

# Milestones

November 2010

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

November 9 Dinner Meeting Presentation

## THE COMING WAVE



### Green IT and Real Estate Convergence

Climbing energy costs, increasing heat density, the smart grid, and government regulation are compelling IT vendors to become involved in energy AND energy vendors to become involved in IT.

CIOs have been caught by surprise for failing to consider energy in projects, only to learn significant capital investment would be required. Today's IT projects must address these energy considerations.

**Joel Manfredo**, Chief Technology Officer of the County of Orange, will outline the scale of this global trend, address influencing factors, and reveal compelling market evidence of a powerful, yet quiet, sea change in progress: the convergence of real estate and information technology.

Joel is responsible for all aspects of the services that the CEO/IT delivers. These services include infrastructure (network and platform, telephony, data center operations, security and business continuity operations, including running a 66,000 square foot data center), and business information (database, applications, IT processes, and quality assurance).

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**Dinner meeting sponsor:**  
**Prosum Technology Services**

[Click here to register.](#)

## 2010 Board of Governors

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Vice President  
of Communications

**Alvin Joseph, PMP**  
Vice President  
of Administration

**Richard Nalle, PMP**  
Vice President  
of Strategic Planning

**Gregory Scott, PMP**  
Vice President  
of Finance

**Sylvan Finestone, PMP**  
Past President

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## PRESIDENT'S COLUMN

### Change or Die

That was the title and theme from one of the keynote speakers at the Leadership Institute Meeting a couple of weeks ago in Washington, DC. The speaker was a brash, energetic fellow from Australia. His personality and mannerisms grated on me a little, but his message came through loud and clear. We need to change or face a slow decline in the success of our chapter. Complacency and the status quo are twin killers of any organization, but especially entities like our chapter. Our world is changing. The economy is changing. People's tastes and interests are changing. Our chapter's demographics are changing. There is a high probability that the way that we have done business for the last 20 years no longer works like it used to.

To be sure, people are still attending our dinner meetings. People are still attending the advanced topics seminars. People still go to special events, like the recent *Evening of Transition*. People still view us as providing value. However, attendance at each of the events is less than in prior years. Total membership is up, but the percentage of members attending events is down.

Some members have told me that the topics are stale, if not outright boring. We have heard these messages before. After all, in how many ways can you speak about controlling scope, or defining risk, or managing stakeholder expectations? Some members have told me that other family responsibilities or church or civic interests are competing for their time now. Other members have lost their jobs or manage to keep working by taking on a series of short term contracts that limit their ability to attend meetings. Other members' companies no longer reimburse them for the dinner fees or annual membership charges.

The point I'm trying to make is that we, as chapter leaders, need to respond to these changes. If we do nothing, the chapter will stagnate, and membership will begin to decline. Toward this end, I have begun a series of planning sessions with both Programs and Marketing to evaluate our current practices and to seek out better solutions. We need to offer programs that are sufficiently interesting and compelling to entice the members to register for them. This could entail using different speakers offering different messages. Perhaps we need to consider using paid speakers, rather than relying on speakers who donate their time to speak to us at the dinner meetings. We also need to consider other types of programs. Perhaps, we need to offer more training in the basics of project management. We certainly need to find better ways for the members to network with other members.

We need to market and promote these new offerings in different ways and different mediums to reach different segments of the membership. We need to expand the use of *LinkedIn*. We need to launch a presence on *Facebook*. We need to improve our website to provide more content and in a more timely manner. We need to reevaluate the newsletter. We certainly need to refine the use of e-mail blasts to promote our offerings, and we must be more responsive and sensitive to costs.

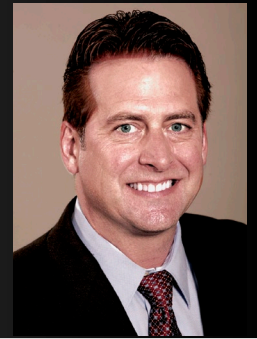
But, most of all, we need to be more responsive to the needs of the membership. So, when you are presented with a survey, or if a chapter leader calls you, or if you are at an event and your opinion is requested, please give us your feedback, good or bad. And, if someone doesn't reply or acknowledge your response, contact me directly, [president@pmi-oc.org](mailto:president@pmi-oc.org). We sometimes get carried away with chapter business and don't appear interested in your opinions and thoughts. I have asked both the board of governors and the second tier of directors to be more available to the membership. The board exists to meet the needs of the membership. Our response to your needs will appear in future columns.

