

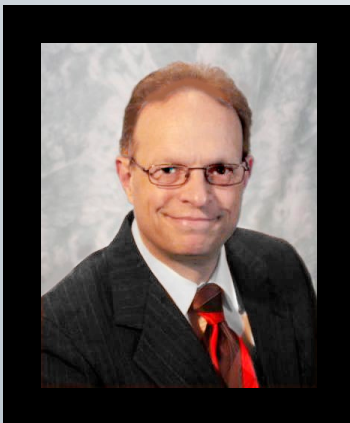
Milestones

March 2010

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

March Meeting Presentation

BACK FROM RED



Todd Williams has 30 years of experience as a project manager, architect, entrepreneur, and businessperson. He has spent 20 of those years recovering red projects. From this experience, he has developed a process to make recoveries more efficient and prevent their reoccurrence. His experience provides a wealth of knowledge on avoiding project failure.

Todd's first book, *Back From Red: Recovering Failed Projects*, will be published in late 2010. *Back From Red* defines a project audit and recovery process that recovers projects while focusing on root cause correction and prevention.

RECOVERING FAILING PROJECTS

Have you ever worked on a failing project? Of course you have. There is a reason, and it's not you. This presentation will tell you about recovering projects and why it is so tough.

Estimates for the annual cost of project failure are as high as two trillion dollars a year. The rates for projects being at risk are in the 60 to 70 percent range, and a quarter of all project problems are so bad that they are simply canceled prior to completion.

Preferably, all projects will run according to plan. However, moving from a 60 percent to zero failure rate is unrealistic. Before they can succeed in reducing the failure rate, organizations must understand what makes their projects fail. Reasons range from methodology to human failure to poorly understood concepts to scope creep. Analyzing projects as systems uncovers all the factors that can contribute to fre.

Todd Williams, our March 9th dinner meeting speaker, will discuss the process he developed while recovering dozens of projects. In his presentation, Todd will describe the key elements in recovering red projects from a system approach, looking at all the contributing factors.

The first prerequisite for recovery is the steering committee's realization that there is a problem to be solved, followed by a four step recovery process: (1) audit, (2) analysis, (3) negotiation, and (4) execution.

The red project recovery process deals with team dynamics, stakeholders, executives, management style, and technique. Todd will reveal leadership tips, address the role of technology and methodology in the failure, and examine case studies. ■

See page 22 for mote informtion or [click here to register](#).

The March dinner meeting sponsor is **Project Insight**. See the ad on page 18. Free resume reviews will be available from 5:15 to 6:00 p.m., courtesy of **Technisource**.

2010 Board of Governors

Stephen June, PMP
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Derek Barraza, PMP
Vice President
of Operations

Nora Goto, PMP
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of Communications

Alvin Joseph, PMP
Vice President
of Administration

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of Strategic Planning

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Vice President
of Finance

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Milestones is now in an open book format, just as if you were reading a printed copy.

For an even more awesome viewing experience, switch to full screen mode using these keystrokes: Windows: CTRL+L, Mac: Command+L. To exit full screen, use the same keystrokes or ESC.



PRESIDENT'S COLUMN

Allow me to reintroduce myself. My name is **Stephen June**; I'm the incoming president of PMI-OC. We have been truly blessed with many great chapter leaders, who have thoughtfully and carefully guided us. As a result, PMI-OC is an award winning chapter, recognized as a leader in PMI® Global. I hope to continue this great tradition of leadership that has guided our chapter so well in recent years.

I also want to continue the work begun by my predecessor, **Sylvan Finestone**, in moving the chapter's leadership structure from one with a largely tactical outlook to one with a more strategic perspective. Sylvan was instrumental in moving the board structure from nine directors to six governors. Further, the governors are elected at-large, aside from my position as the last president directly elected by the chapter membership. Finally, the governors are elected for two year terms, in an effort to give them the ability to think in terms beyond a single year.

The PMI-OC Board of Governors is designed to be largely strategic in nature. The board's mission is to perform visionary forward thinking activities for the chapter. Where do we want to be in five years? How does the chapter interact with the community at large? How do we reach out to the next generation of project managers emerging from our colleges and universities? What should we be doing to promote the practices and polices of PMI? Clearly, it is impractical to consider these activities if the board is concerned with running a dinner meeting, selecting the volunteer of the month, or working out registration glitches on the chapter website.

For the board to succeed in its newly crafted mission, it is imperative that others concentrate on the tactical decisions of the chapter. The board needs to separate itself from operating activities. Therefore, the next step in this strategic evolution is to create a group of managers who will be given the task of running the day-to-day activities of the chapter.

We have been calling these individuals the second tier of leadership. That title is somewhat unfortunate. These people are not second rate or second in importance to the board. These individuals will run the corporation that is PMI Orange County. My primary goal for this year is to help the other governors discover, develop, and empower this new layer of leadership.

