December 8 Dinner Meeting

In addition to a very timely and energetic presentation from **Dianne Gubin**, our December dinner meeting will include several other important events.

PMI-OC Fellowship Awards

For the sixth consecutive year, PMI-OC will bestow its highest honor, PMI-OC Fellow, for exemplary contributions and years of professional leadership. Who will be honored this year?

2010 Board of Governors

Introduction of the six member board of governors selected by the membership in November: see page 3.

Resume Reviews

Free resume reviews for members in transition will be available from 5:15 to 6:00 p.m. in the board room at the Wyndham, courtesy of *Technisource*.

Spark of Love Toy Drive

Each year, PMI-OC joins local firefighters to distribute gifts to Orange County children. Please bring new, unwrapped toys and gifts to the December meeting. **See story on page 5.**

Leverage Point will be the December meeting sponsor. **www.levpoint.com**

ELEVATOR SPEECH

You Need One!

PEP for Success
- **Positivity**
- **Empowerment**
- **Passion**

Here are tools and techniques certain to set you apart from your competition in the toughest economy and job market in recent history.

Dianne Gubin, our guest speaker, is president of an executive search and contract staffing agency, a career coach, and popular speaker.

In a world where we are constantly bombarded with bad news, Dianne is **passionate** about your career success.

Join us for a lively overview of careers and an interactive exercise for improving your **elevator speech.**

Click here to register.

In This Issue

THE CHAIR'S COLUMN

First and foremost, let me wish you and yours a very happy holiday season and a healthy and prosperous new year. This is the time of year when we reflect on where we have been and where we are going, both personally and professionally.

I am going to leave the personal to each of you, and focus on the professional, especially PMI® Orange County. We are about to embark on a journey, long in the planning, but a bit scary in the execution. Our organization is going to change. We will see a different governance model, different people in new positions, and many changes in the way we do business.

Even with all that change, some things will remain the same. We have just completed our member survey, and we can report that the vast majority of our members are satisfied, very satisfied, or exceptionally satisfied with the programs and services we offer. The three highest rated services are networking, professional development and training, and certification. We found that we still meet your expectations in our programming. See article on page 9.

If you examine our dinner meetings and advanced topics seminars, your will see that our key focus is on project management, soft skills such as leadership and communications, and emerging technologies. Career related topics, like interviewing and networking, and special industry related programs are also popular.

These topics closely match your needs and requests for our programming efforts. To carry this a bit further, only six percent believe that their membership is of low value, with 94 percent assessing the value as either medium (26.3 percent), high (51.6 percent), or very high (16.3 percent). When we compare these statistics to employer-paid reimbursement, which declined by 14.5 percent this year, we see that the membership recognizes the value by continuing to support the chapter, even without corporate reimbursement.

When asked if there is going to be an upturn in planned attendance versus actual attendance this year, we noted that many of you intend to take greater advantage of the chapter's services. That is a comparison of this year to the forecast of next year, and does not take into account the very real possibility that we are going to have new and different offerings for the coming year.

While the current board can look back on last year with a high level of satisfaction, the next board will face new challenges. We will realign the second tier leadership, replacing some positions, while moving other high performers into positions of greater responsibility. Now, more than ever, we see the opportunity for new leaders to come forward to move the chapter into an exiting and challenging future.

We more than realize that we have been successful in recent years, but we also realize that standing still does not ensure that past successes will continue. Our chapter will move forward only when we are sure that running in place does not generate the forward motion we need to continue meeting the expectations of the membership.

Going forward, the board is going to rely on the membership for the hard work and skills we will need to remain competitive in the volunteer arena. The board is going to do everything possible to continue the exemplary services that we have been offering and add to those services with a judicious and fiscally sound strategy. Your help will assure the continuity of excellent services in an ever changing world.

Please come along with us for the journey. Together, we're sure to succeed.

Sylvan Finestone, PMP
Chair/President

2010
PMI-OC Board of Governors

Derek Barraza   **Nora Goto**   **Alvin Joseph**   **Stephen June**   **Richard Nalle**   **Tariq Shaikh**

PMI-OC Board of Governors Election Results

The 2010 PMI-OC Board of Governors election was managed by the operations area of the chapter. Operations coordinated the anonymous and secure balloting, candidate biographies, online voting via Campus-Vote, and status updates to the board of directors.

The online voting site was open to all members beginning on November 1, 2009 and ending on November 15, 2009. A total of 299 responses were received, resulting in a four percent increase and an 18.4 percent turnout.

Nominees were evaluated and selected based upon their abilities, professional experience, previous volunteer activities, and their demonstrated willingness to be a part of the PMI-OC Board of Governors. All chapter members were eligible to serve on the board and were either self-nominated or nominated by another member. The nominations committee made the decisions based upon careful evaluation of the nominations received.

Five new board members were elected to a six member board of governors. **The sixth governor is the 2009 chair-elect, Stephen June, who will serve as the president of PMI-OC in 2010.**

Three of the elected governors, including Stephen June, will serve only a one-year term. The other three governors were elected for a two-year term. In each subsequent year, three governors will be elected, each serving a full two-year term.

The 2010 Board

Derek Barraza, PMP

Nora Goto, PMP

Alvin Joseph, PMP

Stephen June, PMP

Richard Nalle, PMP

Tariq Shaikh, PMP

The board members were elected by majority vote. Please send any questions or comments about the election to operations@pmi-oc.org.

Congratulations to the members of the 2010 PMI-OC Board of Governors.

