

# Milestones

September 2009

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

## 20th Anniversary CAREER FAIR GALA CELEBRATION

The Fourth Annual PMI-OC Career Fair will be held from 3:00 to 6:00 p.m. prior to the gala celebration. See page 3 for the complete story.

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Exhibitors and Participants



**The Domar Group, Inc.**



Join us at the **IRVINE MARRIOTT** on **SEPTEMBER 10th** to celebrate PMI-OC's 20th anniversary with cocktails, a unique dinner meeting, and two very special guest speakers.



### Keynote Speaker **Vince Lombardi, Jr.**

Son of one of the greatest coaches in history, **Vince Lombardi, Jr.** is currently an author and sought-after motivator. You won't want to miss his dynamic presentation, "High Performance People; What Do They Do and How Do They Do It?"

[The complete story is on page 4.](#)



### Special Guest **Beth Partleton** Director, PMI® Global

**Beth Partleton** has been involved with PMI since 1991 and was honored with the PMP Distinguished Contribution Award in 1998.

[Read more about Beth on page 4.](#)

[Click here to register.](#)

## 2009 CHAPTER BOARD

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## THE CHAIR'S COLUMN

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We are looking forward to our 20th Anniversary Gala on September 10th. We will recognize the phenomenal growth that our chapter has experienced and the people who made it all happen. We are gathering as many of our past presidents and fellows as possible for this night of celebration.

We are very pleased to announce that **Compuware Corporation** has agreed to sponsor the evening as a platinum level sponsor. We also need to thank the organizing team: **Derek Barraza, PMP; Lori Shapiro, PMP; Susan Ashwell, PMP; Alvin Joseph, PMP; and Jason Richmond, PMP.** All of these people have been working very diligently to make this an extraordinary event.

The day is well planned. We have commitments from more than 20 organizations to participate in the career fair to be held between 3:00 p.m. and 6:00 p.m. with breakout sessions. Our no-host reception will be from 6:00 p.m. to 7:00 p.m. The dinner session, where we will hear from **Beth Partleson, PMP**, representing the PMI® Global Board of Directors, and our keynote speaker, **Vince Lombardi, Jr.**, will also have some surprises. This is one dinner meeting you will not want to miss.

On another note, by the time many of you read this column, we should have completed our voting on the revised chapter bylaws. If we have concurrence from the members, we are moving forward with our elections using the new board format of six members, rather than the nine we have now. With the nominating committee; currently comprised of **Cornelius Fichtner, PMP; Doug Lada, PMP; and Greg Scott, PMP;** in the process of vetting candidates, we need to ensure that all interested parties have expressed their desire to run for the board. You should start to see communications that advise you, as members of the organization, of the opportunities and requirements associated with running for the PMI-OC Board of Governors.

One of the changes we made in the bylaws revision is to elect a board of governors similar to a city council. That is, we will have the best six people elected, and they will in turn decide which position they will hold. Using this method, we expect to have highly qualified strategic managers who are versatile and can move seamlessly from one area to another as the opportunities arise. Of course, in order to do this, we are going to need a very strong group of second tier managers who are more focused on the tactical events needed to successfully operate our chapter.

For next year, we have only two special criteria. One is that our 2010 chair-elect has already been designated, and we need to honor that commitment. The second, and more ongoing, commitment is that the vice president of finance must have financial experience and must, as all the governors must, be the fiduciary guardian of the chapter. The revised bylaws call for us to elect five governors in the first year and to reelect three of the governors in subsequent years. The exact rotation is laid out in the revised bylaws.

You may wish to mark your calendars for the Tenth Annual SoTeC (formerly SCCTC) Conference to be held at the Hilton Long Beach, on October 16 and 17. This annual symposium, co-sponsored by your chapter, is a two day opportunity to participate in classes and seminars centered around "New Paradigms for Challenging Times: Maximizing Personal and Organizational Value." (See page 20.)

In closing, I would like to recognize one of our "unsung heroes." For many years, the chapter has struggled to develop a repository and work product that functions as a share point. **Nora Goto, PMP**, our current operations director, has researched and implemented a solution, Qtask, that is quickly being accepted as our standard. There is no doubt that this is occurring because of a strong change management plan that Nora has executed, which benefits the entire board of directors.

**Sylvan Finestone, PMP**  
Chair/President

# 20th Anniversary



## CAREER FAIR

### Breakout Sessions

Join us at the **IRVINE MARRIOTT** on **SEPTEMBER 10th** for the **Fourth Annual PMI-OC Career Fair**. If you are in transition, over 20 hiring companies, staffing firms, and job seeker services will be available. See logos on the first page.

Don't miss the three 30 minute career-related breakout sessions designed to assist job seekers, and earn up to 1.5 PDUs, which means the entire event is worth 2.5 PDUs.



#### Don Martinez

Chief Search Officer  
and Founder  
The Domar Group, Inc.

#### Principles of a Career Search

Are you in career transition, laid-off, downsized, unemployed, between jobs, or changing industries? Do you feel under-employed, not enough challenge, growth, or compensation in your current job? Perhaps you're fully employed, but dissatisfied and wondering if there's something better for you elsewhere or concerned that you made some wrong career choices?

**Don Martinez** will share his top five principles of how to find a career that will help make you more satisfied, challenged, and employable.

**Don Martinez** is a Master Certified Executive Coach and Master NLP Practitioner. He is ranked one of the top five executive coaches here in Orange County and is an author and speaker focused on career development and advancement. Don has personally helped thousands of people in each of these circumstances explore new careers, find the work and career they want, get promoted faster, and increase their compensation

Founding the retained search firm, The Domar Group, Inc., Don Martinez has worked as a search consulting and executive coach advising executives and business professionals for two decades. Don will identify ten very specific, but little-known, actions that are necessary to ensure that you'll land the right job and create long-term career success.



#### Steve Averill

Principal  
Waxpoetix

#### Using Social Media to Advance Your Job Search

This session will discuss the job search impact of local social networks and the three fastest-growing global social networks: LinkedIn, Twitter, and Facebook.

