PMI ORANGE COUNTY CHAPTER

Milestones

June 2010

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

June 8th Dinner Meeting Presentation

***Fred DiLuzio**, PMP is the AVP of IT Program Management for Corinthian Colleges, Inc., one of the largest post-secondary education companies in North America.*

IT Governance

LESSONS LEARNED AND BEST PRACTICES

Fred DiLuzio will reveal best practices and lessons learned during a real world journey to develop and implement an IT governance framework at Corinthian Colleges, Inc. (CCi). Fred will describe the roadmap used to facilitate demand management, create steering committees to establish prioritization, and execute the overall project throughput.

CCi is faced with the same challenges as most companies in today's marketplace: budget constraints, the threat of competition, and a need to run leaner while continuing to provide both strategic and sustaining IT services.

IT governance has become essential for CCi to ensure that investments are made to best support strategic direction and that certain projects are executed to meet these objectives. This session will explore CCi's development of a viable IT governance model and highlight lessons learned along its journey to grow and run efficiently.

Click here to register.

2010 Board of Governors

Stephen June, PMP
President

Derek Barraza, PMP
Vice President
of Operations

Nora Goto, PMP
Vice President
of Communications

Alvin Joseph, PMP
Vice President
of Administration

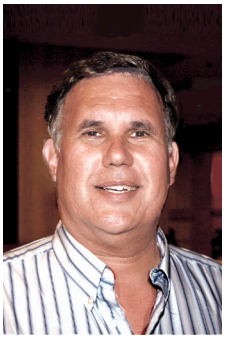
Richard Nalle, PMP
Vice President
of Strategic Planning

Tariq Shaikh, PMP
Vice President
of Finance

Sylvan Finestone, PMP
Past President

In This Issue

June 8th Dinner Meeting 1
President's Column 2
Volunteer of the Month 3
Volunteer Opportunities 3
March Orientation Review 4
Next Orientation Meeting 4
New Members, New PMPs 4
Internal Marketing Director 5
2010 Project of the Year 6
At the May Dinner Meeting 9
PMI Region 7 Review 10
May ATS Review 12
The Agilista 14
Sample PMP Exam Questions . . .14
ITIL, Project Mgr's Perspective . .15
Referral Program Ending 18
Upcoming ATS 19
Coming Events 19
Monthly Meeting 20
Free Special Event 20
Index to Advertisers 20



President's Column

Chapter members frequently ask, "Why does the board spend so much money?" After all, the money spent by the board belongs to the members. The board is just a steward for the money, spending it on behalf of the members for their benefit. The board just finalized the budget for 2010; here is a highlevel recap.

We are projecting revenue of approximately $241,000. This consists of educational program revenue of $118,000, membership dues of $56,000, and dinner meeting income of $32,000. Marketing provides $16,000. The career fair should generate $15,000, and finance will give us $4,000.

On the expense side, our programs will cost a total $113,000. Communication expenses are $46,000. Finance expenses will run about $30,000. President costs total $22,000. Administration and strategic planning will cost about $18,000, and external marketing will cost $12,000, for a total chapter expense of $241,000.

By most PMI® chapter standards, this is a significant amount of money. We are certainly not a small chapter any longer. We have a series of firmly established programs that are widely respected by PMI. The expenses for our programs consume roughly half of our revenue. These programs include monthly dinner meetings and an advanced topic seminar held each month. We execute a PMP® prep workshop three times each year. We have an active and widely used website. We have a volunteer recognition program. We have a very popular career fair held each summer to help our members \n transition find new work.

Most members have no quarrel with expenditures on programs because the results of those expenditures are easily seen. Questions do seem to appear on the other half of the expenses. These chapter infrastructure costs are not seen and are not always entirely understood by the membership. Even though we are a volunteer organization, it takes money to support all of our activities.

For example, *Milestones* expenses total $27,000. It takes about $8,000 to run the IT functions; most of this cost is for our website and the support services that manage the site. We will spend approximately $30,000 this year on financial matters. This includes expenses for our bookkeeper and CPA. The CPA was a critical component this past year when the chapter went through a random IRS audit. In addition to accounting costs, there are the costs associated with accepting credit card transactions for our events, both online and through the use of the credit card machines. As more people use credit cards to pay for chapter events, our finance costs will also increase.

The president's budget is overhead. But, it is overhead that we need to succeed as a growing chapter. We will spend $16,000 sending first and second tier leaders to two very important conferences this year, where they will pick up valuable skills and knowledge to better run the chapter. We spend $3,000 each year on funding scholarships. Our annual elections and planning sessions chew up another $10,000. The remainder of the expenses we need just to run the chapter. They include storage fees, WebEx conferencing fees, postage expenses, printing costs, and bringing in a tech writer to finally put all of our procedures and job descriptions into a standard set of artifacts.

The chapter is evolving into something that is more than just an association of project managers who gather each month for a dinner meeting. We are evolving into an enterprise that promotes the development of project management as a benefit for both our membership and the community at large. But, as we evolve, our expenses will also evolve. Some of our future collaborations with external organizations may not always have positive income streams. We now have the capability of pursuing these options, which we couldn't afford in the past. This is the cost of success.