2009 Director at Large
Cornelius Fichtner, PMP

All PMI-OC Governors are Strategic Governors

Strategic planning and strategic thinking will become a much more central and important area once the 2010 PMI-OC Board of Governors is in office. The current position of director at large will become the new vice president of strategic planning. However, even though this position has a specific strategic focus, every single one of the six new governors will have to be very strategic in their work for our chapter. Let's look at why this is. We begin with some history.

When I joined the PMI-OC Board of Directors in mid 2005 as programs director, my role was almost 100 percent tactical. At the time, my most pressing need was to develop a team of volunteers who would manage many of the regular scheduled events that PMI-OC offered. "Keeping the lights on" was the motto. I had no time to think about the fact that we also need to look at our strategy and, if you permit the analogy, go look around for a better light bulb.

In the years that followed, the overarching theme of the boards on which I served remained very similar: The board of directors was swamped in tactical work, and only little time could be assigned to strategic projects. Volunteers who helped with the tactical execution came and went, and often it was the directors who had to step in and work hands-on to finish projects.

And let's not forget that we also have personal lives. For many, this led to a situation where the "triple constraints" of work, life, and PMI-OC were at an unhealthy balance. More often than not, it meant that directors and volunteers opted for a reduction in their PMI-OC activities.

We made an initial attempt to remedy this situation during the time when I was chapter chair in 2007. However, because our governance framework was modeled for a younger, smaller chapter that put most of its focus on tactical work, this attempt didn't succeed. We needed to change the basis of how we did business, or our chapter would soon begin to fall apart.

Early in 2009, our chair, **Sylvan Finestone, PMP**, put out the vision that we can and will change to a proven, strategic governance model within six months. I say "proven" because we are not the first PMI® chapter to go through this change. This was lucky for us because we could speak with othe chapter leaders, use their models, and adapt them to our needs. As director at large, I was involved in this process from the start.

At first, I had my doubts that we could create a high-quality change and push it through in the aggressive time frame that the chair had envisioned. But, I'm happy to say that I was wrong. Without taking any shortcuts, the team was able to create and deliver bylaws with a new governance structure fit for our chapter's future needs, allowing for a more strategic orientation and leadership. At its core, the model is quite simple and often found in the private sector. A small board of governors is responsible for the organization's strategy, which is implemented by an empowered group of directors. It's simple; it's in use worldwide, and it works for our organization, too.

The biggest challenge for all PMI-OC volunteers is going to be understanding and correctly implementing the paradigm shift. Governors define the strategy that the second tier volunteers implement. Let's look at an example.

Judith Berman, PMP is responsible for our advanced topic seminars. In today's model, if Judy wants to make any major improvements to the program, she first has to submit that idea to the board of directors for approval. Under the new model, the board of governors will set forth a strategy for our training programs and how we help our members earn PDUs.

Judy is now an empowered director and is responsible for implementing this strategy. She may discuss her tactical decisions on how she chooses to implement the strategy with "her" governor, but she no longer requires a full board approval to implement it. As long as her decisions are in alignment with the overall strategic direction as described by the board, and as long as her decisions are within the budget as agreed upon by her governor, she is free to act.

This, of course, makes it imperative that each governor carefully select who he/she is placing in these empowered areas in order to minimize possible negative impacts. And it goes without saying that this empowerment of our second tier volunteers goes hand in hand with the appropriate budgetary responsibilities. But it opens up many new opportunities for our second tier volunteers to shine and gain experience they won't find elsewhere.

So, as you can see, while our day-to-day chapter activities will be managed by a highly motivated group of volunteers, all governors need to be strategic governors who continuously take our chapter to the next level.

FIREFIGHTERS' Spark of Love TOY DRIVE

For most of us, the holiday season 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 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**.

Sample PMP® Exam Questions

1. _____ is an important skill in managing stakeholder expectations because people prefer not to change.
   a. Overcoming resistance
   b. Listening actively
   c. Building trust
   d. Team building

2. As an output of the manager stakeholder expectations process, all of the following may be updated EXCEPT:
   a. issues log.
   b. stakeholder register.
   c. communication management plan.
   d. enterprise environmental factors.

3. You are the project manager on a construction project. The framing subcontractor stated earlier this week that he or she will be able to meet the delivery schedule. You find out from the laborers on the site that the framing subcontractor has laid off half of its staff, several of whom were working on this project. When reporting the status of the project to senior management, you should:
   a. report no slip in schedule.
   b. contact the subcontractor to obtain a revised status.
   c. report that schedule risk was increased and why.
   d. add a buffer task to the training task.

4. You are the project manager for a medical device company. You find out that one of the quality assurance analysts falsified some of the test results based on encouragement from the director of marketing. You are fairly sure the report is true. You should:
   a. confront the quality assurance analyst privately to confirm the allegations.
   b. confront the quality assurance analyst in the next team meeting.
   c. contact the director of marketing and ask if he or she has instructed the quality assurance analyst to falsify records.
   d. talk to your sponsor and determine a best course of action to validate the accusation.

New Members

Leslee Beckett

Jonathan Braatvedt

Jeffery Buckner

Tracy Burton

Jackie Cenker

Cristina Chira

Lani Cochrane

Michael Dyal

Suresh Enchoor

John Fischer

Hedieh Heshmatipour

Todd Johnson

Vijai Sai Kosireddy

Srinivas Kothandaraman

James Herman Loper

Denis Markus

Glenn Nakamura

Elizabeth O'Shea

Mark Onorofski

Brad Ottoson

James Pan

Vimaris Rodriguez Grau

Patrick Shea

Steven Sowers

Susan Van Domelen

New PMPs

Ioannis Alvertos

Hany Atchan

Rodney Bowden

THE FOUR WEEK PMO

Cornelius Fichtner, PMP is a familiar face at the PMI-OC dinner meetings. He is on our chapter's board of directors and has been volunteering for many years. Just as he was a lively host for our meetings in the past, his talk this evening was engaging, energetic and informative, with a touch of humor.

