

April Vendor Showcase:

Deltek

www.deltek.com/products/evp/default.asp

THE CHAIR'S COLUMN

NEW MEMBERS

Shymaa Abdelaaty	Ashish Patil
Nuja Acosta	Kimberly Perry
Carol Avellino	Doug Reed
Gail Bakewell	Frank Reyes
Marc Bir	Tom Sek
Mario Bustillos	George Sevelle
John Chang	Bernard Shen
James Clegern	Walter Sollis
Mark Cohen	Nick Ternasky
Elfrin Colon	Piron Vossoughi
William Crumly	Trang Vu-Pham
Kyle Crumly	Christi Valley
Richard Darby	Madhava Venkata
Joseph Devoy	Denise Wallace
Tony Di Pietra	David Willis
John David Driscoll	Peter Wong
Joy Farrell	
Janelle Franckowiak	
Yutaka Fujimoto	
Jon Gallegos	
John Garabedian	
Susan Gray	
James Grelle	
Mark Hendriks	
Teri Howes	
Chuck Hutchings	
Kathy Karpowicz	
Dinesh Kumar	
Jamie LeCarner	
Murali Margani	
Andrea Montano	
Rohit Palkar	
Andrew Park	

NEW PMPS

Gina Calipes
Bryan Dabe
R. Scott Davis
Charlotte Gardea
Laureen Heinz
Laura Jenkins
Nicole Kashiwai
Karen Kirby
Maurice Lawlor
Brandy Lindsay
Arlene Lum
Fiona Parker



Focus

When I was in grade school, I had the privilege of performing the role of Clara more than once in the Nutcracker ballet. Over the years, people asked me how I was able to stay focused dancing my solo in front of such large audiences.

For me, it was easier to stay focused during the actual performances rather than the rehearsals. Once the performance started, everyone was focused on the performance and working together to maintain the flow – there was no loitering and minimal horseplay. During rehearsals, there are too many distractions (especially since everyone knows it is not the real thing) and there is always anticipation of stopping at any given time to rework something. Once live, everyone knows there is no stopping the show. A favorite part was dancing under a spotlight with everything else dark, because there were less visual distractions, it was more challenging, and I had to know the stage very well.

One time I remember losing my focus during a rehearsal before opening night when a friend waved to me from off stage in the middle of my solo. Then, I lost my rhythm and forgot my next steps. The director sat me down afterwards, concerned I was nervous. Actually, that wasn't the case at all. I was used to people watching from all around the stage – ballet is like that most of the time, people staring and being critical of each other's form and technique. However, no one was standing in that side curtain area when I started my dance. Then, in the middle when I danced closer to that side, I looked up and someone was standing there unexpectedly, saying "Hello" and waving.

Some of the aspects that helped me stay focused during my ballet years can be applied to business today and have helped me in my career. First, put a spotlight on critical activities and black out less critical one, knowing what is more critical is key and adjusting priorities accordingly. If necessary, schedule time separately for less critical activities. This gives you space to focus. Second, be willing to say "No" to the less critical activities that arise or be willing to completely ignore them. This can be a challenge especially when it involves something or someone more interesting than your current activity, that you care about more, or requires urgent attention. If everyone understands the priorities, then it should be easier to manage expectations with less critical activities – e.g., not waving unexpectedly to a dancer while performing.

Third, treat every test or dry run like the real thing, going live. Not only are you more likely to shake out potential problems by making the test more life-like, people are more likely to give it their "A" game. Fourth, knowing what you will do in response to surprises is more important than just expecting unplanned occurrences. This tip should fall into place if you are already following the previous three. In my example, I felt obligated to acknowledge my friend, resulting in me getting distracted from my current and more important activity. Distractions don't just disappear. We need to be aware of them and have solutions.

What is PMI-OC's Focus?

