

Milestones

November 2009

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



THE FOUR WEEK PMO

NOVEMBER 10 DINNER MEETING

This presentation by **Cornelius Fichtner, PMP** is intended for anyone who wants to set up a PMO quickly and efficiently.

Cornelius Fichtner, PMP is a noted PMP® expert. He is host of *The PM Podcast* at www.thepmpodcast.com, where you can hear his free interview with PM experts from around the world.

Cornelius' PM PrepCast at www.projectmanagement.com has helped over 6,000 project managers study for the PMP exams.

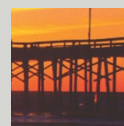
Cornelius is a present and past PMI-OC board member; he is currently director at large and served as chair/president in 2007.

If you are establishing a virtual, small, or medium size PMO, then you are probably pressed for time. Wouldn't it be great if you could roll out the initial release in just four weeks? If so, then the approach discussed in this presentation is for you. You will walk away with a blueprint showing you how to get it done.

Throughout his career, Cornelius has participated in the development of a number of PMOs. He has seen the good, the bad, and those that failed. Over these years, he has developed a simple and pragmatic approach that will enable a company to release its PMO within four weeks. In this presentation, Cornelius will give us a high-level overview of his approach.

He will review the PMO setup problems he has come across over the years, will define the four basic components of a PMO that exist in any company (even if they don't know that they have them), will review a standard PMO implementation schedule, and will present three four week PMO case studies.

Click below to register.



5:15 - 6:00 p.m.
Free resume reviews, courtesy of *Technisource*, for members in transition. Please arrive early for a good spot in line.

2009 CHAPTER BOARD

Sylvan Finestone, PMP
Chair/President
chair@pmi-oc.org

Stephen June, PMP
Chair-Elect
chairelect@pmi-oc.org

Cornelius Fichtner, PMP
Director at Large
atlarge@pmi-oc.org

Francisco Avalos
Finance Director/Treasurer
finance@pmi-oc.org

Tariq Shaikh, PMP
IT Director
it@pmi-oc.org

Lori Shapiro, PMP
Marketing Director
marketing@pmi-oc.org

Thomas Cutting, PMP
Membership Director
membership@pmi-oc.org

Nora Goto, PMP
Operations Director/Secretary
operations@pmi-oc.org

Derek Barraza, PMP
Programs Director
programs@pmi-oc.org

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THE CHAIR'S COLUMN

This month I am writing the chair's column from Orlando, Florida while attending the PMI® Global Congress. We had four other representatives from our chapter here to attend the PMP Leadership Institute sessions preceding the Global

Congress, including **Stephen June, PMP**; **Tariq Shaikh, PMP**; **Derek Barraza, PMP**; and **Joe Paradiso, PMP**. All of us agree that this was a valuable experience, and we learned many lessons that we will implement over the next few years.

One thing that we recognized is the very long term impact we in Orange County have made on the PMI leadership. One of our past leaders, **Frank Parth, PMP**, was elected to the PMI Global Board of Directors for 2010. Read the story on page 14. We have other past leaders who have been named PMI Fellows, for example, **Julie Wilson, PMP**. We also have three past board members serving on major PMI committees who were recognized at this congress: **Kristine Hayes Munson, PMP**; **Pan Kao, PMP**; and **Glen Fujimoto**.

It has also become apparent that we have a very mature chapter. While we attended session after session, we validated that our chapter has achieved the goals that many other chapters are striving to attain. We agree that we are already at, or moving in the direction of, a position that many chapters can only hope to achieve in future years.

We've also had a chance to review our chapter's performance statistics and found that we are in a much better position than many of the Region 7 chapters. We have essentially remained flat in our growth, while we are looking at chapters that have lost over a hundred members so far this year. We would like to thank you, our members, for your confidence, reflected by your continued support of our programs

We do have room to improve. One of the most glaring challenges we face is that many other chapters are bringing in new, younger leadership. As we look toward the future, we realize that we will need to rely on the next generation to keep us moving forward with innovative programs and valuable offerings for our membership.

By now you should have been advised of our nominees for the next PMI-OC Board of Governors. Please note that the nominating committee has recommended **Alvin Joseph, PMP**, **Bernice Maldonado**, and **Rick Nalle, PMP** for the slate. With these nominees, we are taking the first of many steps in moving toward a younger board of governors. See related story and bios beginning on page 3.

We really do need to do this. Recently, a member questioned our selection of the speaker at our anniversary gala. While many of us still admire what Vince Lombardi stood for in the 1960s, it was apparent from the member's comments that he was not as impressed as some of our older members. In fact, his question was more along the lines of, "Who was Vince Lombardi? Why didn't we find someone more contemporary?"

As we move forward over the next few years, we are going to have to focus on bringing younger leaders into our governance at the leader and worker levels. Among other positions, our second tier directors, in membership, information technology, marketing, programs, education, and administration will all have the opportunity to lead our chapter, eventually moving to the board of governors. Only by doing this, can we make sure that our legacy will continue, and in the future you will be able to enjoy the continued success of a vibrant, exciting organization that is serving an ever increasing membership.

Now that you have an idea of what we plan going forward, we will need you to step forward and look at the opportunities that we have and commit to working with your board of governors to jointly ensure the long term viability of our chapter. Are you ready to join us moving forward?

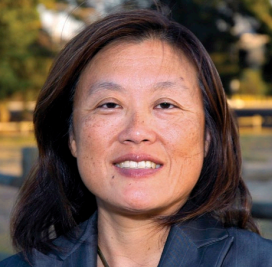
Sylvan Finestone, PMP
Chair/President

2010

PMI-OC Board of Governors Election



Derek Barraza



Nora Goto



Alvin Joseph



Bernice Maldonado



Richard Nalle



Tariq Shaikh

To the PMI Orange County Chapter Membership:

Electronic election of the 2010 PMI-OC Board of Governors is currently underway and will continue through November 15. All chapter members should have received electronic ballots and instructions.

The nominating committee selected this slate of candidates from a pool of highly qualified applicants who have demonstrated a commitment to the chapter.

2009 Chair-Elect Stephen June, PMP will automatically become president in 2010. The 2011 president will be elected from qualified candidates, along with the rest of the board, at the end of 2010. See Stephen June's column on page 6.

Each candidate submitted a questionnaire and resume to the nominating committee. Questionnaire responses were reviewed, discussed, and rated. A consensus approach was used to generate a single score for each candidate. If any committee members objected to the proposed score, the score was modified until no committee member objected. The nominating committee also validated the current membership status of each applicant.

The nominating committee thanks all applicants and encourages each PMI-OC member to participate in the election. Finally, please note that there are six candidates for five open slots.