His intro was, " How do you set up a PMO in four weeks? You either take a shortcut, or you cheat. I'm going to cheat." He certainly did not cheat his audience, who were all missing "Dancing with the Stars." Cornelius has extensive experience in establishing PMOs. He shared his approach and philosophy for setting up the framework of a PMO, at the 10,000 foot (3,048 meter) level.

The goal was for the audience to learn to (1) avoid the most common problems, (2) identify the four groups of PMO components that you already have, (3) link components with a portal, and (4) make a blueprint for the PMO in four weeks.

Gerard Hill describes five stages of a project management office in *The Complete Project Management Handbook, Second Edition*, from stage one, a project office, to stage five, a center of excellence.

Cornelius' approach is for the three stages in the middle. It sets up a framework for only these PMOs. This approach is pragmatic; uses existing best practices, processes, and tools; creates a framework; and keeps PMO setup costs down. The people in the company will recognize the PMO framework and like it.

This approach to PMO setup was developed from Cornelius' experience with many PMO setups: good, bad, and ugly. They all had the same issues. He realized there was no "silver bullet," but there were four common components to successful ones. The silver lining to all his experiences with failed PMOs was an approach that works.

THE FOUR WEEK PMO

What to Avoid

The number one big problem is the "committee." Everything gets convoluted, dragged out, and you end up with a solution no one wants.

Other problems are:
- Consultants who arrive, analyze, give a presentation or a big binder, and then say goodbye
- Too much change at one time
- Vendor applications that promise the right tool to solve all of your problems: then you find out you have to locate and enter all this data to make the tool work.
- "One size fits all" project methodology: Cornelius gave an example where a committee devised a PMO framework with templates that were 500 double sided sheets of paper before you even entered any data into them. It was reduced to 400 double sided sheets of paper. Then Cornelius turned it into one sheet of paper that was never used because of the other problems in forming a PMO as found below.
- Lack of managerial support
- No ownership: this is often a problem in mid-sized companies with no permanent staff.
- No support for trained project managers or occasional project managers and no training available and no help for the designated PMs
- Difficulty in accessing the policies, procedures, templates, and methodology

The Four Components of a Successful PMO Framework

1. Project portfolio application
2. Desktop tools
3. Collaboration platform
4. PMO content

A portfolio application will help you determine the optimal mix of projects. The application can find your data. That application may be MS Word, Excel, or other things you already have. The companies are at stages two, three, and four. They probably can't afford things like Primavera. That would be a stage five PMO.

Desktop tools are anything needed to do the project, both the project management and project execution. This may include MS Project, MS Office, instant messaging, Skype, time tracking, CAD software, etc. These are different for each project and each team member.

A collaboration platform or portal is where you keep your documents where everyone can find and use them in real time. This may be SharePoint, MS Outlook with public MS Exchange folders, Lotus Notes with Team Rooms, web based project rooms, a shared directory on a network drive, etc. This is not where you store your messages and e-mail.

PMO content is also known as PMO assets. It is "the meat" of the PMO. It includes templates, methodology handbook, policies, procedures, executive dashboard, training documents, project role descriptions, etc.

The Steps

The steps in setting up a PMO are not easy and are a lot of work, but in four weeks you will have a framework for the PMO. With another 12 weeks, you can have a functioning portal that has stuff in it that was described/devised/identified in the framework.

- Set up a strike team of three people who know they have only four weeks.
- Give the team authority to make decisions.
- Get an off-the-shelf portal.
- Get management support.
- Tell all of the users ahead of time what the team is going to do and that it will need their feedback later.

During these four weeks, this strike team will discover and standardize all the policies, procedures, etc., already in use, define project sizes and methods, mix and match, define the framework, set up the portal, and have an initial release as a milestone.

The strike team takes what the company already knows, has, and is familiar with, and uses it to build the PMO. Then they let the PMs use the portal for about four weeks. They update the portal based on feedback and let more people use it for four weeks. Finally, users provide feedback, and the team uses it in modifications of the portal, etc. Eventually, ownership of portions are assigned, and continuous process improvement follows.

You should end up with something to which the user response is, "Hey man, they have actually built something we can use here!"

Annemarie Belteu, PMP

At the November Dinner Meeting

Top, left to right:
Catherine Ford and Francisco Avalos at the registration table

Thomas Cutting, Craig Wilson, and Fred Kilby socialize and network before dinner.

Kathy Magnus from Apex Systems

Center:
Dinner and socializing

Above:
Debbie Larson, Anita Arvizu, and Janet Brown exchange business cards.

Below, left to right:
New PMP Michael Smith

New CAPM Barbara Stroud

Jonnette Miller announces a job opportunity.

Photos on pages 6 and 8 by Cristian Belteu

2009 Member Survey Results

• The results are in, and the PMI-OC survey continues to be a great source of member feedback. As in 2008, the response rate for the 2009 survey was over 20 percent. While the results were interesting in their own right, it is educational to compare year over year changes to uncover trends.

As one would assume, the challenges with the economy appear to have had an impact in the results. In 2008, the top industries represented were IT (15.4 percent), health care (10.6 percent), and consulting (8.0 percent).

In 2009, IT remained on top at 11.2 percent, but aerospace/defense took second {10.3 percent), and health care slipped to third (10.1 percent).

