

Milestones

May 2009

Monthly Publication of The Project Management Institute, Orange County Chapter, Inc.

May 12
Dinner Meeting

Keeping Your Career on Track in a Challenging Economy



Left to right:

Thomas Cutting, PMP
PMI-OC Membership
Director
In Transition

Stephen June, PMP
PMI-OC Chair-Elect
In Transition

Mille Nuezca-Yee
Senior Recruiter
So. California Edison

Carole Schlocker
President, iSpace, Inc.
Global Outsourcing,
Consulting, Staffing

Edna Yan
Regional Recruiting
Manager
Compuware Corp.

Moderator:
Jason Richmond, PMP
Sr. Project Consultant
Prescription Solutions



PANEL DISCUSSION

Our panel will consist of one recruiter, two corporate HR managers, two project managers in transition, and a moderator. With the economic downturn, whether employed or in transition, everyone is concerned about their job. And those who are looking need to make sure they do everything they can to stand out from the crowd!

Our expert panel will cover this relevant issue and the following topics:

- Image Update
- Personal Campaign
- Keeping Your Job
- Getting Your Next Job

And don't forget, the dinner meeting is also where you'll meet colleagues who are facing the same challenges that you face every day.

Each attendee will receive a printed copy of May *Milestones*.

[Click here to register.](#)

Premier Dinner Sponsor:
Creative Enterprise Solutions
www.CESLearning.com
See ad on page 15.

2009 CHAPTER BOARD

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THE CHAIR'S COLUMN

This has been a terrific month for your chapter. We have broken the 1,700 member ceiling and can now announce we have 1,729 members and 1,025 PMPs. We also have three PgMPs and five CAPMs. This represents a 4.8 percent growth in our membership. Thank you all for your votes of confidence in our chapter and the programs we provide for you.

Speaking of our programs, we are now in our second PMP® class cycle for this year, and we are only 13 students below our target number for the year, with one more class to go in September. This effort, led by Tom Cumming, PMP, with assistance from Adri Estrada in Brea and Ted Sauca, PMP in Costa Mesa, offers a tremendous opportunity to prep for the certification. At least eight people have obtained certification from the class that ended in March. We have also offered PDU opportunities to over 48 PMPs in each class, filling every position almost as quickly as it is announced.

We continue to focus on our members who are in transition. We have rearranged our dinner meeting schedule to include a panel discussion on "Keeping Your Career on Track in a Challenging Economy." (See page 1.) In this session, we will have both recruiters and individuals in transition who will discuss their current experiences. We are looking for current information on the best way to organize your transition activities or to plan for your next transition.

Our job board has become increasingly robust with the addition of more current positions. This effort, led by Thomas Cutting, PMP; with assistance from Norman Naylor, PMP and Lisa Gonzalez; is continuing to come up to speed. The team is contacting recruiters and other sources to ensure that we have up-to-date job offerings available for your consideration.

This is the month when we recognize our Volunteer of the Year. By the time you read this, you will probably know that your board selected Alvin Joseph, PMP for this honor. (See page 3). Alvin has been running our dinner meetings for the last two years, a thankless job that he has performed brilliantly. Over this period, he has been responsible for all of our negotiations with the Wyndham, working behind the scenes to make sure that our dinner meetings go off smoothly, and managing the slide presentations, raffle prizes, and our congratulatory PMP® coffee mugs.

In addition to our 2008 Volunteer of the Year, we have also selected other top performers for the year. These include Adri Estrada, (programs), Catherine Ford, PMP (finance), Cindy Pham, PMP (IT), Jennifer Murphy, PMP (marketing), Lori Shapiro, PMP (membership), and Peter Librojo, PMP (programs). (See page 4.) Each of these individuals made a significant contribution to the chapter's success. If you see them in the near future, please add your personal congratulations to those of the chapter.

We have booked the Irvine Marriott for the night of September 10th, when we will celebrate our 20th anniversary. We expect this to be a very well attended event, especially since we are going to hold our fourth annual career fair at the same location in the afternoon, preceding a cocktail hour and our dinner meeting. Although I cannot be specific at this time, we are planning a special speaker for the event, and a representative from PMI® Global will attend. The PMI Global guest will be at least a director and, more than likely, someone very high up in the PMI organization.

One of the important events of the year was the recent PMI Region 7 Conference, where all chapters in Region 7 (Hawaii, California, Arizona, Nevada, and New Mexico) came together to exchange ideas and initiatives. This was a great opportunity for your chapter directors to share our success and lessons learned with other chapters. See page 12 for a report of our experiences and our commitment to providing the best possible offerings for you.

Sylvan Finestone, PMP
Chair/President

VOLUNTEER OF THE YEAR

Alvin Joseph



Consistency is not only indicative of Alvin's commitment; he has also worked to provide a consistent format for the meetings. He developed an event planning template/checklist that he shares with others who are interested in working toward standards for certain events, such as dinner meetings. Since the dinner meetings are so highly visible, it's the details that make the difference in the level of professionalism that is demonstrated and seen as the "face" of the PMI® Orange County Chapter.

More About Alvin

Alvin was introduced to PMI approximately seven years ago when his brother-in-law Roy began to pursue his PMP® because his then employer, Cisco, required PMP certifications for all project managers. In 2007 Alvin received his PMP certification and began as a volunteer for PMI-OC. Alvin was extremely impressed with the people he met as he became more involved with the chapter. Although his current employer does not require PMP certification, Alvin has generated interest with his fellow co-workers with his "lead by example" philosophy. Alvin has incorporated the fundamentals of PMI into his daily work and has seen impressive results in his work environment.

Special accolades were one of the highlights of PMI-OC's dinner meeting this month. Volunteers are key to the success of PMI-OC and critical to the chapter's mission of supporting the membership and remaining a strong and vibrant chapter.

There were six top performance awards given out at the dinner meeting, (see page 4), but **Alvin Joseph, PMP** was destined for an even greater recognition. He was presented the Volunteer of the Year award for his exceptional contributions to the chapter in his role as dinner meeting chair.

