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## September 9 Dinner Meeting

# Project of the Year

## Edison SmartConnect™ Smart Integration: People, Technology and Project Management



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As the state's population and energy use continue to grow, government officials and utilities providers are seeking ways to empower customers in conserving energy. Edison SmartConnect is key in accomplishing this goal. **Paula Campbell**, Program Office Manager with Southern California Edison, will be presenting Edison's Smart Connect project, the 2007 PMI-OC Project of the Year.

Edison SmartConnect's submission focused on Phase II (Pre-Deployment) of the program. Phase II was the second step of SCE's three-phase AMI deployment strategy and focused on the foundation for implementing emerging technologies while also meeting the requirements of various internal and external stakeholders and client groups. Phase II enabled SCE to identify cost effective AMI solutions that will allow customers to manage their energy costs and enable new services through smart metering technology. The project team completed Phase II in scope, on schedule, and under budget by approximately \$11.4 million.



As manager of the Edison SmartConnect program office, **Paula Campbell** manages the project controls, budget management, contract management, organizational management, strategic planning, and communication functions for the program.

The overview of the SmartConnect program will offer insight into:

- SCE's open innovation approach to foster the development and exchange of ideas in developing their advanced metering technology,
- The multi-plan approach to replace more than five million existing traditional electric meters with the new next-generation smart devices,
- How SCE was able to complete Phase II on schedule, under budget, and also prepare for Phase III,
- Project management methods used to address challenges faced in managing multiple vendors and emerging technologies, and
- Next steps in the deployment of new technology which will allow customers far more options for saving energy and money.

September Vendor Showcase:  
**Southern California Edison**  
www.edisonjobs.com  
See ad on page 4.

## 2009 Board of Directors Election

The PMI-OC Nominating Committee recommends the following candidate slate for the 2009 PMI-OC Board of Directors:

Chair-Elect:

**Stephen June, PMP**

Director at Large:

**Cornelius Fichtner, PMP**

Finance Director/Treasurer:

**Francisco Avalos**

IT Director:

**Tariq Shaikh, PMP**

Marketing Director:

**Lori Shapiro, PMP**

Membership Director:

**Thomas Cutting, PMP**

Operations Director/Secretary:

**Bruce White, PMP**

Programs Director:

**Derek Barraza, PMP**

The 2008 Chair-Elect, **Sylvan Finestone, PMP**, was elected and will automatically assume the position of Chair/President.

The Nominating Committee selected this slate from a pool of highly qualified applicants who have demonstrated a commitment to the chapter.

We will use electronic balloting again this year. The online election will be held from September 15 through September 30, 2008. PMI-OC members will receive e-mail instructions before September 15.

Candidate photos and bios, as well as election instructions, will be available on the PMI-OC website, [www.pmi-oc.org](http://www.pmi-oc.org).

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# THE CHAIR'S COLUMN



## Our Personal Olympics

It was difficult to miss some aspect of the Olympics during August, even if you are averse to sports or were extremely busy. As with such uber events, there is something that draws each of us in – whether it is the spectacle itself, sports, competition, people, politics, pride of country, etc. Each of us can learn a lot from the Olympics and apply it to achieving our own goals – our personal Olympics. Two points hit home for me this year.

For one, you can never be too young or old to pursue and realize your dreams. It is never too early to set your goals. Before Michael Phelps was even 10 years old, his swimming coach helped him define a plan to become an Olympian. Olympians and hopefuls plan at least 4 years in advance. Think about this from your career path perspective. Determine where you want to be in 2, 4, or 10 years and how to get there. Similarly, it is never too late to stay in the game or to try a new path. I was so impressed by elite athletes in their 40s and late 30s who performed equal or better than athletes half their age and who excelled after a serious injury, a huge defeat, or changing sports. The commitment and perseverance. Look at 41-year old Dana Torres. Talk about inspiration...Wow! It may not be as risky as it seems to change career paths late in your career – especially if we break our goals down into more manageable pieces, and when we realize that we don't need to go it alone. Recruit a coach (mentor) or two. Of course, it helps to have confidence in yourself and your abilities.

Second, winning and realizing your dreams and goals does not have to be only about receiving the Gold Medal. Sometimes it is the journey you take along the way, regardless if you meet, exceed, or fall short of your goals. Most importantly, winning is relative to the goals you set and what you gain from your experiences – you can define what “winning the Gold” is. A colleague who I am mentoring thought he “lost” by not being promoted recently as the senior manager of his area. Rather, he had two aha's after further reflection – he better appreciated his abilities (and that of his co-workers) and development needs in going through the application process, and he realized a different way he could be more satisfied and effective in the organization. The small steps we take are great achievements in themselves.

Go for the Gold – whatever you define it to be!