Stephen June, PMP
President

Volunteer of the Month Patty Tutor receives the award from Mmbership Director Joe Paradiso at the May meeting.

Patty Tutor

Volunteer of the Month

THE PMI-OC BOARD OF GOVERNORS is pleased to recognize **Patty Tutor, PMP** as Volunteer of the Month for May 2010! Patty has made an invaluable contribution to the chapter by serving as the co-editor of *Milestones*, which is distributed to over 1,600 members and a wider community of nearly 5,000 in Orange County.

As you can imagine, it is a huge responsibility to produce the outstanding publication that you are reading. Patty has worked tirelessly every month, coordinating the contributions of all the writers, photographers, and volunteers to make *Milestones* a successful publication.

In 2007, Patty began writing reviews of dinner meetings, advanced topic seminars, member spotlight columns, and special events. She acted as a *Milestones* assistant editor in 2008, which included both writing and editing. Along with co-editor Colby Riggs, Patty's responsibilities have included coordinating writers and photographers, managing deadlines, and editing articles prior to handing them over to Jane Flynn, who develops the beautiful layout we see each month. Patty has also started a new column called *Tribal Knowledge*, in which all PMI-OC members and fellows are encouraged to share their learnings and "ah ha" moments with chapter members.

Patty's motives for volunteering have evolved. "When I first started volunteering, I did so primarily to get PDUs, like so many others. Now that is the last thing on my mind. I no longer need the PDUs, but continue to volunteer because I enjoy the networking and leadership."

Patty has served in many roles since she joined the chapter in 2005. Most of her volunteer work has been for the marketing group. Patty has also co-taught a PMP® prep class, and has helped with photography.

Patty is a senior IT project manager for Watson Pharmaceuticals. She has been at Watson for over eight years, managing a diverse set of software implementations and upgrades, primarily on software developed for the pharmaceutical industry. All told, Patty has been a project manager for 20 years.

Hearty congratulations and many thanks, Patty.

Ron Pukszta, PMP

Volunteer Opportunities

INTERNAL MARKETING
- Milestones Contributors
- Milestones Photographers
- Administrative Deputy

EXTERNAL MARKETING
- Advertising and Sponsorship Committee Chair
- Advertising and Sponsorship Volunteers
- Affiliate Management Chair

PROGRAMS
- Dinner Meeting Support
  - Name Badges

INFORMATION TECHNOLOGY
- Webmaster II
  - Website Sustainment
  - Website Infrastructure
  - Website Coordination

FINANCE
- Events Registration

ADMINISTRATION
- Business Process Management Analyst I
- Business Process Management Analyst II
- Knowledge Management Analyst

MEMBERSHIP
- Volunteer Coordinator
  - Solicit new volunteers and collect information.
  - Solicit volunteer needs from board of governors.
  - Match needs with volunteers and inform each director as new volunteers become available.
  - Coordinate volunteer of the month/year presentations.

Click here for more information about these, or other, volunteer opportunities, or contact **volunteer@pmi-oc.org**.

March Orientation Meeting Review

The March Orientation Meeting was held at the UCI Learning Center in Orange. We had over 30 attendees. While attendees enjoyed their dinner before the meeting, they chatted with each other, taking advantage of a great networking opportunity.

Membership Director Joe Paradiso explained the chapter's purpose and announced that, as of February 28th, the chapter had 1,685 members, and 1,065 (or 63.9 percent) of them hold the PMP® credential.

There was some discussion about the qualifications for the CAPM®, PMP®, and PgMP® certification exams. Lori Shapiro, Dan Vicario, and Tom Cumming shared some very helpful information about the upcoming PMP workshop. Since the chapter has initiated a new board of governors structure, the current and the new structures were also discussed.

Diane Altwies, CEO of Core Performance Concepts Inc., conducted a terrific "Networking 101" session. Diane is a long time member of PMI-OC. Not only has Diane served in many volunteer positions, she has also recruited numerous volunteers. Her tips were a highlight of the evening, and everyone received very valuable information about networking.

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

Tom Cumming, PMP
PMI-OC Education Director

Next PMI-OC Orientation Meeting **July 21, 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 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, July 21, 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:

Watch **www.pmi-oc.org** for registration information.