Alvin began coordinating the chapter dinner meetings in August of 2007 and has consistently produced quality events. Average attendance is approximately 120 professionals at each PMI-OC dinner meeting, making these meetings one of the most highly visible events for the chapter.

When asked why he thought he was chosen to receive the award, Alvin attributed it to his ability to coordinate high quality meetings over and over again. The role of event producer is by nature stressful, time consuming, and requires a sense of responsibility. The uniqueness in Alvin's contribution is in his commitment to continually producing these high quality meetings.

Alvin particularly values the networking aspects as the primary benefit of attending the PMI-OC dinner meetings. Looking ahead, Alvin's career goals include leading global IT teams. His current work environment has a global IT team with various groups in India and Israel. He considers the contacts made in the industry via PMI-OC invaluable to his career and also deeply values the knowledge sharing that enables him to excel further. One huge benefit of his networking activity is the ability to incorporate the experiences of others into his daily work back at the office, particularly with respect to various experiences and best practices as they relate to leading global teams.

Alvin plans to continue his volunteer activity with PMI-OC and has aspirations to one day participate on the board. Alvin is also a volunteer on the IEEE-OC board and personally volunteers as a den leader for his eight year old son's Cub Scout troop. He has incorporated the concept of giving back, both in his career and professional life, as well as personally, and is committed to donating his time to PMI-OC and the community.

Lisa Stotelmyre, PMP

2008 TOP PMI-OC PERFORMERS

Six PMI-OC members were honored as 2008 Top Performers at the April 14 dinner meeting. They are pictured below, left to right: **Lori Shapiro, PMP; Cindy Pham, PMP; Catherine Ford, PMP; Peter Librojo, PMP; Adri Estrada,** and **Jennifer Murphy, PMP.**



These members were instrumental in making 2008 a successful year for PMI-OC. Their contributions are as follows:

Lori Shapiro. Lori racked up over 400 hours in 2008, volunteering on the ambassadors committee and website implementation and support Initiative. Lori helped drive the ambassador team from an idea to reality as she revitalized the colored dot system on the name badges (see page 9) and developed a solid pool of individuals from which to seed other volunteer opportunities. As if that wasn't enough, she dove into the website refresh with both thought leadership and elbow grease. Working with the IT team, Lori spent many late nights adding content, cleaning up formatting, and assisting with the system implementation. Much of the initial membership and marketing team content owes its entry onto the website to Lori.

Cindy Pham. As an IT volunteer, Cindy was instrumental in implementing releases one and two of the PMI-OC website. She spent many hours testing and reviewing new features and incorporating them into the site. The success of the website is a result of the long hours she spent working with the team and on the site.

Catherine Ford. While serving as a finance volunteer, Catherine took over the duties of the registration chair in the middle of 2008. Catherine is credited with successfully handling and managing several PMI-OC registration activities. She thrived in the constantly changing dinner meeting registration desk.

Catherine handled numerous walk-in attendees during previous career fairs with ease and professionalism. Additionally, she volunteered at the PMP prep workshops to collect fees and assist in resolution of website registration process issues.

Peter Librojo. Peter served as dinner meeting coordinator, successfully managing numerous monthly tasks, and serving as a key contributor in making these dinner meetings successful. Peter was instrumental in the smooth transition to and back from the new venue early in the year. With Peter's research and collaboration with Jennifer's team, the PMP prep classes were filled.

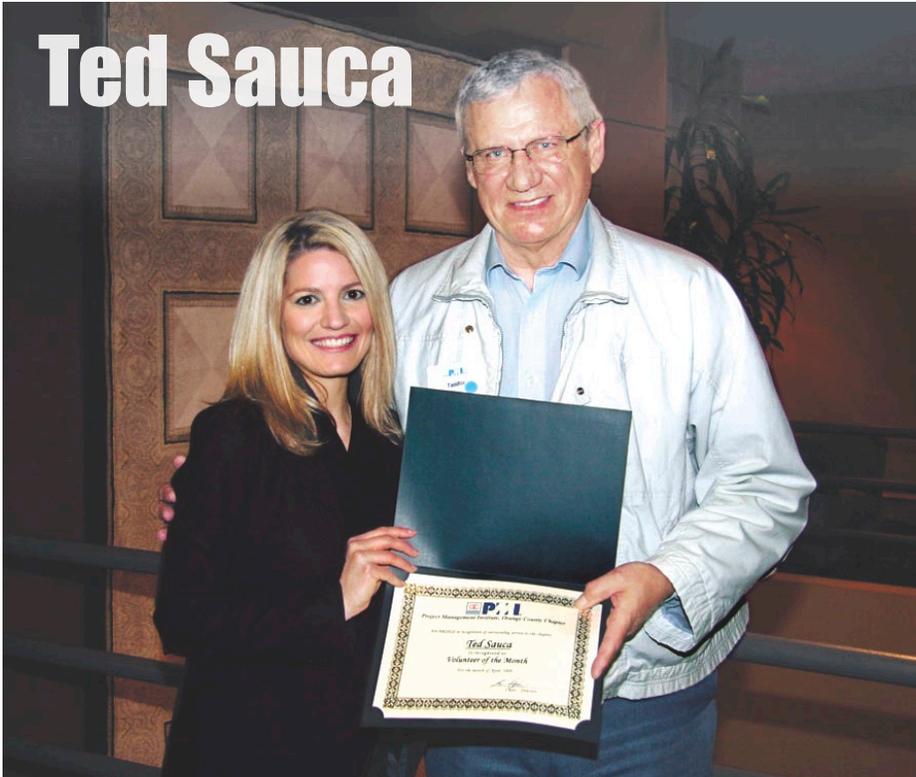
Adri Estrada. Adri assisted with the successful coordination of the PMP prep workshops. She received special recognition for marketing the September 2008 classes and ensuring enrollment, especially in the Brea classes. Adri proactively recruited and organized the instructors, handled most of the student and instructor communications, managed issues from both locations, and brought innovative ideas to the table.