The 2009 Nominating Committee

Greg Scott, PMP
Cornelius Fichtner, PMP
Doug Lada, PMP

The Candidates

Derek Barraza, PMP

Derek has been a member of PMI and PMI-OC since 2005 and has over 28 years of experience in IT sales and delivery, project management, business systems analysis, quality management, test automation, and software development. He currently works as a client manager for Compuware Corporation.

Derek has been involved as a chapter volunteer since 2007, serving first as our speaker's chair and then as programs director on the board of directors. Derek was also involved in our recent, very successful 20 year celebration.

In addition to Derek's volunteer work for the chapter, he is involved in other groups, including past service as the vice president of marketing and communications for the International Institute of Business Analysis (IIBA), Orange County Chapter.

Derek is also very involved in youth sports organizations, having served as the executive director of California Sun and Surf International, Inc., a non-profit youth sports organization, and as the district commissioner for the Los Angeles County Youth Soccer Association-South.

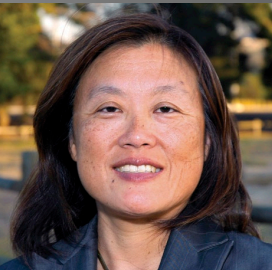
As a member of the new board of governors, Derek would like to contribute to the successful transition to the new organizational structure, which he helped define. He believes that this new structure will enable our organization to move from reactive to proactive and from tactical to strategic.

Continued on page 4

The Candidates



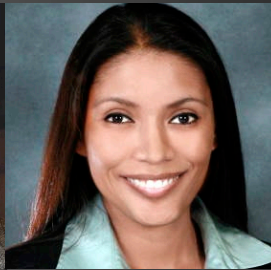
Derek Barraza



Nora Goto



Alvin Joseph



Bernice Maldonado



Richard Nalle



Tariq Shaikh

Continued from page 3

Nora Goto, PMP

Nora joined PMI-OC in 2006. She served on the membership committee, working on membership statistics that were used for the chapter's strategic planning process. Nora has served as the chapter's operations director since 2007.

In addition to her PMP® certification, Nora has a BSN from California State University, Fresno, and a masters degree in nursing and health care administration from California State University, Long Beach. She has ten years of experience working with data and information systems.

Nora currently works as a Planetree coordinator in the Veterans Administration Long Beach Healthcare System. In addition to her work as a coordinator, Nora also has six years of experience as a project manager for UnitedHealthcare and ten years of experience as a registered nurse. She also holds a number of certifications and licenses in the health care field.

Outside of PMI-OC, Nora raises funds for different organizations every year. Last year, she coordinated efforts in her workplace to raise funds for the V.A. Long Beach Health Care System, March of Dimes, Working Wardrobes, and the American Cancer Society. As a nurse, she volunteers her time supporting the MS Society Walk in San Diego and Remote Area Medical Volunteer Corps, helping the uninsured or underinsured.

As a current board member, Nora says that she is familiar with PMI-OC's challenges. She understands the ongoing and sustaining activities required to manage the chapter. During her time as operations director, she found that a productive and responsive leadership style encourages others.

Alvin Joseph, PMP

Alvin began volunteering for PMI-OC shortly after he joined the chapter in July of 2007. Since then, he has been an active and visible member of the dinner meeting team. He started out in a support role and stepped up to become the dinner meeting chair. In this role, he has ensured that our dinner meetings ran smoothly; he helped coordinate our yearly career fair, and he is also a co-instructor at our PMP preparation workshops. Alvin was recognized as a top volunteer in 2007 and was named 2008 PMI-OC Volunteer of the Year.

Currently, Alvin works as manager of ERP applications for Jazz Semiconductors in Newport Beach.

Alvin has two passions: project management and engineering. His engineering passion led him to become executive secretary and programs chair on the strategic board of governors of the IEEE Orange County Section. He now wants to serve on the PMI-OC Board of Governors to apply his strategic IEEE experience to the fruition of the following ideas:

- More active participation by membership in chapter activities,
- More offerings to membership that promote project management knowledge and experience sharing,
- More corporate involvement and partnership to enhance member value,
- Smooth transition to new board and operational structure.

Alvin sees himself as a leader with a strong vision and commitment to promoting PMI-OC as a premier organization offering project management resources in Orange County. Alvin's rich experience in strategy formulation will translate to both long and short term successes. He plans to build a support organization to achieve operational excellence.

Bernice Maldonado

Bernice has been a member of PMI since June 2007 and joined PMI-OC shortly afterward. Bernice currently works for Southern California Edison as senior program/project analyst.

Bernice has been chapter volunteer in various positions since joining. She started out writing and editing articles for *Milestones* and recently assisted her UCI MBA team with a planning proposal for an extended external collaboration initiative. She also helped set up the monthly dinner meeting, but most importantly, she currently serves as PMI-OC *Milestones* editor.

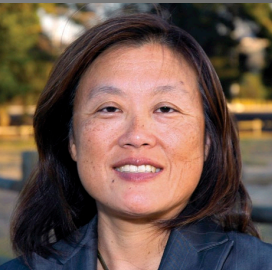
Bernice is an active volunteer outside of PMI. She is currently the president of Southern California Edison's LEAD (Latino Employees Association for Diversity) Affinity Group. She is a volunteer grant writer and job success coach for Working Wardrobes, participates as a volunteer advisory board member for Advance, and volunteers at the Orange County Rescue Mission.

By stepping up to serve on the board of governors, Bernice hopes to continue to drive the implementation of the extended external collaboration initiative, helping to connect PMI-OC with other professional organizations and businesses in Orange County. She plans to assist with streamlining the chapter's policies and procedures, as well as provide ideas and strategies to increase membership and volunteer retention.

The Candidates



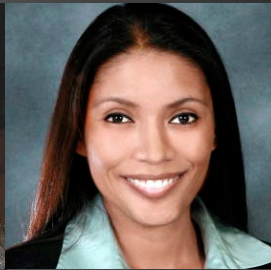
Derek Barraza



Nora Goto



Alvin Joseph



Bernice Maldonado



Richard Nalle



Tariq Shaikh

Continued from page 4

Richard Nalle, PMP

Rick Nalle is the director of forensic technology services for KPMG in Los Angeles. In his career at KPMG, Rick has made it his passion to evangelize the importance of formal project management training within the industry of corporate risk management, electronic discovery, and fraud investigations.

He joined PMI and PMI-OC in October 2007. He is a volunteer on the PMI-OC Corporate Outreach Team, whose goal is to promote PMI-OC and the importance of project management to businesses in the county.

Rick has extensive experience as a volunteer. He serves as assistant scout master for the Boy Scouts of America, as auditor for the Village View Elementary School PTA, and in a leadership role for EDRM, the organization for Electronic Discovery Reference.