We are making progress on our two strategic objectives: Differentiated Member Value, and Operational Effectiveness. The most critical initiative is our new PMI-OC web site implementation, scheduled for May release. Our site will have a new look-and-feel and improved features and value. Also, across the chapter, we are improving our internal processes and tools to help us run our business more effectively, and implementing cost-saving ideas to be fiscally responsible and enable us to invest in growth and improvement opportunities. Contact a board member to learn more.

Victoria Flanagan
Chair/President

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From the Membership Director

I grew up in rural western New York State, about an hour south of Buffalo. We used to claim that there were more cows than people in the surrounding farmlands. Perhaps because of that setting, I have always had a fascination with trees. The image of a massive maple tree in the middle of a wheat field speaks to me of individual strength. It stands alone surviving the fierce winds. But, it was always the forest that spoke of power. Standing together with their roots intertwined, forests don't just survive the wind. They stop it.

As I took on the membership director role in January, that image of a forest came to mind. At the end of February, membership in the Orange County chapter was 1,670. That represents a significant force in the Southern California project management community. Unlike trees, however, we are not called to stand around blocking wind. Your 2008 Board of Directors is busy creating new ways to help you grow, learn, and achieve more from your career.

There are two things you can do to help expand our vision for 2008. First, invite others to join us. Looking through the membership lists, there are not enough repeat companies. Out of 784 companies represented, 732 have two or fewer members. Within a few short months, I'm sure we can push over the 1,700 mark just by your help in bringing others on board.

Second, get involved. There are volunteer openings currently available that need someone like you. There are also several conferences and events happening this year that would benefit from your strengths and can offer growth opportunities for you. Contact us at membership@pmi-oc.com so we can find you a match.

Thomas Cutting, PMP
PMI-OC Membership Director

VOLUNTEER OF THE MONTH

Jon Bianco, PMP

The PMI-OC Board of Directors has selected **Jon Bianco, PMP** as Volunteer of the Month for March, 2008.

As a member of our marketing team, Jon managed solicitation of ads in *Milestones* and recruitment of participants in our vendor showcase program at dinner meetings. Jon has served in this role for almost two years.

Jon has been an integral part of the marketing team with first level support for our customers and members. Jon worked closely with the marketing director, programs, finance and *Milestones* teams. He has consistently contributed to the marketing team in this role. Jon's planning, implementation and solid follow-through skills have brought new focus to PMI-OC and confirmed our professionalism as an organization through his interaction with our corporate community.

Jon undertook this responsibility because it offered a new experience and an opportunity to develop new skills. I am sure that the terms "cold call" and "past due" have new meaning for Jon as a result of his volunteer experiences. Jon has been a solid contributor to the marketing team, working behind the scenes to get things done and make things happen.

When not volunteering for PMI-OC, Jon devotes time to his two daughters and their participation in soccer.

Thanks Jon!
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 the membership director and the 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.

Volunteer Coordinator

Work with the membership director to support ambassadors and board of directors by soliciting volunteers and identifying volunteer candidates as requested.

Present nominees to board for Volunteer of the Month and Volunteer of the Year. Present VOM at dinner meetings and write VOM articles for *Milestones*. Support MVOT sessions and assist in planning special events.

Work with current volunteer coordinator during transition during business hours. Skills, and excellent communication skills are necessary.

Continued on page 7



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NEGOTIATION

Presented by Robert W. Kubacki

MARCH 11 PMI-OC DINNER MEETING REVIEW

When was the last time you had to negotiate? Negotiation is a skill we often use on projects, whether with stakeholders, suppliers, executives, or others impacting the project. We also negotiate in our lives on a daily basis, but how many of us have ever read anything on how to negotiate? This was a question asked by our speaker, **Robert W. Kubacki**. Only one third of the attendees raised their hands. According to Mr. Kubacki, this was better than the response at most of his presentations, but there were still two thirds of us in the room who negotiate on a regular basis with no training or guidance.