Jennifer Murphy. Jennifer served as an outreach committee volunteer and accomplished much more than expected for that role. Jennifer started the year as marketing liaison with the programs team and attended both marketing and program meetings. She worked with the corporate outreach team to promote those activities.

Caroline Jurado, PMP

VOLUNTEER OF THE MONTH

Volunteer Opportunities



Ted Sauca

The PMI-OC Board of Directors is pleased to recognize **Ted Sauca, PMP** as Volunteer of the Month for April 2009.

Ted earned his PMP® certification in 1997 and has served the chapter for over two years as the project manager of the ongoing PMP prep classes in Costa Mesa.

As a trainer, mentor, professor, and instructor, Ted helps professionals meet their goals. He teaches approximately 150 professionals weekly, and his introductory speech includes PMP awareness and a call to action. His courses include project management, operations, statistics, and management science for several local universities. He has taught many grateful and appreciative students, and Ted appreciates hearing about their successes in the workplace.

Ted has managed and been involved in projects in the nuclear industry across the globe. He has run business development and operations projects in Spain and Eastern Europe. Presently, Ted is completing a risk management project for the Motorcycle Industry Council, Inc. Ted believes in networking and that managing projects today includes the ability to handle and successfully deal with uncertainty.

Ted's dedication and ongoing support for the PMP classes over the years have been instrumental to their success. According to our chair, Sylvan Finestone, "Ted has been a rock steady team member, always willing to go the extra mile." Thank you, Ted!

Anita Arvizo

Director at Large:
atlarge@pmi-oc.org

Strategic and Tactical Support of the Director at Large

Define and implement strategic and tactical approaches for PMI-OC. Activities may include helping define and implement outsourcing, maintaining the PMI-OC portfolio of projects, helping to research and analyze global PMI® governance models, and providing general support to the director at large in additional areas.

Information Technology Director:
it@pmi-oc.org

IT Volunteers

Design web pages, including graphics, animation, and functionality. Ensure consistency with approved style guide. In cooperation with content management, translate and implement content concepts. Advise IT director on website issues and improvements. Coordinate with Affiniscape for support. Manage e-mail and address books.

Marketing Director:
marketing@pmi-oc.org

Milestones Contributors

Write reviews of chapter events for *Milestones*. Clear and concise writing styles are required.

Milestones Photographers

Need talented and creative individuals to take photos at chapter events for *Milestones*.

Programs Director:
programs@pmi-oc.org

PMP Prep Workshops:

Student Liaison

Acts as intermediary between PMP workshop students and the certification program. Answers student questions about PMP sign-up, classes, exam registration, test center information, etc. Motivates students, keeps records of exam results, keeps contact lists, updates student contact information, keeps class roster. Must be able to attend workshops on the designated Saturdays. Time commitment is five to ten hours per week during the six weeks of the workshop (including a couple of hours of face time on Saturdays); five hours or less during the three weeks before and after the class. Starting time would be August 2009.

Instructor Liaison

Acts as intermediary between instructors and the certification program. Answers instructor questions, keeps instructor evaluations, develops teaching schedule, and coordinates T3 training sessions. Time commitment is five to ten hours per week for the four weeks before the workshop; five hours per week after that. Starting time would be August 2009.

Documents Coordinator

Develops and maintains all documents pertaining to the certification program, including standard e-mail communications to students, instructors, and the marketing team. Maintains PMP workshop schedule and calendar. Maintains document archive. Responsible for agendas and minutes from the weekly status meetings. Time commitment is five hours per week. Starting time would be immediate.

The **5** Time-Tested Keys of Estimating



That Successful Project Managers Can't Live Without!

Our special guest speaker, **John Stenbeck, PMP, PMI®** San Diego Chapter Vice President of Professional Development, first gave this talk to a sold-out audience at the 2008 PMI North America Congress in Denver. John also includes this presentation in his one day course, "Project Management Boot Camp."

Things to remember when estimating:

1. Get everyone to agree to the value of imprecise estimates. You must get management to understand that the estimate is not precise. "Precise" costs lots of money.
2. Early estimation is hard whereas early measurements are easy.
3. Early estimation greatly improves later estimation.
4. Progress is a function of difficulty and work velocity.

“Simplicity may
lead to success,
but complexity
may lead to
significance.”

“Let others lead
mundane lives.
Make yours
memorable.”

1 Reconcile and align objectives and estimates.

Objectives and estimates should be different. A common mistake is to prepare estimates to meet an objective instead of preparing them to evaluate the objectives. The objective at the beginning is to get the contract or get the project approved. Everyone is working toward finding that magic number, the number that will get the project funded or win the contract. That number becomes the objective of the project. Objectives are top down, whereas estimates are bottom up. Estimates will evaluate the project objectives.

Step 1. Prework. Core team and project manager develop a detailed WBS based on information from prior similar projects

Step 2. Create initial estimates. Estimate the work for each task in the WBS.

Step 3. Finalize estimates. This step is seldom done as a team. User documentation is an example of things overlooked because of incomplete estimates. It gets left out of the plan.

2 Handle estimates that exceed budgets.

Where does the excess come from?

1. Over-optimistic estimates from misperceptions during budget development
2. Pessimistic estimates from misunderstanding by the project team
3. A combination of the previous two

Better communication could avoid this, but how can these situations be handled?

1. Shoot customer and marketing team
2. Punish the project team
3. Apply team-based planning and analysis

The last is recommended.

Team-Based Planning and Analysis:

Step 1. Create the WBS using network diagramming. Use lots of post-it notes. It encourages discussion. People talk while they do this and bring other information to the table that might not have seemed relevant at the start.

Step 2. Accurately estimate the work package and task durations, and find the critical path.

Step 3. Analyze the critical path (do all the calculations), and evaluate the result.

Step 4. Persuasively present the estimate to the stakeholders. Why will it be two million dollars and two years instead of one million dollars and one year? Management needs visual presentation with a well thought out explanation, one with more thought than was put into the original “estimate/objective.”