He formulates his desire to join the board of PMI-OC as follows, "I will work to create initiatives that offer members opportunities related to job search, career development, mentoring, corporate outreach, and development of future leaders within PMI-OC."

Rick brings 21 years of project management experience across several industries and project types to the board. Both professionally and as a volunteer, he has developed programs that benefit the organizations he serves. This includes oversight in the creation of technical projects to facilitate business operations, business process improvement initiatives, and networking and relationship development for the purposes of raising community awareness of programs and services.

Tariq Shaikh, PMP

Tariq has been a member of PMI since 2001 and PMI-OC member since 2005. He has over 25 years of experience in managing international technical projects. He currently works as a senior program manager for ITT.

Tariq's involvement as a chapter volunteer includes serving as the dinner chair in 2007. He has served on the PMI-OC board as the IT director since 2008. Other chapter volunteer work includes being a PMP workshop instructor over the last three years. One of the big projects that the chapter undertook under his leadership was the website implementation.

Tariq also volunteers in other organizations. He has been on the board of directors for a local IEEE chapter and was a member of Motorola's worldwide initiative for project management team.

In his new role on the board of governors, Tariq would like to focus on our financial processes and functions and help implement the following items:

- Transition working of the finance function on the board from a tactical level to a strategic level,
- Provide fiduciary leadership and responsibility for the chapter,
- Complete implementation of outsourced bookkeeping function.



2009 Chair-Elect 2010 President

Stephen June, PMP

As the 2009 PMI-OC Chair-Elect, my main purpose on the board is to backstop the president/chair as needed and to prepare for becoming president in 2010.

In other words, I really don't have much to do with tactical activities of the chapter. But, I do have a genuine interest and responsibility to plan the direction of the next board. Ideally, the direction of the board from one year to the next should be one of evolution, not revolution. Initiatives, goals, and direction should spring naturally from the direction of the current and past boards. Accordingly, I will be concerned with three key initiatives during my term as president. All three initiatives are extensions of work began by other presidents and boards.

The first initiative will be to continue the development of a truly strategic board of directors. But, in order for the board to become strategic, it is imperative that a group of leaders, sometimes called second-tier leaders, become fully operational, and fully empowered to function as the true tactical leaders of the chapter.

These individuals will be responsible for running dinner meetings, controlling the advanced topics seminars, and guiding the PMP® prep workshops. In order to allow the board the time to think about developing five-year plans, or initiating community outreach initiatives, or re-thinking mission statements, we must first make certain that the basic needs of the chapter are fully addressed.

The chapter has a wonderful history of programs that have been recognized by PMI® Global for their superiority. The board has an obligation to maintain that high level. Therefore, the board will seek out highly qualified people to run our organization, to present outstanding dinner meetings, provide multiple opportunities for networking, and to assist the membership in obtaining the training and education needed to advance and succeed as project managers.

The second initiative will be to continue to examine the value of membership in the local chapter of PMI. You choose to pay an annual membership fee to belong to the chapter. The board and the second tier of leaders have an obligation to provide you with meaningful and measurable value for that fee. This is especially important in these tough times.

We present dinner meetings, seminars, and workshops. The board must do more. We must learn to listen to the membership, understand, and then develop programs and activities that are

needed by the membership. The strategic board must define the direction for providing greater value. The tactical leadership must find innovative and creative ways to fulfill that direction.

The third initiative is a nod to Father Time. As a body of PMI, we are growing older. As a body of leaders of the Orange County chapter, we are growing older. Yes, I am a baby boomer. Yes, I am over 55. Yes, retirement, a concept that once was a far-off dream, is now a visible reality.

Chapters across the country are faced with two similar issues: (1) how do we entice the younger project managers to join PMI, and (2) how do we as chapter leaders encourage, nurture, and facilitate the development of the next generation of leaders to take over?

Some chapters seem to have completed the transition with little effort; others are obviously struggling. I recently attended the Leadership Institute sessions that preceded the PMI Global Congress. I talked with the leaders of several different chapters. Every one of them, at least to some extent, felt that there were potential issues with managing this transition. Succession planning and mentoring are parts of the solution. Creating virtual events or communities as alternatives to traditional meetings could also be part of the solution. A more interactive web presence might be a worthwhile endeavor. The board needs to be creative in finding new approaches to meeting the needs of the membership.

In short, the new board will set direction. The new board will set priorities. But, we cannot exist in an isolated ivory tower. We must seek out ideas and knowledge from our emerging leaders, as well as the membership. Harnessing the collective energy, visions, and ideas from over 1,600 members is a wonderful thing.

We will work together to make the Orange County chapter of PMI a place that both business and the community at large recognize as true practitioners of the art of project management. This association may look and act differently than in the past. To grow and mature, it must. But, we will experience the journey toward this new reality together.

Stephen June, PMP
2009 Chair-Elect
2010 President

Volunteer of the Month

GREG SAVAGE



his current role. “I look forward to taking on new opportunities within the chapter,” he said.

Greg works as a project manager in the business continuity management department at the Auto Club of Southern California. “My responsibilities range from creating and maintaining business recovery and business continuity plans for critical mission departments to participating in emergency response activities,” Greg explained.

“I recently implemented an automated emergency response notification system giving me the ability to contact over 100 emergency operations center personnel within minutes. Currently, I am involved in updating the Auto Club’s response plan to the H1N1 (swine flu) pandemic.”

Greg joined PMI OC in April 2008 when he received his PM® certification.

Hearty congratulations, Greg!, Many thanks for documenting our chapter’s events.

Ron Puksza, PMP

Volunteer Opportunities

Finance Director: 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

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

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

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.

The PMI-OC Board of Directors is pleased to recognize **Greg Savage, PMP** as Volunteer of the Month for October 2009.

If you have ever posed for a picture at a chapter event, you have probably seen Greg in action. Greg has been one of the chapter photographers, contributing to the outstanding visuals that you see in *Milestones*. Greg started volunteering as a photographer in July, 2008. While taking pictures, he has survived the chicken dinners at almost all of the 17 monthly dinner meetings since joining the chapter.

Greg has enjoyed his contributions to PMI-OC. He commented, “I have been able to meet, and get to know, many chapter members as a chapter photographer. These developing friendships make attending the monthly meetings all that much more enjoyable. I find the most enjoyment comes from being an active member. Volunteer activities bring me closer to the membership and help me develop my skills as I contribute to the growth of the organization.”