Job descriptions are a necessary first step. They need to be fully developed for all critical positions. But, job descriptions describe only what needs to be accomplished. Operating procedure manuals need to be drafted and vetted to accurately describe how these new jobs are to work.

Next, a fully completed job succession ladder needs to be deployed. After all, we are all volunteers. We all have other lives, full-time positions, families, and outside organizations that demand our time. People leave the chapter, often at very inconvenient times. It is imperative that there are people readily available to take over.

Finally, the budgetary process, once the domain of the board, needs to be brought down to the new leadership group, giving these people the monetary clout to carry out their duties.

Therefore, even though I am the president of a strategic board of governors, most of my time will be spent developing artifacts and processes, both of which are tactical activities. But, in order for the board to move forward, we must make certain that an organizational structure is in place which will allow the chapter to continue to meet the critical daily needs of the membership. We still need top quality dinner meetings. We still need advanced topic seminars. We still need PMP® prep workshops. We still need to develop new activities and relationships that benefit the membership. Moreover, these functions need to improve; they need to better address the needs and wishes of the membership. I will discuss these elements my next column.

Stephen June, PMP
2010 PMI-OC President

VOLUNTEERS OF THE MONTH



A

t the February dinner meeting, the PMI-OC Board of Directors was pleased to recognize the 111 chapter members who volunteered their time and efforts in 2009 as the **Volunteers of the Month for February 2010!** Everyone who spent their valuable time made a huge contribution to our chapter's success.

To thank all the members who volunteered, the board approved a raffle of three Apple gift cards worth \$300 each. 2009 Membership Director **Thomas Cutting** presided over the selection.

To put it in perspective, Thomas recapped the magnitude of the contributions for all the volunteers combined. "We had 111 volunteers contribute over 10,000 hours of their time last year. To put a value on that, if the chapter had to pay people to perform that work, it would cost over \$500,000. It's not money, but it's all of you who make the chapter work."

The raffle was designed so people who contributed more time got more tickets, but everyone who spent even a couple of hours volunteering last year had a chance at winning.

The three winners were **Anita Arvizu**, (pictured at the right), **Jason Richmond**, and **Lily Sieu**. Congratulations to the lucky winners!

And to the rest of us, there is a lesson to be learned. If you can volunteer at least a few hours this year, there could be material rewards beyond the intrinsic thrill of helping your chapter and your peers become more successful.

If you would like to volunteer this year, contact **Jeff Bennett** at volunteers@pmi-oc.org for details.

Ron Puksza, PMP



Volunteer Opportunities

The change in the chapter's leadership structure taking place next month has presented more opportunities for members to become involved as volunteers.

With the move to a strategic board, the functional areas are transition-ing to a tertiary volunteer structure with volunteer directors, functional area coordinators, and front line volunteers. This structure allows chapter members to gain experience, grow in their volunteer roles, and find positions that fit the time they have to spend.

The following positions are currently needed:

- Two raffle coordinators and two audio visual coordinators who will join the dinner meeting team. In addition, the dinner team needs a hotel coordinator and label coordinator.
- The *Milestones* team is seeking writers (or editors who will correct superfluous use of em dashes) to write articles about dinner meetings, advanced topic seminars, and other chapter news.

In the upcoming weeks, more positions are sure to open up as current volunteers are tapped to fill emerging leadership positions, and the new structure takes form.

As positions are created or become available, they will be posted on the website, www.pmi-oc.org. All members are encouraged to fill out volunteer interest forms or e-mail volunteers@pmi-oc.org for more information on any of the positions.

Jeff Bennett
Volunteer Coordinator

Next PMI-OC Orientation Meeting March 24, 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, March 24, 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. [Click here to register.](#)

Questions:

membership@pmi-oc.org

New Members and PMPs

NEW MEMBERS

Patricia Ackland

Norman Aiello

Jodie Alby

Frank Arellano

Serdar Bakirci

Jack Baumann

Lanis Bell

Lori Belski

Carmel Cate

Charles Caverly

Tamara Cornett

Andy DaSilva

Joseph DeGraff

Samir Doshi

Kristina Falkner

David Feigelson

Conrad Garner

Hernan Gomez

Rose Gonzalez

Pallab Halder

Linda Hardy

Leanne Harper

Michael Harris

Ali Hassan

Wendy Henderson

Kimberly Johnson

Chris Khacherian

Ian Klimon

Onyeka Kpaduwa

Beverly Lee

Paul Ly

Sandesh Malpure

George Meier

Barbara Mitchell

Neomi Morales

Luis Mota

Saravana Muthuswamy

Alfredo Ng-Palacol

Duane Nicholson

Jeanne Paproski

Lisa Pearce

Scott Porterfield

Shouvik

Raychoudhury

Timothy Saucier

Lucy Stone

Wynn Sulc

Jennifer Tajimaroa

Gina Temple-

Culberson

Kristen Toblesky

Benjamin Winegar

David Yonkovich

Kyle Zhang

NEW PMPs

Jorge Aponte

Alicia Bogardus

Dale Bramlett

Tim Luk

Ajith Nadarajan

Shannon Roberts

Vimaris Rodriguez

Grau

Tracy Steele

Transitions

VP of Communications



Nora Goto, PMP

2010 has arrived, and we look forward to the transition from the nine member PMI-OC Board of Directors to the six member PMI-OC Board of Governors structure in April.