Robert W. Kubacki, P.E., J.D. is presently Principal Engineer, Business Development, for Krueper Engineering & Associates. He founded a consulting firm focused on relationship management and has served as general counsel to a multinational manufacturer. He has held diverse management positions in law and engineering, and has taught classes at the University of Phoenix, CSU San Bernardino, UC Riverside Extension, and Keller Graduate School of Management. The classes include negotiation and dispute resolution, organization and management theory, management and organizational behavior, business/employment law, and critical thinking.

Negotiation is a form of communication that induces a change in behavior. It is the art and application of perceived power and provides an alternative to living in a state of domination or subservience. Effective negotiating builds trust and is more art than science. Mr. Kubacki covered four important considerations in negotiation:

1. Negotiation skills (techniques, tactics, and strategy)
2. Personality type/temperament
3. Critical thinking
4. Life skills

We learned a useful technique to help us prepare for a negotiation. The "F.O.R.D. Technique" determines four positions (first, optimistic, realistic and deadlock). Establish these positions in reverse order:

- **Deadlock:** Establish this position first. This is the point in terms of money or concessions where you are sure you will leave the situation.
- **Realistic:** This is what you expect for the final outcome assuming you face a skilled opponent.
- **Optimistic:** This position assumes all the variables are in your favor.
- **First:** Your first position (established last) should be from your optimistic position and is proportional to the distances between the other three points.

The second important consideration in negotiations is the personality type of the person with whom you are negotiating. People have traits that determine how they relate to the people around them. These traits control how people prefer to get information and make decisions. These traits are the Myers-Briggs personality types. There are four preference pairs:

- Extroversion .. Introversion
- Sensing iNtuition
- Thinking..... Feeling
- Judging Perceiving

Individuals tend to favor one of each of these trait pairs. Sixteen possible combinations can be made of these pairs, e.g. ESTJ, INTJ, ESFP. Similar personality types gravitate toward similar jobs. Over



80 percent of senior managers tend to be STJs (either ESTJ or ISTJ), so consider STJ preferences when preparing presentations to management:

- Sensors like and remember facts, are precise and literal in the things they say and do. They focus on the practical, useful, realistic, and rely on past experience.
- Thinkers make decisions based on logic, and tend to decide things impersonally based on analysis and principles. They value reasonableness and fairness and tend to ask, "Why?"
- Judgers lead decisive, planned and orderly lives. They feel comfortable with planning and closure, and feel uncomfortable with disruption or uncertainty.

STJs:

- Deal with the here and now.
- Use logic and objectivity.
- Provide order and structure.
- Look at specifics.
- Communicate with comparison and measurement.
- Strongly prefer structure (i.e. agendas).
- Follow the rules and resist change.
- Do not like deadlines, procedures or rules to be ignored.

SO:

- Don't like being bogged down in too much detail.
- Consider options and alternatives.

Continued on page 6

March Meeting Review

Continued from page 5

- Try to see future problems and pitfalls.
- Don't make decisions too quickly.
- Get more information for the decision if readily available.

Critical thinking was the third negotiation topic presented. Arguing is not a bad thing; it is the lifeblood of relationships. The objective of an argument is to provide a compelling motivation for another person to make a decision. It also helps us to clarify differences in order to focus attention on problem areas and motivations for resolution. Building an argument is like building a structure or a bridge: the conclusion is like the roof or bridge span, and the reasons are like the structural elements that hold up the conclusion.

When evaluating an argument, first identify the potential conclusions. Then ask yourself what reasons support those conclusions. Next, look for the reasons that are offered in support of those conclusions. If the reasons are not as expected, proceed with caution.

The backbone of an argument is a "categorical syllogism," comprised of a major premise, a minor premise, and a conclusion. An example is, "All men are mortal. Socrates is a man, therefore Socrates is mortal."

Look for errors in reasoning. If you find and point out an error, you win the argument. One reasoning error is a logic fallacy: "If Nixon is impeached, Ford becomes president. Ford became president, so Nixon was impeached" is an example of a logic fallacy.