3 Eliminate sandbagging, compounding, and unintentional buffering.

Sandbagging, compounding, and unintentional buffering lead to oversized buffers in the project schedule. These need to be eliminated to get a clear picture and good project estimates. Estimating must be integrated with planning. The following techniques can help:

- Clearly define what **done** means. Be explicit, detailed, specific.
- Manage commitment. This is often accomplished by using what may be called MAPP Day at some companies (Make A Project Plan Day.) What gets done on MAPP Day is:
 1. Pyramid of deliverables (WBS)
 2. The MAP (network diagram)
 3. Quality requirements (critical path, deliverables)
 4. Bottom-up schedules
 5. Breakthrough systems (assignment of tasks to resources)

4 Unlock the unknown with dependable estimates.

You must know a WAG from a SWAG. Recognize each for what it is and where it is used.

WAG: Wild ass guess

SWAG: Scientific wild ass guess

When you take your estimate to management, and it exceeds budget, someone will present their WAG to “prove” how your number is wrong. You must counter with your SWAG. Your estimate will be quantifiable and defensible. It uses statistics to make the WAG look ridiculous. Explain how you arrived at your number, showing the equation used and the input values.

The SWAG is made using the Pert Kernel tool:

$$LOE_e = (O_e - 4ML_e + P_e) / 6$$

where:

LOE_e = level of effort estimate

O_e = optimistic estimate

ML_e = most likely estimate

P_e = pessimistic estimate

The key to finding appropriate values for each parameter is to explain the expectations to the estimator. The estimates should all be realistic.

John’s example was a company with a \$1.5 million annual marketing budget. One year they decided to blow the entire year’s budget on one Super Bowl advertisement. The ad was a teaser, sending the viewer to a website, GoDaddy.com. It was provocative, intended to entice the primarily male viewers to check out the website where they sell domain names and website hosting.

The problem was estimating how many people would visit the site, and in what time frame. Victoria’s Secret had done something similar three years earlier, did not have enough bandwidth, and had all of their servers crash in eight seconds.

GoDaddy.com employed better estimates and managed to stay up for a few minutes. John identified the IT engineer responsible for the estimates, who happened to be sitting in the audience. The project was a success, and they have had similar ads during the Super Bowl every year.

The lesson learned from the estimation process the first year was that no amount of bandwidth was sufficient to keep the servers up, but that the estimates were good enough to keep them up long enough to get a good return on the investment.

5 Create repeatedly successful estimates.

Having a process that repeatedly delivers successful estimates is the “holy grail” of project management. To achieve this, follow the process above, and:

- Use time-boxing to focus on the possible, and avoid pursuit of perfection. Spending too much time on an estimate is detrimental to completion of other tasks since the estimates are made by your experts, who also have to perform the tasks in the project.
- Practice team-based planning to instill ownership and accountability.
- Roll up the estimates at the end of the project and compare them to initial high-level estimates. Use this to refine the process for future projects and to document as lessons learned.

John’s final points:

1. What is the most overlooked task for new project managers? Accounting for the project manager’s time. Data does not equal information. Information does not equal insight. It takes time for the project manager to transform data into information, then information into insight.
2. What opportunity is most overlooked by the experienced, expert project manager? The opportunity to do something significant. Simplicity may lead to success, but complexity may lead to significance. This applies to work and to private life. John asked the audience, “Who has a meticulously well-done project plan for your life of significance?” He encouraged everyone to do this.

John Stenbeck’s parting words were, “Let others lead mundane lives. Make yours memorable.”

Annemarie Wheeler, PMP

NEW MEMBERS

Safaa Abdelmalak
Harry Acosta
Patricia Alexander
Jorge Aponte
Patricia Armstrong
Venkateswara Arumilli
Melina Blanchet
Austin Brown
Darlene Burke
Geraldine Carter
Celeste Collins
Marc Crudgington
Julie David
John Devine
Carmen Dickerson
Scott Dunn
Lisa Falsken
Shannon Finney
Robert Fisher
Kenyatta Forrester
Suzanne Galante
Rebecca Galvan
John George
Birendra Ghotra
Lisa Gonzalez
Ann Hagerthy
Steve Harrell
Monica Heredia
D. Lori Hinman
Caroline Johnson
David Jones
George Ker
Jacob Kisner
Thomas Knoy
Theodore Koike
Sudheer Kota
Daniel Kuches
Dung Lam
Carolyne Lee
Soowon Lee
Pamela Loree
John Malonson
Becky Mandich
Elsie McMaster
Mercedes McShane
Lisa Miyahata
Senthilkumar Narayanan

Frederick Paragas
Mary Pierce
Yahya Qurnah
Moe Raisisdana
Dean Ramsey
Charles Robbins
Armando Ruiz
Said Said
Jon Schulz
Carl Scott
Nanette Singer
Sally Slack
Ambi Thurai
Davud Tiberi
Jeremy Tiss
Timothy Treu
Michelle Turcios
Anju Wadhvani
Tamer Wali
Sharon Wertz
Jane West
Reva Wright-Buck
Afshin Yaminrafie
Saeid Yazdani
Kathy Zacherl

NEW PMPs

Lita Acosta
Eric Bartholomew
Marc Bates
Jane Bogomolny
Mitra Boyd
May Chan
Tim Chen
Ann Hagerthy
Tim Hohmann
Agnes Lago
Keith Montgomery
Moe Raisisdana
Dan Robuck
Johnny Sears
Y. Seko
Bing-Ji Situ
Eva Sung
Paul Tofanelli



Member Spotlight

Marc Bates

is in the spotlight this month. Marc has been a member of PMI-OC for about three years. He has lived in Orange County most of his life. He has his MBA, his PMP® and is currently working on his Ph.D. in project management. Marc is very busy between his career and his academic work. He loves music and is a very good trumpet player, though he would not call himself a musician. He and his wife are animal lovers, with cats, birds, and fish.

Marc has two pieces of advice for people entering project management. The first is to adopt an organizational system, such as the "Franklin Planner" or one of the many other choices out there. So much of a project manager's job requires timely communication, and an organizational system will certainly help. His second piece of advice is not to forget what is important in favor of what is considered "urgent." Often the value added by continually addressing urgent requests is not as great as the value gained by focusing on what is important.