This means that there will be consolidation of functions within the board of governors. Currently, the board members (incoming and outgoing) are all in the midst of transition to support the chapter membership of over 1,600.

As a member of the board taking office in April, my team will be responsible for internal marketing, membership, and information technology.

When I look at these functions, I find myself wanting to clarify “internal marketing.” Internal marketing encompasses the communication of information to YOU, our members. Therefore, the functions of internal marketing, membership, and information technology are under the jurisdiction of the vice president of communications.

INTERNAL MARKETING

Key Role: Director of Internal Marketing

Lisa Saldana

Internal marketing includes management of PMI-OC marketing materials, the PMI-OC website design, our monthly *Milestones* publication, and e-mail communications.

Your *Milestones* team is in the final stages of transition and is in the very capable hands of co-editors **Patty Tutor** and **Colby Riggs**. They will coordinate the host of photographers and writers who cover the dinner meetings, advanced topic seminars, PMP workshops, volunteer of the month, orientation meetings, project of the year, special events, and more.

Christine Maimone will be responsible for e-mail communication. She has already started to create the *e-Newsletter* that is received by over 4,000 e-mail addresses each week.

Lisa Saldana has recently accepted the director of internal marketing position and will be transitioning into this role over the next few weeks.

MEMBERSHIP

Key Role: Director of Membership

Joe Paradiso

Membership includes management of our directory of members, volunteer management, and member retention.

Membership manages the members only area on www.pmi-oc.org and maintains the directory so that our members can obtain the member only rate when they register online. Membership also manages the volunteer of the month and volunteer of the year processes.

As part of volunteering, PMI-OC members obtain PDUs for regularly contributing their time to the operations of the chapter. Membership manages the provision of PDUs to members based upon the number of hours or months they volunteer for the chapter. **Joe Paradiso** has been the key volunteer in membership, managing the membership directory and member retention over the past two years.

Jeff Bennett is supporting Joe as the volunteer coordinator.

INFORMATION TECHNOLOGY

Key Role: Director of Information Technology

Cindy Pham

Information technology (IT) supports the activities surrounding www.pmi-oc.org. The website is one of the primary methods we use to keep our membership informed of PMI-OC activities. **Cindy Pham** has accepted the director role for IT. **Tariq Shaikh** is the current director of IT and has notified me that he has officially completed his transition to Cindy Pham. Cindy and her team manage the website, website change configuration, website permissions, and access to Qtask, our volunteer collaboration tool.

You can see much of this transition is well underway, and although the official turnover does not occur until April 1, many of the functions have already transitioned. The overlapping time period is permitted by our bylaws to allow time to transition into the new board structure.

Thank you to **Lori Shapiro**, **Tariq Shaikh**, and **Thomas Cutting** for your dedication and thorough handling of the knowledge transfer process during this period.

I look forward to working with this management team in support of member communication in 2010. And, if you are interested in volunteering for any of the teams mentioned above, please send an e-mail to nora.goto@pmi-oc.org

Nora Goto, PMP

2009 Operations Director

2010 VP of Communications

TIME MANAGEMENT

A Practical Hands-On Approach

Presented by Darrell Gardner



Time and again, regardless of the industry, successful project management comes down to the simple, practical aspects of getting the job done. And what does it take to consistently get the job done? Well, one of the essential ingredients is effective time management.

Darrell Gardner (left), our February dinner meeting speaker, is a seasoned project manager. He is also a high energy individual who is extremely passionate about efficiency, process improvement, and getting more done with less.



Darrell was candid with the audience and explained that when it came to both project management and time management, he has “been there and done that . . . wrong” many times. However, through all of his mistakes, he persevered and kept trying new things until he finally collected a reliable set of tools, techniques, and tips that work. Now, as a seasoned veteran, Darrell has volunteered to share his productivity and time management secrets with his fellow project managers.

First Things First

First of all, he said, “The phrase *time management* is a misnomer because you can’t actually control or manage time. Time will continue to move forward at the same pace, day after day, regardless of what you do, and in the end, we all have the same 168 hours per week (24 times seven) to get things done. However, *it’s what we actually do* during these 168 hours that makes all the difference in the world.”

So, to be a consistently successful project manager, one should learn to adapt to the environment, and make the most out of the limited hours available each week. This can be done by finding ways to increase your productivity. So, in effect, time management is *not* really about managing time; it is really about increasing personal productivity.

The Three Ts

Darrell focuses on three things to improve his personal productivity; (1) technology, (2) tools, and (3) tasks. Here is a brief overview of each:

Technology. Use technology whenever it will provide a clear productivity improvement. However, you should also have a reliable back up system or process in place because, from time to time, the technology will fail. Also, you need to be careful that the technology does not become a distraction and that it actually does add to your productivity.