Questions:

membership@pmi-oc.org

New
Members and PMPs

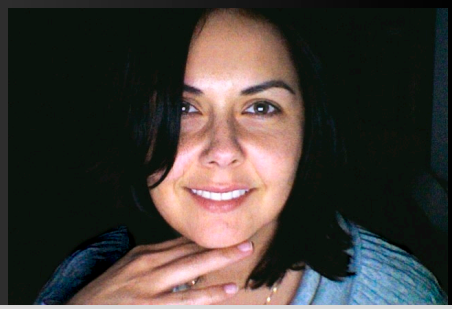
NEW MEMBERS

Bruce Afkami
Ivan Ban
Frederick Borad
Nathan Chandler
Mehul Desai
Daryle Dianis
Steven Fernandez
Markus Freese
Ralph Garcia
Peter Girgis
Mandy Gosal
Steve Hilleshiem
Stacey Hutzler
Sandra Hyman
Linda Jones
Ahmed Khalil
Makda Kidane
Kim Lafond
Michael LaPean
Mililani Magee
Jeffrey Moller
Margaret Moreno
Gary Neshanian
David O'Mara
Leigh Parker
Jeffrey Quintal
Aaron Rice
Paul Sahyoun
Sam Samari
Teodor Sauca
Suneel Setlur
David Smart
Alex Soo
Marc Spencer
Jennifer Tallarico
Stephanie Telander
Chris Todd
Bess Ton
Vinod Vasudevan
Tammy Walker
Barbara Weeks
Denise Weems
Erich Weller
Roger Williams
Tim Wong
Behnaz Zahedi-Vash

NEW PMPs

Andy DaSilva
Craig Dewalt
Derwin Fritts
Visha Kanga
Chris Khacherian
Michael LaPean
Steven Morris
Saravana Kumar Muthuswamy
David O'Mara
Kathi Pang
Mark Von Leffern
Brian Wing
Kyle Zhang

Internal Marketing Director



Lisa Saldana

INTERNAL MARKETING

facilitates membership communication and shares information.

The role of the director of internal marketing is to serve you, the PMI-OC members, by transmitting valuable information through *Milestones*, the chapter's monthly publication, our biweekly *eNewsletter,* and social media communication channels such as *LinkedIn* and *Twitter.*

We are not limited to just keeping you abreast of current PMI® and Orange County chapter news, publications, and announcements. We also keep you informed about personal growth and development opportunities by promoting local educational seminars to help you earn professional development units (PDUs). Our team is dedicated to creating value and satisfaction for you, our PMI-OC members.

Success for internal marketing means capturing and preserving the working history of our chapter and sharing that knowledge with you.

It takes an entire team of dedicated editors, writers, photographers, and administrative volunteers, as well as collaboration across each leadership area of the chapter, to create, build, and maintain public relationships, and, most importantly, membership participation.

As with other areas in the chapter structure, internal marketing has several volunteer roles open. We are always looking for individuals who are interested in volunteering. If you are interested, please contact us at **marketing@pmi-oc.org**.

The first quarter of 2010 launched the transition to the new board of governors, added a 12 member board of directors, and restructured the organization of the chapter.

Along with those changes, did you notice the marketing area was divided and now under the direction of two separate teams? An external marketing team is now working with internal marketing to promote sponsorship and advertising from the general public. The creation of two specific marketing areas allows our work load to increase and gives the two areas the opportunity to become more specialized.

Internal marketing has a plan and goals for this coming year. Larger projects include (1) taking a closer look at our present social media tools and exploring new options, and (2) examining the biweekly *eNewsletter* content and design.

We can determine whether we're meeting your interests and expectations accordingly. We will ask for your feedback and participation to be sure we are not limiting our growth potential, but rather pioneering and mentoring future leaders of our industries with the right tools and knowledge to assure continued excellence.

It is my privilege to work within a prestigious organization such as ours and look forward to a successful year to come.

Lisa Saldana
PMI-OC
Internal Marketing
Director

PMI-OC 2010

PROJECT OF THE YEAR

Pictured above, left to right:

Robbin Mackenzie Thomas
PMI-OC 2010 POY Co-Chair

Keith Kowalczik
Project Manager of Boeing's
My Learning Program

Bill Epstein
Program Manager of Boeing's
My Learning Program

Raymond Wah
PMI-OC 2010 POY Co-Chair

The Boeing Company
MY LEARNING PROGRAM

Continued on the next page.

What are essential elements in any successful project?

One common characteristic among the best project managers is the ability to use lessons and examples from past successful projects. We learned an inspiring lesson at the May PMI-OC dinner meeting; we don't need to look far to find several examples of outstanding projects to use for guidance.

Four local projects were nominated for PMI® Orange County's 2010 Project of the Year. All of the nominated projects were well planned and well run, were on time and on budget, and met or exceeded customer expectations, making it a tough task for the nominating committee to decide on a winner. Whether or not our nominees won the 2010 Project of the Year, we saw common themes that made them all successful.

The winning project for the 2010 PMI-OC Project of the Year was ***My Learning Program*** **from The Boeing Company.**

My Leaning Program replaced many different learning management systems with a single, standard learning management system.

Runners-up included Jazz Semiconductor's *Data Center Move* project, Southern California Edison's *2009 Participating Load Pilot* project, and Thermal Engineering International's *Extended Power Uprate* project.

Each project team presented the highlights of their project. The winning project was presented by **Bill Epstein**, Director of Technology and Innovation and Program Manager of The Boeing Company's *My Learning Program*, and **Keith Kowalczik**, Project Manager.

Bill and Keith began by reminding us of the many mergers and acquisitions at Boeing, which were a major contributing factor to 33 disparate learning management systems at Boeing divisions around the world. This project replaced them with one global, agile, intuitive, enterprise learning management system.