Steve will reveal why everyone should have a blog and how it can build community and credibility. Everyone is now their own "personal brand" and must be social media savvy. Writing and communication have become imperative skills to advance your career. Learn from the pitfalls and mistakes of others and know what to avoid.

Steve will cover the basics of setting up a blog and creating accounts and the advanced skills of repurposing content, goal-setting, and employing different strategies for each of the three big networks (LinkedIn, Twitter and Facebook).

**Steve Averill** is the principal at Waxpoetix, a social media marketing firm that consults for small business. Steve has been marketing online since 1999, as head of partnership development for College Media Network, a startup that became that biggest online network of student newspapers in the U.S. Prior to his marketing career, Steve worked as an investment banker. Steve's broad business background makes him uniquely suited to speak on the impact social media can have on businesses large and small.



#### Jack Molisani

President  
ProSpring  
Technical Staffing

#### Resume Secrets that Might Surprise You

In this session, **Jack Molisani** will present little-known, but true, facts about resumes and the hiring process that may be hurting your chances of landing a new job. "For years, I have resisted speaking about resumes, thinking that everything that could possibly be said about them has already been covered. But, after seeing candidate after candidate rejected based on what they had, and didn't have, in their resumes, I realized that it's time for me to step up and share what I have observed over the years: job hunting secrets that might surprise you."

Have you ever submitted a resume for a job but were never called for an interview? Don't miss this session!

**Jack Molisani** was a project officer in the space division of the USAF before starting ProSpring Technical Staffing, an employment agency specializing in engineers, project managers, and technical writers: [www.ProSpringStaffing.com](http://www.ProSpringStaffing.com).

Jack also produces the annual LavaCon conference on career and professional development. The seventh annual LavaCon will be October 25 to 27 in New Orleans, in partnership the GNO-PMI chapter: [www.lavacon.org](http://www.lavacon.org). Jack will raffle off a free entrance to the conference, so be sure to bring a business card for the drawing!

# 20th Anniversary



## GALA CELEBRATION

Join us at the **IRVINE MARRIOTT** on **SEPTEMBER 10th** to celebrate PMI-OC's 20th anniversary with cocktails, a unique dinner meeting, and two very special guest speakers.

### Keynote Speaker: **Vince Lombardi, Jr.**

PMI-OC is looking forward to hosting **Vince Lombardi, Jr.** at the chapter's 20 year milestone event. The Lombardi name is synonymous with winning. Vince's presentation is sure to charge the audience and inspire individuals to prepare for career success.

The son of one of the greatest football coaches in history, Vince Lombardi, Jr. spent his early years in an atmosphere full of personal power and achievement. As a young man, he earned a law degree and maintained a private practice while serving in the Minnesota Legislature.

In 1975, Lombardi made the jump from law and politics to professional football when he joined the Seattle Seahawks as assistant to the general manager. He went on to become the assistant executive director of the NFL Management Council and later led two United States Football League teams as president and general manager.

Vince is also an author, having written the book, *Coaching for Teamwork: Winning Concepts for Business in the Twenty-First Century* and *What It Takes to Be #1: Vince Lombardi on Leadership*.

Currently a sought-after motivator, as well as an author, Vince's first-hand knowledge of his father's leadership techniques makes a dynamic presentation titled *High Performance People: What Do They Do and How Do They Do It?* All high performance people, regardless of their backgrounds, share a common outlook in terms of how they perceive themselves and the world around them.



### Special Guest: **Beth Partleton** Director, PMI® Global

**Beth Partleton, PMP**, from Milwaukee, Wisconsin, has been involved with PMI since 1991. For six years, she served on the PMI Educational Foundation Board of Directors and was elected chair in 2008. Beth received the PMI Distinguished Contribution Award in 1998.

At the component level, Beth was a founder and charter member of the Milwaukee/Southeast Wisconsin Chapter and served as president in 2000.

Beth is an experienced consultant who provides project and portfolio management to leading organizations. Companies benefit from her 30 year career with Miller Brewing Company, where she was the director of capital and risk management.

Beth holds masters degrees in both project management and architecture. She has been a PMP since 1991 and is a registered architect in the State of Wisconsin.

For schedule and costs, see page 18. [Click here to register.](#)



# Volunteer of the Month

## Jose Alfredo Martinez



■ The PMI-OC Board of Directors is pleased to recognize **Jose Alfredo Martinez** as our Volunteer of the Month for August 2009!

Alfredo, as he is known, has served as this year's coordinator for the project of the year, honoring Behr Process Corporation and its award-winning website redesign project. Alfredo has been a member of PMI-OC for one year.

In addition to leading the project of the year team, Alfredo has represented the marketing team at several events, including the 2008 SoTeC Conference and the Boeing Career Fair, as well as promoting PMI-OC events with our affiliated organizations.

Alfredo is an information technology leader who strives to create synergies and deliver exceptional value through the use of effective, efficient, and innovative best practices and cutting edge technologies. He is currently looking for the next organization to serve and make a difference! He plans to complete his PMP® credential in 2009, and hopes to serve on board in the near future.

Alfredo believes that you must give before receiving and that what you receive will always be more than what you give, so give BIG! He strongly believes, "Your PMI-OC chapter has a role where your talents and abilities will be fully engaged, and I encourage all volunteers!"

Alfredo and his wife, Karla, live in Anaheim with their two children, ages three and five. Hearty congratulations and many thanks, Alfredo, for your fine efforts! We admire your personal philosophy, "Life is beautiful; live it with passion!"

**Anita Arvizu**

## Volunteer Opportunities

**Finance Director:**  
[finance@pmi-oc.org](mailto:finance@pmi-oc.org)

### Volunteers for Event Registration

The finance team needs individuals who can attend the monthly dinner meetings and help with attendee check-ins. Duties may include money handling, head count tracking, and follow-up reporting.

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

### Milestones Contributors

Write reviews of attended 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*.