Marc began his education by earning a bachelor's degree in accounting, although he has never worked as an accountant. He then went on for his MBA at the University of Phoenix. When Marc was working on his MBA, he took a class in strategic planning and became interested in a career where he could help companies develop their strategic plans. It occurred to him that the profession of project management matched his goals and he has obtained his PMP® certification, as many of us have done.

Marc's first project management role was in an unofficial capacity while he held another title. A colleague recommended Marc to act as a project manager when a need arose at a large B-to-B internet company. Marc's colleague recommended him based on his leadership skills, and because of his tremendous ability to translate requirements from the business to the technical staff, and then translate technical design back to the business.

Marc accepted the challenge to play the PM role. The internet B-to-B company eventually went under, as did so many internet start-ups, but Marc's career in project management had begun, and he has continued in a project management capacity ever since. He has ten to twelve years experience in project management, though not always with the title of project manager.

Much of Marc's experience has been managing infrastructure and equipment installation projects, especially within the telecommunications industry. He is currently a project manager for a company that designs and installs phone systems in prisons. Every phone call is recorded and stored on servers, which require infrastructure planning, design, and set-up. Marc has held this position for about a year.

Marc enjoys consulting and teaching and would like to teach project management at the university level. In fact, he enjoys teaching so much that he plans to continue after retirement. Marc is working on his dissertation and plans to receive his Ph.D. in project management in 2010. His dissertation will be in the field of risk management. If you are a project manager, you can help Marc by visiting his website at www.phdpm.com and completing his surveys. Marc will use the surveys throughout development of his Ph.D. dissertation, so let's give him our support.

Patty Tutor, PMP

At the April Dinner Meeting

PMP Exam Questions

This is the month we begin using sample PMP® exam questions that are similar to what you may experience on the PMP exam starting July 1, when the PMBOK® Guide—Fourth Edition is officially part of the exam.

We'll start this month off with simple questions to show you some of the differences. Good luck.

- All of the following are processes in the project procurement management knowledge area except
 - select sellers.
 - plan procurements.
 - administer procurements.
 - close procurements.
- A degree of _____ is needed to identify all the work necessary to produce the project deliverables.
 - development of project charter and preliminary project scope statement
 - development of project charter and plan procurements
 - development of project management plan and preliminary project scope statement
 - identification of stakeholders and development of project charter
- The process of defining and documenting stakeholders' needs to meet the project objectives is called
 - scope planning.
 - identify stakeholders.
 - collect requirements.
 - define scope.
- A key output to the identify stakeholder process that defines an approach to increase stakeholder support throughout the project life cycle is called
 - expert judgment.
 - stakeholder analysis.
 - stakeholder management strategy.
 - communication requirements analysis..

Answers are on page 19.

Sample exam questions submitted by:
Diane Altwies, PMP
 Core Performance Concepts, Inc.
www.coreperformanceconcepts.com



Top, left to right:

- Kevin Watson, PMP ●
- Tanu Sinha, PMP ●●
- Margaret O'Neill ●●
- James Pitak ●●●
- Ebitari Larsen, PMP ●●●
- Kumar Ramachandra ●●●
- Elsie McMaster, PMP ●●
- Nick Alizabeh ●●
- Eva Sung, PMP ●
- Dennis Cherewick, PMP ●●
- Eddie Yang, PMP ●●
- Brad Oatman, PMP ●●

- New member
- First time attendee
- In transition

Above: New PMPs,
left to right:

- Carolyn Tu
- Eva Sung
- May Chan
- Nilesh Mehta
- Rob Swantek

Right:

Angela Castro from Project Insight (Metafuse), April dinner meeting sponsor

Photos, pages 3, 4, 5, 6, 9:
 Greg Savage, PMP





Appreciative Inquiry

Presented by Adrienne Keane, PMP, PMI-OC Fellow

The April 4, 2008 PMI-OC Advanced Topic Seminar introduced attendees to a developing philosophy called Appreciative Inquiry (AI) in an engaging and interactive session titled "Cultivating Positive Project Teams: An Appreciative Approach."



Adrienne Keane is talent operations manager at Cisco Systems and a graduate student at the University of Pennsylvania, where she is working on a Master of Applied Positive Psychology degree. Adrienne was named a PMI-OC Fellow, the chapter's highest honor, in 2008.

The seminar objectives were to:

- discover how positivity can help you build high performing teams,
- learn practical skills for applying the techniques of AI to planning, team building, and personal growth, and
- develop an action plan for cultivating positivity in your own teams.

Adrienne explained the philosophy of AI in terms of cultivating positive project teams. AI is a practical philosophy of being in the world at a day-to-day level, and it is also a highly flexible process for engaging people to build the kinds of organizations and world they want to live in.

AI embraces the following eight key assumptions.

- In every society, organization, or group, something works.
- What we focus on becomes our reality.
- Reality is created in the moment, and there are multiple realities.
- The act of asking questions of an organization or group influences the group in some way.
- People have more confidence and comfort in journeying to the future (the unknown) when they carry forward parts of the past (the known).
- If we carry parts of the past forward, they should be what is best about the past.
- It is important to value differences.
- The language we use creates our reality.

AI begins when the organization deliberately chooses to concentrate on the positive as the basis for learning and change, leading to creative and innovative solutions that are grounded in what has worked best from the past. AI provides a positive approach by helping alleviate resistance based on the necessity for change.

Performance improvement generally examines factors including, but not limited to, problems, causes, and gaps. AI focuses on the achievement of the best possible outcomes and practices. We have become accustomed to believing that the most practical way to achieve high performance results is to look at the negatively framed problems/gaps that lend themselves to poor performance outcomes. AI seeks not to view the causes stemming from a problem or problems affecting performance issues, but to sustain processes and practices that provide continuous optimum productivity. AI applications include strategic planning, team building, human resources practices, diversity, and many other change situations in nonprofit, religious, medical, business, public and military sectors.

