

# Milestones

June 2009

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

## EXTREME Project Manager Makeover

### June 9 Dinner Meeting

Please join PMI-OC for the June dinner meeting featuring **Pattie Vargas**, principal and founder of The Vargas Group. Project managers are being called upon to do more than ever before—and often, in today’s economy, with less! They need an extreme project manager makeover!

Of all the moving parts of a project, the one thing that can completely derail progress and guarantee chaos is your management of the people side of things! No longer “nice to have” behavioral competencies, those so-called soft skills will make the difference between so-so performance and extreme project management success!

Learn how to become a leader of people and build influence and effectiveness by improving your interpersonal skills!

**Pattie Vargas, PMP** is uniquely qualified to help organizations achieve dramatic improvements in workplace performance. An expert in technical project management, she provides the critical missing piece to many failed initiatives: effective business relationships.

Pattie’s qualifications include more than 20 years of team and project management, human performance improvement, and organizational development. Pattie is a frequent conference speaker on the topics of interpersonal business relationships, with a particular emphasis on soft skills development for technical disciplines.

Pattie’s book, *EXTREME Project Manager Makeover*, was released last year.

Free resume reviews will be available from 5:15 to 5:30 p.m. Please arrive early for a good spot in line.

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

Dinner Sponsor:  
**BigVisible Solutions**  
[www.bigvisible.com](http://www.bigvisible.com)  
See ad on page 11.

[Click here to register.](#)



## 2009 CHAPTER BOARD

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## THE CHAIR'S COLUMN

We have just returned from the PMI® Region 7 Conference in San Francisco. Our board was represented by **Stephen June, PMP, Cornelius Fichtner, PMP, Derek Barraza, PMP, Lori Shapiro, PMP, Thomas Cutting, PMP, Francisco Avalos, Heather Tomley**, and yours truly, **Sylvan Finestone, PMP**.

It was interesting to discover that we compare very well to the best practices discussed at the various breakout sessions. Our leaders have taken it upon themselves to initiate Yahoo groups for all of Region 7 in the areas of marketing and finance. In other areas, such as the president's council and programs, our chapter was clearly leading the way in many areas.

One of the topics that the sessions addressed was the governance model of the various chapters. We were able to work very closely with both the San Francisco Bay Area and Sacramento Valley chapters that are transitioning to a strategic model from the more tactical model they have used in the past. It may come as no surprise to many of you that we are actively planning to reorganize our governance based on a large chapter model. As I mentioned last month, we have now grown to over 1,700 members, and we are close to our 20th anniversary as a chapter.

One of our main challenges is managing a board of governors working in a strategic mode. The San Francisco Bay Area and Sacramento Valley PMI chapter boards have six or seven members with much different roles than the PMI-OC board members. What does that mean for our chapter? It sets an example for a different type of governance, one that is more applicable to a chapter that has grown as we have.

Let me cite two examples. Programs is the largest area we have on the board at this time. The programs director has responsibility for education (PMP® classes, advanced topic seminars) and events (dinner meetings, career fair, special events). The marketing director has responsibility for both internal marketing (*Milestones*, *eNewsletter*, special blasts) and external marketing (*Milestones* advertising, web advertising, sponsorships, and corporate outreach).

We have discussed how we can simplify these positions, and we now believe that we have a solution that will allow us increased flexibility and responsiveness, while expanding the volunteer base with additional resources and subsequent delegation of responsibility. Please look for more information on our board's plan to reinvigorate the chapter governance using the lessons learned from similar chapters.

Our chapter has a number of exciting events coming up in the future. We are planning a 20th anniversary celebration on September 10th at the Irvine Marriott. We have invited **Gregory Balestrero**, the chief executive of PMI, along with our many past presidents and board members, to join us at this dinner event. Earlier that same day, also at the Irvine Marriott, we will hold our annual career fair, and we invite all attendees to stay for the cocktails, dinner, and events that will follow.

We are also planning two special lectures by **John Stenbeck**, from the San Diego PMI chapter, on project management boot camp and a crash course in project leadership. These will both occur in October, but not on the same date as the advanced topic seminar.