In 2008, the aerospace/defense segment represented only 6.9 percent of survey respondents. Possible reasons for this include an increase in government programs, or simply that government employers continue to pay for membership dues at a higher rate than others. •

Legend: ■ 2009 Count ■ 2008 Count

Legend: ■ 2009 Count ■ 2008 Count
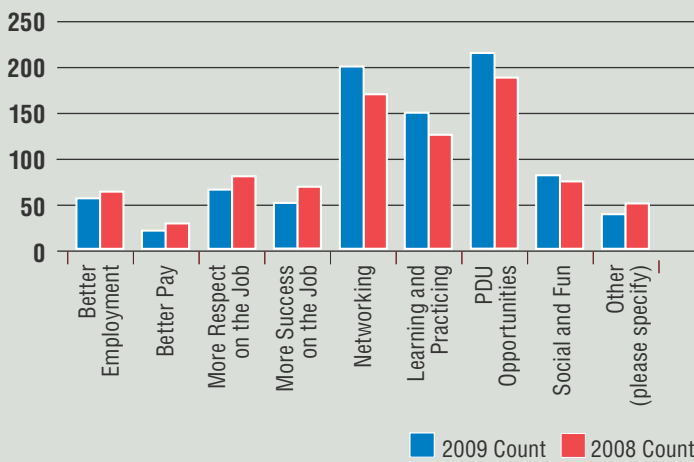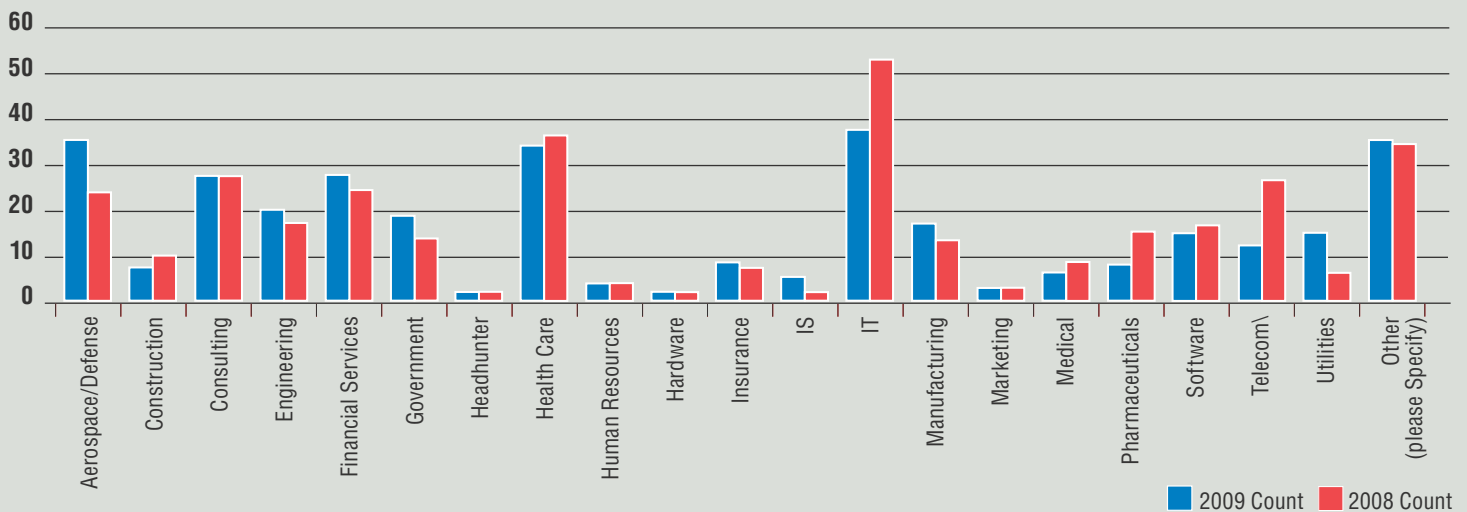
• As would be expected in an uncertain economy, potential benefits of participating in organizations such as PMI-OC become more relevant to members. This was reflected in the responses related to membership benefits received. Networking (61.6 percent versus 53.4 percent), PDU opportunities (65.9 percent versus 59.2 percent), and learning new skills (45.3 percent versus 39.2 percent) all jumped in 2009.

This was met with a drop in receiving better pay, respect, and employment opportunities. These comparisons between 2008 and 2009 seem to favor a shift in expecting future rewards for current self-development.

The monthly dinner meetings are the backbone of our chapter. As the primary method of delivering valuable news, topical speakers, and networking opportunities, the chapter strives to deliver the best possible programs.

The topic of networking significantly increased in 2009, 53.8 percent versus 45.4 percent in 2008. In addition, receiving PMI-OC activity updates rose on the charts for 2009 with 13.1 percent responding versus 7.8 percent in 2008.

This demonstrates the relevance of attending the monthly dinner meetings by our members. If you have not attended one of our dinner meetings in a while, please take these survey results as validation of their importance to your career.

Find out what else you had to say about what your needs are, how we are fulfilling those needs, what you want for event topics, and many other items. •

Click here to check out the 2009 PMI-OC Member Survey.

Scott Janke, Ph.D., PMP

Applying ITIL
TO PROJECT MANAGEMENT

Jeremy Hart, PMP of First American conducted the November 7th advanced topic seminar. Jeremy presented a well organized overview of the *Information Technology Infrastructure Library (ITIL®) Version 3.*

ITIL is a set of concepts and policies for managing information technology (IT) services, developments, and operations. ITIL gives a detailed description of a number of important IT practices with comprehensive checklists, tasks, and procedures that any IT organization can tailor to its needs. ITIL is published in a series of books, each of which covers an IT management topic.

Jeremy organized the overview of ITIL into three course goals: (1) gaining basic service management knowledge, (2) exploring the ITIL service life cycle, and (3) understanding key terms and concepts.