Tools. Tools can be very helpful. However, the tools should actually help you *improve your productivity*. They should *not* be tools that are preoccupied with quality improvement in matters that you are already doing well.

Tasks. Tasks are the key to moving forward. They should *not* be random. In fact, the tasks that you accomplish should be selected to move you toward the achievement of your goal(s). It's similar to a comparison between a swimmer who is treading water and one who is actively swimming toward a destination. Both take effort, but only one swimmer is moving toward a goal. It is the same with a person's tasks. Focus your effort on those tasks that will move you forward in the achievement of your goals.

hours per week you will spend working on each goal, and then block off the time in your calendar. It will undoubtedly take some practice and persistence.

3. Create a system to capture all tasks.

As an example, Darrell described the system that he uses to capture all his tasks in writing, both on paper and digitally. It involves the use of a software tool called *MindManager*, which quickly helps him capture his tasks.

He uses *MindManager* as a tool to do "a brain dump." Then he organizes these ideas into tasks and downloads them directly into *Outlook*, where he prioritizes and integrates them with the rest of his tasks. He also uses a tool called *OneNote*, where he scans his paper ideas into digital format.

4. Validate all tasks against the goal(s).

It is important to keep your energy focused on your goals. To do this, make sure that each item on your task list moves you toward the achievement of one of your goals. Then do the work for your goals first.



The Fundamentals of Good Task Management

According to Darrell, there are seven steps in the basic task (and time) management process.

1. Goals.

Goals are the key. Everything begins with a goal. Goals are important to an individual's success, just as a good project charter is important for a successful project.

Each goal needs to be clearly and specifically defined, stated in the positive, and in the present tense. It also needs to be meaningful and motivating to the individual.

In general goals should be **SMART** (Specific, Measurable, Accountable, Realistic, Time bound).

Also, like a project charter, the goal statement should define what resources will be needed, such as software, hardware, the number of hours per week, and the budget.

The goal statement should define who will hold you accountable for achieving your goal. It should also include your plan of action, and how you will measure progress, including significant milestones. In addition, it should clearly define the criteria for success, so there will be no confusion about whether the goal was met. It should also define how you will reward yourself after you have achieved your goal.

2. Budget. Allocate time to each goal.

A time budget should be created by going through your calendar each week and allocating the time that you will spend working on each goal. Specifically, assign which of the 168

5. Do your tasks.

Like your goals, your tasks should also be **SMART** (Specific, Measurable, Accountable, Realistic, Time bound).

6. Review.

Review your task lists every day, and review the progress toward your goals every week. Make the necessary fine tuning and adjustments.

7. Repeat every week.

In Conclusion

Remember, successful time management is not merely about knowing *what* to do. The *challenge of time management lies in how well* the project manager can actually execute these techniques, day in and day out, over the entire length of the project.

Bill Georges, PMP
Pictured above right

A T T H E F E B R U A R Y D I N N E R M E E T I N G

THIS PAGE, right

Volunteer
Coordinator
Jeff Bennett

Heather Tomley
Franciso Avalos

Below: left to right:

Donald Barr

New Members:
Bruce Afkami
Lavaun Harris
Jim Harlas
Ross Kumar





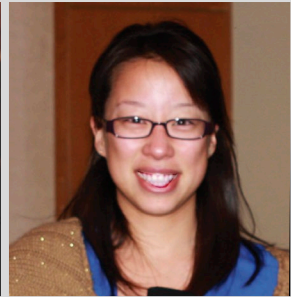
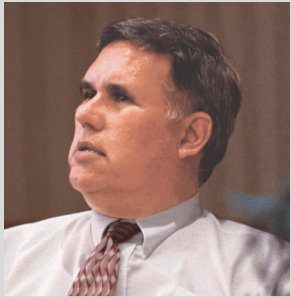
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Lori Shapiro and Alvin Joseph
raffle off a CaseCrown iPhone case:

George Schlitz representing
BigVisible Solutions
February dinner sponsor

Below, *left to right*

John Stenbeck, San Diego Chapter
Stephen June, PMI-OC President
Grace Wu and **Heather Tomley**
Diana Wei, *Milestones* photographer
Qiong Xu, *Milestones* photographer



New PMPs, left to right: John Zhao, Jorge Aponte, Vimaris Rodriguez Grau, Alicia Bogardus, Dale Bramlett

Photos on pages
3, 6, 7, 8, and 9
by Diana Wei and
Qiong Xu



The Agilista

Donna A. Reed

Your PMI® Agile Community of Practice Rep

Agile Teams

Eight Types of Workers Needed for Best Productivity

Agile team members are often found to be highly skilled knowledge workers with very strong values of independence. Many software developers are introverted, preferring to interact with their computers rather than people. But are they a “high performing” team yet?