### PMI-OC News

In case you were not aware, a young and talented niece of one of our very own board members, **Nora Goto, PMP**, competed in this year's Olympics Women's Diving and finished high in her events. Congratulations to Nora's niece and family!

Last month, we launched an exciting new offering, the **PMP Referral Campaign**. The best advertising is always a direct referral. In an effort to provide more value to your membership, we are offering you a free registration to a Dinner Meeting or Advanced Topics Seminar for referring a friend or colleague who registers for our September PMP Exam Preparation Workshop. View details on our Event Calendar at [www.pmi-oc.org](http://www.pmi-oc.org). We thank you for carrying the torch and advocating our profession and chapter.

As a reminder, we will conduct our 2009 BOD elections September 15 through 30 via online voting. PMI-OC Members will receive an e-mail with voting instructions at that time. Members who do not receive the elections e-mail during that timeframe should contact our Operations Director at [operations@pmi-oc.org](mailto:operations@pmi-oc.org). Also, our October 14 Dinner Meeting includes our Annual Business Meeting. During this important chapter event, we will introduce the 2009 Board of Directors and deliver a special State of the Chapter presentation. We look forward to seeing you there!

**Victoria Flanagan**  
Chair/President

# VOLUNTEER OF THE MONTH

## Derek Barraza, PMP

PMI-OC is proud to recognize **Derek Barraza, PMP** as Volunteer of the Month for August 2008.



Derek has been an active member of the chapter since December 2005. Derek's outgoing and professional personality has been a valuable asset to the chapter and to the marketing of dinner meetings, special seminars, and other chapter programs. He has contributed tremendously to the development of relationships with key business sponsors for PMI-Orange County Chapter events.

In July, Derek played an instrumental role in the marketing and planning of the Third Annual Career Fair. Acting as a key leader of the career fair committee, Derek tirelessly supported the marketing campaign in the promotion of the event. In addition to marketing the event to participants, Derek also solicited and helped sign sponsors, including a chapter Gold-Level sponsor and two vendor sponsors at the business exposition. His efforts were greatly appreciated by the career fair committee, the chapter, and the event participants.

When asked about the most rewarding part of volunteering for the chapter, Derek feels that it is, "To have had the satisfaction of seeing the fruition of our efforts in terms of value to PMI-OC's membership." This is clear when you meet him; he never misses an opportunity to reach out to a new attendee at any event he attends. We look forward to seeing his future contributions at our dinner meetings. As of March 2008, Derek took a leadership position as the speaker committee chair.

Derek is currently a client manager for Compuware Corporation (software products and technology services). He spends his time managing software maintenance renewals, upgrades, and all aspects of client accounts. In addition to the time devoted to volunteerism and community contribution, Derek enjoys spending time with his wife of nearly 30 years, Cindy, and his three sons, future PMI-OC volunteers: Derek 27, Ray 26, and Victor 19. He also stays busy traveling; he has just returned from Hawaii and is planning a trip to Europe next year.

**Beth Williams, PMP**  
PMI-OC Volunteer Coordinator

Photo by **Greg Savage, PMP**

## Volunteer Opportunities

**Marketing Director:**  
[marketing@pmi-oc.org](mailto:marketing@pmi-oc.org)

### Website Editors

Multiple positions are open. Editors will look over all the pages of the website for spelling and grammatical errors and report them to the chief editor.

### Milestones Contributors

Write 300, 500, or 1,000 word reviews of attended chapter events for *Milestones*. Clear, 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 for both indoor and outdoor venues. Photos are sent electronically to *Milestones* editors and graphic designer.

**Programs Director:**  
[programs@pmi-oc.org](mailto:programs@pmi-oc.org)

### Advanced Topics Seminars Reviewers

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

The advanced topic seminars are on the first or second Saturday of each month at Keller Graduate School of Management at Kilroy Airport Center in Long Beach. ATS reviewers gain free admission to the seminar and earn four PDUs for each event.



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## FROM THE MEMBERSHIP DIRECTOR

# *Volunteering:* THE BACKBONE OF THE CHAPTER

Three quarters of the way through 2008, and PMI-OC is going strong. July's Career Fair was well attended and a huge success. The annual Southland Technology Conference brought together multiple PMI®, QA and other professional organizations. The fall PMP® prep classes are starting this month. These are signs of a vibrant, growing chapter.

What is the common denominator of these signs? **Volunteers.** Without volunteers, these events either wouldn't happen or would be so poorly planned and executed that they wouldn't be worth attending. Instead, they draw world class speakers and bring valuable opportunities to our members.

Volunteering is the other side of membership here at PMI-OC. From the board of directors to the individual printing out the name tags each month, we have a great team. At the monthly dinner meetings, we publicly acknowledge the Volunteer of the Month, but you may not have heard of these much appreciated people. They are but a sample of the nearly 100 individuals who have helped out this year.