For the fourth consideration of successful negotiation, life skills, Mr. Kubacki gave us steps to prepare for the unknowns of an adversarial meeting. First, determine the reason for the meeting, and then determine major "themes," usually no more than three or four. Don't worry about the minor themes. For each major theme, develop an "anchor," which is an answer that can be anything, including a position, policy, philosophy, or ideal. When you identify the "theme," give the "anchor" as the first answer. Add no more than two or three points to the "anchor" if circumstances permit.

Mr. Kubacki gave us some good tools to help in our negotiating skills, while keeping us all intrigued. He showed us that good preparation for a negotiation can significantly increase our odds of success.

Patty Tutor, PMP

At the March Meeting



1. Wyndham bartender **Miguel Mora**
2. **John Steinbeck; Ludwig Haeck, PMP; and Emmie Haeck**
3. March speaker **Robert Kubacki** "negotiates" with an attendee before dinner.
4. **Ken Nodelman**, National Sales Representative for **MLM Project Services, Inc.**, our March vendor showcase.



At the March Meeting



- 5. **Ken Nodelman** congratulates **Caroline Jurado, PMP**, winner of the \$100 raffle prize donated by his company, **MLM Project Services, Inc.**
- 6. **Martin Vanderbroek, Nancy Jun, and Sandra Johns**
- 7. **Ide Viriya and Mary Guan**
- 8. **New PMPs Suresh Krishnan, Amir Chaudhry, and Lauren Heinz**
- 7. **Debbie Pierron, PMP and Iris Vondra, PMP**

Photos on pages 5, 6, and 7 by **Simon Hawkins, PMP**

Volunteer Opportunities

Continued from page 3

Programs Director:
programs@pmi-oc.org

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.

The 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.

Venue Expense Reduction Team Member

Need two to four people to make calls from their home or office. Purpose of the calls is to evaluate potential venues for PMI-OC programs. Contacts and a list of questions will be provided. Three to five hours, weekdays during business hours.

Operations Director:
nora_goto@hotmail.com

Operations Deputy

Supports the operations director in preparing for board meetings (preparing agenda, minutes, auditing, updating, and e-storage of documents. This person should be available to attend board meetings (held the fourth Tuesday of every month). Four to ten hours per month. Word processing, writing skills, and excellent communication skills are necessary.

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Advanced MS Project

Part 3 Resource Planning and Multi-Project Management

On a rainy Saturday morning on March 1, **Mike Graupner, PMP** and **Gene Senecal, PMP** presented an informative and entertaining review titled “Resource Planning and Multi-Project Management,” the third in a series of advanced topic seminars using MS Project. Extra chairs were brought in, and laptops were shared to accommodate the large number of attendees who came to learn about applied portfolio management, project prioritization, and resource planning. The emphasis was on “not just information, but knowledge” and hands-on learning that can be implemented the following week at attendees’ work sites.

Mike and Gene started with a discussion of the triple constraints of project portfolio management. They then introduced the seven deadly sins of PPM.

1. Trying to use fuzzy guidance to make clear decisions
2. Taking a deterministic approach to risk
3. Expecting software to solve the problem (vs. realizing that it’s just a tool to be used)
4. Overreaching
5. Treating PPM as a project (instead of an ongoing approach)
6. Ignoring pipeline projects
7. Refusing to actually cancel any projects

Three exercises were part of the program. Attendees worked as teams and shared their work with the class.

The first exercise involved consolidating and prioritizing projects with limited resources. Recommendations were to set priorities based on executive management agendas, to realize that priorities change, and to organize periodic reviews.

The second exercise involved resource pooling, a key element for prioritization.

The third exercise involved consolidations of MSP projects.

Mike and Gene presented and discussed seven keys to implementing project portfolio management.

1. Embrace PPM principles.
2. Choose an approach that fits.
3. Secure executive support.
4. Establish governance structure.
5. Develop a value measurement framework.
6. Institute effective processes.
7. Follow a road map for PPM implementation.