I would also like to take a moment to once again recognize our Volunteer of the Year, **Alvin Joseph**, who received the award at the last dinner meeting. Alvin is one of those tremendous volunteers who operates independently and in the background. He has always been there to help us in contract negotiations and the day to day requirements of the dinner meetings. I, for one, know that the work he does is exceptional. He is so quietly competent that he, like many of our volunteers, does everything he can to make our chapter as great as it is. Thank you all very much for your hard work.

**Sylvan Finestone, PMP**  
Chair/President

# Volunteer OF THE MONTH



## Heather Tomley

Hearty congratulations to Heather on her recognition as Volunteer of the Month for May 2009! Thank you, Heather, for the dedication and enthusiasm you bring to our chapter!

Heather has been a member of the chapter since 2007. She initially became involved at the suggestion of her previous employer. She currently works as a quality assurance analyst for KPMG Forensic. Heather has a keen interest in project management, and over the past couple of years she has taken on more project responsibilities and is now preparing to take her PMP® exam!

As operations deputy, Heather develops the agendas and minutes for board meetings, prepares handouts, compiles board status reports, sends out action items, and provides dinner, which is most appreciated! As an ambassador for PMI-OC, Heather welcomes new attendees to dinner meetings, offers ideas to promote marketing and volunteer opportunities, and talks with interested members about the chapter and volunteering.

Heather enjoys working with the operations and membership teams and the board. She finds volunteering extremely rewarding and especially enjoys the leadership, vision, and dedication of the chapter members and volunteers. Thanks, Heather, and hats off to you for all you do!

Anita Arvizu

## Volunteer Opportunities

**Information Technology Director:**  
[it@pmi-oc.org](mailto:it@pmi-oc.org)

### IT Volunteers

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

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

### Milestones Contributors

Write 300 to 1,000 word reviews of attended events for the chapter's *Milestones* publication. Clear and concise writing styles are required.

### Milestones Photographers

Need talented and creative individuals with an eye for style to take photos of chapter events for *Milestones*. Must have a digital camera and a flash unit to take photos in indoor and outdoor venues. Need to be able to send photos electronically to *Milestones* editors and graphic designer.

**Operations Director:**  
[operations@pmi-oc.org](mailto:operations@pmi-oc.org)

### Business Process Analysts

Business process analysts reporting to the business process team are needed to create and organize the process and policy documents for

the chapter. Each analyst will be assigned to a director (marketing, programs, membership, etc.) to assist in documenting current process. This job can be managed remotely. Participation in teleconferences may be needed every other month.

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

### PMP® Prep Workshops: Student Liaison

Act as intermediary between PMP workshop students and the certification program. Answer questions about PMP sign-up, classes, exam registration, test center information, etc. Motivate students, keep records of who has passed the exam, keep contact lists, update student contact information, keep class roster. Must be able to attend the scheduled workshops. Time commitment is five to ten hours per week during the six weeks of the workshop, five hours or less during the three weeks before and after the class. Starting time would be August 2009.

### PMP Prep Workshops: Instructor Liaison

Act as intermediary between instructors and the certification program. Answer instructor questions, keep instructor evaluations, develop teaching schedule, and coordinate 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.

### PMP Prep Workshops: Documents Coordinator

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

### Career Fair on September 10

We need volunteers to help recruit vendors and company HR representatives to participate in the career fair, to act as room monitors at the break-out sessions, to distribute materials at PMI-OC tables, and to perform other related tasks.

### 20th Anniversary Gala on September 10

We need volunteers to join the event planning committee. Committee members will contact potential sponsors, check in members and guests, distribute materials, and help select the keynote speaker from a qualified candidate list. ■

# Keeping Your Career on Track in a Challenging Economy

May 12  
Dinner  
Meeting  
Review



Cutting



Yan



Schlocker



Nuezca-Yee



June



Richmond

Quite a crowd turned out on May 12 to for this very timely panel discussion.

**Jason Richmond, PMP** moderated as **Thomas Cutting, PMP**, **Edna Yan**, **Carole Schlocker**, **Millie Nuezca-Yee**, and **Stephen June, PMP** provided valuable insight on the following questions.

- **As a new project manager, how do I get a project manager role?**

**Cutting:** Position. Being in the right place at the right time is key. Consider taking a project coordinator or administrator role as a stepping stone to management. Be up front with your management, and let them know what your career objectives are.