Jeremy deconstructed the definition of service management by presenting several definitions. Services are a means of delivering value to customers by facilitating outcomes they want to achieve without the ownership of specific costs. Service management is a set of specialized, organizational capabilities for providing value to customers in the form of services.

The four key elements of service management are (1) people (process and service owners, roles, functions, customers, and users), (2) processes (service management processes across the life cycle), (3) products (services, technology, and tools) and (4) partners (suppliers, manufacturers and vendors).

In addition to ITIL, there are many service management frameworks. Jeremy suggested that organizations could integrate guidance from multiple frameworks and standards to improve service management. ITIL is not an "all or nothing" solution.

ITIL Version 3 Core Library is comprised of five volumes. (1) *Service Strategy:* design, develop, and implement service management (2) *Service Design:* design and develop services and service management processes, (3) *Service Transition:* transition new and changed services into operations, (4) *Service Operation:* manage service delivery and support, and (5) *Continual Service Improvement:* create and maintain business value through better service design, transition, and operation.

ITIL Version 3 Core Library is built around a service life cycle in which service strategy defines policies and objectives; service design, service transition, and service operation implement

strategies; and continual service improvement prioritizes improvements based on strategic objectives.
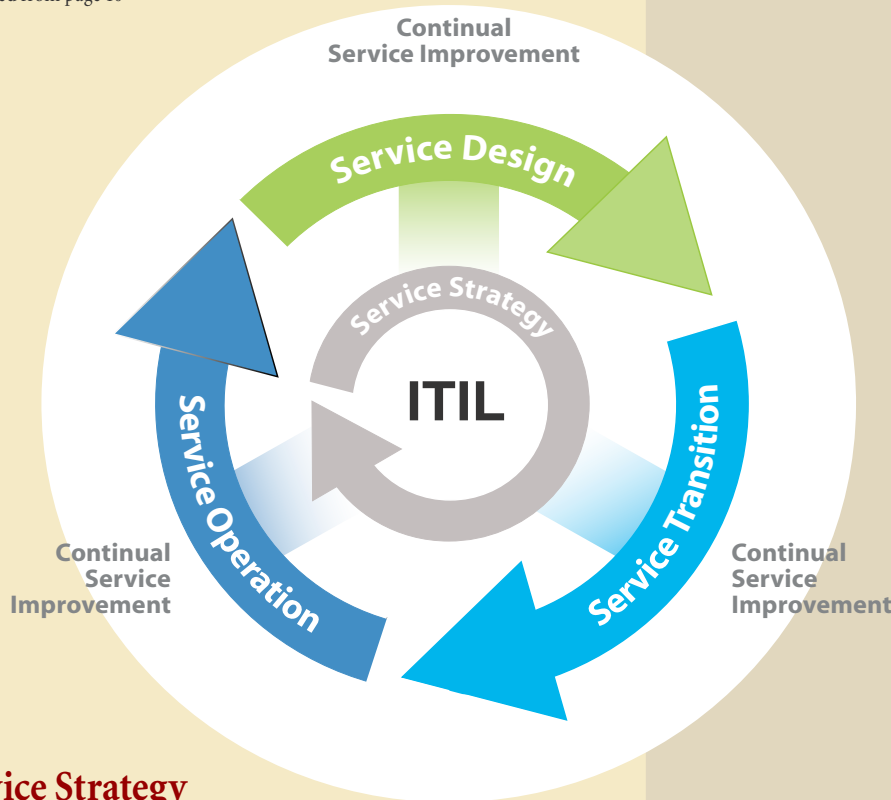
Service Strategy

Figure 1 (above)

As the center and origin point of the ITIL service life cycle, the **service strategy** clarifies and prioritizes services provider investments. More generally, the service strategy helps IT organizations improve and develop over the long term.

Service strategy processes involve service portfolio management, demand management, and IT financial management. Service portfolio management is a dynamic method for governing investments in service management across the enterprise and managing them for value. A service portfolio represents the complete set of services managed by a service provider. Financial management quantifies the value of IT services and their underlying assets and qualifies operational forecasting. Demand management understands and influences customer demand for services and the provision of capacity.

Service Design Processes

Figure 2 (right)

The ITIL service design provides good practice guidance on the design of IT services, processes, and other aspects of the service management effort. Significantly, design within ITIL encompasses all elements relevant to technology service delivery, rather than focusing solely on design of the technology itself.

Service catalog management provides a single source of information for all live and transitioning service. It represents the portion of the service portfolio viewed by customers.

Service level management ensures that an agreed level of service is provided for all current and future services.

Availability management ensures that the level of service availability matches or exceeds the current and future agreed needs of the business, in a cost effective manner.

Capacity management ensures the capacity and performance of services matches the evolving agreed needs of the business in the most cost effective and timely manner.

IT service continuity management supports overall business continuity management by ensuring the required IT technical and service facilities can be recovered within required and agreed business timescales.

Information security management aligns IT security with business security and ensures information security is effectively managed in all service and service management activities.

Lastly, **supplier management** manages suppliers and their services to provide seamless IT service quality and ensure value for money.

Service Catalog Management	Service Level Management	Availability Management
Capacity Management	IT Service Continuity Management	Information Security Management
Supplier Management		
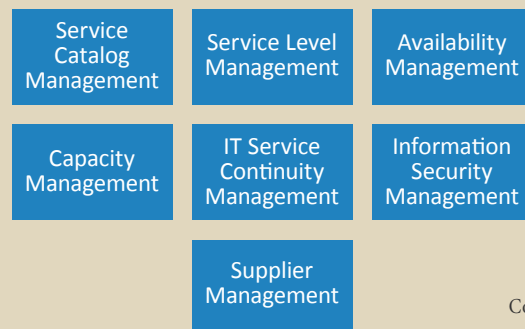
Service Transition
Figure 3 (below)

Service transition is the delivery of services required by the business into live/operational use.