So how does AI relate to building positive teams? It is known that the method of creating high performing teams is through engagement, a sense of meaning, relationships, and positive emotion. The role of positive emotions is important. Positive emotions broaden individuals by expanding their attention and thinking. They build overtime by prompting growth in personal and social resources that increases well being.

To further illustrate this point, Adrienne described the relationship between positivity and business results.

- Positivity aligns with asking questions (inquiry) and looking outward.
- Team connectivity increases as positivity increases.
- Higher positivity leads to greater team resilience.
- Positivity correlates positively with business success .

The remainder of the seminar included working on exercises alone, in pairs, and in small groups to further understand AI and illustrate the four Appreciative Inquiry phases:

- Discovery: the best of what is
- Dream: what might be
- Design; how can it be
- Destiny/deploy; how to empower, learn, and adjust

The first workshop, "Inquiring into Exceptionally Positive Moments," was designed to discover the essence of what creates positive teams. The attendees broke into pairs and discussed several questions:

APRIL 4 ADVANCED TOPIC SEMINAR

Continued from page 10

- Describe a high point on a project team when you have experienced a sustained period of positive emotions.
- What aspects of your current team or organization most inspires you to partner with your teammates and work for the good of the whole?

Each pair described their experiences to all the attendees. In summary, most people believed they understood how important it was to be listened to with an open mind and thought that sharing stories is an important part of communication. Both attitudes are essential for creating positive teams.

In the second workshop, "Finding the Positive Core," each individual in a small group shared what they had learned from the

ments included setting a clear goal, providing a common mission, effective leadership, respecting each other, valuing diversity, and building trust within the team.

In the third workshop, "Imaging the Dream," the small groups envisioned the potentially high-performing, fulfilling project team of the future. Each team created an image of themselves in 2012. Their project team has just been awarded the first "Positive Project Team of the Year" award by PMI®. The small groups were instructed to prepare an acceptance speech highlighting the best practices used to build positivity, thus enabling excellence in collaboration, innovation, and results. The presentation formats ranged from a skit to an interview to group presentations.



descriptions from the first workshop. The small groups discussed the root causes of success for the cultivation of positive project teams. Each group selected the most appropriate story and retold it to all the attendees. Each group then wrote the top root causes on flip charts for everyone to view.

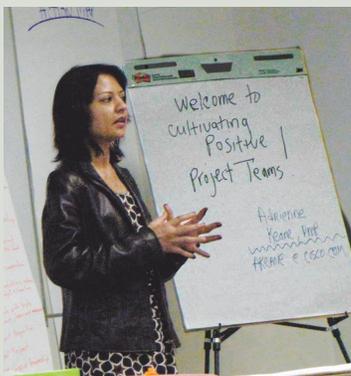
After all the small groups completed their stories, the attendees placed three dots next to the causes that they thought were exciting and emerging in creating positive teams. Some of the core ele-

The seminar concluded with an assignment to complete the fourth workshop, "Design and Destiny," at home. The purpose was to explore pathways to making positive teams a reality by creating a personal action plan.

Adrienne included a quote from Peter Drucker, which summarized the essence of AI. "The task of leadership is to create an alignment of our strengths, making our weaknesses irrelevant."

Colby M. Riggs, PMP

Photos on this page by **Louie Chanco, PMP**



Building Bridges

April 17-19, 2009. PMI-OC leaders participated in this year's Region 7 Leadership Summit in San Francisco. PMI-OC is part of a 17 chapter region made up of PMI® chapters in California, Arizona, New Mexico, Nevada, and Hawaii. Fifteen chapters were represented at the successful event hosted by the San Francisco Bay Area Chapter.

As a first time attendee, I found the conference to be a great way to learn how other chapters approach similar challenges: servicing chapter members and the community at large, retaining existing members, spreading the word about the benefits and value of being involved in PMI, and obtaining PMI credentials (CAPM®, PMP®, PgMP®, etc.) The two day conference offered keynote speakers and breakout sessions that discussed new ideas about programs, marketing, communication, governance, and chapter management.

We also discussed the economy and how it affects our members; many project managers are now off contracts or laid off from their full time jobs. In fact, about one third of the conference attendees were currently seeking employment! Chapters were seeing membership increase as project managers began to network among their peers and potential employers. Several chapters have taken initiatives to put together very structured programs to assist members in positioning themselves and their resumes to stand out and be considered for open opportunities.



Note: PMI-OC is offering a special panel discussion at the May 12 dinner meeting, "Keeping Your Career on Track in a Challenging Economy" (see page 1), and we will hold our fourth annual career fair prior to our 20th anniversary gala on September 10.

The PMI-OC delegation pictured above included (front row, left to right) **Marketing Director Lori Shapiro, PMP; Finance Director Francisco Avalos; Operations Deputy Heather Tomley; Director at Large Cornelius Fichtner, PMP;** (back row, left to right) **Membership Director Thomas Cutting, PMP; Chair-Elect Stephen June, PMP; Chair/President Sylvan Finestone, PMP;** and (not pictured) **Programs Director Derek Barraza, PMP.**

Each of us attended the breakout sessions that were organized by our specific areas of interest. Here are some of the key lessons learned from these sessions and from the various speakers:

- **How PMI-OC measures up.** We were able to benchmark our chapter against 15 other chapters in Region 7 in sessions with programs, finance, marketing, communication, and leadership. The PMI-OC chapter is widely recognized in the region as being one of the top run and well respected chapters.
- **Corporate social responsibility (CSR).** Keynote speaker **Jennifer Russell, PMP** painted us an excellent picture about how a corporation can be both socially responsible and at the same time how this social responsibility can pay itself back many times. We also learned that PMI has embraced corporate social responsibility and that we, as PMI members and as project managers in our organizations, should embrace CSR and ensure that we always do "the right thing" first.
- **Social networking and social media.** Several chapters have created their own LinkedIn groups. This allows chapter members who are also members of LinkedIn to share ideas and job opportunities. Yahoo and Google groups were also being used as collaboration areas. Some chapters are considering the use of Facebook pages, Twitter, and Google AdSense (to bring in income).
- **Chapter governance.** Some chapters have changed their governance structures to utilize a more strategic board, and an additional tactical board with volunteers who are empowered to make decisions and run the day-to-day operations. It takes a lot of planning to move to a new board structure and adequate time to make the change.