**Schlocker:** The best way is to try to advance in your current company. You know the environment, business, and the systems, and you can offer more insight as a project manager.

- **What are some job search tools for a project manager?**

**June:** Dice. Considering the current economy, be sure to be flexible with the jobs and salary offered.

**Schlocker:** Act like a project manager. Be organized; show that you have a plan. Make sure that your e-mails and voice mails show your professionalism. Everything counts, and if you are interviewing for a project manager spot, show your project management skills at all times.

**Cutting:** Research the company, and position yourself to know what they are looking for.

- **From the recruiting perspective, what makes a candidate stand out?**

**Schlocker:** Have a resume that is well organized, not too long, and concisely summarizes your career history and job responsibilities. Respond to calls and e-mails promptly; answer our questions directly. Don't sell too hard. We can spot good candidates. Be flexible. Remember that you are a team with your recruiter. We work together to find the best career options for you.

**Nuezca-Yee:** Read all the job requirements before applying. Convey your experience as related to the job description via your resume. A cover letter is still relevant and can be a tool to cover your core information.

**June:** Be cautious about the amount of historical information on your resume to avoid seeming too experienced for an opportunity.

**Yan:** Try to get into a company through an employee referral.

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• **What is the value of ITIL to project management?**

**Cutting:** Any certification that sets you apart from other candidates is beneficial. Gain name recognition for yourself through speaking engagements or writing articles.

**June:** Agile is important as well as other certifications that complement project management.

**Nuezca-Yee:** Certifications such as ITIL and PMP® are very important and preferred for many positions.

**Schlocker:** It is a solid marker showing that you are serious and committed to your career. Certain industries value certifications more than others. The more government regulated a business is, the more value they will put in these designations, such as Black Belt. ITIL and PMP are gaining popularity in all industries though.

• **Social networking tools – do recruiters check them?**

**Schlocker:** Absolutely, but be careful with what you post online. Represent yourself well and in a professional manner.

**Yan:** Facebook should be used primarily for friends. LinkedIn should be all business and professional use. Several companies look at both to get a better understanding of the candidate.

• **Is outsourcing still a growing trend?**

**Schlocker:** It is not going away, but it seems to have settled down as companies realize that it is not a magic bullet, and there are issues that come up and take time and money to fix.

**Cutting:** One company in particular is moving all of its outsourcing to China, rather than India.

• **As a college student with no experience, how can I get into project management?**

**Nuezca-Yee:** Southern California Edison has a college relations program that hires at least 350 students.

**Yan:** There are several student programs, internship opportunities, or part-time employment at companies.

**Schlocker:** Be involved at the college level in organizations at your school, clubs in your department, volunteer your services at a non-profit, work with your professors, be in a mentor program, etc. The possibilities are endless and show that you are engaged, organized, have critical thinking skills, get along with people, and know how to navigate in groups. And, oh yes, get great grades!!!!

**Patty Tutor, PMPe**

**Special Announcement:**

At the May dinner meeting, **Marketing Director Lori Shapiro, PMP** announced that the chapter's POY selection committee has chosen **Behr Process Corporation's website redesign project as the 2009 PMI-OC Project of the Year.**

Behr Process Corporation, manufacturer of paints and finishes, presented exemplary documentation showing that their website redesign project was managed using the PMI® framework and that the project came in on time and within budget,.

**Alfredo Martinez**, the POY committee chair, will submit the PMI-OC POY to PMI® Global as a candidate for the 2009 PMI Project of the Year. You can see Behr's new website at [www.behr.com](http://www.behr.com). The 2009 PMI-OC POY will be officially presented to Behr Process Corporation at the August dinner meeting.