Greg has also supported the chapter in other capacities, starting as an ambassador in May, 2008. Greg’s contribution will not stop with

New

Members and PMPs

Ioannis Alvertos
Hana Ataya-Abulaban
Jeffrey Binkley
John Blauvelt
Paul Byers
Jeff Alan Cahill
Angela Chung
Bulend Denktas
Craig Dewalt
Walter Grivett
Albert Gross
Michael Heineke
Kyle Heppenstall
Erica Hsiung
Nicholas Johnson
Kelly Krieger
Balaji Krishnan
Ebitari Larsen
Sebastian Lee
William Lipka
Michael Makofske
Joselito Mendoza
Akio Miyaji
Daud Mohmand
James Morin
Glenn Nakamura
Sheldon Neal
Murali Paladugu
Jaime Perez
Kathryn Readle
Jon Rojas
Yalda Shafihie
Steve Shimek
Tracy Steele
Michael Strobe
Kelly Sweeten
James Tinnie
Adam Trimm
Paul Walls
Diana Wei
Mark Woodyard
Jen-Ying Wu
Katherine Wu

Gregory Carender, PMP
Albert Gross, PMP
Sheldon Neal, PMP
Sava Nedic, PMP
Chung Pak, PMP
Daniel Vicario, PMP
Tina Wong, PMP

Next PMI-OC Orientation Meeting January 20, 2010

Welcome to Project Management Institute-Orange County Chapter.

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/Governors, 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, January 20, 2010

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.

www.pmi-oc.org

Questions:

membership@pmi-oc.org

PMP® Exam Questions

1. How human resource requirements will be fulfilled for a project should be documented in the:
 - a. project management plan.
 - b. role and responsibility matrix.
 - c. staffing management plan.
 - d. communications management plan.
2. A project has an 80 percent chance of finishing on time and a 40 percent chance of finishing over budget. What is the probability that the project will finish on time and within budget?
 - a. 16 percent
 - b. 20 percent
 - c. 32 percent
 - d. 48 percent
3. Which of the following is not part of the project management plan?
 - a. The staffing plan
 - b. The work breakdown structure
 - c. Performance measurement baselines for schedule and cost
 - d. The project team members' contribution plan
4. The scope management plan should include:
 - a. a description of project deliverables, justifications, and objectives.
 - b. a description of how formal verification will be obtained and how scope changes will be handled.
 - c. a description of the project's product and all supporting details.
 - d. a description of how scope changes will be integrated along with corrective actions and lessons learned.

Answers are on page 22.

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

A little about me

- Roots in lean manufacturing
- Employers have included: R.R. Donnelley, Seattle Times, Philips Medical Systems, Morgan Chase, Washington Mutual, and Oh Boy! Oberto
- Trained by Jim Highsmith on agile
- Agile Project Management instructor at [unintelligible] college since 2005
- Volunteer for PMI Agile Community of Practice (http://agile-pm.pbworks.com/Upcoming-Events)
- Co-author of *Becoming Agile in an Imperfect World*
- President of GS Solutions Group



THE STEPS TO BECOMING AGILE

OCTOBER DINNER MEETING REVIEW

GREG SMITH, president of GS Solutions Group, is a senior project manager, Certified ScrumMaster, and Agile coach with nine years of experience in leading project teams to more agile processes. Greg recently co-authored a book, *Becoming Agile in an Imperfect World*.

■ **Greg Smith** started off his presentation by asking the audience a question, “Why should you care about Agile?”

Now, for those of you who are unfamiliar with the term, the name “Agile” is being used here as a quick way of referring to the process of agile software development.

However, soon after he asked this question, Greg’s slide projector lost power and went dark. So Greg was not only in the position of speaking about agile software development. But he also had the opportunity to demonstrate what it means to be agile.

Without missing a beat, Greg moved forward with his presentation and talked about an actual real life situation where the time to develop and implement a solution was critical. In fact, it was literally a matter of life or death.

He told the story of a team of miners who were trapped in the Quecreek Mine, and the rescue team that had only a few days to figure out a way to get them out before they died of hypothermia and starvation.

As in most real life situations, the rescue team didn’t have all of the information they needed about the problem. Yet, they had a very *real* and *critical* deadline to implement a solution. Otherwise, the men trapped in the mine would die.

So, how is this related to agile software development? The answer lies in the fact that the principles behind the approach to the problem used by the rescue team are very similar to those used by agile software development teams.

The Principles of Agile

Both groups use the following four core principles in their approach:

1. **Staying focused on core tasks** and working successfully in very compressed time frames.
2. **Expecting the requirements to change** and remaining flexible to adapt to these changes.
3. **Establishing a collaborative environment** with all stakeholders (including customers) so they can harness the knowledge of the entire (cross-functional) team.
4. **Demonstrating progress frequently** to provide status updates, reduce risk, and verify that customer needs are being met.

Agile and Scrum

Greg spent some time clarifying the difference between the words “agile” and “scrum.”

Agile is a development philosophy that is flexible and *based on a number of key principles*, which are included in the list above. Scrum, on the other hand, *is the framework* or structure for these

Continued on page 10



THE STEPS TO BECOMING AGILE

Continued from page 9

agile projects. The key thing to remember is that Agile is more than just scrums. A scrum is only the framework of the process. It will not tell you how to deal with the constraints of the situation.

Greg emphasized the fact that if you really want to learn how to conduct agile software development, then you are going to have to do a lot more than just attend a scrum training.

Moving Your Organization to Agile

In fact, if you are serious about moving your organization to an agile environment, then there are **three major initiatives** that you will need to implement within your department or company.

1. **Implementing a thorough agile training and education program.**
2. **Piloting several projects that have very strong executive sponsorship.**
3. **Scaling Agile across the department or enterprise.**

Let's spend a little time discussing each of these initiatives.

The first initiative is the training and education program.

Before you can begin, you will need to train your software developers, and their management, on the principles and logistics of agile software development. This is not a small effort. To do this successfully, you will need to include the following key components in your training program:

- A solid business case to justify the change
- A well thought out communication plan
- A determination of whether your first pilot will be done quietly or loudly
- An assessment and understanding of the risks
- A readiness assessment
- A plan that outlines how your company will create and implement awareness, buy in, and ownership of the agile process

The second initiative will be the program for the actual pilot project.

For this to succeed, it is important that the program's members have a good understanding of your current development process **and** an understanding of agile principles and practices. Then the core team will actually design a new software development process tailored to the unique needs of your environment and your organization (based on their knowledge of Agile and what will work in your environment).

Once this is done, the team will then select the first agile project to work on. This is where your agile project actually takes shape and gets off the ground. This first project should be completed in eight weeks or less, and have no more than a medium level of urgency. It should also have limited customer and third party interaction.

Then, after your first project has been completed, **the third initiative will be the program to spread agile practices and principles across your department** (or company). This process is typically tailored to the goals of the organization and the results of the pilot.