Change management is the control of changes to service assets and configuration items during the service life cycle, while increasing value and decreasing disruption.

Change Management	Service Asset & Configuration Management
Release and Deployment Management	Knowledge Management
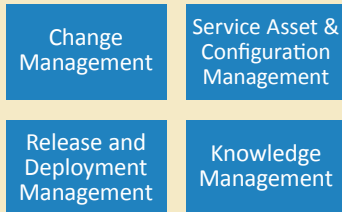
Service asset configuration management provides a logical model of the IT infrastructure by defining and controlling components of services and maintaining accurate configuration records.

Release and deployment management builds, tests, and delivers the capability to provide services that accomplish the stakeholders' requirements and objectives.

Knowledge management improves decision making by ensuring that reliable and secure information is available throughout the service life cycle.

Service Operation Processes
Figure 4 (below)

The **service operation processes** provide best practices for achieving the delivery of agreed levels of services, to both end users and customers. These processes are the part of the life cycle where the services and value are actually delivered. The functions include service desk, technical management, application management, and operations management.

The goal of **incident management** is to restore normal service operation as quickly as possible to minimize impact and maintain quality.

Event management has the responsibility for managing events.

Incident Management	Event Management
Request Fulfillment	Problem Management
Access Management	

Request fulfillment is the process for dealing with service requests from users.

Problem management is responsible for managing the life cycle of all problems and diagnoses the root causes of incidents and seeks permanent solutions.

Access management is responsible for allowing users to make use of IT services, data, or other assets.

Continual Service Improvement Processes
Figure 5 (below)

The goal of **continual service improvement** is to align and re-align IT services to changing business needs by identifying and implementing improvements to the IT services that support the business processes.

Service measurement applies to physical, service, and systems levels.
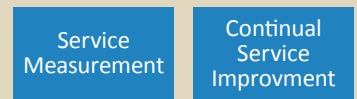
Continual service improvement helps service owners produce and deliver services in a relatively stable life cycle.

Service Measurement	Continual Service Improvment
Deming Cycle	7 Step Improvement
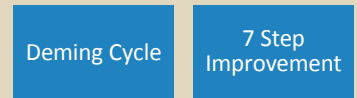
The Deming cycle focuses on plan-do-check-act as a continuous quality control and consolidation.

The seven step improvement process provides a structure for defining, analyzing and using metrics to improve services and service management processes.

For more information about ITIL and ITIL certification see: **http://www.itil-officialsite.com/home/home.asp.**

Colby Riggs, PMP

Photos by Louie Chanco, PMP

2010 PROJECT OF THE YEAR

The PMI® Project of the Year (POY) Award recognizes the accomplishments of a project and the involved project team for superior performance and execution of exemplary project management.

Nominated projects must
- Have been completed and accepted as complete by the owner or client prior to nomination,
- Have met or exceeded owner or client needs as evidenced by a supporting letter from the owner or client,
- Have met or improved upon budget and schedule performance when compared to original budget and schedule goals,
- Have applied project management techniques in an original way, including innovative application of practices,
- Have advanced the technical aspects and image of the project management profession as demonstrated by effective application of the principles set forth in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, and
- Have utilized special management team actions to overcome the complexity of the project and unusual conditions, issues and barriers.

There are three levels of competition for the 2010 PMI Project of the Year.

Preliminary (Chapter) Level:
POY nominations must be submitted to PMI-OC no later than **January 25, 2010**. A PMI-OC panel of judges will select the chapter's nominee (PMI-OC POY) . The PMI-OC POY project manager will submit the nomination to PMI Global no later than March 1, 2010.

Semi-Finalist Level:
A PMI Global panel of judges will select three semi-finalists from nominees submitted by individual PMI chapters. The three semi-finalists will be selected by May 10, 2010 and will be submitted for finalist judging.

Finalist Level:
A final PMI Global panel of judges will select the 2010 PMI Project of the Year from the three semi-finalists. The recipient will be selected by July 19, 2010, and the award will be presented at the PMI Global Congress, North America, in October, 2010.

For chapter level details, visit www.pmi-oc.org, or e-mail POY@pmi-oc.org.

Deadline for Nominations:

Preliminary chapter level nominations are due no later than January 25, 2010. They are to be submitted to PMI-Orange County Chapter.

Who Should Participate:

Projects from throughout the world are encouraged to participate, regardless of size, industry type or location. PMI® affiliation is not necessary.

Who Can Nominate:

Anyone. Initial nominations should be made to PMI-OC. Click here to download an application.

The 2009 PMI-OC Project of the Year was awarded to Behr Process Corporation's website redesign, Project Trinity. See August 2009 *Milestones*. **Click image to view project.**

The 2009 PMI Project of the Year was awarded to Fluor Enterprises and Newmont Nevada Energy Investment for their Newmont TS Power Plant Project. **Click here to view project.**

This workshop will use the *PMBOK® Guide–Fourth Edition* study materials and is intended for anyone who wishes to achieve their PMP certification,
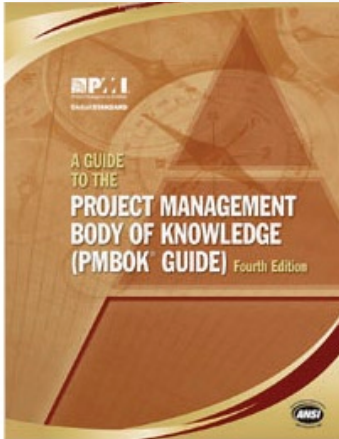
who meets the requirements as identified by PMI® AND has studied the recommended project management literature, specifically, the *PMBOK Guide–Fourth Edition.*

■

SATURDAY, DECEMBER 12
8:00 a.m. to 4:00 p.m
University of Phoenix, Costa Mesa

TRAIN THE TRAINER
Full day orientation and training event. Learn new training techniques for the PMBOK® Guide–Fourth Edition.