Prior to the May dinner meeting, we sent a survey to members asking them about their current job status. We received 188 responses. **Here are the results.**

**Overall Results**

Employed	*72%
Hiring	**30%
Not employed	28%

• Searching in IT	23%
• Searching in finance	13%
• Searching in health care	11%
• Searching in other	13%

**In Transition, Searching**

Three months or less	47%
Three to six months	22%
Six months to one year	23%
Over one year	9%

**Of Those in Transition, Where are They Searching?**

Career sites	92%
Company job postings	77%
Personal network	75%
Recruiters	64%
PMI-OC	49%
Social networking sites	60%
Social networking events	55%

**In Transition Interview Source**

Career sites	31%
Personal network	29%
Company job postings	23%
Recruitment agencies	23%
No interviews	37%

**In Transition Salaries: 2008**

Over \$100,000	50%
\$70,000 to \$100,000	40%

**Responses from Potential Employers**

None	60%
E-mail	30%
Career outplacement: no	81%
Industry switch: yes	59%
Out of state: no	57%

**Who Helped Them Find a Job?**

Personal network	30%
Career sites	20%
Recruiters	20%
PMI-OC	10%
Social networking event	10%
Social networking sites	10%

**How Long Have People Been Looking?**

Less than three months	30%
Three to six months	30%
Six months to one year	30%
Over one year	10%
Not using outplacement serv.	80%

**Willing to Transition to Another Industry?**

Yes	70%
-----	-----

\* 93% over one year. \*\*134 were hiring.

# AT THE MAY MEETING

## NEW MEMBERS



PMI-OC Director at Large Cornelius Fichtner, PMP welcomes attendees as they approach the registration desk.

Below:  
Wow, what a turnout! The largest dinner meeting attendance this year.



Photos on pages 3, 4, and 6 by Greg Savage, PMP

Above: New PMPs  
Left to right:  
Eric Bartholomew  
Paul Jones  
Henry Chen  
Rosalind Westra  
Paul Lucera  
Ishtiaq Vali  
Tim Chen  
Yahya Qurnah  
Dan Ciccochetti  
David Nussdorfer



Above:  
Frank Reynolds welcomes two new CAPMs.

Left:  
Brian Flora from Creative Enterprise Solutions, May Premier Dinner Sponsor

- Graciela Alvarez
- Adrian Atilano
- Sandra Axelsen
- Cynthia Barraza
- Raymond Beierle
- Raju Bellamkonda
- Aman Bhullar
- Terry Chan
- Henry Chen
- Marc Comtois
- Alan Corey
- Carolle Dalley
- Lee Dereschuk
- Fnu Fitzgerald
- Ron Gonzalves
- Parul Gupta
- Harry Hansen
- Miguel Havican
- Sandra Hyman
- Eric Johnson
- Allan Man
- Kathleen Martinez
- Nilesh Mehta
- Jeff Miller
- Jim Monical
- Diana Nguyen
- Jared Ornstead
- Richard Ott
- Gerald Parham
- Anthony Ross
- Gerald Rowden
- Brooke Rye
- Dipti Seth
- Peter Sheckleford-Lister
- Ibrahim Siddiqui
- Dinesh Srirangpatna
- Parag Tanna
- Brooke Taylor
- Shelby Toal
- Charles Vertrees
- Jaime Villarino

## NEW PMPs

- Sanjay Agarwal
- Aman Bhullar
- Tanya Bonelli
- Robert Brown
- Henry Chen
- Daniel Cicchetti
- Deanne Compton
- David Fauls
- Jacob Jacob
- Michael Kampff
- Patricia Morales Cruz
- Deborah Moss
- Ambi Thurai
- Rosalind Westra
- Karen White

# ADVANCED MICROSOFT PROJECT • PART 3

## May 2 Advanced Topic Seminar Review

**“We will focus on concepts, not mouse clicks,”** Mike Graupner and Thomas Cutting repeated during their presentation of Advanced Microsoft Project: Project Prioritization and Resource Planning, Part 3, Saturday morning, May 2nd.



As is typical of presentations made by these two seasoned PMPs, there was standing room only in the Keller Graduate School facility. Mike’s stated objective was for attendees to empower themselves and gain a new perspective of their available resource pool. This resource pool exists originally in the hands of the project office or the program manager.

Senior management is tasked with determining the impact of the entire project portfolio. Project managers are the customers of the high level project prioritization and resource planning that enterprises undertake annually and update as necessary.

The projects modeled in portfolio management are not the same as detailed project plans. In the audience of mostly project managers, the knowledge of Microsoft Project may have been too detailed. For project managers to influence high level plans modeled in portfolio management, they must be ready to look at the forest, not the trees.

When a project is handed to a project manager, these high level project models should contain information to establish the charter. The charter allows the project management team to talk about its specific tree and create a more detailed project plan.