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

### Volunteer Recognition Lead

The membership team is looking for a charismatic and professional individual to work closely with the volunteer coordinator. You will be responsible for leading the volunteer recognition activities on behalf of the chapter. This involves working with the chapter leadership in the coordination and execution of volunteer awards and events, such as Volunteer of the Month, Volunteer of the Year, special awards, appreciation events, and membership meetings.

### PMI-OC Orientation Meeting Support

Assist team with the tasks required for the bi-monthly orientation meetings. This may include preparing folders, food and beverage pick-up, registration desk, and/or writing the event review for *Milestones*. This meeting is every other month, six times a year, at the UCI Learning Center in Orange. You will need to arrive at the site around 5:30 p.m. for set-up.

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

### Name Badges

Need a creative and reliable individual to create and print attendee name badges for various PMI-OC events. Time commitment is approximately four hours per month. Start immediately.

### Career Fair, September 10

Help recruit vendors and HR representatives for participation in the career fair, act as room monitors at the breakout sessions, distribute materials, and other related tasks.

### 20th Anniversary Gala, September 10

Need committee members to contact potential sponsors, check in members and guests, and distribute materials.

## Call for Nominations

The elections for the 2010 PMI-OC Board of Governors will be held shortly. In order to ensure that we have the most comprehensive slate of nominees possible, we are calling for nominees from the chapter membership.

To be elected to the board of governors, you must be a chapter member in good standing. You should have knowledge of chapter operations, based on either actual experience with the chapter or similar experience in another like-sized volunteer organization.

You should fully understand that one of your main responsibilities is fiduciary; i.e., you will be responsible for monitoring and maintaining the financial health of the organization through your decision making process. You will have oversight to ensure that all decisions are of the best overall benefit of the organization.

Under the new bylaws, you will be nominated for a position on the board of governors. Once you have been elected, it will be up to you and your fellow governors to decide exactly which position you will hold, and for how long. You may move from position to position to increase your knowledge of the chapter operations. There are only two caveats here. One is that the president should have been either the vice president of communications or the vice president of operations. The second is that the vice president of finance must have financial experience.

If you are interested in applying for a seat on the board of governors, please contact [Nominations@pmi-oc.org](mailto:Nominations@pmi-oc.org) for further information.

Thank you,  
**The Nominating Committee**

## PMP® Exam Questions

These sample questions are based on the *PMBOK® Guide—Fourth Edition*.

1. As the project manager of a large residential construction project, you find that the developer has identified three new landscaping designs to investors, even though the contract has been signed and construction has begun. In your estimate, all three designs would add \$10,000 to \$30,000 to the landscaping budget. You ask for a meeting with key stakeholders immediately to address this potential variance. You are exercising:
  - a. scope control.
  - b. scope baselining.
  - c. budget management.
  - d. conflict management.
2. Which of the following are outputs of the verify scope process?
  - a. Work results
  - b. Formal acceptance of deliverables
  - c. Inspection results
  - d. Work breakdown structure
3. As a seasoned project manager, you know that the team members are critical to project success. Therefore, you emphasize the processes of human resource management. You know that two objectives of the develop project team process are to:
  - a. improve team skills and improve cohesiveness of the team.
  - b. improve networking skills and improve relationships.
  - c. gain consensus on project deliverables and improve relationships.
  - d. improve cohesiveness of the team and increase face-to-face interactions.
4. A plan has budgeted 30 hours of effort for consultants, but the job was done in 40 hours. Calculate the variance.
  - a. 01.5 percent
  - b. 67.0 percent
  - c. 75.0 percent
  - d. 33.0 percent

Answers are on page 19.

Sample exam questions submitted by:  
Diane Altwies, PMP  
Core Performance Concepts, Inc.  
[www.coreperformanceconcepts.com](http://www.coreperformanceconcepts.com)

## New Members

|                         |                   |
|-------------------------|-------------------|
| Mohammed Alam           | Tom Santoro       |
| Jennifer Alvarez        | Arash Sayadi      |
| Jay Anderson            | Sunil Sharma      |
| Lisa Archuleta          | Lyndsay Snyder    |
| Gautam Batra            | Brian Stowe       |
| Rebecca Beaulac         | Barbara Sullivan  |
| Jane Blasingham         | Joseph Tierney    |
| Daniel Bontrager        | Audrey Toy        |
| David Bourdeau          | Michael Valdez    |
| Nehal Brahmhatt         | M. Venneri        |
| Louise Brandy           | Mark Von Leffern  |
| David Buzan             | Kelis Weese       |
| Kevin Calvert           | <b>New PMPs</b>   |
| Christopher Cass        | Carolyn Lee       |
| Robert Castillo         | Frederick Paragas |
| Delbert Chen            |                   |
| Ryan Davis              |                   |
| Michae Downs            |                   |
| Muhannad Eshaiker       |                   |
| Mark Fox                |                   |
| Eric Golladay           |                   |
| Susan Guy               |                   |
| Chris Ingstad           |                   |
| Michael Jardine         |                   |
| Matthew Joseph          |                   |
| Supriya Joshi           |                   |
| Yolanda Kennedy         |                   |
| Mallikarjuna Kesavaraju |                   |
| Fred Kilby              |                   |
| Shiro Koshimura         |                   |
| Clifford Lucht          |                   |
| Scott O'Connell         |                   |
| Steven Osaki            |                   |
| William Paivine         |                   |
| Adriana Paraschiv       |                   |
| Mark Peterson           |                   |
| Lori Pogge              |                   |
| JoAnne Powers           |                   |

# 2009 PMI-OC PROJECT OF THE YEAR

## Behr Website Redesign

At the August 11th PMI-OC dinner meeting, the 2009 PMI-OC Project of the Year was awarded to Behr Process Corporation's website redesign, named Project Trinity.