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Becoming an Agile IT organization is very similar to losing weight. Everyone can do it. It takes work. It takes time. And it takes commitment to the process of change to see great results. [Read more...](#)

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[PMI Agile Knowledge Wiki](#)

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Subscribe to *The Agilista PM*

Questions: agile@pmi-oc.org

Sample PMP® Exam Questions

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

Answers are on page 20.

- An example of an assumption as it relates to “communications planning” can be:
 - the physical location of team members.
 - that the entire team has access to the centralized document repository.
 - that there are enough resources available to support the project.
 - that there are enough funds to ensure successful completion of the project.
- The following are “perform quantitative risk analysis” tools and techniques.
 - Interviewing, decision tree analysis, sensitivity analysis and probability distributions
 - Planning meetings, information gathering techniques, risk categories
 - Strategies for negative and positive risks, contingency response strategy
 - Risk reassessment, risk audits, reserve analysis
- Initial task(s) required to be performed by the project manager include all of the following EXCEPT:
 - budget and schedule preparation.
 - selection of people to serve on the project team.
 - getting to know the project.
 - claims administration.
- When you have completed the “perform integrated change control” process, what will you do next?
 - Recommend defect repair.
 - Implement approved change requests.
 - Recommend preventive actions.
 - Re-baseline the schedule.

Sample exam questions submitted by **Core Performance Concepts, Inc.**

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.

The Charles Lopinsky Memorial Scholarship is awarded for 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

CAN I TAKE THE PMP EXAM EVEN IF

My Title **Is Not** Project Manager?

By Cornelius Fichtner, PMP

Are you wondering if you can take the Project Management Professional (PMP®) exam or not?

You might have various concerns regarding the PMP exam, such as your designation, size of the organization, and benefits of PMP certification in career development. Well, then here I am to address some of your concerns and help you develop an in-depth understanding about how the PMP certification can be beneficial for you.

YES! You can take the PMP exam even if your title is not project manager. To take the exam you need to have the appropriate authority and responsibility, rather than the designation. The PMP certification is a credential for those who lead and direct project teams.

A professional with a PMP certification is recognized worldwide to handle projects with diligence and a constructive approach. It certifies your expertise in project understanding, time management, risk management, quality control, leadership, budgeting, communication, documentation, and integration. All of these skills add value to the organization.

If your role in the current organization involves project management, and you have proficiency in handling projects and team related issues, then you should definitely go for the PMP certification. It gives you a strong foundation to effectively manage projects. The idea is not to concentrate on the title, but on your responsibilities.

Even if your title is not anything close to “project manager,” as long as your role involves handling different processes of a project, you can go ahead with the PMP certification to be an even more successful project manager.

According to Foote Partners LLC, an IT workforce research company, projects managed by people who are not PMP certified project managers have only a 25 percent success rate in contrast to a 75 percent success rate of projects handled by PMP certified managers.

The PMP certification offers immense benefits for you, as well as your employer. As a general rule, holders of the PMP certificate have higher salaries, receive more job promotions, and have better job prospects. A PMP credential gives you the most sought after appreciation and visibility within your organization. Hence, your prospects of growth in your current job and getting a new job increase manifold after being a certified PMP.

Employers who hire PMPs are much more confident about the core competencies of their employees in project management. As a PMP, you will be responsible for all aspects of a project, such as demonstrating knowledge, understanding, and leadership to deliver the project within time constraints,

resources, scope, and budget. Your role will be not only to lead and direct the project but also oversee project team members.

Here is another area where you can see the importance of role over title. On your application for the PMP certification, you need to select one of the following roles:

- Project Contributor
- Project Leader
- Consultant
- Supervisor
- Project Manager
- Administrator
- Manager
- Educator
- Other

So, you are not really asked for the *title*, you are actually asked for your *role*. If your role is not included among the options provided, then select *other*.

Here are more eligibility criteria for the PMP certification.

If you have a bachelor's degree, you must show a minimum of 4,500 hours of project management experience or a minimum of 7,500 hours of experience otherwise. The experience should span across all the five process groups of initiating, planning, executing, monitoring, and controlling as well as closing. However, you do not need to have experience in every process group in every project that you have worked on.

You might have joined some projects midway or left some in the middle. All of those projects can be taken into account. However, some experience in all the process groups on any of your projects is required.

You also need to complete at least 35 hours of project management education. This is officially called “35 contact hours.” You will be required to put in the start date, end date, name of the course provider, as well as name of the training course when filling in the application form. Pretty much any training that relates to the nine knowledge areas of the *PMBOK® Guide* qualifies.

So, does your role meet these criteria? Then go ahead and become a certified PMP! It is a giant step toward enhancing your career and increasing your professional growth. Put yourself in the limelight, and maximize your earning potential without any further delay!

■ About the Author:

Cornelius Fichtner, PMP is a noted PMP expert. He has helped over 8,000 students prepare for the **PMP exam** with his PM PrepCast at <http://www.pm-prepcast.com>.