**Stephen June, PMP**  
President



# Transition

## VP of Strategic Planning



**Richard Nalle**

**WHAT CAN WE DO FOR YOU?** I just attended the annual PMI® Leadership Institute Meeting (LIM) in National Harbor, Maryland, along with fellow board members Stephen June, Alvin Joseph, and Past President Sylvan Finestone, plus over 800 of our closest PMI friends from around the world!

Earlier this year, I was given the responsibility, and honor, for strategic planning oversight for PMI-OC. Needless to say, I looked forward to the education, experience, and relationship building the LIM had in store.

PMI Region 7 had held a summit earlier this year in Phoenix, and many of the same faces attended this event in Maryland. It was great to see our comrades from California, Nevada (Reno is holding the Region 7 Summit in March 2011), Arizona, New Mexico, and Hawaii. Richard Polendey, our Region 7 mentor, was in attendance.

The LIM offered programs in three areas: *PMI Institutional Knowledge, Individual Leadership Development, and Association Governance.*

The first session I would like to report on is *12 Technology Tips, Trends, and Techniques: How to Connect Deeper with Your Members in the Next 12 Months.* This session explained how to use social media to contact, connect, and collaborate with our members, a goal that is central to our chapter's mission and vision. Your board has been discussing ways to communicate more effectively with you and deliver the programs that you want.

Please stay tuned to more on this and plan to participate in the PMI-OC collaboration on *LinkedIn, Facebook, Twitter, etc.*

The second session was *Managing Organizational Change: Practical Strategies for Leading During Turbulent and Challenging Times.* This session acknowledged that every organization faces change, and the actions and behaviors of the organization's leaders will determine if the desired outcome is actually achieved. People typically resist change and often fight against it. This workshop addressed the need to perceive change as beneficial, even during times when it appears destructive. Strong, consistent leadership is necessary for team members, chapter members, and stakeholders to become "change ready." As keynote speaker Troy Hazard challenged us, "Change or Die."

As you have heard many times, 2010 has been a transition year for our chapter. We moved from a nine member board of directors to the six member board of governors.

The "risk management" plan for this transition considered some bumps in the road. Indeed we encountered some

challenges. Our *Evening of Transition* (career fair) was not as successful as we had expected, and our dinner meeting topics haven't been as progressive as they will be in the future. Some of our strategic initiatives were not met, such as providing our members with an environmental scanning report of industry project management SWOT analysis and socioeconomic trends. Also, we have been missing out on opportunities to get to know you, our members, personally and finding out what matters the most to you.

Please know that we have filed these challenges as lessons learned and are committed to, and excited about, high value programs and events starting in the near future.

The third session, *How to Run an Effective Strategic Planning Meeting*, presented the story, tools, techniques and reuse of existing methodologies for developing a strategic plan for the PMI chapter in Buffalo, NY. In fact, the Buffalo chapter also underwent the transition from a tactical to a strategic board in the recent past.

For me, this session was the most enlightening. Many of the challenges PMI Buffalo faced during their transition have been encountered by our chapter. One that was consistently mentioned by all chapters who spoke up at the meeting was lack of continuity.

The new structure of the PMI-OC Board of Governors addressed the continuity and institutional knowledge issues with overlapping two year terms. This will allow half of the board to continue service for your chapter.

However, the two year term doesn't effectively address the continuity and succession plan for key volunteer and other board positions.

The challenge we face is **WHAT CAN WE DO FOR YOU?** What programs will provide value to you? What events will provide benefits to you?

Your board is committed to knowing each and every one of the chapter members. We want to further develop a sense of community within PMI-OC and know how to best serve our members. When you are at an event, are contacted by the board, or otherwise are in contact with a board member, please let us know what is important to you.