In the final part of the seminar, Mike and Gene discussed principles of portfolio and resource management through “Yogiisms” from the colorful baseball legend, **Yogi Berra**. “I knew I was going to take the wrong train, so I left early.” The PPM translation of Yogi’s malapropism* is, “Know and accept that mistakes will be made, and set expectations to allow for them.”

The last part of the seminar summarized project server features as Microsoft’s enterprise project management solution.

Mike and Gene concluded by emphasizing that project management software such as MS Project, or even open source tools, are not magic. To avoid problems, results should be defined before starting. The highlights of this seminar were its interactive structure and practical applications.



Mike and Gene started the presentation by asking attendees about their key questions and then interjected managerial anecdotes to keep the pace lively and interesting. They spent significant time working on and discussing the results of the three exercises.

Availability of these useful seminars is a definite benefit of PMI-OC membership. Mike and Gene will also present more sessions on MS Project later this year. See page 14, as well as future editions of *Milestones* for information.

Vinita Jha



Above: Mike and Gene pause for a pose.

Left: Eric Cahill, PMP queries Gene on prioritizing projects.

Below: Rachna Mathur, PMP tries out the MS Project exercise on her laptop.



Photos by **Louie Chanco, PMP**

*http://en.wikipedia.org/wiki/Yogi_Berra

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June 5

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La Jolla

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July 31

Agile Estimating
and Planning

San Jose

October 13

Effective User Stories

October 14-15

Certified ScrumMaster

October 16

Agile Estimating
and Planning

PMI REGION 7

Leadership Summit

Seven members of your board of directors attended the Region 7 Leadership Summit held at the Mission Valley Resort in San Diego on March 7th through 9th. This is the annual opportunity for your chapter leaders to meet and discuss common areas of interest and concern with the 13 other member chapters in Region 7 (the southwest area including California, Nevada, Arizona, New Mexico and Hawaii).

While there were numerous formal sessions, the greatest benefit was the networking with members of other boards on a personal basis. We were able to connect with other strategic leaders, operational leaders in marketing, membership, programs, and IT/communications.

The formal sessions included a keynote address on knowledge management by **Ken Wolsey**, the San Diego Chapter treasurer and president of episTree. This keynote suggested a solution and included a free software product to implement the solution.

We enjoyed **Carmello Latucca** and **Doc Dochterman, PMP** from the Sacramento chapter, who presented a well received session on strategic planning with a view of a mature strategic planning process that has demonstrated remarkable outcomes. They were followed by another presentation from Sacramento on growing leaders, offering us new tools and techniques to consider in our own efforts.

Other sessions included *Sustaining and Gaining Membership and Volunteer Leaders, Knowledge Management, Finance Best Practices, and How to Conduct Effective Board Meetings.*

Your representatives, **Victoria Flanagan; Kim Fields, PMP; Nora Goto, PMP; Renata Weir; Lora Lockwood, PMP; Linda M. Keller, PMP; and Sylvan Finestone, PMP;** all found the meeting topics and the interactions extremely valuable, provoking thoughts and actions that we can consider to improve our own chapter.

Sylvan Finestone, PMP



Left: PMI-OC Chair **Victoria Flanagan** and PMI-OC Chair-Elect **Sylvan Finestone, PMP** enjoy lunch with PMI-LA President **Barbara Cooke, PMP** and other colleagues from Region 7 chapters.



Above: San Diego Chapter Vice President of Finance **Ken Wolsey** delivers the keynote address, "Knowledge Management."



Photos by **Steve Goto, PMP**

PMP Exam Questions

Test your knowledge on these sample questions.