The project rant from March 2007 to January 2009. There were several challenges. One of the biggest challenges was the scope; the effort included interfacing with over 100 other systems and supporting 400,000 users across 70 countries.

Another challenge was getting the project off the ground. Initially, the project team took several months to get sponsor approval and obtain resource commitment to meet deadlines and objectives.

Once resources were committed, another challenge was building the team. In order to get team members to work more closely, the teams met through WebEx, and shared documents through SharePoint.

Another known challenge was organizational resistance to change. In order to motivate and keep the project momentum, Meyers-Brigg and DISC assessments were used to understand behavioral styles and improve team communications, while reducing conflict. All team members were in constant communication and were consistently motivated to meet timelines throughout the project.

Through use of a lean/agile methodology, cycle time was reduced, feedback was obtained early on, and clarity was gained on customer needs. A key success in the initiation phase was publishing organizational charts and project team responsibilities, accountability, and authorizations (RAA) to tackle communication and resolve issues in a timely manner.

Any issues that arose were addressed immediately, no matter how small or how large. Team members had open communications to channel any potential issues that would impact the project as a whole. Risks were identified and mitigations planned to reduce schedule and cost overrun.

At the end of their talk, Bill and Keith gave us some final tips. A key important end step was to retire legacy systems. Also, remember to measure the project success after it is over.

In the end, not only did Bill Epstein and Keith Kowalczik meet their objectives; which included system availability, usability, number of concurrent users, system response time, disaster recovery, and security objectives; but they exceeded their net present value (NPV) goals by 50 percent.

Thank you, Boeing Company!

See runners up on the next page.

2010 POY Runners Up

Jazz Semiconductors
Data Move Project

Gary Petzer, Senior Director, IT, presented Jazz Semiconductor's *Data Center Move* project.

The goal was to set up a new data center and move all servers, communications, etc., with minimal impact on the business. The plan was to have the data center ready by mid-June and move over the July 4th weekend.

The planning started in March of 2009, and the project was completed in July 2009. The data center was completed days before the move, and the end result was that 140 plus servers were up and running within 24 hours, instead of the 48 hours as planned, and surpassed expectations.

Production actually restarted 12 hours ahead of schedule. Gary attributed the project success to committed team membrs, who were all involved in the detailed planning.

Frequent communication and meticulously detailed documentation of the entire process played a substantial role.

Southern California Edison
2009 Participating Load Pilot Project

SCE is a leader in advancing new energy programs and technologies and in developing research and partnerships focusing on long-term energy savings. SCE and its customers are the nation's leaders in reducing greenhouse gases through energy efficiency.

Jeremy Laundergan, Senior Project Manager at SCE, presented the project.

The goal was to explore the technical and economic feasibility of small SCE-aggregated Demand Response (DR) (turning off the AC during peak load).

The National Training Center at Fort Irwin in Barstow provided the ideal test. Highlights of the Final Feasibility Report include the following initial findings:

(1) Decreased Load is clearly visible from data, and (2) a small survey of 110 participants with only 16 responses indicated that short (20 minutes) duration events are not noticed by residents, and that a majority of residents turned on and off the AC manually rather than utilizing their Programmable Thermostat functionality.

A small sampling of indoor air temperature after the test showed that 86 percent of monitored homes experienced less than 0.5º F increase during events, and nine percent experienced more than 1.5º F increase during events.

Thermal Energy International
Extended Power Uprate Project

Farid Mohabbat, PE, PMP, Senior Project Manager, made the presentation.

Thermal Energy Internation (TEi), a Babcock Power, Inc. company, supplied high power performance feedwater heaters, heat exchangers, steam surface condensers, and moisture separator heaters to two nuclear sites, to help increase thermal power output/capacity by over 300 MWt each in the two plants.

The project runs over three years, with staggered deliveries in 2009, 2010, and 2011. TEi designs and fabricates equipment that is scheduled to be installed during refueling outages in 2011 and 2012.

Review submitted by:
Bess Ton, PMP

2010 POY Volunteer Team

Robbin Mackenzie Thomas, *Co-Chair*
Raymond Wah, *Co-Chair*

Ravi Bhatia, Victoria Flanagan, Kristine Hayes Munson, Jennifer Murphy, Vazi Okhadiarn, Frank Reynolds, Lori Shapiro, Sharon Welden

AT THE MAY DINNER MEETING

New PMPs:

Kyle Zhang
Chris Khacherian
Brooke Taylor

Photos on pages 3, 6, 7, 8, and 9 by Kevin Cole, PMP

PMI REGION 7 LEADERSHIP SUMMIT

This is a brief report on the **PMI Region 7 Leadership Summit** that was held from April 16 to 18 in Phoenix Arizona. The theme was *Reach the Peak with Project Management*, and the event was hosted by the Phoenix Chapter of PMI®.

PMI Region 7 is comprised of 18 chapters spread across the southwestern United States.