**Brenda Breen** is a great example of all the dedicated members who are ambassadors at our dinner meetings and other events. As an ambassador, she makes sure that questions are answered, people are connected, and everyone gets a dot on their name tag.

Each month, **Anne Burkle, PMP** pulls together and analyzes company information with the marketing group. That information is used to better understand our members and find out how we can partner with your companies to provide more benefit

Chapter membership statistics are also reviewed monthly and compared against previous months and years. **Evelyn Brooks, PMP** has been faithfully gathering and graphing those numbers for us.

What about the PowerPoint presentation for the dinner meeting every month? Or the name badges waiting for you at the table? You can thank **Victor Prebyl, PMP** for them.

**Cindy Ferguson, PMP** keeps the board of directors informed on what you are thinking by coordinating the creation, delivery and analysis of our chapter surveys. Look for the annual membership survey coming from Cindy's mailbox to yours this month.

By no means is this list complete, but it represents the behind the scenes effort being performed by people like you. These volunteers are not spending major amounts of time at these tasks. However, without that effort, little pieces of our chapter would unravel.

To find out more about volunteering for the chapter, visit [www.pmi-oc.com](http://www.pmi-oc.com) or send an e-mail to [volunteer@pmi-oc.org](mailto:volunteer@pmi-oc.org).

**Thomas Cutting, PMP**  
PMI-OC Membership Director

## NEW MEMBERS

Sharon Acker  
Brian Anderson  
Evangeline Loyola Becerra  
Stephanie Bradshaw  
Marc Brown  
Kim Dang  
Kamran Darban  
Jon Ericksen  
Shannon Gasparac  
Frank Harris  
Terry Hauser  
Michael Herman  
Manfred Lindenhoven  
Lena Marusiak  
Carolyn Mathews  
Louis Ormond  
Jayaraman Ramakrishnan  
Anne Reinbach  
Balvinder Singh  
Linda Sorgel  
Mike Stansbury  
James Tinnie  
Isgtuaq Vaku  
Jeffrey Werkmeister  
Rosalind Westra  
Peter Wu

## NEW PMPS

Victor Bonacci  
Rhonda Campuzano  
Mark Cohen  
Elfrin Colon  
Kim Dang  
Richard Derby  
Lisa Dunlap  
Stephanie Hail  
Todd Hilken  
Roxanna Lake  
Charles Martinson  
Puiwah Yau-Braswell  
Tom Yuan

# Join the Club...



## The PDU Platter

Don't worry about when and how to earn your 60 PDUs when you join Cheetah's 2-PDU of the Month Club. We automatically deliver a class each month, keeping you on track for recertification.

## 2-PDU of the Month Club

When you join Cheetah's 2-PDU of the Month Club, you receive a monthly e-mail telling you that your new, 2-PDU course is activated and available from your My Cheetah Page. Access the course content for six weeks, then simply pass an online quiz with a 70% grade (in three tries) to earn your PDUs. So join our 2-PDU of the Month Club for \$49 per month (you can cancel at any time) and increase your knowledge, improve your skills, learn about the hot topics in PM each month—and earn 2 PDUs. Your 60 PDUs for recertification delivered—on a silver platter. Register today at [www.cheetahlearning.com/landing\\_2PDU.htm](http://www.cheetahlearning.com/landing_2PDU.htm).

For more information about Cheetah's Project Management programs, career counseling or to register for a course, contact Jean Steinmetz at [jean.steinmetz@cheetahlearning.com](mailto:jean.steinmetz@cheetahlearning.com) or call (888) 659-2013.

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### Upcoming Courses

#### San Jose

**October 13**  
Effective User Stories  
for Agile Requirements

**October 14-15**  
Certified ScrumMaster

**October 16**  
Agile Estimating and Planning

#### Dallas

**January 27-28**  
Certified ScrumMaster

**January 29**  
Agile Estimating and Planning

#### Boulder

**February 18-19**  
Certified Scrum Product Owner\*  
\*with Ken Schwaber

#### Seattle

**March 31-April 1**  
Certified ScrumMaster

**April 2**  
Agile Estimating and Planning



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# SAYING *yes* WHEN YOU REALLY MEAN

**Lee R. Lambert, PMP**, of Lambert Consulting Group, succeeded in capturing and retaining the audience's attention at the August dinner meeting. The topic, "Saying Yes When You Really Mean No," had us all interested. Mr. Lambert kept us entertained by sharing stories of situations he encountered in corporate America. We had many laughs, and heads frequently nodded in agreement.