1. As a project manager, you should have a working knowledge of sampling and probability tools, which are part of the _____ process.
 - a. Integrated change control
 - b. Manage project team
 - c. Perform quality control
 - d. Direct and manage project execution
2. As the project manager on a software development project, your organization is broken up into departments, such as Accounting, Engineering, Production, and Quality Control. This is an example of:
 - a. A work breakdown schedule.
 - b. A functional organization.
 - c. Progressive elaboration.
 - d. A project life cycle.
3. During your status review meetings with the project team, an issue was identified that would increase the work necessary to deliver on the project scope. As the project manager, you make the formal request to your sponsor to add more resources to resolve the issue in order to stay on schedule. The sponsor agrees, which allows you to:
 - a. Request funds from management contingency reserves.
 - b. Slip the schedule.
 - c. Report the resource issue as closed.
 - d. Go over budget on the specific tasks that need the resources.
4. The difference between the maximum funding and the end of the cost baseline is _____.
 - a. Management reserve.
 - b. Expected cash flows.
 - c. Residual funds.
 - d. Change request.

Answers are on page 12.

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.

May 30, 2008 is the application deadline for this scholarship.

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

Answers to PMP Exam Questions

From page 11

- 1. c. Perform quality control**
PMBOK® Guide 2004,
Chapter 8, Section 8.3
- 2. b. A functional organization.**
PMBOK® Guide 2004,
Chapter 2, page 29
- 3. a. Request funds from management contingency reserves.**
PMBOK® Guide 2004,
Chapter 7, Section 7.2.2.2
- 4. a. Management reserve.**
PMBOK® Guide 2004,
Chapter 7, Section 7.2.3.2

Submitted by
Diane Altwies, PMP
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LETTERS to the Editor

From a Reader: I have been a project manager for seven years. I think I should have sufficient credit hours to take the PMP® exam. I would like to take the classes as soon as possible since I am between jobs right now, and I have free time to do so. Is there a website I can go to obtain more information on this? I went on the PMI-OC website, and such information is not readily available.

Editor: If you have all of the education and experience hours required to go after your PMP certification, there are a lot of options open to you. The right choice for you depends on the time and money that you have to commit to the effort.

A great way to learn is through the PMP workshops offered every year through PMI-OC. The instruction is good, and you can speak to actual PMPs about how they prepared for their test. You can get help on anything from completing your application to learning tips to follow on the day you actually take your exam. These workshops are offered at a reasonable cost to members and can be a valuable resource for you. Information on PMI® membership can be found on www.pmi.org, and membership will give you a discount on both application and test fees for the exam. The PMI website defines all the details of obtaining a PMP certification. Here is a URL link that takes you directly to the correct page with all the details and some possible training vendors: www.pmi.org/CareerDevelopment/Pages/Obtaining-Credential.aspx.

The PMI-OC *Milestones* that you are reading also contains several ads for classes offered through different education providers. Some of the education vendors that run advertisements in *Milestones* include Cheetah Learning, OuterCore, Inc., and Keller Graduate School of Management (see ad below). RMC Project Management is another vendor that offers PMP preparation and training aids. RMC is led by Rita Mulcahy, PMP.

Additional class and educational provider options are in PMI's monthly magazine. Community colleges have lower cost online and traditional preparation programs. UCI Extension also offers PMP preparation classes. Good luck!

To our readers:

This column is not only for questions and answers. It is also available to members, persons interested in project management, and persons associated with our chapter. It is meant to be a forum for feedback on chapter activities, plans, and possible improvements. We invite all readers who would like to express an opinion to write Milestones at editor@pmi-oc.org. The editors will select correspondence that tastefully expresses opinion, responds to previous Milestones content, or (as above) inquires about subjects relevant to PMI. The editors reserve the right to choose what appears in the column, but will attempt to print any letters received within the limitations of space available and editorial guidelines for Milestones.

The Editor



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30 N. LaSalle Street, Chicago, IL 60602. ncahigherlearningcommission.org

Wednesday, May 7

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, May 7, 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

Coming Events

April 5 Advanced Topic Seminar

Tim Hohmann, Galorath Incorporated
“Software Estimation Workshop”
See column at right.