The territory of the region includes Arizona, California, Nevada, New Mexico, and Hawaii. Each year, one chapter in the region volunteers to host this leadership conference. The purpose of the conference is to share ideas across the different chapters and to help train new PMI leaders in the tools, techniques, and practices that have been developed in chapters across the region.

There were many informative breakout sessions at the conference. The topics ranged from teaching the soft skills of project management (such as de-escalating conflict in teams) to operational topics on chapter level strategic planning, growth, and use of social media.

There was ample time to network and meet PMI professionals from other locations, including an optional evening event held at an 1880s western town, called *Rawhide*. Other successful networking took place at the *Birds of a Feather* breakout sessions. These sessions brought chapter members together based on their similar responsibilities and roles. For example, there were specific sessions for people involved in PMI chapter finance, operations, marketing, and professional development.

In addition to the leadership breakout sessions, the conference featured four exciting keynote presentations.

Lee Lambert, PMP, founder of the Lambert Consulting Group, opened the summit with a motivating session about PMI chapter strategic planning. He stated that in order to bring the project management profession to a higher standard, strategic planning at the local chapter level is the key to improving our members' performance, and therefore shaping the future of the chapters.

Later on, the attendees were treated to a second keynote speech by Lee Lambert, entitled *If You Don't Know Where You Are Going: Join the Crowd*." This session was about individual motivation and performance. In this talk, Lee stressed the need for each of us to take control of our own lives by taking action and getting involved. Don't be a victim and blame others. Take action, make things better and move forward. Seize the day, and take control of your own destiny!

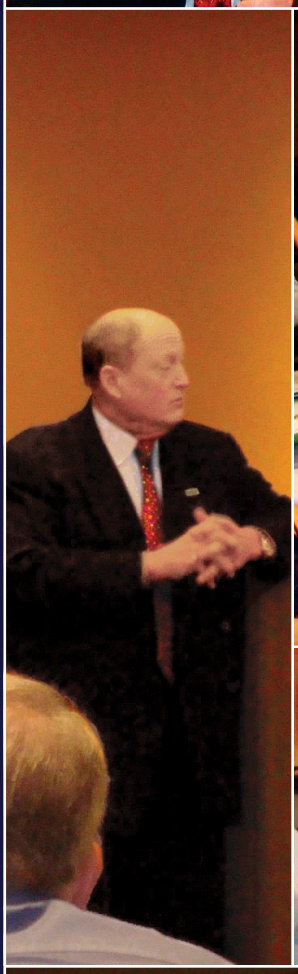
John Hersey, a CSP (Certified Speaking Professional) and the founder of The Contagious Leaders Coaching Club™ colorfully presented *Leadership Lessons of the Tango.* Hersey had an unusual way of starting off his presentation in that he *actually* danced the tango with his wife, while both he and his wife were in full tango costume! This dramatic opener not only got the audience's attention, but also made the point that the leadership skills required to successfully lead a couple through the tango are a metaphor for the leadership skills required in any group or social activity.

The summit closed with the presentation, *Key Behaviors that Lead to Exceptional Performance*, by **Neal Whitten, PMP.** Neal is a recognized speaker, trainer, author, and consultant in the areas of leadership, project management, and employee development. The key behavior that Neal emphasized in his talk was to think for yourself and that leadership is what you do *despite* everything around you. True leadership comes from within.

In conclusion, I have to say that as a first time attendee at the PMI Region 7 Leadership Summit, I was impressed by the quality of the sessions and the outstanding accomplishments of our fellow PMI chapters.

I am looking forward to the next PMI Region 7 summit, which will be held in Reno and hosted by the Northern Nevada Chapter of PMI.

Colby Riggs, PMP
Milestones Editor



At the PMI Region 7 Leadership Summit

Clockwise:

Keynote Speaker **Lee Lambert** with **Hajit Singh** from the PMI Sacramento Valley Chapter

PMI-OC VP of Administration **Alvin Joseph** and President **Stephen June**

Keynote Speaker **Lee Lambert**

Past President **Sylvan Finestone** and Marketing Director **Lisa Saldana**

Lee Lambert with PMI Sacramento Valley Chapter President **Laura Lorenzo**

John Stenbeck from the PMI San Diego Chapter, a frequent PMI-OC visitor

PMI-OC Administration Director **June Xu**

Keynote Speaker **Lee Lambert**

Photos by Hajit Singh, PMP

MANAGING Virtual

CROSS-CULTURAL, CROSS-GENERATIONAL, AND COMBINED TEAMS

THE MAY 8th ADVANCED TOPIC seminar was conducted by Mike Graupner, PMP at the Keller Graduate School of Management of DeVry University in Long Beach.

Mike Graupner is a well known project manager and project management speaker. His background includes management of both co-located and virtual teams of multinational and multigenerational members. Mike's past projects cover everything from developing space qualified GPS systems, advance research projects for the US government, to IT governance and

data warehouse systems. For more than ten years, Mike has been involved in developing and deploying effective business processes supporting project management, quality management, and systems development life cycles.

Mike's training style enables learning through a highly interactive classroom experience. This participative style allows the learners to explore areas of interest and also provides illustrative real life experiences.