Why You Should Care About Agile

So why is any of this important? The answer is simple. If your software development organization is not using Agile now, there is a very good chance that they will be moving to Agile within the next few years.

In a survey of IT professionals conducted by Scott Ambler in February 2008, almost 69 percent of respondents were already using Agile in their development process. Another five to six percent believed that they would be using Agile by the end of 2010. That is approximately 75 percent of all IT professionals surveyed. For more information on this survey please see www.ambyssoft.com/surveys.

The survey data also indicated that 82 percent of respondents who are already using Agile reported an increase in productivity by making the move to Agile. It was also reported that 78 percent of the respondents already using Agile improved stakeholder satisfaction with their development process.

These are dramatic and significant improvements. So it is not a question of whether or not you will eventually have to move to Agile. It is merely a question of when. As Greg Smith said, "We know that it's coming. Let's prepare for it."

Bill Georges, PMP

[Click here to view Greg's complete presentation.](#)



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9

At the October Dinner Meeting

1. Socializing and networking before the meeting
2. Robbin Mackenzie Thomas and Larry Lockie
3. Terry Ehrhard and Chad Shahin
4. Alvin Joseph, dinner meeting chair
5. First time attendee Lynn Henderson
6. Dinner and presentation
7. Alvin Joseph gives commemorative mug to new PMP John L.C. Bachofer
8. New PMP John Alvertos
9. Sanjeev Thakkar representing Qtask, October dinner sponsor

Emotional Intelligence

For Project Managers

On September 26

Margaret Meloni, PMP

conducted an excellent seminar on emotional intelligence, a topic that profoundly influences the activities of every project manager.



Seventy-five percent of careers are derailed for reasons related to emotional competencies, including inability to handle interpersonal problems, unsatisfactory team leadership during times of difficulty or conflict, or inability to adapt to change or elicit trust. (*The Center for Creative Leadership, 1994*)

Margaret provided many excellent references, including some that allowed the attendees to assess their own emotional intelligence. Unlike IQ, emotional intelligence can be developed. Peter Salovey and John D. Mayer created the term, “emotional intelligence,” in 1990. Many people have since contributed to the body of knowledge about emotional intelligence, including Daniel Goleman, Bob Wall, Mark Daniel, Victor Serebriakoff, Adele Lynn, and Anthony Mersinol.

Margaret also covered the basic components of emotional intelligence: self awareness, self regulation, motivation, empathy, and social skill. Her primary emphasis was on self awareness and self regulation. “To be self aware means to understand what you are feeling at any given time.” She also made a strong point that self-awareness is closely connected with empathy. You need to realize that just because you are self-aware does not mean that you understand what someone else is feeling, even if you are in the exact same situation with the other person.

She also shared the top five most motivating strategies: (1) personal thanks from the boss, (2) written thanks from the boss, (3) promotion based on performance, (4) public praise, and (6) morale building events. (Note that three of these are free.)

The seminar also involved exercises. One exercise about people and perceptions was designed “to increase our self-awareness of our preconceived ideas about people and events.” Margaret briefly showed the attendees a series of photographs of various people, places, and events. Each attendee wrote down the first words or thoughts that came to mind; afterwards the same photographs were reviewed and the attendees compared how they had responded. There were many different responses for each photograph.

Margaret Meloni can be contacted via her website at www.margaretmeloni.com. Our thanks go to Margaret for an excellent presentation.

John Sunderson, PMP

Monkey Management

For Project Teams

On October 3, long-time PMI-OC regular **Mike Graupner** and **Adri Estrada** conducted a highly interactive, enjoyable, and informative discussion about managing “monkeys.”

Monkeys, in this case, are metaphors to describe issues and actions we are tasked with solving.

As project managers, a big part of our job is time management. Good time management means making sure the right people are working on the right thing at the right time. Give your own items the top priority, and let other people work on their problems. Many of us have migrated into this position because we are willing to accept monkeys, but our projects won't be run efficiently if we let other people give us their monkeys in addition to our own.

Where do monkeys come from? Some examples from Mike and Adri include our co-workers, our family, vendors, and our supervisors. Monkey transference is the process of shifting problems from one person to another. Can you think of a monkey that someone passed off to you lately? Taking on other peoples' monkeys creates stress, prevents us from working on higher priority tasks, and may lead people to believe we are ineffective.

So what do you do when someone hands you their monkey? First, recognize the monkey. Next, determine who the owner should be. Then determine the impact of this monkey on you. Finally, help the true owner define an action plan. This gives the monkey back, but you are still providing help.

Why do we take on other peoples' monkeys? It comes from our desire to be a hero, from our boy scout/girl scout days; we are programmed at an early age to want to help. The hard truth is that not every problem is ours to fix, and not every problem needs to be fixed. Often, when we do take on other people's problems, it isn't even appreciated.

The attendees broke into groups and discussed some real world examples of monkeys we have been given, with discussion around ways to give them to the rightful owner. As someone noted, even giving monkeys back takes time; it may take more time to give a monkey back (e.g., you need to show some-



one how to do something) than to do it yourself. But as Mike pointed out, over time people will learn that you will not take their monkeys, so they will stop trying to give them to you. (There was some discussion about how this could also be applied to our children, who are masters at doling out monkeys).

Mike and Adri gave us six monkey management rules.

1. Monkeys should be fed or shot. Nobody likes a starving monkey. In other words, deal with the issue quickly (don't let it hang around).
2. Every monkey must have an assigned next feeding time and a degree of initiative (time box actions).
3. The monkey population should be kept below the maximum number that the manager has time to feed (delegate).
4. Monkeys should be by appointment only (set specific times for addressing problems).
5. Monkey feeding appointments may be rescheduled but never indefinitely postponed (don't lose track of the monkey).
6. Monkeys shall be fed face to face or over the telephone, but not in writing. Call someone on it if they use an excuse that they “sent e-mail” as a reason that they did not complete their task.

In business, it seems that everything is defined in magic quadrants at some point, doesn't it? Well, this is also true of monkey management. There are urgent and important monkeys; not urgent, but important monkeys; urgent, but not important monkeys; and then there are monkeys that are neither urgent nor important. Do the urgent and important monkeys first, and then do the important, but not urgent, monkeys. Don't do the unimportant monkeys! These tasks do not add value.

Continued on page 14

Monkey Management

Continued from page 13

When determining value of a monkey, consider input, leverage, and output.