Mr. Lambert has a strong passion for project management and was part of the team that helped create the PMP® certification. He believes that it is our duty to step up and follow the standards and teachings of the PMBOK®. He believes the missing link in project management is management's desire for us to say what they want us to say, or really, they want us to say what they want to hear.

He encouraged us to be assertive and stand up to management. It's critical for the project success to utilize the information we have in order to make a significant impact. He also pointed out that accountability changes when resources are switched. This is important information to share with management because they may make an assumption that the resources haven't changed. We have the ability to supplement management's power by providing information for them to effectively make decisions in the organization's best interests, both tactically and strategically. Keep in mind that none of this is personal. It's all for the good of the organization.

Mr. Lambert polled the group to determine how many people have "project manager" as their title. Over 50 percent of the people in the room raised their hands. He then asked whether the project managers had the authority to make the final decisions. Only a few hands went up. According to PMBOK, the project manager role should come with the authority to make decisions. Along this line, many people are functioning more like a project coordinator or expeditor. Hence, our role is to prepare and deliver information needed for the decision makers.

In our roles, we need to be empowered to deliver the truth that management may not want to hear. Management needs to get serious about project management and empower project managers. Don't employ the "pig pen" theory of project management, whereby you create a lot of dust so that no one will see what's going on. In sticking with the PMI Code of Ethics, it is our responsibility to deliver the facts. If you choose not to share the facts, then you share responsibility with the decision makers for the outcome on your projects.

Mr. Lambert suggested that project managers who do not have decision making authority say "yes" to their management, and then present them with the cause and effect. This methodology ensures that the truth is shared, but puts the responsibility for the outcome back onto the decision makers. He discussed the triple constraint concept of scope, time, and cost, and advised that management should treat these as three separate baselines. Some people change the baseline if the reportable variances are too large. However, the flaw with changing the baseline (unless the scope changes) is that you lose the lessons learned for future projects. Maintaining the original baseline allows you to use the plan for future estimation and as a learning curve.

Mr. Lambert gave a timely example of the Olympics swimming records. When Mark Spitz won gold in 1972 at Munich, the commentator, Jim McKay, said nobody would swim that fast again. Data has been collected, and in every subsequent Olympics, including Beijing 2008, the prior records have been broken. Stanford University formulated an algorithm showing



# NO



that, at the current rate of improvement, times will become negative by the 2032 Olympics. As Mr. Lambert said, "that's learning curve!"

In project management, we need the comparison to the standard, and we

need to continuously improve on our project management. As we capture relevant measurements, they should be shared.

To further articulate the role of project management, Mr. Lambert stated, "It's all about the work packages!" He discussed the work breakdown structure (WBS) and believes that it should be broken down to the level of what needs to be discretely managed. Every WBS would then have distinct completion criteria so that, if asked whether something is done, the project team should be able to simply answer *yes* or *no*. If the question can't be definitively answered, then the WBS still requires further definition.

Another missing link is project prioritization. Mr. Lambert recommended we all go back to our respective organizations and ask for a project prioritization list. By knowing the organizational priorities, we can better grasp where resources should be placed to be in alignment with the organizational goals.

It is our job to be salesmen of project management concepts. We need to get the decision makers to see the value of project management and advocate the use of decision support tools and honest communication, which will help us to more effectively manage our projects.

As with every new concept, practicing "Saying Yes When You Really Mean No" will take some time. However, the benefits of operating with honesty and integrity will help raise the bar in the field of project management. Just say *yes!*

**Carla Poulin, PMP**

# PMP Exam Questions

Test your knowledge on these sample questions.

1. The develop qualified sellers list activity is a part of which process?
  - a. Plan contracting
  - b. Request seller responses
  - c. Contract administration
  - d. Select sellers
  
2. A performance domain is a broad category of duties and responsibilities that define the role. Six domains were identified to be important for competent performance by an individual who leads and directs project tasks. Which one is not one of the six domains?
  - a. Initiating the project
  - b. Executing the project
  - c. Negotiation and project budgeting
  - d. Professional and social responsibility
  
3. The Delphi Technique is:
  - a. A numbering system to uniquely identify each element of the WBS
  - b. A forecasting technique that relies on gathering expert opinions
  - c. An analytical technique similar to the Design of Experiments
  - d. A variation of Monte Carlo analysis
  
4. A key function of schedule control is:
  - a. Creating the resource breakdown structure
  - b. Funding limit reconciliation
  - c. Performing design of experiments
  - d. Performing the schedule variance analysis

Answers are on page 14.