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





Nuclear Blast

F R O M T E R R O R I S T S

Leaves
Few Options
for Mitigating
Risks

We all dread the day when the news media informs us that terrorists in some far away land have broken into a stockpile of nuclear weapons and gotten away with enough material to fashion into a bomb. Perhaps we are too complacent (read too busy with our daily lives) to care or too confident that our government can somehow protect us. More than anything, though, we simply hope this day never comes.

In his lively and richly illustrated presentation, **John Chen** demonstrated the devastating destruction from nuclear explosions and how the principles of project risk management serve to mitigate their effect.

First some background. The well-known mushroom cloud created by a nuclear explosion is the result of the sudden formation of a large mass of hot, low density gases near the ground. This mass of gas rises rapidly, resulting in turbulent vortices curling downward around its edges, forming a vortex ring and drawing up a column of additional smoke and debris in the center to form its “stem.”

The mass of gas eventually reaches an altitude where it is no longer a lower density than the surrounding air and disperses, the debris drawn upward from the ground scattering and drifting back down. Eighty percent of this radioactive debris drifts back down within a radius of a few hundred miles; 20 percent will disperse high into the atmosphere and spread over the entire hemisphere.

There are several mechanisms by which a nuclear explosion causes destruction. There is the sheer force released by the explosion that tears apart physical structures; but then there is also the damage inflicted by gamma rays and neutron radiation (hydrogen bomb) that causes whole body injury with countless casualties.

Finally, there is the fallout, the residual radiation hazard aptly named because it “falls out” of the atmosphere where it was spread during the explosion. For instance, the radioactive

dust emitted by the Chernobyl accident led to fallout in the Swiss Alps with radioactivity in the milk produced by cows grazing there. Worse yet, nuclear fallout ends up contaminating the food chain for animals and, ultimately, humans.

Today, the greatest concern among Western policy makers seems to be the very real possibility that nuclear devices and bomb components could fall into the hands of terrorists. Whereas warring nations, in light of the aftermath, have so far abstained from deploying nuclear bombs, suicide terrorists do not harbor any such reluctance. On the contrary, they expect to earn their rewards in a religious afterlife as martyrs; therefore, the sense of self-preservation will not deter them. Inherently, they form no fixed military target and are not part of any specific nation against which to retaliate. Welcome to the new age of nuclear strategy.

While the concern to provide international safeguards against nuclear proliferation dominates the U.S. negotiations with Iran, experts on both sides of the Atlantic focus on the consequences of nuclear arms falling into the hands of terrorists.

John went on to succinctly illustrate how the principles of project risk management can well serve to mitigate these consequences. Risk avoidance and reduction are the only two options, since a nuclear explosion, however unlikely, is devastating. Risk transfer (to whom?) and acceptance are not really options, because the consequences of a nuclear attack in any one location will spread to the entire planet.

Avoidance means eliminating any chance whatsoever that terrorists, of whatever persuasion, can obtain nuclear weapons or materials that enable their assembly. Parts of this effort are the negotiations among nuclear power nations that seek agreements for mutually reducing, and eventually eliminating, current stockpiles of nuclear arms. The more these stockpiles are reduced, the less chance that terrorists can get at them. While this is a slow and arduous process, to be sure, it is one of the few eventually to show tangible results. At the very least, it will lead to better safeguards.

Reduction, on the other hand, means preparing for the ultimate outcome. Of course, the U.S. government is taking this threat seriously. Various safe facilities exist to house the country’s leaders. However, what about the individual people? What options do they have? To this end, many countries in Western Europe require that individual houses and apartment dwellings be equipped with shelters in their basements, with thick walls, and heavy doors. The U.S. has no such shelters. The reason is quite simple; there is no political will, let alone funding, for building them.

The conclusion is simple and straightforward; either eliminate the nuclear weapons altogether so that nobody can stage a nuclear attack, or prepare for the worst and build shelters for people to seek refuge.

Thank you, John, for your thought-provoking presentation.

George D. Meier, PMP
Photo by Louie Chanco, PMP





IT Offshore Development

A Project Manager's Perspective



E

ach month PMI-OC presents an advanced topic seminar on subjects of interest to project managers. The February 2010 seminar was held on the first Saturday and featured **David Jones** from Alvand Solutions. David spoke on information technology (IT) offshore development. For those who attended, this was four hours very well spent.

David Jones' presentation was informative, interesting, thought provoking, clear, and concise. He quickly involved the audience with gentle queries that generated lots of information. The audience itself represented many diverse backgrounds and cultures. During the seminar, we learned that a few were attending to learn about the subject for the first time, while many others had some experience dealing with IT offshore development projects.

Offshore project examples from both the speaker and the audience included teams from Ireland, Russia, Nigeria, Brazil, Columbia, Western Europe, and several from India.

David's agenda seemed very straightforward when first viewed, but it covered the topic thoroughly. The agenda included (1) introductions, (2) determining which projects to offshore, (3) offshore management framework, (4) managing an offshore team, and (5) a case study.