1. **Input** involves who initiated the monkey; this can be boss imposed, system imposed, or self-imposed. The most important input is the self-imposed input. If you do a good job on this, least important should be boss-imposed input, because you get this only if you have not anticipated their needs already.
2. **Leverage** refers to whether others can be leveraged to complete a task. The best is executive; this is task that is assigned, is often important and highly visible. Then there is supervisory time. These tasks are delegated, and may or may not be important or visible. Then there are self managed monkeys. These may need to be done, but are often less important or not as visible as the others.
3. **Output** relates to the result of the action. Is it stabilizing time, corrective time, or progressive time? The most important of these is the progressive time, and least is stabilizing time.

In summary, when prioritizing your tasks, the most important ones will be those that are self-imposed, assigned, and progressive (addressing next year's problems and opportunities). This does not mean the other tasks should be ignored, but try to reduce the time you spend on these tasks.

Thanks to Mike and Adri for giving such an interactive and useful presentation. As with other advanced topic seminars, smaller groups let us do more real world problem solving than the dinner meetings. If you have not tried an advanced topic seminar, they are a lot of fun, and so far I have always walked away with new ideas to try.

If you have any questions about the presentation, you can reach Mike Graupner at mgm@marlai.com, or you can reach Adri Estrada at MissAdri2000@yahoo.com.

Patty Tutor, PMP



Frank Parth

Elected to PMI Global Board of Directors

PMI Orange County chapter has had a greater influence on PMI® Global than its size would indicate. Our group has contributed significantly to PMI's growth and development over the years. Julie Wilson, one of our chapter's founding members, is a PMI Fellow. Glen Fujimoto, a past president, has served on multiple committees and member advisory groups for PMI Global Operations Center. Many other members have done significant volunteer work for PMI Global over the years.

Two of our members were honored at this year's PMI Global Congress with the 2009 Distinguished Contribution Award. This award recognizes significant achievement for sustained performance by an individual who contributes to the advancement of project management. Cyndi Snyder Stackpole, PMP, past president of our chapter, and Frank Parth, PMP, another past chapter officer, received the award this year. Cyndi was PMI's project manager for the *PMBOK Guide—Fourth Edition*, and Frank was PMI's project manager for the second edition of the *Standard for Program Management*. It's a great honor for them and a great honor for our chapter to have two award winners in one year.

Frank Parth has also been elected to the PMI Global Board of Directors for the 2010-2012 term. Frank first joined PMI and our chapter back in 1993 and over the years served on a number of local committees and was elected to our board in 2002. His work for PMI Global began when he was on the committee that first set out the requirements for the PgMP® certification and has encompassed a variety of volunteer roles since then. PMI board membership is a volunteer position, Board members do not get paid for their time and work.

Outside of PMI, Frank is the founder and president of Project Auditors LLC. He has 30 years experience in project and program management. He began his career at Texas Instruments designing avionics for military aircraft. He ended his career in aerospace 15 years later as the assistant technical director in the integration offices of a \$12 billion classified satellite program.

Frank branched out on his own in 1993, at about the same time that he joined PMI, and began consulting in program management and teaching at the USC Graduate School. He was a CTO for a small, but highly successful, internet e-commerce company, headed up systems engineering at TRW Information Systems during a major infrastructure upgrade, and created program management offices for several Fortune 1000 companies.

An accomplished international speaker, Frank teaches project management courses throughout the world. He has taught project management and systems engineering at the UCI extension program since 1994. He was a core creator of UCI's project management certificate program and assisted UCI in developing the business analyst and systems analyst certificate programs. He is a guest lecturer at USC's Marshall School of Business and at the American University of Sharjah in the UAE.

Frank co-authored *Introduction to IT Project Management* with Cyndi Snyder and has published numerous papers on project management and systems engineering. He is currently under contract to write a book on enterprise portfolio management for Management Concepts.

Congratulations, Frank!

NEW PARADIGMS FOR CHALLENGING TIMES

Maximizing Personal and Organizational Value



SOTEC CONFERENCE EXCEEDS ALL EXPECTATIONS October 16-17, 2009, Hilton Long Beach

Attendees throughout the conference were delighted by the consistently strong selection of speakers, panelists and moderators. The all volunteer staff, including the speakers, did a great job of putting this conference together and implementing it smoothly. Interviews with those who attended produced consistently positive feedback and, in many accounts, the conference exceeded their initial expectations.

Continued on page 16

The conference theme was *New Paradigms for Challenging Times*.

The conference itself was divided into four separate program tracks for small group seminars and breakout sessions.

1. Project and Quality Management
2. Industry Trends and Best Practices
3. Professional and Personal Development
4. Technology

The conference also included a vendor showcase with at least nine separate technology or project management organizations. Some of these vendors also served as sponsors by supporting the SoTeC conference through their generous financial donations, gifts, and supply of manpower.

I am proud to say that PMI-OC has been a co-sponsor of the SoTeC conference since its inception.

The event lasted two days, and each morning the conference was kicked off with a dynamic keynote speaker in the main ballroom. When the speaker was finished, the attendees left the ballroom to attend small group seminars or breakout sessions from the four program tracks.

Each program track had three small group sessions scheduled for each day. Two were in the morning, and one was in the afternoon. Each track is discussed briefly below.

The Project and Quality Management Track

This track was specifically geared to the IT project or program manager. Each individual session was different. However, several focused on critical soft skills, such as leadership, communication, trust, attitude, and collaboration. The sessions were delivered by seasoned and experienced professionals who provided valuable tools, tips, techniques and war stories from the front lines of project management. They were all good speakers who were energetic, entertaining, and informative. Some were even quite funny.

The Industry Trends and Best Practices Track

This track introduced the participant to new trends in the IT industry. It was geared for both the technical manager and the general technical professional. The topics were wide and varied, including such diverse subjects as scrums for agile development, mind mapping, talent management, and new trends in IT hiring.

The Professional and Personal Development Track

The conference designers were sensitive to the needs of the IT community in this very challenging economic time. As a result, this track provided an excellent set of resources, coaches, and speakers who could help attendees' job searches.

Speakers and panelists included a nationally recognized motivational speaker, CIOs, recruiters, social networking experts, and members of corporate HR departments. They offered keen insight and advice on how to maneuver through the arcane and frustrating world of the modern day job search.

The Technology Track

This track addressed a few of the hottest topics in IT today, such as ITIL and cloud computing. There were even classes given on risk management, SharePoint, and post-agile development.

Reaction from the Attendees

"I am pleasantly surprised to see how well the conference is structured and organized. It really speaks to the high quality of the event. Even though it is an event for technical people, it is refreshing to see so many other people are here too, like managers, entrepreneurs, and business people from different industries. Also, I think that this conference is the perfect size. It's not so large that you get lost in the crowd and are overwhelmed by the number of people. It is just large enough to still have the feeling of being intimate, which is nice."