Sample exam questions submitted by  
**Diane Altwies, PMP**  
 OuterCore, Inc.,  
[www.outercoreinc.com](http://www.outercoreinc.com)

# At the August Dinner Meeting



1. **Ann Burkle, PMP** registers participants for the PMP exam prep workshops.
2. **Christopher Nguyen**
3. New marketing team photographer **Greg Savage, PMP**
4. **Dan Tran, PMP, Salvador Pena, and Jeff Bennett**
5. **Tricia Carrillo and Sabine Richter**
6. **John Stenbeck, PMP** from the San Diego chapter
7. New PMP **Richard Derby**

Photos on pages 7 and 8 by **Simon Hawkins, PMP** and **Greg Savage, PMP**



# Advanced MS Project Reporting:

Presented by  
**Bill Derrig, PMP and Gene Senecal, PMP**

This seminar had two main objectives: The first was to provide the audience with an opportunity to improve communication skills in project reporting. Audience, message, and content were stressed as the most important aspects of effectively communicating project details. The second objective was to share some tips and tricks related to Microsoft Project: The presentation shed some light on how MS Project can be used more effectively as a reporting tool.

### Effective Project Communication

Effective communication begins with one's audience. People process information three ways: visually, auditorily, and interactively. The best presentations communicate information using all three. As an example, using a projector conveys information visually, while talking to the slides and distributing handouts engage the other learning styles.

Metaphors can be useful in tying a new concept to something already understood. However, use caution to prevent oversimplification of the message, and be careful in selecting metaphors when the audience is culturally diverse.

Body language is also important. Be consistent so the audience does not receive mixed messages.

A communication exercise reinforced the practice of detecting "noise" in a conversation: Attendees were asked to practice "mirroring," a technique used to validate the other person and to confirm understanding of their message. The person communicating was secretly instructed to use specific mannerisms while introducing himself/herself (i.e. fidgeting, using hands to talk, no eye contact, etc.). Afterwards, we were asked if we noticed the distractions.

In our group, this exercise led to a discussion about specific communication barriers we experience on our projects and on global teams. These barriers are significant because of a lack of visual input on conference calls, along with language barriers. We all agreed that the exercise was very useful. It reminded us to consistently validate the speaker to make sure we understand what is being communicated and to provide feedback to the speaker so he/she can accurately adjust the content to make sure it is understood.

A second exercise focused on project reporting. Each group received specific information about the status of a project and the profile of the audience receiving the project status report. The objective of the exercise was to provide a clear and concise project status report tailored to the specific audience (i.e. project team, executive committee, senior management, finance group). Afterwards, the rest of the group was asked to guess the specific profile of the audience based on the delivery of the status report.

Several of the groups were assigned the same project scenario, but were reporting to different audiences. It was interesting to see how the status report was modified to focus on different aspects of the project based on the audience profile.



Here are some examples:

- Executives: high level report, what you need from them, risks, drill down to issues
- Finance: costs, profit, projected ROI, funds needed
- Team/subcontractors: tasks/issues

All groups used color indicators (red, yellow, green) to convey an overall status of the project in terms of budget and schedule.

The other consideration in project reporting is the project phase (initiation, execution, closing). Project initiation reporting will include the reason for the project, the cost/impact of doing the project, and the timeline estimate. Project execution reports will include budget, schedule, risks, issues, tasks/workarounds. Project closing reports include the project success metrics around budget, schedule, scope, user satisfaction, and lessons learned.

### Project Reporting and MS PowerPoint

MS Project has four basic elements (project, tasks, assignments, and resources). Data is collected via MS Project on these basic elements. Reporting is challenging because of the different types and levels of content that may be pertinent for any given project status report.

We saw various sample reports, and you can find more by clicking this button.



*Continued on page 10*



Photos by **George Meier, PMP**

Continued from page 9

MS Project can be used with other MS applications to provide more useful reports. Some of more useful tool combinations are:

- Time Scale Data
- Picture Wizard
- Visio WBS Wizard
- Screen Capture
- Excel to PowerPoint

MS Access can be used with MS Project to capture key project data. Using Access as a data repository provides more tools that be can used to access and visually report the information.

This is particularly useful when asking web developers, who may have limited knowledge of MS Project, to provide reports. It is also helpful when using the intranet/internet to reduce paper reports and distribution via e-mail.

### Top 10 Reporting Mistakes

10. Thinking MS Project is a communication tool
9. Assuming your agenda is their agenda
8. Delegating communication
7. Thinking status reports are static
6. Assuming one method of communication is effective
5. Not moving from summary to detail
4. Assuming more documentation equals better communication
3. E-mailing a copy or link of the .MPP
2. Not tailoring message to the audience
1. Asking Bill or Gene to help fix the report

The final parting words of wisdom from Bill and Gene were:

- MS Project is not a magic tool.
- Communication requires planning.
- Don't be a slave to the tools.
- Define the results before starting.