The use of MS Project in portfolio management is establishment and maintenance of a constantly shifting roster of straw man projects that have not yet been authorized. Those plans reflect management’s current thinking of the work that may be initiated so that decisions can be made about which project to start next.

In the four advanced topic seminars that Mike has jointly led in the last year, the audience was exposed to both technical MS Project tools and techniques and project management and planning philosophy. This audience seemed to be listening with the “techie” side of their brains. The participants stated seven areas they wanted to know about. The first three were (1) productive use of MS Project, (2) managing the resource without spending money on Clarity, and (3) wanting to know others’ experiences with MS Project.

It takes skilled instructors like Mike and Thomas to break the mindset of an audience that sees a tool like MS Project in the context of a single project progressing toward a delivery. The seminar’s objective of project prioritization and resource planning was clearly stated. It appears, however, that participants sought

to understand something more sophisticated about singular projects.

Thomas established the need to implement a pool with a calendar that at least reflects additional assignments beyond a project manager’s current focus. “We are giving you an

overview of the tools so that you can play with them on your own. To teach these MS Project actions would require participating in an eight hour, five day workshop, I want you to understand the notion of a resource pool so that you can have this conversation with the other project managers and senior managers. Someone has to become the portfolio clerk who will do the administrative tasks.

“It’s unlikely that the high level MS Project model of a project assigned from the portfolio can or should be adapted to the detailed tasks. The project manager continuously plans activity as relationship and resource demands emerge from progressive elaboration and assignment of specific individuals of the project team.”

Thomas continued, “Even without a PMO, you can do a covert PMO if you don’t have that support. The implication is not to mix projects modeled by an individual project manager and those higher level plans used by the project portfolio manager.”

The instruction team took care to point out the “seven deadly sins of project portfolio management.” They applied the insightful principle that “project priority, resources and integration are the triple constraint of portfolio management.” Committing one or more of the identified sins can result in starting the wrong project and/or performing projects incorrectly.

For example in “sin number four,” Mike and Thomas cautioned about overreaching. In their attempt to understand this different approach to MS Project, participants often asked about things that could be done. It is overreaching, for instance, to treat the portfolio resource pool as if it represents specific individuals. It is overreaching to use the “project plans” in the portfolio to report resource usage.

Consider “sin number seven,” refusing to cancel any projects without stakeholder anticipation, support, and participation. Gerald Weinberg, author of “Psychology of Computer Programming,” often asserted, “Kill projects proudly.”

As a proponent and beneficiary of the project portfolio management process, Mike cautioned, “Don’t try to sell anything that has no pain to relieve. I have no pain I don’t want to pay for anything. It takes insight to identify the pain. For instance, to sell refrigerators to Eskimos, you stress that storing food in Arctic refrigerators keeps it *from* freezing. The manager of a project he can’t kill has to

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## May 2 ATS Review

Continued from page 7

reframe the environment so that there is perceived pain.”

Some practical solutions to proposing and implementing project portfolio management were discussed with students. Mike said, “I try to avoid making management pick one or the other alternative. Instead, I put a lot of work into identifying ‘what can we finish first?’ Before you give those a shot, is there another solution?”

“Or,” said Thomas, “demonstrate that your best solution for leveling the peaks and valleys came up with an unsatisfactory result, and now, how can the individual help us get to a better solution?”

In response to a student question Thomas said, “A project manager needs to implement a pool in MS Project with a calendar that reflects at least additional assignments beyond the focus of the current project. That helps you see the potential impact or opportunity of adjusting project resource usage.

“Remember that the project portfolio model has an independent and more global pool of functional resources that have no bearing on current resource obligations.”

Mike said, “It is important to use an MS Project administrator. When you are running against this pool of resources not dedicated to your project, and this is really important, deal with only one person at a time in your resource pool. Everyone should access the resource pool as read only. No one should be going in there but the administrator.”

It appeared from the closing questions and comments that participants left the session with a new understanding of a different applicability of Microsoft Project to project portfolio management.

**Frank Reynolds, CAPM, PMI-OC Fellow**

Photos by Judith Berman, PMP

## PMP Exam Questions

Answers are on page 13

These PMP® exam questions 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.