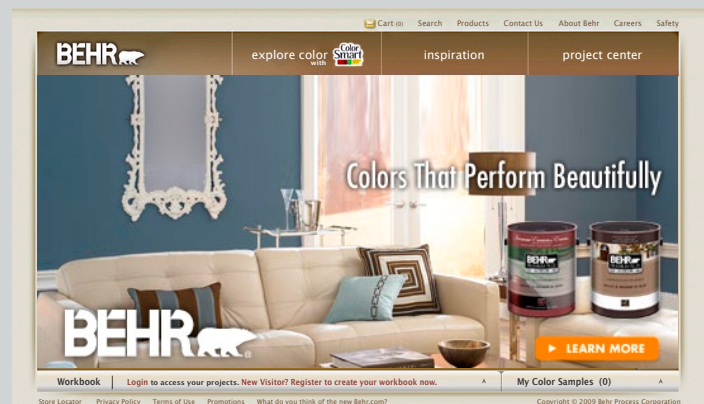
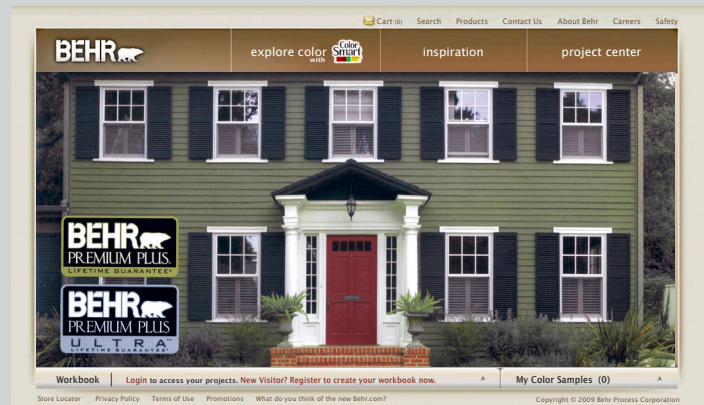
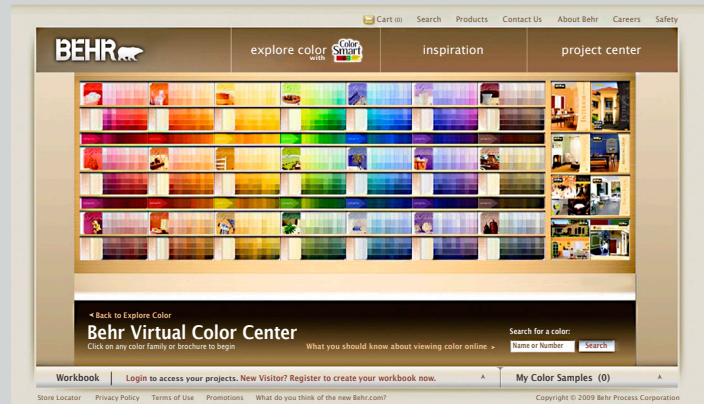
■ Virginia Sanchez, PMP, CSM, the project manager, walked dinner meeting attendees through highlights of the project team's experience from kickoff to launch.



The website itself is an award winner, receiving two Horizon Interactive Gold Awards (for consumer information and Flash) and 2009 Communicator Gold Awards of Excellence in five website categories: lifestyle, home, structure and navigation, visual appeal, and interactive multimedia.

The project took two years, using four experienced development teams, with a total team size of about 40. It was the largest web development project Behr's IT department had ever taken on. The result is a strikingly beautiful website with a back end that allows business users to maintain much of the content themselves without involving IT.

Interestingly, immediately before Virginia's presentation of the Behr project, PMP and certified ScrumMaster **John Stenbeck** gave a ten minute overview of agile methodology, and we learned that PMI has begun working with Agile Alliance (the certifying body for ScrumMasters) to develop agile best practices for project



management. We also now have our own PMI agile community (similar to a SIG). In the project management methodology world, agile and scrum are becoming increasingly important.

So, it was significant that the POY this year was one that transitioned from waterfall to agile; it is a journey that many in the room may have to take, and soon. Virginia told the group of a whispered conversation with the project director when they considered making the transition. Instinctively, they realized

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# 2009 PMI-OC PROJECT OF THE YEAR

Continued from page 7

that they were in new, and possibly “illegal” (PMBOK®-wise!) territory, even though they knew their troubled project needed radical help.

The Behr website project, which was begun using a classic five stage waterfall methodology, soon had 88 documents just for the initial requirements, and after two months of review, the team was only a third of the way through them. Their vendor contracts were up at the end of 2008, so the project manager was under strong pressure to get the project back on track.

The project team already had several people who had used agile in the past, so Virginia and the project director attended an agile panel discussion, and then a weekend seminar to see if it would help realign the project. They decided that using agile methodology was the only way they were going to be able to get the project done, and they trained the other team members.



POY Coordinator Alfredo Martinez presents the 2009 PMI-OC Project of the Year Award to Virginia Sanchez for Behr Process Corporation's Project Trinity.

The Behr team adopted a modified version of scrum, with quality assurance (QA) using a whole iteration to test the developers' previous iteration (rather than using a single sprint to both develop and test). The team used four week time boxed iterations. Virginia credits their success with agile to three things: a strong business group, who had a clear vision of what they wanted the website to look like and knew their customers; a strong project management team (including four team leads, a steering committee, and an executive team); and strong web technology (*Vignette* for content management and *Adobe Flex* for the front end). The Project Trinity logo shows vision, technology, and management supporting three sides of a pyramid.

Even with agile, the team faced challenges. They had no software to support the new methodology, so the project director developed spreadsheets to keep track of story and task estimates, sprint burn-downs, and the product backlog. Since they were committed to a 2008 launch, they “drew a line in the sand” (actually in the product backlog) as a cut-off for the scope of website features to be delivered at launch.

Virginia pointed out a number of ways the agile approach contributed to the team's success. The daily 15 minute stand-up scrums (each of the four teams met separately; then team leads met with the project manager) raised issues quickly. Critical defects were “re-assigned” immediately to available team members who, per scrum, actually volunteered to fix them.

Progress was tracked daily, so vendor costs were always visible. The close teamwork that agile demands paid off. Team members were moved so that the entire team was co-located and within earshot of each other and able to easily pick up the slack when a subcontractor was lost. The marketing team members reviewed every defect reported by QA with the project director and decided which really had to be fixed.