In addition to the presentations and breakouts, we also had time to enjoy ourselves. Friday night included a wine and chocolate social evening, complete with Wii games, like Guitar Hero, and other board games. Saturday night we all shared dinner together at a local Chinese restaurant, Yank Sing Dim Sum House, where we mixed and mingled with our peers, enjoyed a wonderful dinner, and had some photo booth fun.

The bottom line. The conference met its objectives. The attendees had some fun together, shared a lot of valuable information, met leaders from other chapters, and agreed to continue working together by utilizing conference calls, Yahoo groups, and our component and regional collaboration areas. Many ideas were shared among all attendees, and we will apply what we learned to make our chapter run even better.

Lori Shapiro, PMP
PMI-OC Marketing Director



PMI-OC ORIENTATION MEETING

The April 22, 2009 PMI-OC Orientation Meeting was held at the UCI Learning Center in Orange near “The Block” shopping center. The next meeting will be conducted at the same place, Wednesday, June 17, at 6:00 p.m. Food and soft drinks will be served, and parking is always free. The event location is easy to find by following the directions on the PMI-OC website and/or accessing the map link in the column to the right. You can park in any reserved area, except handicap (unless authorized). Thanks to Grace Wu, PMP for coordinating this event.

We had over 83 registrations; however, 40 actually attended, which was perfect. We expect those who register to either attend or cancel. This helps us establish an accurate head count for ordering food and drinks. Those attending the event will become more informed about what PMI® and the chapter have to offer. In addition to an information session, this is a career development program as well. You will not only learn about PMI and PMI-OC, but you will gain useful information about networking, which is just one of the many benefits of chapter membership

Thomas Cutting, PMP, our membership director, welcomed everyone to the meeting and was our primary speaker. He discussed PMI-OC’s purpose of providing quality professional development and networking opportunities to the members. Thomas explained our Orange County chapter, the board of directors, their roles and responsibilities, and discussed the importance and great benefit of volunteering for the chapter. He explained how to become a volunteer, the current opportunities, and why this organization depends on volunteer involvement to run as well as it does.

Lori Shapiro, PMP, our marketing director, also shared very helpful information, as well as explaining the PMP prep courses beginning in September and reviewing our great chapter publication, *Milestones*.

Beth Williams, PMP, our volunteer coordinator, discussed how to become a volunteer and the current opportunities available to members.

The big change in this event was the resignation of Melanie McCarthy as the networking presenter. We greatly appreciate Melanie’s insight into “Networking 101” and all the advice she has given us over the years.

Diane Altwies, PMP replaced Melanie at this meeting. Diane offered similar techniques for honing your networking skills, with a slightly different twist. Diane gave several examples of your 30 second commercial, business cards, and how to meet and greet a general group of people, as well as individuals with specific influences. Tips on resume writing are always appreciated from Diane, as well as how to get in front of a hiring manager. Diane closed with an interactive exercise in listening.

The meeting was concluded with questions and answers of all types with ample opportunity for members to speak one-on-one with each other, directors, and membership staff.

To register for the June 17 PMI-OC Orientation, go to the events page at www.pmi-oc.org in mid May, and see the adjacent column.

Joe Paradiso, PMP
Membership Committee Chair

June 17, 2009

PMI-OC Orientation Meeting

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 PMI-OC Orientation Meeting.

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, June 17, 2009

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

200 South Manchester Avenue
(Corner of Chapman and Manchester)

Orange, CA 92868

[Click here for map.](#)

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.

Questions:

membership@pmi-oc.org



Celebrating Our Volunteers **Kristine Hayes Munson**

Through 20 years of growth and change, PMI-OC has become stronger solely through the efforts of many tireless, enthusiastic volunteers. We recognize and appreciate our volunteers this month by focusing on the invaluable contributions of **Kristine A. Hayes Munson, PMP, PMI-OC Fellow.**

*K*ristine Munson joined a student chapter of PMI® in 1998 while earning her MBA degree at California State University San Marcos. She then completed UC Santa Barbara's project management certificate and noted that the instructors constantly praised PMI and the benefits of being involved in a local chapter. When she started working in Orange County in 2001, Kristine decided to become involved in our local PMI chapter. According to Kristine, this was "a decision that has made all the difference in her personal and professional development."

Kristine's experience with PMI-OC is best described in her own words. "My favorite memories of PMI-OC center on the people I've met. PMI-OC members have become my mentors, role models, and, most importantly, some of my closest friends." Kristine served on the PMI-OC Board of Directors for six years in different roles, including two terms as chair/president.

Projects completed under her leadership include: implementation of e-commerce on the PMI-OC website; enabling members to pay in advance for events; implementation of the career center on our website; starting regular monthly advanced topic seminars; adding a third PMP® preparation workshop session; launching the new member orientation sessions; improving volunteer recognition through the volunteer of the month, volunteer of the year, and PMI-OC fellowship programs; initiating the annual dinner meeting/career fair initially hosted by PMI CEO Gregory Balestrero; supporting members in career transition with a recurring career networking evening; and launching the PMI-OC Leadership Institute.

"The only way to maximize PMI-OC membership is to be involved," says Kristine. In recognition of her outstanding service and contributions, she was named a PMI-OC Fellow in December 2008. During her six years of leadership on the PMI-OC Board of Directors, the chapter received the 2006 PMI Component Award for Component of the Year (Chapter Category III), the 2006 PMI Component Award for Collaboration, and the 2006 PMI Component Award for Volunteer Program of the Year in recognition of the chapter's educational and networking programs.

In 2006, PMI-OC recognized Kristine by naming her Volunteer of the Year. She currently facilitates sessions in the PMI-OC PMP exam preparation course and serves on the board's nominating and governance committees. She also represents the PMI Global Accreditation Center (GAC) and is a member of the Leadership Institute Master Class Alumni Operating Model Team. In addition, Kristine is currently serving her second term on the PMI Component Awards Committee.