David expanded the well structured presentation with slides and a YouTube video from UC Berkeley examining cultural considerations and project management.

Two examples of the slides that David used to guide the information flow are shown at the right. Slide 1 illustrate which projects are suitable for offshore development.

In this single slide, David summarized the critical criteria for considering projects for offshore development. Of course, in a seminar with 30 or more experienced IT professionals, there were some who contributed other criteria. David's skillful interaction with the audience addressed each suggestion and added more value to the seminar.

David used Slide 2 to discuss the pros and cons of setting up offshore IT development.

David emphasized the first bullet on that slide, (Offshoring is Not a Quick Fix or Short-term Option,) several times in the seminar. He indicated that when offshore development is used like this, it often results in extra time and effort because of complicating factors, such as learning curves and cultural

PROJECT SELECTION

Criteria

- Well Defined
- Little Potential for Change
- Repetitive Work
- Website Development
- Data Conversion
- Minimal Customer Interaction

Slide 1

COMMON PROBLEMS

Unrealistic Expectations

- Offshoring is Not a Quick Fix or Short-term Option
- Significant Financial Savings
- Savings are Better Reflected the Year Following the Transition Offshore
- Speed of Development
- Time to Market

Slide 2

differences). The actual reasons that David presented were more involved than just those mentioned in this article.

David covered offshore IT project management in depth and from many viewpoints. One method he used was an "offshore management framework" that included (1) an overview, (2) the governance, (3) the management, (4) the technical aspects, and (5) the communications involved.

He also explained how IT offshore development relates to components of project management that we are all familiar with, including the *PMBOK Guide*®.

David's presentation ended with an interesting case study of a company involved in an offshore development arrangement in Colombia. It was very interesting to learn how such an arrangement could work. Language and culture barriers that first seemed implausible worked well in this case.

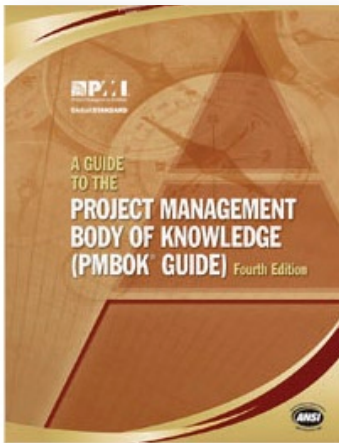
This presentation from David Jones was an excellent example of the quality you will find in the advanced topic seminars from PMI-OC. [Click here to contact David.](#)

John Sunderson, PMP
Photos by Kevin Cole, PMP



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April 17	May 1	May 15
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Where: Costa Mesa

University of Phoenix, South Coast Learning Center
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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**
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Watch www.pmi-oc.org for registration information.

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.

PROJECT MANAGEMENT

Does Matter After College

By Janelle Abaoag

It was almost two years ago that I was sitting through my operations management class at the University of San Diego. To be honest, I was not all that interested in what my professor was saying. It was my last semester before graduation, so my mind was anything but focused. Actually, much of what he was shouting out passionately in class seems pretty fuzzy and vague now. However, what remains crystal clear in my memory is saying to myself, “You will NEVER need this information, just do the work and pass the class.”

In other words, I absolutely dreaded this class, and I would find any and every excuse not to go. I sat through class partially soaking in the data stressing the importance of the critical path and what the main difference was between top-down and bottom-up planning.

However, it was definitely the homework that ensured any memory retention. I can memorize definitions and formulas, but understanding this stuff could only truly be tested in practice. So hats off to you, professor, for pounding this information into my unwilling brain.

Shortly following my commencement, I began working for Metafuse, the developers of Project Insight, web-based project management software.

I started, and continue, to work with the sales and marketing team, so I did not think that I would have to do too much with the software. All I really knew was that Project Insight is project management software and how to use it from a normal team member’s point of view. My role consisted of simply entering my time and updating some tasks.

My understanding that project management was simply keeping track of time and checking off tasks was short lived. For our sales and marketing team to work efficiently, we are always being trained on the product and the project management profession.

During one of our first training sessions, we learned about time management and finding the critical path. About five minutes into the training, I began to recognize everything. And then it clicked; my operations management course is actually being put to use. All of the pieces truly came together as I began to edit and review Project Insight’s “best practices” documents.

With my memory fresh with forward and backward passes and early starts and late finishes, the best prac-

tices documents showed me how to apply these concepts in a real business. I realized that this easy to use and “simple” project system where I had been entering my time and updating my tasks does much more than that. It has quite powerful capabilities, and I learned how the system saves organizations time and money.

In all of the business courses I took, the underlying goal for organization success was not only to aim for high profits, but also to be extremely careful and smart with money being spent.

Project management, along with the PMI® guidelines helps organizations spend money wisely by tracking budgets and billable hours. The most brilliant ideas can be put down and entered in a project, but what I’ve learned is that if those ideas are not effectively executed, it all goes to waste.