Vendors on the team were so invested they voluntarily reduced rates to help finish the project. Holding a team “lessons learned”



Project Trinity team leaders proudly display their awards. Left to right: Donna Une, Damien Reynolds, Project Manager Virginia Sanchez, and Jim Coogan.

after each iteration (the sprint retrospective) contributed to continuous improvements within the team. They got much better at writing “stories” (feature requirements) during the project, and their own tools (the spreadsheets) got better, as did collaboration. QA team members appreciated the short sprints, instead of having one long QA cycle. Virginia said that as a project manager, she liked seeing the visible progress on the website at every iteration.

Virginia wrapped up with a demo comparison of the old website and the new one. As lovely as the new site is, she made it clear that this was no fairy tale project. Even with the agile approach, Behr's Project Trinity was still a long and expensive endeavor. But her presentation showed how a committed project team, using a new methodology and no agile software tools other than those it developed itself, could successfully complete a major project, and do it well enough to win the PMI-OC Project of the Year.

Sharon Welden, PMP, CSM



Photos by Diane Wei and Qiong Xu



# AT THE AUGUST MEETING



**Above: Left to right**  
**August dinner meeting sponsor,**  
**John Stenbeck, talks about Scrum.**  
**Volunteer Coordinator Beth Williams**  
**and Operations Director Nora Goto**  
**20th Anniversary Gala Team Leaders**  
**Susan Ashwell, Alvin Joseph, Lori Shapiro**  
**Right: New PMPs**  
**Ash Sdyvadi, Edward Bohn,**  
**Hiten Dalal, David Jones**



Photos by Diana Wei  
 and Qiong Xu (pictured above)



# Understanding and Applying AGILE and SCRUM

**John Stenbeck, PMP, CSM**, a senior project management consultant, presented the August 2009 advanced topic seminar to a SOLD-OUT audience. John organized the session into two parts, a 50,000 foot overview, followed by a “dive into the details” section.

**A**s the morning began, the attendees built their understanding by starting with a clear definition of Agile/Scrum project management processes, then examples of successful applications and the value achieved by using the approach. The characteristics of implementing organizations and the structure of Agile/Scrum teams were described.

This introduction to the principles prepared the audience for learning the details of how Agile/Scrum is actually done. This included a description of the people and roles, the six steps involved from project initiation to the sprint retrospective, and the activities that occur in each step.

This review uses the terminology John presented in his slide deck and, in particular, the combination of Agile/Scrum. He explained that scrum is an iterative incremental framework for managing complex work that is used within agile software development. In practice, the terms are used interchangeably, but there is a difference between them. The iterative process includes the following key components and roles:

**Product backlog.** A high-level document or repository for prioritized requirements for the entire project. It contains backlog items, broad descriptions of all required features, wish list items, etc., prioritized by business value.

**Sprint backlog.** Requirements pulled from the product backlog are identified and prioritized for upcoming sprints. The sprint

backlog contains more details about the requirements and low level estimates, which are usually estimated by the team performing the work. The sprint backlog also contains information about how the team is going to implement the features for the upcoming sprint. Which backlog items go into the sprint is determined during the sprint planning meeting.

**Sprint.** Typically a two to four week period, during which the team creates and completes a potentially shippable product increment. By completing, that means fully coded, tested, and documented.

**Sprint burn down chart.** Shows the remaining work in the sprint backlog. It is updated every day and provides a simple view of the sprint progress. It also provides quick visualizations for reference.

**Product owner.** The person responsible for maintaining the product backlog by representing the interests of the stakeholders.

**ScrumMaster.** The person responsible for the scrum process, who makes sure it is used correctly and maximizes its benefits (typically in lieu of a project manager).

**Team.** A cross-functional, self managing, group of people responsible for developing the product. The team performs the actual analysis, design, implementation, testing, etc.

*Continued on page 11*



Continued from page 9

Using these definitions, the following very high level overview illustrates the process. You start with a product backlog, which is nothing more than a list of features. The product owner is included in product backlog creation to ensure that it contains the right product features.

Next, the product backlog is broken down into one or more sprint backlogs. For a given release, you further break up the sprint backlogs into a number of sprints, which are short duration milestones throughout your project. You then monitor the progress of each sprint using burn down charts.

Upon completion of a sprint, there is a sprint retrospective, which usually demonstrates the result of the sprint to the product owner.

The key roles, artifacts, and events are more graphically illustrated in the linked excerpt from *The Scrum Primer*, by Pete Deemer, Gabrielle Benefield, Craig Larma and Bas Vodde. <http://www.scrumalliance.org/resources/339>

John elaborated on the value derived from the use of Agile/Scrum processes. In particular, Agile/Scrum strengthens the relationship with the stakeholders by assisting customers who do not know their requirements, improves stakeholder visibility of the progress, and increases customer involvement and knowledge of what is being built.

In relationship to the business, Agile/Scrum optimizes time-to-market development, rationalizes cost-to-market development, quickly adapts to changing market or business requirements, and improves support of business competitiveness. Agile/Scrum also assists the team and the workflow by uncovering hidden process and system problems, insulates developers from day-to-day interruptions, prevents negative results from cascading, reduces overall project risks, and shortens delivery schedules to meet market windows and improve return on investment.

To reinforce the concept of Agile/Scrum, John provided a review of the characteristics related to the key components and roles. Foremost, Agile/Scrum is an iterative and incremental process. The use of the product backlog builds strong collaboration with the customer, enables value-based prioritization of requirements, and improves the customer's clarity of their requirements. The use of the sprints provides better risk mitigation via use of time boxes and the continuous delivery of value, since at the end of each sprint, a sprint retrospective occurs.

There is a strong sense of team ownership that reduces the cost of information transfer and decision feedback time. This fosters constant learning and adaptation and an overall investment in the quality of the product by the team. This transforms them into dedicated, self-managing teams.

John explained some of the common Agile/Scrum myths.

- Framework with no discipline
- Process without planning
- Deliverables without documentation
- No documentation required
- Development without analysis
- Cowboy coding: Pass them "light" specs and turn 'em loose.
- All or nothing: Agile must be used in its purest form.