1. The process of receiving bids or proposals from prospective subcontractors is called
  - a. plan procurements.
  - b. close procurements.
  - c. conduct procurements.
  - d. administer procurements.
2. Deliverable acceptance can be improved by
  - a. assigning a PMP as a project manager.
  - b. paying incentive premiums.
  - c. letting the customer determine the deliverables.
  - d. involving the stakeholders during initiation.
3. While about 70 percent complete with the project, a key deliverable was clarified by the customer and determined to be necessary for delivering a quality product. It would require some rework to the current product. The project manager should
  - a. add the new scope to the next phase of the project.
  - b. add an additional work package for the necessary rework and modify any future work per the revised statement of work.
  - c. update the project charter.
  - d. add new members to the project team.
4. In multi-phase projects, the close project or phase process can be applied to
  - a. make/buy decisions.
  - b. the project scope and activities applicable to the project phase.
  - c. the project scope and activities to only the final phase of the project.
  - d. only one project phase.

## PMI-OC Orientation Meeting

# June 17, 2009

## 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:

[Click here to register.](#)

Please register early.

Space is limited.

### Questions:

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







# Honoring Quentin Fleming

This month's "PMI-OC Celebrates 20 Years" spotlight shines on the special contributions of **Quentin W. Fleming, PMI-OC Fellow** and PMI® member since 1967. Quentin's significant involvement with the PMI Orange County chapter began with PMP® preparation training in the late 1980s, the early formative years of our chapter. At the time, PMI-LA and PMI-OC held joint training programs, and Quentin helped create these programs "from scratch." He was involved in training for four project management knowledge areas: scope, procurement, scheduling, and cost management. "The tremendous energy required to start such programs was well worth the effort," says Quentin. His dedication was recognized when he was elected PMI-OC Vice President of Programs in 1994.

A key development in the history of PMI-OC took place in 1994 as Quentin Fleming began his term as vice president of programs. **Marty Wartenberg, PMI-OC Fellow**, a PMI-OC board member at the time, represented UCI and was working with PMI-OC to create a new certificate program in project management.

UCI asked the PMI-OC board to support the university by encouraging chapter members to become UCI instructors for the program and to help develop the curriculum for the project management courses.

Quentin volunteered to be a UCI instructor for the certificate program and helped develop two of the courses offered, Project Procurement Management and Earned Value Project Management. His two courses have been offered worldwide by UCI over 200 times. Quentin notes the very important relationship of PMI-OC and UCI and calls PMI-OC "the spiritual sponsor of UCI's certificate program in project management."

Quentin is the author of eight published textbooks that have sold over 80,000 copies worldwide. His books have covered the varied subjects of earned value project management, planning and scheduling, and the management of procured project scope. Two of Quentin's books, *Procurement Management* and *Earned Value Management*, are PMI Global best sellers. In 1995, Quentin was awarded the Lt. General Hans Driessnack Award by the Performance Management Association (PMA). PMA has now merged into PMI and is known as the PMI College of Performance Management.

In 1998, Quentin was elected PMI-OC President. He recalls that the chapter was very different in those days, a small organization in which a turnout of 40 members at a meeting was considered good. He says that the job was "fun and easy," and that the responsibilities of chapter president today would be much greater

in scope. "A turnout of 100 members in a meeting today would not be a great turnout," he observes.

Quentin also served as project manager of the technical program presented jointly by PMI-OC and PMI-LA at the PMI Global Conference in 1998. Over 250 professional papers were presented at that conference.

In 2000, Quentin was one of the eight person "core" team that updated the Year 2000 Guide to the Project Management Body of Knowledge (PMBOK®). He was responsible for all earned value content in the document and for Chapter 12, Project Procurement Management.

In 2008, he also served on the PMI "core team" which updated the PMBOK Guide for the fourth edition. He was the chapter lead for two of the nine PMI knowledge area chapters: Chapter 7, Project Cost Management, and Chapter 12, Project Procurement Management.

Quentin served on the PMI-OC Nominating Committee several years ago, and he feels that the chapter has done a lot for him personally. "One of the best things about PMI-OC today are the advanced topic seminars," he says. "They are a great value and learning experience."

Though he does not consider himself as playing an active role today's PMI-OC, his contributions over three decades to both the field of project management and to PMI and PMI-OC continue to add value every day.