April 8 Dinner Meeting

Jay Johnstone, raconteur, author, former major league baseball player
“How to Select a Championship Team”
See page 1.

SPECIAL NOTICE:

The April 8 dinner meeting is the first to be held at our new venue.
See pages 1, 15, and 16 for details.

April 11 SoCal Pharma LIG

Breakfast Meeting

“Change Management (CM), A Project Case Study”

Presenter: Brian Barnes, Biosite Inc.
Location: Pfizer, San Diego
See www.pharmalig.org for details.

May 3 Advanced Topic Seminar

Mike Graupner and **Gene Senecal**
“MS Project, Part 1”
See column at right.

May 4-7 PMI College of Scheduling

5th Annual Conference

“Scheduling: The Winds of Change”
Drake Hotel, Chicago
Go to www.pmicosconference.com for details and registration.

May 7 MVOT

Member/Volunteer Orientation Training
See page 13.

May 13 Dinner Meeting

Lois Zells, Ajay Godhwani, Jack Bicer
“Agile Methodology Panel Discussion”
Watch www.pmi-oc.org for details.

June 7 Advanced Topic Seminar

To be announced.

June 10 Dinner Meeting

Thomas Cutting, PMP
“Grabbing Authority”
See pmi-oc.org for details.

July 8 Special Event

Third Annual PMI-OC Career Fair

See upcoming *Milestones* issues for more information.

Note: Coming events may be subject to change.

ADVANCED TOPIC SEMINAR

SATURDAY, APRIL 5, 2008



Software Estimation Workshop

Presented by **Tim Hohmann**, Galorath Incorporated

This workshop will cover the basic functions of gathering and assessing inputs, such as software size, people, process, and product, in order to develop an estimate of project budget, staffing, schedule, and risk. **Tim Hohmann** will walk you through a structured process with presentation, discussion, and extensive “hands-on” experience, showing you how to

make use of the many features of SEER-SEM to increase reliability, traceability and efficiency.

Tim Hohmann has over 25 years of experience in estimation and management of technology projects. He is currently Director of Professional Services and Training at Galorath Incorporated, a leading provider of parametric estimation and decision support tools. He offers training and consulting support in estimating scope, schedule and effort requirements for large scale technology programs.

SATURDAY, MAY 3, 2008



Advanced MS Project

PART 1

Hands-On Training

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

Back by
Popular
Demand!

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 session 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 seminar 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 seminar.

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: First Saturday of every month, 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



Announcing PMI-OC's new Dinner Meeting Venue:
Doubletree Hotel Santa Ana/Orange County Airport
 Effective April 8, 2008 onwards



HIGHLIGHTS:

- Complimentary self parking
- Valet Parking available, \$10.00 PMI-OC rate
- Larger Ballroom
- Larger Networking area
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LOCATION:

201 East MacArthur Blvd.
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Phone: (714) 825-3333
Fax: (714) 825-3320
Toll Free: (800) 222-TREE



FOR MORE INFORMATION:

- Dinner meetings: dinnerprogram@pmi-oc.org
- General inquiries: info@pmi-oc.org
- Hotel directions: (714) 825-3333

www.doubletreeocairport.com

**Located at MacArthur & Main,
 near First American building**

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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Please help us improve our communication with you by verifying your mailing and e-mail addresses on the PMI® website.

Please go to www.pmi.org/authentication/?s=false&r=www.pmi.org/Pages/default.aspx to check your membership information, mailing and e-mail addresses.

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, April 8, 2008

Program: **How to Select a Championship Team**
Jay Johnstone

Location: **Doubletree Hotel**
Santa Ana/Orange County Airport
201 East MacArthur Blvd.
Santa Ana, CA 92707

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)

In Advance	\$15.00	At the Door	\$15.00
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Parking: Complimentary self-parking
Valet parking available for \$10.00

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

Make your reservation by 9:00 p.m. on Sunday, April 6, 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, April 6, or anyone who makes a reservation and does not attend, will not receive any refunds.



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