The core assumption Mike used in the development of the material for the May ATS is that virtual, cross-cultural, and cross-generational teams require new ways of working across boundaries. They need systems, processes, technology, people, and effective leadership. These groups of individuals may work across time, space, and cultures within different organizational boundaries. They share common organizational goals for success with links strengthened by webs of communication technology.

Mike discussed how working with these various types of teams can be exciting, creative, and challenging. The

Continued on the next page.

presentation was divided into four parts: identifying and managing virtual teams; identifying and managing cross-cultural teams; identifying and managing across generations, and effectively using soft skills in project management. The material was not intended to be comprehensive, but rather to start the thought processes to think about these special types of teams.

When dealing with virtual teams, Mike suggested that the issues are very dependent on the team itself and must be continuously monitored. Some of these issues are inherent in this mode of communication. There are obvious barriers, such as limiting the ability to read body language, using graphics to amplify a concept or idea, and also the development of team trust, confidence, and bonding. Mike's solutions to these limitations are soft skills, especially

assumptions, ask questions, listen, consider the platinum rule, and recognize that all conflict is multi-cultural."

The session concluded with a discussion of interaction among generations. Mike described a common issue in the workplace of today; values can collide when members of different generations work and learn together. A better understanding of others can make the working and learning environment more productive.

Mike talked about the generations in today's society. There are the traditionalists born before 1946, baby boomers born between 1946 and 1964, generation X born between 1965 and 1981, and generation Y born between 1982-1995.

There are fundamental value differences between different generations. The understanding of these values may help

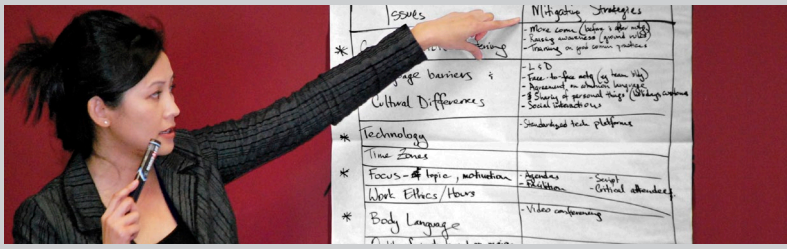
Photos by Louie Chanco, PMP and Diana Wei

setting aside your ego, finding team member motivations, mapping their motivations to the project goal, and putting yourself in the other person's role.

Mike has observed that team members work in increasingly diverse environments. Some of the diverse elements include: age, gender, race, nationality, and deeper cultural differences that influence the way conflict is approached.

A main reason that teams fail to meet performance expectations is paralysis caused by unresolved conflict of cross-cultural issues. Mike believes that high performance teams, must pass through four distinct development stages of forming, storming, norming, and performing.

A successful team must be comfortable with conflict, be committed to resolving disputes close to the source, be able to resolve disputes based on interests before rights and power, and learn from experience with conflict. Mike's best advice to project managers developing a high performance team is, "You must know yourself and your culture, learn others' expectations, check your



resolve differences that arise in the workplace. By examining the value systems shared by generational groups, we can better understand their diverse beliefs and behaviors. Mike offered a couple of tips on how to manage the generational mix. He said, "We must understand what motivates members of different generations and develop learning techniques that are flexible enough to meet their needs.

Mike revealed how working with these various types of teams can be exciting, creative, and challenging. To learn more, e-mail Mike Graupner at **mgm@marlai.com**.

Colby Riggs, PMP

The Agilista

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

Articles on Agile-Lean

Agile Dream Teams

Making Change Stick: Applying Agile Principles to Management and Running Organizations

Multigenerational Teams amd Their Impact in Project Management

David J. Anderson's book on Kanban is out . . .

Hot Upcoming Webinars

May 27: Transitioning to Agility (Step 2): Mapping Your Value Stream to Understand Your Challenges and to Find Solutions

June 16: Essential Skills for the Agile Developers

Webinar Library of Past Recordings

Radical Management: Making the Entire Organization Agile

Team Agility: Scrum or Kanban?

Transitioning to Agility (Step 1): Understanding the Business Reasons for Agility

Practices of a Great Product Owner

Where to Start Your Agile Transition

Agile PM Websites

Resources (white papers, books, websites etc.)

PMI Agile Knowledge Wiki

PMI Members Only

Subscribe to
The Agilista PM weekly newsletter

Questions: **agile@pmi-oc.org**

Blue text indicates active link.

Sample PMP® Exam Questions

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

1. A key output from the conduct procurements process is:
   a. selected sellers.
   b. change requests.
   c. a procurement management plan.
   d. risk register updates.

2. You are the project manager of an important project, A key resource, John, just informed you that he will be going on vacation for three weeks in the middle of the project. Your manager has identified a less experienced resource as a backup for John. One of the first things you should do is:
   a. determine if John approves of the resource.
   b. determine if the new resource will fit within the team and schedule a team building exercise to facilitate his/her entry to the project team.
   c. determine if the new resource's skill level will impact the duration of the schedule activities.
   d. double the estimate for the activities the new resource will be picking up for John.