To take a line from *The Invitation* by Oriah, "I want to know what you ache for . . ."

Thank you for the opportunity to serve. I look forward to meeting each of you to discuss how your board can help you on your project management journey.

**Richard Nalle**

PMI-OC VP of Strategic Planning

# Call for Nominations

Your nominating committee is seeking leaders for the **2011 PMI-OC Board of Governors**.

The ideal candidates will be strategic thinkers who want to make a difference by using their talents and skills to lead our current and future organization.

We are looking for individuals who can bring their developed talents and skills to a board that will offer personal and professional growth, along with enhanced self esteem.

If you are striving to achieve leadership positions in your personal career, we can help you further develop your leadership skills.

For more information and/or to discuss the opportunity further, please contact

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

We look forward to hearing from you.

Thank you.

**The PMI-OC  
Nominating Committee**

## Volunteer Opportunities

### Milestones Contributors

The *Milestones* team is seeking writers (or copy editors) to write articles about dinner meetings, advanced topic seminars, and other chapter news. Clear and concise writing styles are required.

### Milestones Photographers

The *Milestones* team is looking for individuals with an eye for style to take pictures at chapter events for *Milestones*. Must have a digital camera and flash unit for photos in indoor and outdoor venues. Upload photos to Qtask or other specified site.

### Dinner Meeting Name Badges

The events team is looking for a creative and reliable individual to prepare and print attendee name badges for various PMI-OC events. Requires up to four hours per month. Start immediately.

### External Marketing: Affiliate Management Chair

The chair of the affiliate management committee will assist in preparing affiliate agreements between PMI-OC and other Orange County organizations. The chair will manage affiliate relationships and communicate the stipulations of each agreement to other committees (*Milestones*, website, programs, etc.) as needed.

### Finance: Events Registration

The finance team needs assistance from individuals who will be able to attend the monthly dinner meetings and assist with attendee check-ins. Duties may include money handling, head count tracking, and follow-up reporting.

### Information Technology: Event Website Editor

Sets up the events (dinner meetings, ATS, and PMP prep workshops) on the PMI-OC website, following a predefined schedule. Coordinates with programs and marketing and keeps the programs director informed of the registration status by pulling the list of registrants monthly. Ten to 20 hours per month. Some knowledge of HTML, website publishing, and graphic tools highly desirable.

Interested in volunteering for any of these or other opportunities? Contact Joe Paradiso at [volunteers@pmi-oc.org](mailto:volunteers@pmi-oc.org) or [click here](#) to visit the current volunteer opportunities page at [www.pmi-oc.org](http://www.pmi-oc.org).