De Nise Patterson, PMI-OC member

"I have been a vendor at this conference for the past four years, but this year I am attending as an individual. I have to say that I am pleasantly surprised by the quality of the presenters. Both their content, and the delivery of the content, has been exceptional. This was definitely worth the money." **Sheila Lugenbuehl**, Studio City, CA

"The speakers and panel members are amazing. I received good advice on how to handle some of the challenges that I am facing at work right now. Also, I haven't really embraced the social networking thing yet. I know that I need to, but I've had some problems with it. I met one of the panel members at lunch; he is going to help me make better use of Linked In. It's been a great networking experience."

Angela Ahern, AVP and Senior Technical PM

Reaction from the Speakers

"The conference was well set up. The attendees are very sharp and knowledgeable. They asked some really good questions. In fact, they were really hungry to learn more. You can tell that they really understand the material, even though it's a bit technical, and they are really interested in the topics. They get it. It's been a good experience for me as a presenter."

Paul Reilly, VP of Service Management, B of A

What Made the Difference Behind the Scenes

As stated earlier, one of the things that really separated this conference from the others was the depth, breadth, and quality of the speakers and panelists. At the end of the day, this conference simply had a surprising collection of high value speakers, who were all volunteers.

To this end, I would like to recognize **Carole Schlocker** for helping convince many of these high powered speakers to volunteer their time. Carole, by the way, has the official title of "Queen of iSpace," and she has been a good friend of PMI-OC for many years.

Carole has been an active SoTeC volunteer for the last several years. She has over 20 years experience in the IT industry and called upon her long list of friends, contacts, and associates to help her line up an impressive list of speakers and panelists.

I would also like to recognize **Jeff Eyrich**, president of Leverage Point Corporation, who served as the 2009 conference chair. Jeff's goal for the conference was to offer each and every attendee at least three opportunities: (1) the opportunity to be better equipped to meet the challenges of the current economy through skill development, (2) the opportunity to network and make new contacts, and (3) the opportunity to have fun and enjoy themselves.

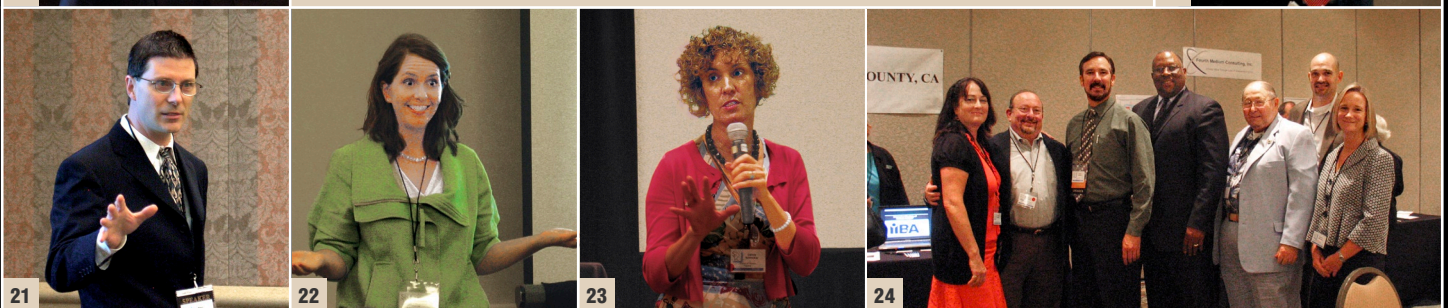
Jeff, according to the feedback I received, you can rest assured that the 2009 SoTeC conference was a huge success. Congratulations on a job well done!

Bill Georges, PMP

TENTH ANNUAL SOUTHLAND TECHNOLOGY CONFERENCE



- 1. Checking in
- 2. Socializing and networking before the conference
- 3. Sponsor: PMI-OC
- 4. Sponsor: SCQAA-SF
- 5. Socializing and networking before the conference
- 6. Book fair
- 7. Sponsor: IIBA-OC
- 8. Sponsor: SCQAA-IE
- 9. Vendor: SCE
- 10. Vendor: IBM
- 11. Vendor: Leverage Point
- 12. Vendor: Microsoft
- 13. Panel discussion led by PMI-OC Marketing Director Lori Shapiro
- 14. Vendor: Qtask
- 15. Keynote: Reid Carr
- 16. Keynote: Eli Davidson
- 17. Speaker Galen Gruman
- 18. Continental breakfast
- 19. Speaker Chris Paskach
- 20. Speaker
- 21. Speaker
- 22. Speaker
- 23. Carole Schlocker "The Queen of iSpace"
- 24. Conference leaders and honorees. Chair Jeff Eyrich is second from left.





Focus on Ed Walker

ED WALKER'S STORY continues our 20 year anniversary series on outstanding PMI-OC volunteers and contributors. Ed became aware of PMI® in the mid 1980s and went to a few of the Los Angeles chapter meetings with founder Frank Reynolds. In 1989, Frank told Ed that he and several others had started an Orange County chapter of PMI because the Los Angeles chapter was then dominated by men in the aerospace industry. Data processing projects and female project managers were new concepts that were not taken seriously at the time, and the Orange County chapter founders wanted to change that.

Ed had been working in information technology as a team leader and project leader for nearly 20 years, actually taking his first class in project management at the IBM Systems Science Institute in 1972.

He began working for a project management software company in 1991, where involvement in PMI was encouraged. With Frank Reynolds' added recommendation, Ed attended his first PMI-OC meeting in late 1990 and officially joined the chapter a few months later.

The early meetings were small, as few as 15 or 20 people, The attendees met in what is now the Holiday Inn at Grand Avenue and MacArthur in Santa Ana. Ed recalls that "the food was mediocre or worse," but the meetings were "almost always" interesting. Some of the early activities included picnics and volunteer appreciation sessions at members' homes.

Ed traveled for work almost constantly in the 1990s and was not able to make the commitment to be a PMI-OC officer. He did volunteer whenever he could for short-term tasks. After a layoff in 1999, he became a freelance project management consultant and trainer, eventually forming an LLC with Diane Altwies and Margaret Chu to develop and deliver project management training.

Ed and his partners wrote a book on preparing for the PMP® exam that has been used by PMI-OC, PMI-LA, PMI-Inland Empire, and by many individual and corporate trainers. Ed earned his own PMP certification in 2002 and became the PMP prep class coordinator that year for PMI-OC.

He was at almost every dinner meeting "doing registration duties" along with Lew Sigler. He continued to be available for extra PMI-OC tasks, and he was the logistics coordinator for the 2002 PMI Risk SIG Symposium held in Long Beach.