What is most impressive about Kristine's exemplary support of PMI-OC is that her efforts stem from a true enthusiasm for our chapter and the organization. "I attribute my current professional success to my involvement with PMI and PMI-OC...which provides me with a strong network of individuals who mentor and inspire me. My involvement in the chapter gives me opportunities to learn new skills in a safe environment...What little bit I give back pales in comparison to what my involvement in PMI has given me."

She feels that some of the current challenges faced by PMI-OC are the continuation of high-quality, exciting programming that appeals to members, building the strength of second-tier volunteers, and identifying and mentoring potential future board members. Members as active and committed as Kristine are key in meeting these challenges. The breadth and depth of Kristine's contributions, and especially her intrinsic belief in the value of PMI, serve as an inspiration to us all.

Vinita Jha

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Dr. Azmi has also developed and taught several courses and programs in technology and project management at UCLA, Cal State Long Beach, and Cal Poly Pomona. Dr. Azmi currently manages a project management office with a large and diverse portfolio of IT projects.

In 2005, Dr. Azmi received the President's Award from the PMI® Los Angeles chapter. Dr. Azmi currently manages a large portfolio of IT projects totaling approximately \$100 million. He holds a PMP® certification, and is licensed as a professional engineer in the State of California.

*June 2-3: Weston South Coast Plaza
Costa Mesa

*June 16-17: Sheraton Hotel
Downtown Los Angeles

No walk-ins. Pre-registration required.

Click here to register.

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Answers to PMP Exam Questions

From page 9

1. **a.** Select sellers is no longer a process. The new PMBOK® Guide—Fourth Edition reduced the procurement management knowledge area from six processes to four.
PMBOK® Guide—Fourth Edition, Chapter 12
2. **d.** Identify stakeholders and develop project charter are the only two initiating processes in the PMBOK® Guide—Fourth Edition. The process, develop preliminary project scope statement, was removed, and identify stakeholders was added as an initiating process in the project communications management knowledge area.
PMBOK® Guide—Fourth Edition, Chapter 3, page 43
3. **c.** Collect requirements is a new process within the project scope management knowledge area.
PMBOK® Guide—Fourth Edition, Chapter 5, Section 5.1
4. **c.** Stakeholder management strategy. All other selections are tools and techniques, not outputs.
PMBOK® Guide—Fourth Edition, Chapter 10, Section 10.1.3

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June 6, 2009

Taking the Risk Out of Project Procurement

Presented by
Janice Preston, PMP, PMI-OC Fellow

One of the biggest reasons projects go sideways is due to the involvement of third parties: sellers, contractors, regulatory agencies, outsourcing companies, partners, and even other internal business units. Can we eliminate third parties? No! Would we want to? Absolutely not!

This lively workshop will provide practical suggestions on how you can manage risk at all stages during the procurement process: planning, bringing external or internal supplies on board, administering, and closing the contract.

Janice Y. Preston, CPA, PMP, PMI OC Fellow, has been managing projects and working with project managers for more than 20 years in all types of industries including pharmaceutical, medical products, health care, financial services, banking, insurance, aerospace, automotive, and telecom. Janice specializes in risk and leadership competency. She is the Chief Operating Officer of Core Performance Concepts, an organization committed to improving the skills of people and organizations to further their project management processes and create positive change.



July 11, 2009

Business Analysis Essentials for Project Managers

Presented by Diane Altwies, PMP

Diane Altwies, PMP has a proven track record of delivering completed projects to the marketplace through effective leadership of multi-disciplinary teams with a strong customer focus. Diane's company, OuterCore Professional Development, recently merged with Vista Performance Group to form Core Performance Concepts, an organization committed to improving the skills of people and organizations to further their project management processes and create positive change.

Where: Keller Graduate School of Management
880 Kilroy Airport Way, Room 228, Long Beach, CA 90806

PDUs: There are four PDUs for this event.

When: Saturday, **June 6**, 2009, 8:00 a.m. to 12:00 p.m. [Click here to register.](#)
Saturday, **July 11**, 2009, 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

May 12 Dinner Meeting

Expert Panel: Keeping Your Career on Track in a Challenging Economy.
See pages 1 and 21.

[Click here to register.](#)

June 6 Advanced Topic Seminar

Janice Preston, PMP, PMI-OC Fellow
Taking the Risk Out of Project Procurement

See column at left.

[Click here to register.](#)

June 9 Dinner Meeting

Pattie Vargas, PMP
Extreme Project Manager Makeover:
Soft Skills Needed by Project Managers

June 17 PMI-OC Orientation

See page 13.

July 11 Advanced Topic Seminar

Diane Altwies, PMP
Business Analysis Essentials for PMs
See column at left.

July 14 Dinner Meeting

Tom Seck,
Why Leadership Fails

Aug 1 Advanced Topic Seminar

Graznya Gasiorowska
The Emotionally Intelligent
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Sept 12 Advanced Topic Seminar

Heather Miller
New Business Development
for Project Managers

Oct 3 Advanced Topic Seminar

Mike Graupner, PMP
Monkey Management

Oct 16-17 Tenth Annual SoTeC

Southland Technology Conference
Hilton Long Beach
Save the date!

Coming events may be subject to change.

PMI Orange County MILESTONES

May 2009, Volume 21, Number 5

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 2009 PMI-OC, Inc.

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PMI-OC Dinner Meeting

Tuesday, May 12, 2009

Program: **Keeping Your Career on Track in a Challenging Economy**
Expert Panel: Thomas Cutting, Stephen June, Millie Nuezca, Carole Schlocker, Edna Yan

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

Schedule: 5:15 -5:30: Free resume review for members in transition
5:30 -9:00 p.m.
Socializing and networking, dinner meeting, and presentation

Cost: **Dinner and Presentation**

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Members	\$30.00	Members	\$40.00
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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 Monday, May 11, 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 two days before the event at www.pmi-oc.org. Anyone who cancels their reservation after 10:00 p.m. on Sunday, May 10, or anyone who makes a reservation and does not attend, will not receive any refunds.



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