# New Members and PMPs

### NEW MEMBERS

Denise Adams

Mark Agustin

Steven Backer

Brian Beerck

Gerald Burke

William Caldwell

Rose Campbell

Steven Carrillo

Thomas Carroll

Simon Chin

Kos Chittle

Steven Christ

Franco Colantonio

Debra Dennison

Jacqueline DiPerna

Kelli Erskine

Barry Girsh

Jack Hanson

Renee Harris

Kieu Hoang

Robert Holland

John Janes

Ann Jordan

Jon Jorgensen

Bhavna Kalaria

Linda Keller-Bulman

Donna Kress

Dinesh Kumar

Bob Labac

Marcus Lee

Kathleen Lindner

Leslie Lushbaugh

Greg Mackney

Albert Makem

Kevin Martin

Blaine Maruoka

Samantha Mazza

Eric Nelson

David Opoku

Chandra Pagadala

Erin Po

Robert Ramos

Edward Reichardt

Mike Rickerts

Timothy Rivers

Ramon Saracho

Herb Saulus

Louis Schmidt

David Shostak

Barbara Skubis

Donna Smith

Insop Song

James Sonntag

Francis Spruit

David Stein

Russell Stevenson

Jeffrey Thomas

Denny Thong

Jack Tobin

Mohammad Ali  
Vanaki

John Wainwright

Benjamin Walters

Eva Weiss

Suresh  
Yerraguntala

Melaku Zewdie

### NEW PMPs

Eileen Brewer

Michael Evans

Bret Green

Lawrence Hurst

Aviva Jacobs

Reinaldo Liem

Paul Ly

Jeffrey Quintal

James Reckon

Mark Williams

Ivan Yeung





## PRESIDENT'S AWARD

### HEATHER TOMLEY

Heather has been a dedicated volunteer on the administration team at PMI-OC for several years. Her primary role is to support the board of governors (previously BOD) in coordinating the logistics of the monthly board meetings. She was instrumental in ensuring that board meetings were planned and conducted in an effective manner. In this role, she managed the meeting agenda, ensured the proceedings of the meeting were recorded, and archived and followed up on action items. She also managed the dinner arrangements and audio visual setup at the board meetings.

Heather enjoys volunteering for PMI-OC and is a dedicated and responsible person who would not let you down once she committed to doing something. This quality makes her an invaluable volunteer in our team. Heather has an energetic and cheerful personality making her well liked by her peers and the leadership team at PMI-OC.

Heather just finished her MBA and decided to move to Chicago, closer to her home town to start a new chapter in her life. Highlighting her commitment to what she does, she made sure we selected a new volunteer to take over her responsibilities a few months before her departure and spent a good amount of time mentoring and training her successor.

Heather exemplifies the true spirit of volunteering and giving back to the community. As a token of our deep appreciation of her service to PMI-OC, Heather was presented with the PMI-OC President's Award. We wish her the very best for the future and thank her for being a valuable member and friend of the PMI-OC Chapter.

**Stephen June, PMP**  
President

## VOLUNTEER OF THE MONTH



### ROBBIN MACKENZIE THOMAS

Robbin is a very active member of PMI-OC. She is currently co-chairing the 2011 Project of the Year award and ran the 2009 Career Fair. She is in the process of obtaining her PMP certification.

Additionally, for the last 12 years, Robbin has led large volunteer projects for several non-profit organizations.

She is an experienced project manager with over 20 years of top-level and detailed experience coordinating prime, associate, and subcontractor development project teams valued at over \$50 million.

Robbin is a self-starter with extensive program oversight experience, reporting to and collaborating with executives and customers. She has well refined interpersonal and team building skills with the ability to motivate professionals toward successful project completion.

**Joe Paradiso, PMP**

# Agile

## AND THE ORGANIZATION

**George Schlitz**, a Certified Scrum Coach (CSC), PMP,<sup>®</sup> and founder of **Big Visible Solutions**, presented an overview of the *Agile Manifesto* at our October dinner meeting.

Agile focuses on individuals and interactions, working software, customer collaboration, and response to change.

George opened his presentation with the statement, “This is not training; we are seeing only the tip of the iceberg.” He then showed a picture of an iceberg to set the proper expectation of his message.

The four attributes of an Agile team:

**1. Interactive:** “Assume that we don’t know everything at the beginning of a project, and that we will learn as we explore and refine our understanding together.”

**2. Incremental:** “Aim to deliver value to the business regularly and in small increments. And doing so, allows us to reflect on our work, learn from our shared experience, and modify our priorities to accommodate changes in our environment.”

*Decades  
of “how  
we’ve  
always  
done it”*





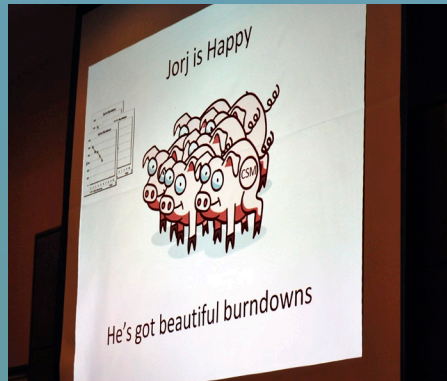


**3. Collaborative:** “Work in a highly collaborative way with a focus on collective ownership and collective responsibility.”

**4. Transparent:** “Understand that by being honest about our current state, past experiences, and future expectations, we can make better decisions and are more likely to achieve the desired project outcome.”

George stated that Agile is often used in conjunction with the Lean principles, which include eliminating waste, building in quality, learning before commitment, fast delivery, relentless improvement, respecting people, and appreciating the system. The objectives of both Agile and Lean are to provide continuous improvements and effective products.