Ed says that the biggest challenge for PMI and PMI-OC is "helping project people with the demands of very rapid projects, which are conceived, planned, staffed, and executed in weeks or even days. The PMI methodologies work great on bigger and longer-term projects, but not the quick ones." Ed feels that PMI-OC needs to continue bringing in younger people, who can share newer project management ideas to replace the tools and methods that no longer work. "The CAPM® designation is a small start in that direction, but there is . . . more to be done."

The biggest benefit of PMI-OC membership, according to Ed, is realizing that all projects have a similar structure and that a set of "best practices" has been developed over the years to aid in all kinds of project management. Membership has given Ed an introduction to people in all industries and an opening to talk about project problems, tips, and solutions.

Ed is now "fully retired and has been living in Lake Havasu City, Arizona" since 2005, so he is currently not an active member. Though he is retired from the business world, Ed is "always involved in various woodworking and home improvement projects. These have the same requirements as the business projects I worked on for 35 years!"

He also volunteers with the AARP to provide tax services to the elderly. Ed says that he "was totally surprised to receive the **first PMI-OC Fellow award** in June 2005." Judging from his varied experiences, generous contributions, and eloquent observations about our chapter and industry, it is a richly deserved award . . . and no surprise.

Vinita Jha



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Answers to PMP Exam Questions

From page 8

- c. Staffing management plan**
Section 9.1.3.1, Develop Human Resource Plan (Planning)
A staffing management plan is a subset of the human resource plan and addresses how a project team will obtain resources in order to accomplish a project.
- d. 48 percent**
Chapter 11, Planning (Risk Management)
a. Perform quantitative risk analysis
b. 80 percent x 60 percent = 48 percent.
- d. The project team members' contribution plan**
Section 4.2.3, Planning (Integration Management)
Know the purpose and contents of the project management plan.
- b. A description of how formal verification will be obtained and how scope changes will be handled**
Section 5.0, Planning (Scope Management)
It is easy to remember that the scope management plan is from the planning process group. Choice “d” is incorrect because it contains outputs from a controlling process. Choices “a” and “b” list some of the contents of the scope statement.

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Spark of Love Toy Drive

The holiday season is rapidly approaching, and for most of us, it is a time of joy and celebration, of feast and singing, and of sharing gifts with friends, family, and children, especially children. As the recession continues to impact the unemployment rate, many families in Orange County will experience more worry than joy. With the economy down and so many breadwinners out of work, the need is greater than ever.

PMI-OC intends to alleviate as much worry and spread as much joy to those families as we can through our annual **Spark of Love Toy Drive**. In 1993, firefighters throughout the five county areas of Orange, Los Angeles, Riverside, Ventura, and San Bernardino joined with KABC-7 to begin the Spark of Love Toy Drive. The toys are collected by the firefighters and distributed to a number of charitable organizations for distribution to selected families.

Each year over 250,000 toys are distributed in Orange County, and our chapter contributed to almost 100 of those children. Let's beat that number and help bring more smiles this year!

We need new, unwrapped toys, books, and sports equipment for children aged from infancy to 17. **Bring your gift to our December 8th meeting.** The Spark of Love Toy Drive team will deliver them to the firefighters.

If you can't make the December meeting, but want to support this toy drive, contact the Spark of Love coordinator, at volunteers@pmi-oc.org.



November 7, 2009

Applying ITIL to Project Management

Presented by Jeremy Hart

ITIL® (Information Technology Infrastructure Library) helps define and improve service management. While participating in this seminar, you will learn to apply ITIL methodology to your projects, while gaining a better understanding of all that ITIL has to offer as a discipline. Participants will work individually and in teams to review a case study that will explore each phase of the service life cycle.

The purpose of this course is for you to gain basic service management knowledge, explore the ITIL service life cycle, and understand key terms and concepts and how they apply to project managers in an ITIL environment.

Jeremy Hart is PMP® certified and an ITIL expert who has worked to mature the ITSM discipline within First American for the last six years. His accomplishments include implementing an ITIL-based change process in the title insurance segment. Since then, he's undertaken a corporate-wide education and awareness campaign in the shared services organization of First American.



December 5, 2009

Software Configuration Management

Presented by Bradley Belmore

This seminar will cover software configuration management (SCM) throughout the software development cycle, SCM from a CMMI perspective, and a case study.

Each attendee will be asked to take notes during the presentation to identify SCM-specific concepts that are critical to supporting effective program and project management and risk mitigation. Near the end of the discussion, the attendees will form teams and provide "top ten" lists of critical SCM activities and/or tasks. The reviews and discussions of each team's top ten are likely to result in quite a few revelations and "ah-ha" moments.

Bradley Belmore is currently a quality systems manager at ProLogic, Inc. His experience and expertise include over 17 years of leadership in the delivery of high quality products in the medical device and defense industries.

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, November 7, 2009, 8:00 a.m. to 12:00 p.m. [Click here to register.](#)
Saturday, December 5, 2009, 8:00 a.m. to 12:00 p.m. [Click here to register.](#)

Cost: In advance: \$45 members, \$50 non-members
At the door: \$60 for both members and non-members

 November 1-15

2010 Board of Governors Election
See page 3.

 Nov 7 **Advanced Topic Seminar**

Jeremy Hart
Applying ITIL to Project Management
See column at left.

[Click here to register.](#)

 November 10 **Dinner Meeting**

Cornelius Fichtner
The Four Week PMO


[Click here to register.](#)

 November 16-18

Project World & World Congress for Business Analysts
Disneyland Hotel, Anaheim
[Click here for details and to register.](#)

 Dec 5 **Advanced Topic Seminar**

Bradley Belmore
Software Configuration Management
See column at left.
[Click here to register.](#)

 December 8 **Dinner Meeting**

Dianne Gubin
Elevator Speeches
Annual Spark of Love Toy Drive
See page 22.

2009 PMI-OC Fellow Awards
Announcement of
2010 Board of Governors

 January 20 **PMI-OC Orientation**

See page 8.

 January 2010 **Advanced Topic**

Renata Weir
Negotiating

 February 2010 **Advanced Topic**

Carolle Dalley
Topic to be announced.

Coming events may be subject to change.

PMI Orange County MILESTONES

November 2009, Volume 21, Number 11

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PMI-OC Dinner Meeting

Tuesday, November 10, 2009

Program: **The Four Week PMO**
Cornelius Fichtner, PMP

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

Schedule: **5:15 -6:00 p.m. Free resume reviews, courtesy of Technisource, 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**
In Advance: *At the Door:**
Members \$30.00 Members \$40.00
Non-Members \$35.00 Non-Members \$40.00

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

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

Parking: **FREE!**

Please register at 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, November 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. Anyone who cancels their reservation after 10:00 p.m. on Sunday, November 8, or anyone who makes a reservation and does not attend, will not receive any refunds.



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