**Lisa Stotelmyre, PMP**

# Create Your Own Sample Questions for the PMP Exam

By Cornelius Fichtner, PMP



One of the best study tools for the PMP® exam is PMP exam sample tests. As you are preparing for the PMP exam, you are in fact preparing to take a 200-question multiple choice exam. And just as if you were an Olympic athlete, taking this exam becomes your sport, and you have to practice it. Again and again. However, instead of answering someone else's questions, it is a good thing to create your own.

You may be wondering how in the world you can make up sample questions about a subject you don't feel you know enough about. Well, that's the whole point! In order to ask a question, you must know something about the subject, and so you must study it. If you're not sure about the elements of team building and want to include some practice questions about it, you're going to have to study it carefully. By studying and forming practice questions in your mind and on paper, you'll begin to know that subject from a different point of view and better retain what you learn.

This approach will also help you address your weak spots. Once you've discovered an area of weakness, you should begin to focus on the elements that are confusing you and thoroughly read all materials relating to them. Let's say that you need to study the five processes groups of project management that are outlined in the PMBOK® Guide. Which of those is giving you the most trouble? Are you also having difficulty applying it in your work? It helps to discuss this with other PMP aspirants or a study partner. As you study the subject, you should write down particularly troublesome areas, and you may even think of some practice questions as you're reading. Jot those down and go over them the next day, see if you can answer them. You might be surprised how much you've retained by applying your reading in the form of questions.

By framing questions as you study, you're examining all the details of the subject that may have escaped you before. You'll find yourself understanding more and be able to analyze the area much better. Don't just stick to dry facts, either. Create situational and conceptual questions that force you to apply the principles in a theoretical real-life scenario.

By practicing this kind of in-depth thinking about the subject that's giving you trouble, you're learning much more than you would just reading about it. Your mind is wrapping itself around the concept and internalizing the information, applying it to the workplace. This can be the most effective method of studying for your PMP exam, particularly in the areas in which you're deficient.

When you think of questions and then are able to answer them, try posing them to others. Toss them out to one of the online forums for prospective PMPs and see what their feedback is. As you get the opinions of others on your practice questions, you can gauge whether you're being too easy on yourself. It's important to know this now, because the final exam will have no such consideration!

Once you've formulated your practice questions, answered them to your satisfaction, and had them critiqued by others, you'll be able to form others that may be more challenging. Learning which questions to ask is sometimes just as important as the answers you give. Remember, it's crucial to be tough on yourself. The PMP exam questions are drawn randomly from a database containing over 2,000 possible questions! The more practice questions and scenarios that you can come up with, the better your chance at passing the PMP exam with a score you can be proud of.

**About the author:** Cornelius Fichtner, PMP is an international project manager and noted PMP expert, as well as an active PMI-OC volunteer leader. His PM PrepCast at [www.pm-prepcast.com](http://www.pm-prepcast.com) has helped over 2,000 project managers prepare for the PMP exam. Additionally, he is the host of The PM Podcast at [www.thepmpodcast.com](http://www.thepmpodcast.com) where you can hear his free interviews with project management experts from around the world. Please send your comments to [pm@pm-prepcast.com](mailto:pm@pm-prepcast.com).

# WANT TO BE PMP® CERTIFIED?

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## PMI Orange County Chapter Announces Its 2008 Fall Course



## PMP EXAM PREPARATION WORKSHOP

**Six Saturdays Beginning September 13, 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.

**NEW THIS FALL:** PMI-OC is partnering with The Project Management PrepCast™ to make their downloadable podcast available to our PMP prep students. Developed by former PMI-OC Chair/President **Cornelius Fichtner**, The Project Management PrepCast™ consists of 89 episodes, each of which focuses on one concept or process. Download them directly to your computer or iPod and listen when, where, and as often as you want to each episode to enhance your understanding of the concepts, tools, and techniques you learn in the class.

**When:** Six Saturdays from 8 a.m. until 5 p.m.

Sept. 13	Sept. 27	October 18
Sept. 20	October 4	October 25

**Where:** Brea

**Brea Civic Center**  
1 Civic Center Circle  
Birch St. & Randolph Ave.  
Brea, CA 92821

Costa Mesa

**University of Phoenix**  
South Coast Learning Center  
150 Bristol Street  
Costa Mesa, CA 92626



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VENUE**

**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 September 10 to receive a special discount!**

- **PMI Member: \$750 before September 10, \$850 after September 10**
- **Non Member: \$800 before September 10, \$950 after September 10**

Register at [www.pmi-oc.org](http://www.pmi-oc.org).

Information at [www.pmi-oc.org](http://www.pmi-oc.org) or e-mail [programs@pmi-oc.org](mailto:programs@pmi-oc.org).

