

# Milestones

December 2010

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

Nonprofit Project Leadership:  
Making a Difference by

## SERVING OTHERS



**Barbara Barrientos**, our December 14th dinner meeting speaker, will explore the concept of service leadership and elaborate on the benefits that you, as a project leader, can receive from serving your local community, your work, and your home. But best of all, she will expose the great benefits that you can obtain by serving others.

Barbara is an engaging, dynamic speaker, and has been a well known Toastmasters leader in Southern California for the past 12 years.

As a sought after speaker, a few of Barbara's topics have been *Grief, Changes and Choices, Family is Like a Puzzle, Saying Goodbye*, and *Welcome to Change*. She has spoken to many nonprofit organizations, such as the Anaheim Youth Summit, Meeting of the Minds Conference, and the Pomona Peer Conference. In addition, she has conducted numerous New Hope Crisis Counseling Center workshops.

Dinner meeting sponsor: Walden University.  
[Click here to register.](#)

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Please bring a new unwrapped toy to the December dinner meeting for our annual

**SPARK OF LOVE TOY DRIVE**

See story on page 16.

## 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

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

**Sylvan Finestone, PMP**  
Past President

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# PRESIDENT'S COLUMN

**Participate.** This month, the chapter is holding its annual elections. Chapter elections don't usually generate great interest among the membership. However, elections in general are vital to the chapter. New board members bring new thoughts, new ideas, and new approaches. But, this year's elections take on even greater significance as the board seeks to become more strategic, while turning tactical decisions over to the emerging directors of the chapter.

People elected to the PMI-OC Board of Governors will increasingly be tasked to think in strategic, instead of operational, terms. Now is the time for the membership to take an active role in determining the direction of the chapter. To make the best possible strategic decisions, the board needs to know what is important to the membership. I want to encourage each and every member of the chapter to reach out to the current board and the candidates running for election. Let us know what you want. Let us know what you don't like and want to change.

As you may know, elections are made to the board of governors, not to specific positions on the board. This includes the role of chapter president. Once the vacancies have been filled, the board of governors will meet and determine who should perform which role. All of the board will have a say on who is to perform a given role, and what that role will entail. We can decide to change the reporting structure below the board of governors to fit the skill sets of the board members and, when necessary, to level the work load. Again, in order for the board to make the best choice, we need input from the membership. Strategic plans, taking multiple years to achieve, are largely based upon the board perception of the needs, wants, and desires of the membership. So, if you have questions or concerns or, even better, suggestions, talk to the board and talk to the candidates. Listen to what is said, and make informed decisions. The voting is now open to the membership; please take the time to make your selections.

There is also another way that your feedback has significant value. The annual chapter survey will take place after the first of the year. The survey is a second way to let the leadership know what you find valuable and beneficial. You can also tell us what you would like to see different. We cannot operate in a vacuum. The chapter exists to provide benefits in the way of programs to the membership. We need to know that kinds of programs interest the members. In the past, the signature program of the chapter has been the monthly dinner meeting. But, maybe a different event is now more preferable. Perhaps the event is okay, but the manner in which it is delivered needs to be upgraded. In order to maximize value to the membership, we need to know what you want.

The composition of the chapter is changing. There are a significant number of younger members who are just starting out in their project management careers. The needs of this portion of the membership demographic are not the same as those of the more experienced segment of the chapter. How the groups prefer to receive information on the chapter is different. The kind of chapter events each group prefers is potentially different. Educational and training needs can be different. The ability to handle event costs is different. There are several changes to the chapter offerings that the board is considering for the coming year to meet these various needs. But, unless you tell us, we're just making educated guesses. So, when the survey is announced, please take the time to tell us what you want. We will listen.

**Stephen June, PMP**  
President

# 2011 PMI-OC Board of Governors Candidates



**Stephen June**

Stephen is the current president of the chapter. He has been a member of PMI® and PMI-OC for 15 years, and has over 20 years of experience as a project manager and as a business analyst in IT and finance. His most recent work experience has been in the banking industry as a senior business systems analyst. He also has experience in the health care industry, working for PacifiCare, UnitedHealthcare, and St. Joseph Health Systems in both project management and business systems analyst capacities.

Stephen has volunteered extensively for the chapter in various capacities. Past roles include the dinner meeting registration chair, as well as a number of years on the board as the vice president of finance, vice president of professional development, IT director, and chair-elect. Stephen has been a PMP® since 1998. He graduated from Stanford University and holds an MBA from CSULB.

Stephen looks forward to returning to the PMI-OC Board of Governors to complete the transition from a tactical to a strategic board. He believes that this transformation is critical to moving the chapter forward as it continues to mature. His broad knowledge of chapter operations provides an ideal foundation for completing this task.



**Adam (Amir) Khamseh**

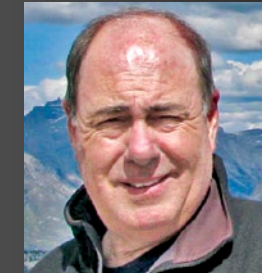
Adam has been a member of PMI® and PMI-OC since 2008. He currently works for St. Jude Medical, Inc. as a senior program manager for new business development in the company's atrial fibrillation unit in Irvine.

Adam has over 16 years of experience as a project/program manager, working in the automotive and health care industries. He has a Ph.D in engineering from the University of Michigan and PMP® and PgMP® certifications from PMI®. Adam is currently completing the executive MBA program at the UCI Paul Merage School of Business.