Agile project management is a skill set that is rapidly growing into high demand among employers. John described the certification from the Scrum Alliance called the "ScrumMaster (CSM)." This certification has created a standard body of scrum knowledge, equivalent to the *PMBOK® Guide*. Go to [http://www.scrumalliance.org/resource\\_download/598](http://www.scrumalliance.org/resource_download/598).

For more information see: <http://www.scrumalliance.org/>

Thanks to John Stenbeck, attendees gained a clear general understanding of Agile/Scrum, a proven process that addresses the high risks presented by complex and/or known elements of a project at the beginning as opposed to the end of the project.

Colby Riggs, PMP

October 21, 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, October 21, 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.**

After 6:00 p.m., you can park in any non-handicap space. Check in with the guard.

#### Register:

Please register early.

Space is limited.

[Click here to register.](#)

#### Questions:

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

# PMI-OC Then and Now



## PMI-OC Presidents

- 1989-1990 Kathy Sharman Melgar
- 1991 Julie M. Wilson, PMP, PMI Fellow
- 1992 Stephen Parr
- 1993-1994 John Richard (Rick) Framme, PMP
- 1994-1995 John Beatty
- 1996 Martin Wartenberg, PE
- 1997 Jerry Swain, PMP
- 1998 Quentin Fleming
- 1999-2000 Dave Jacob
- 2001-2002 Cyndi Snyder Stackpole, PMP
- 2003 Adrienne E. Keane,
- 2004-2005 Kristine A. Hayes Munson, PMP
- 2006 Glen Fujimoto
- 2007 Cornelius Fichtner, PMP
- 2008 Victoria E. Flanagan
- 2009 Sylvan D. Finestone, PMP



## PMI-OC Fellows

- 2004 Ed Walker, PMP
- 2005 John Bing, Retired PMP
- 2005 Quentin Fleming
- 2005 Martin Wartenberg, PE
- 2006 Janice Y. Preston, PMP
- 2006 Frank P. Reynolds, CAPM
- 2006 Julie M. Wilson, PMP, PMI Fellow
- 2007 Dave Jacob
- 2007 Kathy Sharman Melgar
- 2007 Cyndi Snyder Stackpole, PMP
- 2008 Adrienne E. Keane, PMP
- 2008 Kristine A. Hayes Munson, PMP



# KNOWLEDGE GAP & TRAIN THE TRAINER

**FORTUNATELY FOR PROJECT MANAGERS**, looking at the *PMBOK® Guide—Fourth Edition* there are no wholesale philosophical changes. In other words, the answer to almost every project management question is still “it depends.” However, there are a large number of updates that anyone in the world of project management should know.

The *PMBOK® Guide—Fourth Edition* is the work of 600 volunteers throughout the world, including PMI-OC members Janice Preston, Quentin Fleming, and Cyndi Snyder Stackpole, who served as project manager.

In 2000, the *PMBOK* became an ANSI standard; ANSI standards are required to be reviewed and updated every four years. An overarching goal of the fourth edition is to have each of the project management standards stand on its own to eliminate overlaps and possible contradictions. The other standards are *Project Configuration Management*, *Scheduling*, *Work Breakdown Structures*, *Portfolio Management*, and *Program Management*.

Another goal was to provide overall consistency and clarity throughout the document. For example, the process groups now all have verb and subject agreement; what was *Activity Definition* is now *Define Activities*; what was *Quality Planning* is now *Plan Quality*.

On Saturday, August 15th, a group of 70 project managers attended a **Knowledge Gap and Train the Trainer** session and took a first step in learning about the new *PMBOK*. In the morning session, **Diane Altwies** led the group through discussions about the updates to each knowledge area.



In the afternoon session, future PMP® prep trainers learned more about teaching the PMP prep class and got some practice in front of a live audience.

The *PMBOK® Guide—Fourth Edition* has an exhaustive list of all the updates from the previous edition. It is not easy to summarize all of the changes to the guide but here are some highlights from the session.

*Project Scope Management* has a new process called *Collect Requirements* and has removed *Scope Planning*. A key aspect

of this new process is that each requirement needs to be tied to an objective.

*Project Quality Management* has updated *Cost of Quality* to include the *Cost of Conformance* and *Cost of Non-Conformance*. In *Project Human Resources Management*, *Manage Project Team* has been moved from a controlling process to an executing process. This knowledge area has also been expanded to focus on people skills required to manage a project team.

An entire appendix has been added that discusses *Interpersonal Skills*. The *Communication Knowledge* area has a new process in the initiating phase called *Identify Stakeholders*, that assesses a stakeholder’s power and interest in a project. There is also a shift in focus from simple status reporting to more analysis and assessment of project direction.

During the afternoon session the class reviewed teaching techniques for the PMP prep class. Prep class instructors are required to have been a “co-instructor,” as well as be a PMP®. After the technique review, the class broke into groups of five and presented a processes areas of their choosing, as if they were teaching the prep class. If you want to find out more about the *PMBOK® Guide—Fourth Edition* changes, PMI members can download their own copy from the PMI website under the “publications” link.

If you would like to volunteer to help with the next edition of the *PMBOK*, look under the “get involved” link on the PMI website. Look for future sessions on PMP prep classes and fourth edition review in *Milestones* and the PMI-OC *eNewsletter*.

■  
**Diane Altwies, PMP**, is CEO of Core Performance Concepts, Inc. and has over 22 years of experience in software development project management in the insurance, financial services, and health care industries.

Diane’s background also includes a broad range of experience as project manager, program manager, and vice president of marketing. She continues to consult with organizations to improve overall business processes and teach various topics in project management across the country. Diane has an MBA in finance and a BA in production management from the University of South Florida.