This event is open to all and earns eight PDUs, but space is limited. Cost is $20.00.

Click here to register.

Studying for the PMP® Exam?
Need qualifying education contract hours?

PMI Orange County Chapter announces its 2010 Winter Course.

PMP EXAM PREPARATION WORKSHOP

SIX SATURDAYS BEGINNING JANUARY 16

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.**

January 16	January 30	February 20
January 23	February 6	February 27

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

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.**

Click here 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.

October PMI-OC
Orientation Meeting Review

The most recent PMI-OC Orientation Meeting was held on October 21, 2009 at the UCI Learning Center in Orange near "The Block" shopping center. We had 31 attendees, five walk-ins included. Registration and dinner started at 6:00 p.m., and the meeting started at 6:30 p.m. We had ethnic food with soft drinks for dinner, and the attendees were chatted with each other and introduced themselves while enjoying the meal. This meeting was a great networking opportunity.

Stephen June, our chair-elect, stepped in as primary speaker in the absence of our membership director, Thomas Cutting, who was on a business trip. Lori Shapiro, our marketing director, and Nora Goto, our operations director, plus Joe Paradiso, Grace Wu, Anita Arvizu, and Farid Mohabbat, membership committee volunteers, all made presentations in this meeting.

Stephen explained that the purpose of PMI-OC is to provide members quality professional development and networking opportunities. As of October 21st, the chapter has 1,623 members.

There were some discussions about the qualifications for taking the PMP® and PgMP® certification exams. The attendees asked lots of questions which were helpful in understandings the requirements for both types of exams.

Stephen emphasized the importance of the PMI® website and recommended dedicating some time to this site for further information about certification requirements.

Diane Altwies conducted a terrific "Networking 101" session. Diane is a long time member of the Orange County Chapter. Her tips highlighted the evening, and everyone came away with valuable networking tools.

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

The next meeting will be on Wednesday, January 20, at 6:00 p.m. at the same location. See column at the right. Food and soft drinks will be served, and parking is free.

The event location is easy to find by following the directions on the PMI-OC website or by clicking the link in the column at the right. Parking is free and available anywhere in front of the building.

To register for the next PMI-OC orientation event, to learn more about other events, and to receive PMI-OC's weekly *eNewsletter*, please visit **www.pmi-oc.org**.

Farid Mohabbat, PMP
Orientation Meeting Volunteer

Next PMI-OC
Orientation Meeting
January 20, 2010

Welcome to Project Management Insitute-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

The Agilista

Donna A. Reed , Your PMI® Agile Community of Practice Rep

Equipping You with Agile Tools

Why did PMI announce the Agile Community of Practice back in July? PMI knows there are many types of projects being managed by project managers, and if they can add Agile tools to their traditional PMBOK® tool belts, then they can bring even more value to their customers. Representatives like me were commissioned to connect Agile and PMI communities so PMI members could explore Agile principles and practices and see how they may differ from, or complement. the teachings within the *PMBOK Guide*.

An example: Agile offers a way of "delivering early and often" versus "delivering to a plan." PMs often follow a project plan for 18 months, delivering "on budget" and "on time" to a customer, just to find out they didn't deliver what the customer actually needed. By applying Agile techniques, you can adapt to changing dynamics of customers during a project and deliver value iteratively, getting customer feedback along the way, and ensuring the customer gets what they really need.

How to get your own Agile tools:

I'm here to help you learn **how, when, and where** to use Agile techniques. Through webinars, podcasts, white papers, wikis, websites and fellow agilists around the world, you can add Agile tools to "your" tool belt.

• See some training options below.
• Access a complete list at **www.DonnaAReed.com/tag/training**.
• E-mail me your questions about Agile at **agile@pmi-oc.org**.

Webinars: past recordings and live ones coming soon

Oct. 14   Scrum for PMPs: Danube
Nov. 4   Becoming Agile Introduction: Greg Smith
Nov. 17   Agile Distributed Development Done Right:
               Guido Schoonheim
Nov. 10   Tracking Progress on Agile Projects: Dave Nicolette
Dec. 2   Becoming Agile for Project Managers: Greg Smith
Dec. 9   Applying LEAN Thinking to IT: Carson Holmes

White Papers

Nov. 7   Agile Practices Can Improve PMO Effectiveness:
               Liz Barnett

Websites

For Knowledge: **http://agile-pm.pbworks.com**
For PMI members: **http://agile.community.pmi-org**

Scholarship Available

Each year, PMI-OC sponsors a $3,000* **Charles Lopinsky Memorial Scholarship**, which is awarded through the PMI® Educational Foundation. This scholarship is open to students who are Orange County residents and are pursuing an undergraduate or advanced degree in project management.

The scholarship is given in memory of **Charles Lopinsky, PMP, PMI Fellow.** Charlie left behind a legacy of service to PMI. Joining PMI in 1971, he was an active volunteer with both the PMI-OC and PMI-LA chapters, as well as with the institute itself.

Competitive scholarships are based on merit, as measured by academic performance, co-curricular, and extra-curricular activities.

June 10, 2010 is the application deadline for this scholarship.

For more information, go to:
www.pmi.org/pmief/scholarship/scholarship-lopinsky.asp

Amount subject to verification.