**Special Offer for Referrals!** Refer a friend to PMI-OC's PMP Exam Prep Workshops and receive either a free dinner meeting or advanced topic seminar registration. That's a cost savings of up to \$45 and as many as four PDUs. Act quickly! Offer expires September 10 with completed registration.

*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.*

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Date: September 16

Time: 12:00-1:00pm

Presenter: Marty Wartenberg, PMI-OC Fellow, Chief Inventor for Zero Boundary



SU08-56 SEP

UC Irvine Extension introduces the **NEW Project Management for Life Sciences Certificate Program**, which focuses on the application of project management best practices to life science industries that produce pharmaceuticals, medical devices and other biomedical products.

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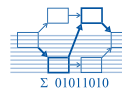
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# PMI-OC MEMBER/VOLUNTEER ORIENTATION TRAINING

The most recent PMI-OC Member/Volunteer Orientation Training was held in July at the UCI Learning Center in Orange, near “The Block” shopping center. The evening was remarkable for the enthusiasm the participants brought to it, and the positive response we received was overwhelming for the brief, but very informative, session.

Whether new or returning members, those attending these events expect to become more informed about what PMI® and the chapter can do for their career development as project managers, or in a related field. These expectations are usually met or exceeded, and this meeting was no exception.

The primary speaker for the event was **Sylvan Finestone, PMP**, our chair-elect, because **Thomas Cutting, PMP**, our membership director, was out of town. Sylvan explained the Orange County chapter in detail, the board of directors’ roles and responsibilities, volunteering and, most importantly, the benefits in being an active PMI-OC member.

**Ralph Dutra**, our former volunteer coordinator, explained how to become a volunteer and what current opportunities are available. He also explained why this organization depends on volunteer involvement to run as well as it does. Ralph pointed out that a member can volunteer for any number of tasks that are vital to the smooth running of the chapter. Thanks to Ralph’s efforts, we recruited several new volunteers this month.

**Lori Shapiro, PMP**, our ambassador lead, spoke about an ambassador’s role in the chapter and how this volunteer position is a great starting place for a new volunteer. Lori also explained the “dot” system: how wearing colored dots helps new members and first timers attending events feel more comfortable. To facilitate connections, there are also dots for those offering employment opportunities and those seeking new positions.

This event would not be complete without **Melanie McCarthy**, from ResourceXperts. Melanie revealed critical tips and techniques that one needs to know about networking in today’s fast moving career marketplace.

The meeting was concluded with questions and answers. There was also ample opportunity for members to speak with one another, the directors, and the membership staff.

The next meeting will be on Thursday, September 25 at 6:00 p.m. Delicious food and soft drinks will be served, and parking is free. The meeting location is easy to find. Just follow the directions on the PMI-OC website, or in the column at the right. It just can’t get any easier!

To register for the MVOT event, to learn more about other events, or to receive PMI-OC’s *e-Newsletter* (formerly *E-Mail Blast*), please visit [www.pmi-oc.org](http://www.pmi-oc.org).

See you at the September MVOT.

**Grace Wu, PMP**  
Membership Committee Chair

**Thursday, Sept. 25**

## 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:

**Thursday, September 25, 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/](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](http://www.pmi-oc.org)

Please register early. Space is limited to the first 40 members.

#### Questions:

[membership@pmi-oc.org](mailto:membership@pmi-oc.org)



**Keynote Speaker**  
**General Colin L. Powell**  
 USA, (Ret.)



**PMI® GlobalCongress**  
 NORTH AMERICA 2008

**October 18-21, 2008**  
**Denver, Colorado**  
**Hyatt Regency Denver**

**General Colin L. Powell, USA (Ret.)**, former U.S. Secretary of State, National Security Advisor, and Four-Star General will share his insight about leadership, project management, and social responsibility at PMI Global Congress in Denver on October 18th through 21st.

**PMI Global Congress 2008-North America** is the major project management educational and networking event of the year. This three day event gives you the chance to gather knowledge and inspiration and to meet colleagues and experts to discuss the most challenging project management trends.

For more information and registration:  
<http://congresses.pmi.org/NorthAmerica2008>

## Answers to PMP Exam Questions

From page 8

**1. b. Request seller responses.**

The bidders conferences, advertising, and develop qualified sellers lists are tools and techniques of this process.