To illustrate the success of the Agile transformation, George used the tale of *Jorj the Pig*. The story involves a ScrumMaster, Jorj the Pig, who worked with a great team of happy chickens. They worked together and delivered value every day. As a result, they released a successful product. However a few weeks later, Jorj, the



highly effective ScrumMaster, was transformed into strips of bacon.

Why did this happen? It appeared that Jorj’s circumstances changed because his versatile team included wolves, as well as chickens. In this case, although the team changed, the end result was that Jorj ignored the changes. The story stressed the point that **change is difficult**.

There will be obstacles in the way, such as not accepting change because of *decades of how we’ve always done it*. A postmortem view of the tale of Jorj is that, although the chickens contributed to the success of the project, Jorj was totally committed.

The Agile approach stresses identifying and knowing the true skills of your team to ensure the desired outcome. George recommended a paradigm shift, such as the iron triangle, which includes the following constrained and variable features necessary to manage projects effectively:

- Dedicated cross-functional team
- Estimation: how long will it take to complete the project?
- Product management
- Development and QA
- Different mindsets
- Collaborative requirements

In summary, George explained why the *Agile value-based delivery* approach should involve executives, managers, project team members, and any other stakeholders who may be impacted and/or affected.

Based on his extensive experience in coaching teams and leaders to improve product development, George recommended that enterprises focus on systems thinking and organizational changes, in lieu of “fizzled transitions,” to ensure successful projects.

**Rosie Coleman, PMP**

[Click here to view George’s complete presentation.](#)





# AT THE **October** DINNER MEETING



2010 and 2009 Marketing Directors  
Lisa Saldana and Lori Shapiro



Sabine Jenkins and  
VP of Communications Nora Goto

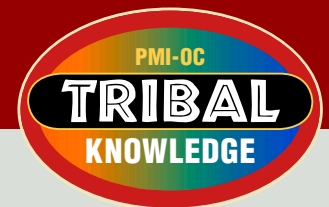


New PMPs  
Jeffrey Quintal and Reinaldo Liem

## PMP® EXAM QUESTIONS

These sample questions are submitted by Core Performance Concepts, Inc.  
Answers are on page 16.

- One value of breaking large or complex projects into phases is:**
  - cost containment.
  - it enables the project team to review, at the start of each phase, the business need that the project was undertaken to address and to ensure its continued value.
  - to avoid scope creep.
  - the ability to assign multiple project managers.
- Projects sometimes are authorized, even though they may not be profitable when fully costed, because the project can serve any of the following EXCEPT:**
  - as a means to develop new technology.
  - to improve the organization's competitive position.
  - as a means to broaden a product line or a line of business.
  - the personal interests of the executive team.
- As the project manager on a medical device project, you are asked to put together a budget on the project. One factor you should consider is:**
  - how often you will have to report on project costs.
  - the reporting relationship of all project team members and subcontractors to the project manager.
  - whether you should change the project plan to eliminate the threat of vendor schedule slippage.
  - the effect of your quality plan on the maintenance costs of the product, once delivered.
- When a process is considered to be out of control, it:**
  - will have variances which are outside of acceptable limits.
  - may not be changed to provide improvements.
  - shows differences caused by expected events or normal causes.
  - should not be inspected or reworked for any reason.



*This recurring Milestones column was created by and for all of our PMI-OC members and fellows.*

*If you would like to share an "aha" moment, a book review, or lessons learned for a future Tribal Knowledge column, or if you have questions or suggestions, please write to [milestones@pmi-oc.org](mailto:milestones@pmi-oc.org).*

*We look forward to hearing from you!*

**Colby Riggs  
Bill Georges**  
*Milestones Editors*

# Are your projects up to date?



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Centralize project assets

Manage resource workloads

Track time & expenses

Customize reports

Prioritize your portfolio



**Web Project Management**  
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# THE People SIDE OF PROJECT MANAGEMENT

At the October Advanced Topic Seminar, PMI-OC welcomed five popular speakers; **Adrienne Escoe and Mike Sanders, David A. Bartholomew, and Mariette Keshishian and Gene Schneider**; who presented three sessions offering practical communication and collaboration guides.