**Vinita Jha**



**Powerful for  
Project Managers...**

**Easy for  
Everyone!**

**Web Based  
Project Management  
Software**

## **#1 Choice of Choosy Project Teams**

Intelligent scheduling  
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## Answers to PMP Exam Questions

From page 8

1. c. Conduct procurements.  
*PMBOK® Guide—Fourth Edition*, Chapter 12,  
Section 12.2
2. d. Involving the stakeholder during initiation  
will allow the project team to clarify  
any acceptance criteria, simplifying the  
acceptance process.  
*PMBOK® Guide—Fourth Edition*, Chapter 3
3. b. Add an additional work package for the neces-  
sary rework and modify any future work per  
the revised statement of work.  
*PMBOK® Guide—Fourth Edition*, Chapter 3,  
Section 3.4
4. b. The project scope and activities applicable to  
the project phase.  
*PMBOK® Guide—Fourth Edition*, Chapter 4,  
Section 4.6

Sample exam questions and answers submitted by:

**Diane Altwies, PMP**  
Core Performance Concepts, Inc.  
[www.coreperformanceconcepts.com](http://www.coreperformanceconcepts.com)

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# ADVANCED TOPIC SEMINARS

# Coming Events



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, Inc., 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

This seminar will explore and discuss the importance of the business analyst to the project manager and how this role fits within the PMBOK® framework. For project managers to effectively leverage a business analyst, they must understand the skill sets and analytical capabilities that the business analyst brings to the team.

We will review collection, management, and validation of requirements to ensure project success. All participants will engage in exercises to define and clarify project requirements and objectively validate them using a requirements traceability matrix.

**Diane Altwies, PMP** is Chief Executive Officer of Core Performance Concepts, Inc., and organization formed by a recent merger of OuterCore Professional Development and Vista Performance Group. Diane has a proven track record of delivering completed projects to the marketplace through effective leadership of multi-disciplinary teams with a strong customer focus.

**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](http://www.pmi-oc.org)

June 6 Advanced Topic Seminar

**Janice Preston, PMP, PMI-OC Fellow**  
See column at left.

[Click here to register.](#)

June 9 Dinner Meeting

**Pattie Vargas, PMP**  
Extreme Project Manager Makeover  
See pages 1 and 16.

[Click here to register.](#)

June 17 PMI-OC Orientation

See page 8. [Click here to register.](#)

July 11 Advanced Topic Seminar

**Diane Altwies, PMP**  
See column at left.

July 14 Dinner Meeting

**Tom Seck:** Why Leadership Fails

Aug 1 Advanced Topic Seminar

**Graznya Gasiorowska**  
The Emotionally Intelligent PM

Aug 11 Dinner Meeting

**PMI-OC 2009 Project of the Year**  
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Sept 12 Advanced Topic Seminar

**Heather Miller**  
New Business Development for PMs

September 2009

**PMP Fall Workshops Begin**  
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for details!

Oct 3 Advanced Topic Seminar

**Mike Graupner, PMP**  
Monkey Management

Oct 10-13 PMI Global Congress

North America 2009, Orlando, Florida

Oct 16-17 Tenth Annual SoTeC

**Southland Technology Conference**  
New Paradigms for Challenging Times  
At the Hilton Long Beach, see page 14.

*Coming events may be subject to change.*

## PMI Orange County MILESTONES

June 2009, Volume 21, Number 6

**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, June 9, 2009

Program: **Extreme Project Manager Makeover**  
Pattie Vargas, PMP

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  
*Please arrive early for a good spot in line.*

5:30 -9:00 p.m.  
Socializing and networking, dinner meeting, and presentation

Cost: **Dinner and Presentation**

<i>In Advance:</i>		<i>At the Door:*</i>	
Members	\$30.00	Members	\$40.00
Non-Members	\$35.00	Non-Members	\$40.00

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

**Featured Presentation Only** (Members and Non-Members)  
*In Advance:* \$15.00 *At the Door:* \$15.00

Parking: **FREE!**

Please register at [www.pmi-oc.org](http://www.pmi-oc.org) or **click here to register**.

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, June 8, 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](http://www.pmi-oc.org). Anyone who cancels their reservation after 10:00 p.m. on Sunday, June 7, or anyone who makes a reservation and does not attend, will not receive any refunds.



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