3. As the project manager on a new project, you are asked to put together a quality management plan. Since this project is very similar to your last successful project, although for a different customer and a different product grade, you decide to:
   a. sit down with the customer and determine from scratch how the customer wants you to manage quality on this project.
   b. utilize the quality management plan from the last project, as is.
   c. ask the quality assurance manager to put a quality management plan together.
   d. review the existing quality management plan from the perspective of the new client, keeping in the plan only those standards that are relevant to the new customer and modify or eliminate those that are not.

4. Program management differs from project management in that . . .
   a. it is totally unrelated to project management.
   b. it doesn't require general management knowledge.
   c. it is subordinate to project management.
   d. it may involve a series of repetitive or cyclical undertakings.

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

Answers are on page 18.

ITIL A Project Manager's Perspective

If you are a project manager working in an IT environment, you may have heard the acronym ITIL® (*IT Infrastructure Library*, a set of books similar in nature to PMI's *PMBOK® Guide*) or ITSM (*IT Service Management*, the concept of IT as a "service" to the business). If you haven't heard of ITIL, you will. Why? Because, in terms of industry adoption, ITIL is one of the fastest growing frameworks in the IT industry today.

ITIL helps organizations increase IT efficiency, improve quality, and control costs. In fact, AMR Research reports that IT organizations that have implemented ITIL best practices have saved up to ten percent in IT costs without sacrificing the quality of service delivery. That is why Computer Economics projected that approximately 45 percent of all organizations, both large and small, in the U.S. and Canada would have adopted ITIL best practices in some form by the end of 2008.

High Demand for ITIL Expertise

Companies are turning to ITIL, and the demand for individuals with skills and expertise in this area is increasing. So much so, in fact, that ITIL certifications rank as some of the highest paid certifications in technology, along with PMI's PMP® and CAPM® credentials. In recent salary surveys from ZDNet's TechRepublic, PMI and ITIL credentials consistently rank in the top three IT certifications industry wide. With ITIL's continued growth in the United States, the demand for IT project managers with expertise in ITIL will continue.

Focus is on Process, Not Technology

The most compelling and interesting similarity between PMI's *PMBOK® Guide* and the ITIL books is that both are descriptive frameworks centered around process, not technology.

What this means to you is that both are extremely approachable standards. For example, the PMP® exam does not ask how you would go about creating a milestone task within Microsoft Project. Rather, it makes sure you understand the importance of creating milestones.

The ITIL books are the same way. In order to really understand IT service management as a practice, you do not need to understand servers or switches. Rather, you need to understand things like the importance of controlling change, defining service levels, and maintaining a catalog of all your services to the business in terms the business can understand.

Both are bodies of knowledge covering simple principles that are drawn from deep industry experience. They both detail concepts that are scalable and adaptable to each organization. For example, the project plan for a small, simple project is going to look very different for a large, complex one. In the same way, the process for managing a minor software patch release will have a different scale of requirements compared to a brand new, enterprise-wide software release.

Frameworks on a Similar Mission

In the *PMBOK® Guide*, the goal is to provide project results, on-time and under budget, that meet the needs of the customer. In the ITIL best practice set, the goal is to provide IT "services" that provide value to the business in an ongoing and cost efficient manner.

Both the *PMBOK Guide*® and ITIL guidance have the same mission, to elevate the profession by adding structure and rigor around what is done. Both strive to create a common language and deliver predictable results in a repeatable manner.

For example, in projects, there is a tendency to compress planning and/or testing under the pressure of an aggressive time line. However, a good project manager knows how to plan to alleviate rework later.

In the same way, businesses want IT to be agile and quick to make changes, while avoiding unforeseen consequences. This is done by putting processes in place to prevent unauthorized changes to the IT infrastructure. By having the discipline to develop and follow a formal change management process, IT organizations can handle more changes and lessen the risk to the production environment.

My Own Experience

I found ITIL to be a great complement to my project management skill set, as it covers topics in change management, knowledge management, etc. I really wished I had become certified when I first became involved in technology; it would have given me an understanding of how IT processes work (or should ideally work) and would have allowed me to better "speak the language" with others in IT earlier.

Getting certified has also given me a greater appreciation of the importance of effective service management. I would highly recommend that other project managers working in (or with) technology look into ITIL certification as a way to complement the PMP. In today's competitive market, it sets you apart from the pack and gives you an expanded toolset for successfully managing projects.

Erika Flora, PMP, ITIL Expert
Principal, Beyond20, **erika.flora@Beyond20.com**

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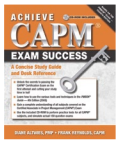

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Answers to Sample PMP® Exam Questions

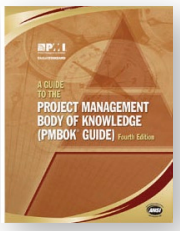
From page 14

1. **a. Selected sellers.** Chapter 12, Section 12.2.3.1, Executing
   Although change requests and updates to the project management plan are outputs of *Conduct Procurements*, the selection of the seller is a key output, and the best answer.