Gene Schneider

Mariette Keshishian

David A. Bartholomew

Mike Sanders

Adrienne Escoe



# 1

The first session, titled *Effective Project Communication*, was presented by **Adrienne Escoe, Ph.D.**, from Escoe Bliss Professional Resources, with support from **Mike Sanders, PMP**, a project manager at Southern California Edison.



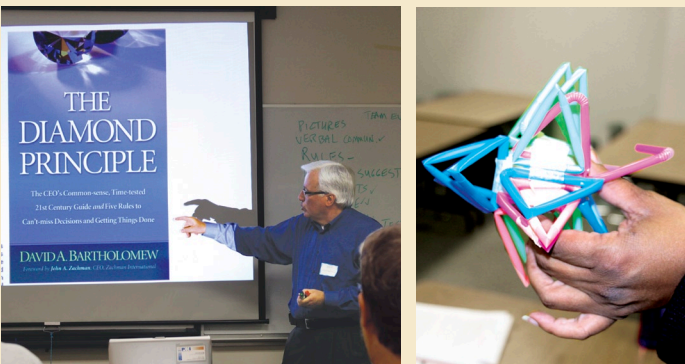
Adrienne asked the class to break out into six mini project teams and explained some strict ground rules. An observer was appointed to each team to make sure the rules were being followed, and there were penalty points levied on those teams that did not toe the line! The teams chose different individuals for project management, design, procurement, construction, and testing. Each team member had to perform their individual tasks alone, and costs were tallied for all labor and materials. The short, timed exercise was an absolute blast.

After each project team demonstrated the effectiveness of their design and posted their project costs, Adrienne led a discussion where each team reported their lessons learned and highlighted the areas where ineffectiveness was seen.

Once this was done, Adrienne demonstrated that, in each case, a communication breakdown was the root cause of ineffectiveness. Although the workshop seemed simple, and the project teams were small, it provided a very clear and hard hitting demonstration of the importance of effective project communication.

# 2

The second session was presented by **David A. Bartholomew**, who has over 30 years of combined management and consulting experience. David has written a soon to be published



book, *The Diamond Principle*. This book is a “how-to” primer for C-level executives. It will show them how to achieve results and maintain a corporate competitive advantage. However, the lessons in his book can also be applied to project and program management.

The *Diamond Principle* starts off with a short list of high level rules, many with “rules of thumb” designed to keep the user’s expectations realistic. For example:

1. Projects that go across business units **must** be separated from those at the business unit level.
2. At each level, there must only be **one** priority level, **one** effort, **one** priority level two effort, and so on.
3. Planning must be taken seriously, since redesign efforts at project completion cost 100 times more than those conducted during the design stage.
4. On average, projects take 40 percent longer than expected, so schedule accordingly. In addition, never let perfection get in the way of “good enough.”
5. After 60 percent of the solution is available, roll it out, and provide six month incremental releases from there.
6. Resources must often be specialized and available for a specific duration, so embrace the use of subcontractors.
7. Last, create a detailed action plan with expected deliverables, deadlines, and resources, but don’t let planning and scheduling become paralyzers.

David showed the group a powerful graph that allows any organization to measure the impact on competitive advantage for any change to their people, process, and technology. As a result, his consulting efforts to date indicate **that most organizations have many projects which represent lost investments and provide no competitive advantage.**

He recommends that to learn what needs to change, companies, or project teams, should listen to their customers and employees. Then they should “give back” to them by making these changes and improvements as painless and easy as possible.

David also walked the class through the “take action” phase of his diamond principle methodology, and later discussed the seven myths of technology management that must be avoided.

# 3

In the third session, **Mariette Keshishian** of Actium Consulting Group, and **Gene Schneider** presented many core concepts from her new book, *Where People and Projects Meet: Tools and Techniques*



for *Understanding the People Side of Projects*, a by-product of her 25 years of change leadership experience.