*PMBOK® Guide 2004,*  
 Chapter 12, Section 12.3.2.1

**2. c. Negotiation and project budgeting are general management skills.**

*PMP Exam Specification, October 2005*  
 Page 31

**3. b. A forecasting technique that relies on gathering expert opinions.**

*PMBOK® Guide 2004,*  
 Chapter 5, Section 5.0

**4. d. Performing the schedule variance analysis.**

*PMBOK® Guide 2004,*  
 Chapter 6, Section 6.6.2.5

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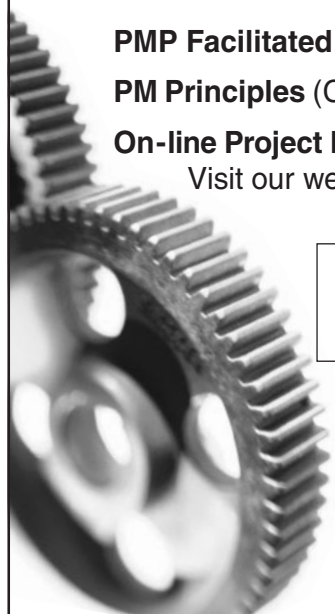
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# ADVANCED TOPIC SEMINAR

SATURDAY, SEPTEMBER 6, 2008



## Politics 101: Surviving

Presented by Philip E. Quigley, PMP

Politics exist and must be dealt with by project managers. This workshop is intended to introduce you to the basics and give you some survival tools. Be warned that this is a workshop, and you will be given group assignments and will be expected to stand up and present.

There will be a small amount of lecture, then group analysis, presentations of analysis, recommendations, and general discussion.

### Seminar Agenda

Introduction to politics: good and bad  
How to build a network of relationships  
Power: how to get it, how to use it  
How to deal with "problem" people  
Politics: how to use it to enhance your career.

**Philip E. Quigley, PMP** is a senior portfolio manager with Computer Sciences Corporation. He has spoken at national conventions of APICS and IBF and local chapters of APICS and PMI. He also writes a monthly column, "The Management Perspective," for the *APICS Advantage Magazine* and is a member of the editorial board.

Phil also teaches at the University of California, Irvine and California State University, Fullerton.

**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 (except holiday weekends), 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](http://www.pmi-oc.org)

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## Coming Events

 **Sept. 6 Advanced Topic Seminar**

**Philip Quigley.** Politics 101: Surviving  
See column at left.

 **September 9 Dinner Meeting**

**2007 PMI-OC Project of the Year**  
Paula Campbell  
Southern California Edison.  
See page 1.

 **Sept. 12 So Cal Pharma LIG**

**Breakfast Meeting and Webcast**  
Meeting in San Diego. Webcast in Irvine.  
"Improving Drug Development Schedules"  
See [www.pharmalig.org](http://www.pharmalig.org) for details.

 **September 13**

**PMP Exam Prep Workshops Begin**  
Brea and Costa Mesa  
See page 11.

 **September 15**

**2009 PMI-OC BOD Election Begins**  
See page 2 for information.

 **September 25 MVOT**

**Member/Volunteer Orientation Training**  
See page 13.

 **October 4 Advanced Topic Seminar**

**Handling Unique PM Issues in Various Industries.** Panel of industry experts.  
Watch [www.pmi-oc.org](http://www.pmi-oc.org) for details.

 **October 14 Dinner Meeting**

**Reza Lealli, CIO, Wachovia Dealer Svcs.**  
**Danis Yadegar, President, Arsin Corp.**  
CIO Panel Discussion  
Watch [www.pmi-oc.org](http://www.pmi-oc.org) for details.

 **October 18-21 PMI Global Congress**

**Denver, Colorado**

Keynote Speaker: Gen. Colin L. Powell  
See page 14.

 **November 8 Special All Day ATS**

**Neil Whitten** is back by popular demand!  
Roundtable discussions from Neil's  
second book, "Let's Talk."  
Watch [www.pmi-oc.org](http://www.pmi-oc.org) for details.

 **December 9 Dinner Meeting**

**Mike Sanders, Southern Calif. Edison**  
Topic to be announced.

*Note: Coming events may be subject to change.*

## PMI Orange County MILESTONES

August 2008, Volume 20, Number 8

**MILESTONES** is published monthly 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. Copyright 2008 PMI-OC, Inc.

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# PMI-OC Dinner Meeting

## Tuesday, September 9, 2008

Program: **2007 PMI-OC Project of the Year**  
**Paula Campbell**, Program Office Manager  
Southern California Edison SmartConnect™

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

*\*Although the hotel prepares additional meals over our committed attendee count, walk-ins are not guaranteed dinner.*

**Featured Presentation Only (Members and Non-Members)**  
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Please register at [www.pmi-oc.org](http://www.pmi-oc.org). You can pay by credit or bank card in advance or by cash, check, or credit card (Visa, MasterCard, American Express) at the door.

Make your reservation by 10:00 p.m. on Sunday, September 7, 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](http://www.pmi-oc.org). Anyone who cancels their reservation after 10:00 p.m. on Sunday, September 7, or anyone who makes a reservation and does not attend, will not receive any refunds.



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Orange County Chapter, Inc.  
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