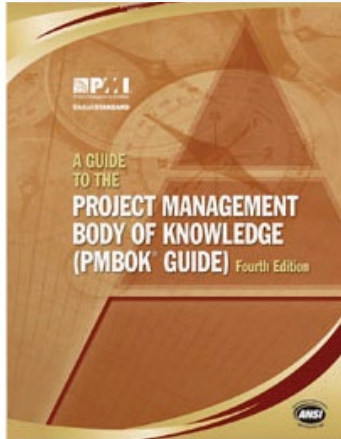
**Mike Bosché, PMP**



Photos by Qiong Xu

# WANT TO BE PMP CERTIFIED?

This workshop will be the first to use the new PMBOK® Guide—Fourth Edition study materials and is intended for anyone who wishes to achieve their PMP certification, who



meets the requirements as identified by PMI® AND has studied the recommended project management literature, specifically, the PMBOK Guide—Fourth Edition.

## **PMBOK Knowledge Gap Training: September 12**

Due to popular demand, we've added a second session of the PMBOK v3 to v4 knowledge gap training.

Diane Altwies of Core Performance Concepts will provide a four hour session on Saturday, September 12 at the UCI Learning Center in Orange.

Cost is \$20, and you will earn four PDUs.

**NOTE: This training workshop is now FULL!**

Studying for the PMP® Exam?  
Need qualifying education contract hours?  
PMI Orange County Chapter announces its  
2009 Fall Course.



## **PMP EXAM PREPARATION WORKSHOP**

### **SIX SATURDAYS BEGINNING SEPTEMBER 19**

This workshop will help you prepare for exam success and will provide you with the eligibility requirement of 35 contact hours in project management education. Participants will receive a classroom discussion guide and a supplemental text that includes study questions on CD-ROM. Participants will also have access to additional study material.

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

|                     |                   |                   |
|---------------------|-------------------|-------------------|
| <b>September 19</b> | <b>October 10</b> | <b>October 24</b> |
| <b>September 26</b> | <b>October 17</b> | <b>October 31</b> |

**Where: Costa Mesa**

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

[Click here to register.](#)

**Cost:** The workshop fee is per participant, payable at the time of registration. Classes fill very fast, so get your registration and money in early to guarantee a seat.

- **PMI-OC Member: \$750, at the door \$850**
  - **Non Member: \$850, at the door \$950**
  - **Corporate discounts are available.**
- Go to [www.pmi-oc.org](http://www.pmi-oc.org) for details.

[Click here for further information and to register.](#)

*Note: This course is NOT intended to teach the participant project management or to impart project management industry experience. Its primary purpose is to prepare the participant for the PMP exam based on the PMI identified domains and PMI recommended preparation material.*

# What if Your PMP exam application is audited?

By Cornelius Fichtner, PMP

By applying to take the Project Management Professional (PMP®) exam, you also automatically agree to comply with the Project Management Institute's (PMI®) audit terms. PMI writes about this in the *PMP Credentials Handbook* as follows:

“To ensure that only qualified individuals attain credentials from PMI, we routinely conduct audits of candidate applications. The audit process is primarily random; however, PMI reserves the right to audit any candidate or PMI credentialed individual at any time.”

Here is what you can do to make a possible audit go smoothly and what to expect.

First of all, start out by reading the *PMP Credentials Handbook* to gain a basic understanding of the audit process. You can find this handbook on the PMI website in the career development section. While it doesn't list all the details of the audit process, it is the only official information that PMI has published about it.

Now it's time to proactively avoid any possible issues should your PMP exam application be selected for an audit. As you fill in your application for the PMP certification exam, simply answer all questions truthfully. The intention of the application is to show that you fulfill PMI's eligibility requirements. The intention of an audit is to ensure that only viable candidates apply. Consequently, if you fill in your PMP application truthfully, then you will have nothing to fear from the audit. This audit process is one of the reasons that the PMP credential retains its high regard.

The audits are completely random, and you will be informed via e-mail that you have been selected. This e-mail is usually sent to you the moment that you submit your application. Along with the statement that you have been selected for an audit, the e-mail also contains detailed audit instructions for you.

At this point, it is important to realize that once you are being audited, the “clock stops.” By this, I mean that you have one year following the submission of your application to take the PMP exam. But during the audit, this “clock stops” and does not continue until after your audit has been processed. So if your audit takes six weeks, then you have one year and six weeks to take the exam from the moment that you submitted the application.

After informing you that you are audited, PMI will prepare the “audit package” for you. Log on to your account at PMI to find it. This package contains the details that you have submitted for each of your projects on your application. It also contains further instructions. You will now have to do the following.

In your application, you named a primary contact person for each of the projects that you worked on. Forward the appropriate section of the package to each of your primary contacts. They now have to verify that the information listed is correct, print and sign the document, put it into a sealed envelope, and then put another

signature across the sealed flap of the envelope. And yes, PMI is very serious about this last one.

You will also have to make photocopies of the certificates you received from your training courses to show that you have received 35 contact hours of training related to the nine *PMBOK® Guide* knowledge areas.

Once you have gathered all this information, you have to send the sealed envelopes and your certificate copies to PMI for review. I recommend that you send everything as one package and request a delivery receipt from the postal service.

PMI will inform you about their decision via e-mail. Should you fail the audit, then PMI will refund the money that you paid, minus an administrative fee of \$100.

It is important to realize that you have the power to expedite the audit process. The sooner you respond, the sooner it is processed. PMI is usually rather quick in processing your audit documents after you send them in. In some cases it can take as little as four days.

To make an audit go as smoothly as possible, I always recommend that PMP exam aspirants take one more step to resolve any possible issues, should they be audited. After all, PMI advocates that we project managers must be proactive, so let's apply this concept here as well. My recommendation is that once you are ready to submit your application to PMI, submit it first to your primary contacts. Allow your primary contacts to review your application and confirm that they agree with the information that you have listed. If they don't agree, then you can make changes before you send it off.

Many of my students have been audited by PMI, and they tell me that if you are prepared and if you know what's coming, then being audited is simply a formality and nothing to worry about.

## ■ About the Author:

**Cornelius Fichtner, PMP** is a noted PMP expert. He is the host of The PM Podcast at [www.thepmpodcast.com](http://www.thepmpodcast.com) where you can hear his free interviews with PM experts from around the world. Cornelius' PM PrepCast at [www.project-management-prepcast.com](http://www.project-management-prepcast.com) has helped over 6,000 project managers study for the PMP exams.