I’ve been in the midst of a project that lost sight of its original and true purpose. Creating a project charter before kicking off a project is good practice in any business and industry to ensure that the goals of the project remain clear. If I had known that determining scope was going to play such a large part, I probably would have paid more attention. These are just a couple aspects of project management that I have learned to use after college.

One year later, I’ve come to learn that while the world of project management remains behind the scenes in most companies, it is definitely expanding and is a major reason for company success. The organizations that have taken the time to set up a process to manage their projects better have also given themselves an edge against their competitors.

Most importantly, the concepts taught during any operations management course are more than relevant to everyday life. In fact, I now know that it is the use of those very concepts that enable organizations to reach their goals and succeed as effectively as possible today.

Hopefully, one day, the world of project management will emerge center stage, making it much easier for future college students to understand why studying operations management and project management is indeed needed, very powerful, and relevant.

Contact Janelle Abaoag at janelle.abaoag@metafuse.com. [Click here to learn more about Project Insight.](#)



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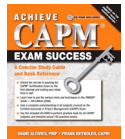
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Answers to PMP® Exam Questions

From page 10

1. b. That the entire team has access to the centralized document repository

Chapter 10, (Initiating)

Choice (a) is a constraint to "communication planning." Choices (c) and (d) are assumptions with "human resources" and "cost management," not communications.

2. a. Interviewing, decision tree analysis, sensitivity analysis, and probability distributions

Chapter 11, (Planning), Section 11.4.2

Choice (b) identifies risks and performs qualitative risk analysis. Choice (c) is part of "plan risk responses." Choice (d) is tools and techniques of "monitor and control risks."

3. d. Claims administration

Chapter 12 (Monitoring and Controlling), Section 12.3, Procurement Management

Claims administration is a tool and technique under the "procurement management" administer procurements process and will be performed on only projects in which items are being procured.

4. b. Implement approved change requests

Chapter 4 (Monitoring and Controlling), Section 4.5.3.1

Choices (a) and (c) are inputs to the "perform integrated change control" process. For choice (d), schedule changes may NOT be the result of the "change control process," so choice (b) is the best answer.

ADVANCED TOPIC SEMINAR

Coming Events



March 6, 2010

Project Manager Playbook:

Practical Tips for Managing Employee Politics, Apathy, and Intolerant Perspectives on Your Projects

Presented by Mike Gentile

Mike's presentation will include: a description of the primary project constraints, constraint measurement techniques, constraint mitigation, management techniques, and a case study with exercises.

Attendees will work in teams and separately to perform exercises designed to measure, and then manage, the following constraints: employee politics assessment technique, employee apathy measurement technique, techniques to measure your own and your team's myopic thinking, and performance of primary soft skills technique (REAP: relate, educate, appraise and act, poise).

Mike Gentile is the founder and president of Coastline Consulting Services, Inc. He brings a balance of business acumen and technical skills anchored by years in the field. He is a recognized researcher, speaker, and innovator in the fields of information technology, security, and project management. Mike has performed services for countless leading public, private, and government organizations, including many within the global 2000 and Fortune 500.

Where: Keller Graduate School of Management
3880 Kilroy Airport Way, Room 224, Long Beach, CA 90806

PDU's: There are four PDU's for this event.

When: Saturday, March 6, 2010, 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

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March 6 Advanced Topic

See column at left.
[Click here to register.](#)

March 9 Dinner Meeting

Todd Williams
Back from Red:
Recovering Failing Projects
See pages 1 and 20..
[Click here to register.](#)

March 24 PMI-OC Orientation

See page 4.
[Click here to register.](#)

April 3 Advanced Topic

Martin Wartenberg,
PMI-OC Fellow
The Role of Project Manager and
Conflict

April 13 Dinner Meeting

John Chiechi
Integrating Six Sigma and
Lean Process Improvement
Methodologies with the Project
Management Methodology

April 17

PMP Prep Spring Workshops Begin
See page 16.

Coming events may be subject to change.

MILESTONES is published monthly for the members of the Orange County Chapter of the Project Management Institute for the purpose of notifying members of meetings, chapter activities, member accomplishments, and to provide information regarding project management in local business and government agencies. Advertising is welcome. However, its publication does not constitute endorsement by the chapter or the Project Management Institute. Copyright 2010 PMI-OC, Inc.

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PMI-OC Dinner Meeting

Tuesday, March 9, 2010

Program: **Back from Red: Recovering Failing Projects**
Todd Williams
[Click here to register.](#)

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

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Make your reservation by 10:00 p.m. on Monday, March 8, for the “in advance” price. Reservations made after this time will be charged the “at the door” price.

If you are unable to attend, please cancel your reservation two days before the event at www.pmi-oc.org. Anyone who cancels their reservation after 10:00 p.m. on Sunday, March 7, or anyone who makes a reservation and does not attend, will not receive any refunds.



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