## THE PEOPLE SIDE OF PROJECT MANAGEMENT *Continued*

To kick things off, Gene asked everyone to pull out their cell phones! He then showed *Microsoft PowerPoint* slides and graphs with several survey questions down the “y” axis. For each survey question, Gene asked the attendees to send text messages to the address shown next to each survey question on the slide. Then, within minutes, the survey results were electronically tallied on the graph for all to see, and the audience was amazed by the demonstration of applications that project managers can use to conduct workshops and facilitate meetings!

The final technology related gem that Gene demonstrated was *Facebook*, or a company sponsored equivalent, to keep track of how many and which team members are interested in particular project related materials or matters.

After the high tech demos, there was more fun when Mariette pulled the class into an interactive discussion, where she challenged them to learn the art of human relationship management. She coached and trained project managers in the audience to deliberately delegate many of the hands on project management disciplines, such as updating the *MS Project* plan, so they could spend their time on the more important task of influencing the sponsors and stakeholders. In fact, she recommended that even if these tasks were not included in the project plans that were distributed to the team and to senior level management, the project manager should have a separate plan or checklist to make sure that he is fulfilling his role as a change agent.

Mariette also stressed the importance of creating and maintaining password protected documents with sections for each stakeholder to document his/her needs, corporate “friends” and “enemies,” and any other pertinent strategic information, if possible, weekly meetings should be conducted with the sponsor and stakeholders to make sure that their needs are being met, and that their expectations are being properly set.

Mariette also covered the three levels within an organization at which change leadership must be addressed by project managers. At the organization level, sponsorship, governance, stakeholder management, and business readiness are most important. At the project level, the project leadership, people management, and team dynamics are key. And finally, at the individual level, with motivation being the focus, there was a reminder that with so many project teams distributed across multiple locations, photos of all team members and occasional face-to-face meetings really make a big difference!

James L. Morin, PMP



## The Agilista

Donna A. Reed

Your PMI® Agile Community of Practice Rep

### Building the Right Solutions

*Gathering Agile Requirements by Gaining a Deeper Understanding of Your Customers*

“Agile teams are now developing software more quickly than ever before. Unfortunately, this doesn’t always mean they are aimed at building the right products,” says **Mike Cohn**, author of *Agile Estimating and Planning*.

Requirements need a deep domain knowledge, leadership, and going further than market research.

Building highly innovative products that are both engaging and valuable (think *iPhone*, *Kindle*, *Facebook*) require deep knowledge about our customers’ worlds. Although Agile development has been successful in the construction of products, it is very thin in the requirements gathering process. Our industry needs Agile methodologies for gaining deep domain knowledge and collaboratively working with our customers in their worlds.

If you want to learn how to go about gathering rich requirements so you build the right product, then check out an upcoming webinar on November 9, 2010 called *Gathering Agile Requirements for Gaining Deeper Understanding of Your Customers*.

#### You will learn about:

- Techniques for leading effective customer feedback sessions
- Methods for bridging the gap between requirements and construction
- Tools for gaining a deeper understanding of your customer’s world and uncovering hidden opportunities
- Tools for efficiently prioritizing product backlog
- How all of the above fit within an Agile environment

[Reserve a FREE seat and earn one PDU.](#)

#### Other Resources on This Topic

**Recording:** [Agile Requirements: Not an Oxymoron](#)

**Whitepaper:** [Agile Requirements is Not an Oxymoron](#)

**Video:** [Product Discovery Using Lean Thinking](#)

**Whitepaper:** [The Agile Business Analyst](#)

**Whitepaper:** [How Agile Reduces Requirements Risks](#)

**Subscribe to:** [The Agilista PM](#) to get info like this sent directly to your e-mail.

**Questions:** [agile@pmi-oc.org](mailto:agile@pmi-oc.org). Donna will respond.

*Blue text indicates active link.*





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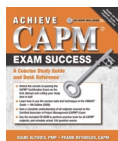
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# SPARK OF LOVE TOY DRIVE

# Coming Events



The holiday season is upon us, and with it comes the opportunity to make a difference in a child's life. Once again, PMI-OC is partnering with the Orange County Fire Department for our annual **Spark of Love Toy Drive!**

Even in the best of years, what is supposed to be a season of joy is not for the thousands of kids who wake up Christmas morning without a toy. Join PMI-OC and help bring smiles to the faces of those less fortunate children in Orange County.