Cornelius is a present and past PMI-OC board member; he is currently director at large and served as chair/president in 2007.





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## Answers to PMP® Exam Questions

From page 6.

### 1. a. Scope control.

Monitoring and Controlling  
Chapter 5, Section 5.5

Before the new designs become a cost issue, the project manager must facilitate the discussion to determine if these requested changes will be in or out of scope.

### 2. b. Formal acceptance of deliverables.

Monitoring and Controlling  
Chapter 5, Section 5.4.3, Scope Management

The primary focus of the scope verification process is acceptance of completed deliverables.

### 3. a. Improve cohesiveness of the team and increase face-to-face interactions.

Chapter 9, Section 9.3

Another objective would be to improve the feeling of trust among team members.

### 4. d. 33 percent

Chapter 6, Section 6.6.2.2

Variance = plan - actual

i. Variance = 40 hours - 30 hours

ii. Variance = 10 hours

iii. Percentage of variance = variance/plan \* 100

iv. Percentage of variance = 10 hours/30 hours \* 100

v. Percentage of variance = .33 \* 100

vi. Percentage of variance = 33 percent

## PMI-OC Annual Membership Survey

The annual chapter membership survey will run from September 14 through September 30. Your input gives the board of directors valuable information for planning next year's activities.

Members will receive a link via e-mail from the membership director. The results will be shared at the November dinner meeting and published in *Milestones*.

Thomas Cutting, PMP  
Membership Director

# SoTeC 2009

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September 26, 2009

## Emotional Intelligence in Project Management

Presented by Margaret Meloni, PMP

Please join **Margaret Meloni** on September 26th for an exciting ATS, "Emotional Intelligence in Project Management." In this course, you will learn the different types of emotional intelligence models and how to apply them to your work environment.

Presentation topics include:

- Overview of emotional intelligence (EI) concept
- Outcomes of EI research as it relates to project management
- Practical application, hints, and take-away ideas

Attendees will work in teams and separately to:

- Discuss EI scenarios and their outcomes
- Practice exercises aiming at experiencing EI

**Margaret Meloni** helps IT professionals create career strategies that bring them success and enhance their work experiences. She helps them master the human side of technology. Her driving philosophy is: "We all spend a lot of time and energy working. Our behavior at work has tremendous impact on one another. So whenever possible, let's make this a positive impact."

Margaret Meloni is a people oriented leader with over 18 years experience in IT. During this time, Margaret has performed in multiple roles, including senior manager, project management expert, business analyst, and programmer analyst. Margaret is passionate about seeing other people at their best.



October 3, 2009

## Monkey Management

Presented by Mike Graupner, PMP

Watch [www.pmi-oc.org](http://www.pmi-oc.org) for details.

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

**PDU:** There are four PDUs for this event.

**When:** Saturday, September 26, 2009, 8:00 a.m. to 12:00 p.m.  
Saturday, October 3, 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

**Details and registration:** [www.pmi-oc.org](http://www.pmi-oc.org)

 **Sept 10 SPECIAL EVENT**

**Fourth Annual PMI-OC Career Fair**

Including Three Breakout Sessions  
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**Keynote Speaker: Vince Lomarbi, Jr.**  
**Special Guest: Beth Partleton,**  
**PMI Global Director**

At the Irvine Marriott.  
See pages 1, 3, 4, and 22.

 **September 19, 2009**

**PMP Prep Fall Workshops Begin**

See page 14.

 **Sept 26 Advanced Topic Seminar**

**Margaret Meloni**

The Emotionally Intelligent  
Project Manager  
See column at left

 **Oct 3 Advanced Topic Seminar**

**Mike Graupner, PMP**

Monkey Management  
See column at left.

 **Oct 10-13 PMI Global Congress**

North America 2009, Orlando, Florida  
[Click here for details.](#)

 **Oct 13 Dinner Meeting**

**Greg Smith**

Ten Steps to Becoming Agile

 **Oct 16-17 Tenth Annual SoTeC**


**Southland Technology Conference**  
New Paradigms for Challenging Times  
At the Hilton Long Beach  
See page 20.

 **October 21 PMI-OC Orientation**

See page 11

 **Nov 7 Advanced Topic Seminar**

**Jeremy Hart: ITIL**

 **Dec. 5 Advanced Topic Seminar**

**Brad Belmore: CMMI**

*Coming events may be subject to change.*

**PMI Orange County MILESTONES**

September 2009, Volume 21, Number 9

**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 Special Event

**Tuesday, September 10, 2009**

## Fourth Annual PMI-OC Career Fair and 20th Anniversary Gala Celebration

Location: **Irvine Marriott**  
18000 Von Karman Avenue  
Irvine, CA 92612

Schedule: 3:00 -6:00 **CAREER FAIR**  
3:30 -5:30 **Breakout Sessions**  
**Steve Averill**  
**Jack Molisani**  
**Don Martinez**

6:00-7:00 **Networking, No-Host Bar**

7:00-8:15 Dinner

**20TH ANNIVERSARY GALA CELEBRATION**

Beth Partleton, Director, PMI® Global

8:15-9:15 **Keynote Address**  
Vince Lombardi, Jr.

9:15-9:30 Raffle and Wrap-Up

Cost: **Full Event (Career Fair and Gala)**

PMI-OC Members  
\$50 pre-registered\  
\$65 by check, cash, or credit card at the door  
(parking included)

Non-Members  
\$55 pre-registeed  
\$65 by check, cash, or crecit card at the door  
(parking included)

**Career Fair Only**  
\$15 pre-registered or at the door  
(parking \$10)

Pre-register today for the full event to be entered into a drawing for a full conference pass to Project World in Anaheim, CA, in November 2009: **A \$2,995 VALUE!**

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 Wednesday, September 9, 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 Tuesday, September 8, or anyone who makes a reservation and does not attend, will not receive any refunds.



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