Answers to PMP Exam Questions

From page 5

1. **a. Overcoming resistance**
   Section 10.4.2.2, Executing (Communications Management), Manage Stakeholder Expectations
   Overcoming resistance to change in an interpersonal skill.

2. **d. Enterprise environmental factors**
   Section 10.4.3.4, Executing (Communications Management), Manage Stakeholder Expectations

   Enterprise environmental factors are factors that influence the project's success. They are not anything that requires updating.

3. **b. Contact the subcontractor to obtain a revised status.**
   Professional Responsibility (Monitoring and Controlling). The PMP Code of Ethics and Professional Conduct advocates honesty of the project manager and responsibility to seek to understand the truth.

4. **d. Talk to your sponsor and determine a best course of action to validate the accusations.**
   Professional Responsibility (Monitoring and Controlling), PMP Code of Ethics and Professional Conduct.

   As the project manager, you have an obligation to report any unethical behavior. You may need to strategize with your sponsor before confronting anyone.

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

Celebrating
Warren Nogaki

Our year long celebration of twenty years of PMI-OC highlights the significant contributions of **Warren Nogaki, PMP**. Warren became involved with the Project Management Institute in the early 1980s when he attended two or three meetings of the Los Angeles chapter, held at the Proud Bird restaurant near LAX. He was on active duty with the Air Ballistic Missile and Launch Vehicle program offices at the time, where he served as a program control staff supervisor for schedules and earned value management. He had seen some literature on PMI® at a symposium and wanted to know how corporate professionals were dealing with schedule systems.

In the early 1990s, Warren reconnected with PMI as Julie Wilson and others were forming the Orange County chapter. He took the PMP® preparation training and passed the exam in 1992.

Warren served as vice president of professional development for PMI-OC in the 1990s and recalls that it was difficult to get instructors from Orange County. PMI-OC was able to offer only one session of PMP training per year, and the pass rate on the certification exam was low until 2000. Dinner meetings for PMI-OC in the 1990s averaged about 30 members and were considered successful.

From 1999 to 2008, Warren supported the chapter's efforts to assist UCI in developing a certification traning course for the Southern California project management community. This course was originally organized by Quentin Fleming, Janice Preston, and others from PMI-OC. The course has been a favorite among UCI's extension students.

In 1999, Warren was assigned to teach project cost management to CSC corporate offices in El Segundo, Houston, and Sydney, Australia. He also helped provide corporate training sessions for Southern California Edison and Boeing.

Warren feels that the Orange County chapter of PMI has "done a really great job of meeting local needs in its breakfast sessions, weekend training, and in the expansion of PMP preparation training opportunities." PMI-OC's selection of "quality dinner speakers" is confirmed by the large number of attendees at the monthly meetings.

"This chapter has come a long way in a relatively short time." He believes that the Project Management institute certifications are the most important benefit to PMI members. "It does mean some-thing when you tell your boss that you have a certification from a recognized professional organization that has set a standard for managing projects. Networking to make contacts that lead to employment opportunities are a key feature for all. PMI supports this function very well at both chapter and regional symposiums."

Warren retired from active duty in the Air Force in 1987. He went on to work for JPL/Caltech for twenty years, as a supervisor of project cost (EVM) and schedule management (IMS), a program or project planner, risk engineer, requirements analyst, and a project IMS schedule integrator.

In 2007, Warren retired from JPL and went back to work for the Air Force as a civilian, with current assignments in cost estimating and EVM. He was able to use his Air Force and JPL work experience, as well as his project/program/contract management on-the-job training to help PMI's Orange County chapter and its global programs.

Warren is glad to have had a chance to "share" his knowledge with others, and we at PMI-OC are grateful for his contributions and efforts over the years. Warren is one of the many people who have shaped and grown our chapter into what it is today: a dynamic, multi-faceted organization with many benefits to members and the community, and one with a rich twenty-year history.

Vinita Jha

ADVANCED TOPIC SEMINARS

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

PDUs: There are four PDUs for this event.

When: 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

Dec 5 Advanced Topic Seminar
Bradley Belmore
Software Configuration Management
See column at left.
Click here to register.

December 8 Dinner Meeting
Elevator Speech: You Need One!
Dianne Gubin
2009 PMI-OC Fellow Awards
Announcement of
2010 Board of Governors
Annual Spark of Love Toy Drive
See pages 1 and 22.
Click here to register.

December 12 PMP Prep
Train the Trainer Session
See page 14.

December 14-15
OPM3 Fundamentals Course
San Diego, see page 20.

January 12 Dinner Meeting
Steve Kaye, Ph.D.
Time Management Uncovered
Click here to register.

January 16 Advanced Topic
John Chen
Using the PM Risk Management Process (Identify, Assess, and Mitigate) to Deal with the Ultimate Risks of the Effects of Nuclear Weapons
Click here to register.

January 16
PMP Prep Winter Workshops Begin
See page 14.

January 20 PMI-OC Orientation
See page 15.

January 25 2010 PMI-OC POY
Project of the Year
Deadline for Nominations
See page 13.

February 6 Advanced Topic
Carolle Dalley
Topic to be announced

Coming events may be subject to change.

Index to Advertisers

PMI-OC Dinner Meeting
Tuesday, December 8, 2009

Program: **Elevator Speech: You Need One!**
Dianne Gubin
2009 PMI-OC Fellowship Awards
Annual Spark of Love Toy Drive
2009 PMI-OC Board of Governors

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, December 7, for the "in advance" price. Reservations made after this time will be charged the "at the door" price.

If you are unable to attend, please cancel your reservation two days before the event at www.pmi-oc.org. Anyone who cancels their reservation after 10:00 p.m. on Sunday, December 6, or anyone who makes a reservation and does not attend, will not receive any refunds.