The Spark of Love Toy drive collects new, unwrapped toys, books and sports equipment for children from infancy to age 17. Help ignite the **Spark of Love** this holiday season by bringing an unwrapped gift to our December 14th dinner meeting!

If you would like to volunteer to help with the toy drive, please contact us at [volunteers@pmi-oc.org](mailto:volunteers@pmi-oc.org).



Scenes from 2009 Spark of Love Toy Drive

- Speak
- Communicate
- Lead
- Earn PDUs

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[www.ocprojectmasters.org](http://www.ocprojectmasters.org)

### November 16 All Day Seminar

#### **Project Management and Organizational Transformation**

Sheraton Fairplex, Pomona  
Co-sponsored by PMI-OC

[Click here to register.](#)

### December 4 Advanced Topic

#### **Rhoda Brown-Christion**

Director of Claims  
HealthCare Partners Medical Group  
Special Regulations and Requirements  
When Writing for the Health Care Industry

[Click here to register.](#)

### December 1-15

#### **2011 Board of Governors Election**

[Click here for information.](#)

### December 14 Dinner Meeting

#### **Barbara Barrientos**

New Hope Crisis Counseling Center  
Nonprofit Project Leadership: Making a Difference by Serving Others

#### **Spark of Love Toy Drive**

[Click here to register.](#)

### January 11 Dinner Meeting

#### **Steve Romero**

VP, IT Governance, CA Technologies  
The PMO's Role in Enabling Enterprise Success

### March 8 Dinner Meeting

#### **Craig D. Wilson**

Matincor, Inc.;  
The Successful Project Manager:  
Enduring Lessons from Lawrence of Arabia

*Coming events may be subject to change.*

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**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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## Answers to PMP® Exam Questions

From page 8

**1. b. Enables the project team to review at the start of each phase.** Chapter 2, Section 2.1.3, *Framework*. Choice (a), cost may increase by separating phases. Choice (c), phases do not help manage changes on the project. Choice (d), although you may have multiple project managers, it is not a primary benefit of breaking a project up into phases.

**2. d. Personal interests of the executive team.** Chapter 4, *Initiating*, Section 4.1, *Integration Management*. The project management process doesn't assume that projects are fiscally sound. Projects are initiated to support organizational strategies. Projects shouldn't be initiated for personal interests or gains.

**3. d. Effect of your quality plan on the maintenance costs of the product, once delivered.** Chapter 11, Section 7.0, *Planning*. Choice (a), although the frequency of reporting can cost, it is not as significant as choice (d). Choice (b), reporting relationships are considered in *Human Resource Management* and *Integration Management*. Choice (c), vendor schedule risk can have a potential cost impact, but not on every project.

**4. a. Will have variances outside of acceptable limits.** Chapter 8.3.2.2, *Monitoring and Controlling*. Control charts are excellent tools to utilize when trying to determine if a process is performing within or outside acceptable limits.

# PMI-OC Dinner Meeting

## Tuesday, November 9, 2010

Program: **The Coming Wave: Green IT and Real Estate Convergence**  
Presented by Joel Manfredo, CIO, County of Orange  
[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**

<i>In Advance:</i>		<i>At the Door:*</i>	
Members	\$30.00	Members	\$40.00
Non-Members	\$35.00	Non-Members	\$40.00

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

**Featured Presentation Only** (Members and Non-Members)

<i>In Advance:</i>	\$15.00	<i>At the Door :</i>	\$15.00
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Parking: **FREE!**

Please register at [www.pmi-oc.org](http://www.pmi-oc.org) or [click here to register](#). You can pay by credit or bank card in advance or by cash, check, or credit card (Visa, MasterCard, American Express) at the door.

Make your reservation by 10:00 p.m. on Monday, November 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](http://www.pmi-oc.org). Anyone who cancels their reservation after 10:00 p.m. on Sunday, November 7, or anyone who makes a reservation and does not attend, will not receive any refunds.



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