2. **c. Determine if the new resource's skill level will impact the duration of the schedule activities.**
   Chapter 6, Section 6.4, Planning
   The best answer is to assess the competency of the resource before making any changes to the schedule. Choice (a): it would be nice to get John's input, but it is not required. Choice (b) would be nice to do, but not the first thing you should consider. Choice (d): without proper assessment, just doubling is not the best approach.

3. **d. Review the existing quality management plan from the perspective of the new client.**
   Chapter 8, Section 8.1, Planning
   PMI® does not advocate that you start from scratch for every project, so choice (a) is out. For choice (b), although PMI advocates re-use of management plans that are available, it does not expect that the project manager will use them exactly as is. For choice (c), although the quality management plan may be initiated by an existing internal quality process, it is the project manager's responsibility to ensure that the quality management plan is completed.

4. **d. It may involve a series of repetitive or cyclical undertakings.** Chapter 1, Section 1.4.2, Framework
   A program is a group of related projects managed in a coordinated fashion to obtain the benefits and control of the combined undertaking.



PMI®

PMP EXAM PREP WORKSHOP

Referral Program Ending

Please note that the workshop referral program, which rewarded members with free passes to dinner meetings or advanced topic seminars for referrals to our highly successful PMP® exam prep workshops, will end on June 30.

The referral cards for this program will no longer be honored by the registration desks at events after June 30.

A new referral program, with better controls and a more refined process, will be rolled out in the fall.

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ADVANCED TOPIC SEMINARS

June 5, 2010

Career Principles and Applied Methods of Neuro-Linguistic Programming

Presented by Don Martinez

Presentation topics will include: principles for success, the unconscious mind, presuppositions of NLP, the NLP communication model, sensory acuity calibration (observing other people), rapport and representational systems, and representational system profiling.

Don Martinez is chairman and founder of the Domar Group, Inc., a retained executive search firm. Don has been recognized by Univision, CNet News, and Azteca America as one of the leading executive search consultants in Los Angeles.

The Domar Group has placed top level Hispanic executives and board members in the entertainment, big four consulting, insurance, and health care industries. Don Martinez has a long history of matching career opportunities with exceptionally talented people.

July 10, 2010

Presenting to B and C Level Audiences

Presented by D'Shone Swiney

Presentation topics will include developing effective PowerPoints and presenting to C level professionals and other businesses. Attendees will work in teams and separately to prepare presentations and conduct role playing sessions.

D'Shone Swiney is the CEO of DS Consulting Services, Inc. She established the consulting firm in 1998 in Springfield, Massachusetts and relocated to California in 2004.

D'Shone has over 12 years of experience in project and training management, and event planning and management. For the last five years, she has been consulting extensively in project management assignments, specializing in systems conversion/implementation and training development and delivery.

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

PDUs: There are four PDUs for this event.

When: Saturday, June 5, 2010, 8:00 a.m. to 12:00 p.m. **Click here to register.**
Saturday, July 10, 2010, 8:00 a.m. to 12:00 p.m.

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

Coming Events

June 5 Advanced Topic

Don Martinez
See column at left.
Click here to register.

June 8 Dinner Meeting

Fred DiLuzio:
IT Governance
Lessons Learned and Best Practices
See pages 1 and 20.
Click here to register.

June 30 Free Special Event

Professionals in Career Transition
See page 20. **Click here to register.**

July 10 Advanced Topic

D'Shone Swiney
See column at left.

July 13 Dinner Meeting

Jason Scott
Innovation Without Reinvention

July 21 PMI-OC Orientation

See page 4.

August 7 Advanced Topic

Robert Pettis, PMP
The Business of Project Mgmt.

Sept 11 Advanced Topic

John Stenbeck, PMI San Diego
Topic to be announced

October 2 Advanced Topic

Brigette Fleming, PMI San Diego
Topic to be announced

October 9-12

PMI Global Congress 2010-North America
Washington, D.C.
Keynote Speaker:
President Bill Clinton
Click here for information and registration.

Oct 29-30 11th Annual SoTeC

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Coming events may be subject to change.

PMI Orange County MILESTONES
June 2010, Volume 22, Number 6

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PMI-OC Dinner Meeting

Tuesday, June 8, 2010

Program: **IT Governance**
Lessons Learned and Best Practices
Presented by Fred DiLuzio
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

Cost: **Dinner and Presentation**

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Featured Presentation Only (Members and Non-Members)
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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, June 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, June 6, or anyone who makes a reservation and does not attend, will not receive any refunds.

FREE Special Event for Professionals in Career Transition

Wednesday, June 30, 2010

Discover techniques in planning your next job move with **Melanie McCarthy** of **ResourceXperts**. Learn how to define your brand, develop a marketing plan, create a job search strategy, write a winning resume, use networking techniques, and more.

When: Wednesday,, June 30
6:00 p.m. to 9:00 p.m.

Where: UCI Learning Center
200 South Manchester Ave., Second Floor
Orange, CA 92858
Seating is limited.
Click here to register.