Adam has volunteered for school activities in both Michigan and California and is working with Daniel McQuaid of Volunteer Center of Orange County to join a nonprofit board.

Adam's goals in joining and working with the PMI-OC Board of Governors are to reinforce the organization's strengths, to improve areas of weakness, to develop goals and strategies, to measure progress, and to monitor and evaluate risks versus benefits of programs and services.

Adam hopes to increase PMI-OC's \$200K operating budget to ensure alignment with the organization's mission and values.



**Gregory Scott**

Greg has over two decades of project, engineering, manufacturing, and IT management experience. With a proven track record in varied management positions, successful projects in diverse business environments, and a unique combination of experience and education, Greg's cross functional skills are valuable assets.

Greg's experience is supported by a degree in mechanical engineering from Drexel University and a master of science degree in systems management from USC.

Greg's project management skills are enhanced by active membership in PMI® and continued studies to maintain his PMP® certification.

Greg has been a member of PMI-OC since 2003 and earned his PMP a few weeks after completing the PMI-OC PMP prep course. Greg has served on the chapter's nominating committee, the SoTeC Conference committee twice, and has attended strategic planning workshops.

He recently assumed the duties of the vice president of finance on the board of governors on very short notice.

Greg looks forward to applying his multi-industry PM experiences to the new BOG challenges and improving financial services to the chapter's members.



**Robbin Mackenzie Thomas**

Robbin 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 has extensive program oversight experience, well refined interpersonal and team building skills, and the ability to motivate professionals toward successful project completion.

An active member of PMI-OC, Robbin recently accepted the director of external marketing position. She also co-chaired the 2010 Project of the Year award and ran the 2009 Career Fair for the chapter.

Robbin has led large volunteer project teams for several nonprofit organizations for over 12 years and now wants take her strategic planning and team building experience to the next level by serving on the PMI-OC Board of Governors

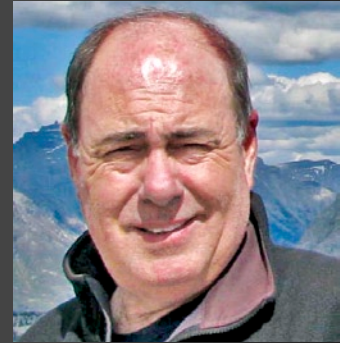
As a board member, Robbin will strive to re-energize members with chapter activities, create a cohesive leadership team to support chapter goals, increase corporate involvement, and collaborate with diverse industry experts to promote project management knowledge and experience.

Voting is December 1-15.

[Click here](#) for instructions and/or watch your e-mail.

# Transition

## Vice President of Finance



**Gregory Scott**

As many of the members may already know, our prior vice president of finance, Tariq Shaikh, is now working in China on an extended assignment. We wish him well in this challenge and look forward to his return in the future.

I, Greg Scott, have been appointed to Tariq's position to cover the needs of the chapter in the finance area. I look forward to taking over the reins and continuing to work on improving the financial services offered by the board.

My major objectives are to strengthen the team of volunteers and to outsource some of the more tedious bookkeeping tasks to a qualified service provider.

This will direct our volunteers' efforts to providing service to our members while the contracted firm executes the financial transactions under our supervision.

I am proud of the support our small, but dedicated, team of volunteers is providing.

Patti Morales, Mary Kopinski, Rajni Chawla, and Christi Valley are dedicated supporters of the chapter's operations. Also, Jay Anderson has recently volunteered to assist at the registration table. We invite other members to join our team to provide additional depth and perspective to our functions and to work more closely with the various operations within the chapter. Please contact Greg Scott at [vp-finance@pmi-oc.org](mailto:vp-finance@pmi-oc.org).

After serving as the director of finance for almost two years, Patti Morales has asked to step down because of an ever increasing work load at her company. She

works very hard as a project controls manager for an international construction firm. We appreciate her service through three board changes and the change in our governance structure.

Let's all welcome Patti to join in chapter events in the months to come.

Anyone with some financial management experience and interest in serving the chapter as a volunteer in the finance area can contact Greg Scott at [vp.finance@pmi-oc.org](mailto:vp.finance@pmi-oc.org).

I look forward to sharing our plans for the finance area and working with the team members and the other volunteers in the chapter organization.

**Gregory Scott**  
Vice President  
of Finance

## Volunteer of the Month

**E**UNICE LIN has been a PMI-OC member since 2004 and received her PMP certification the same year. Eunice has volunteered as an ambassador and website content manager, as well as posting the dinner meeting events each month.

Working behind the scenes for the past year, Eunice's contributions have been outstanding. She made sure the website content had the latest and most correct information displayed. Her attention to detail and ability to follow up on directions and patiently update the events, has earned her the Volunteer of the Month award for November.

From a career standpoint, Eunice has an MBA in finance and marketing from the American Graduate School of International Management. With over seven years of project management experience in software development and implementation, she has managed projects from initiation through delivery and led cross-functional teams in various industries.

Eunice is currently working as an IT project manager for Best Buy. In addition to PMI-OC, Eunice has volunteered for other nonprofit organizations, such as American Liver Foundation and the Aspect Foundation.

Eunice is a great team player with an outstanding attitude toward volunteering. We are very fortunate to have her on the team.

**Joe Paradiso, PMP**  
Membership Director



## 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 affiliate management chair will prepare affiliate agreements between PMI-OC and other Orange County organizations and manage affiliate relationships.

### 2011 Project of the Year Chair

Must have experience leading teams; this project needs to get started ASAP. The POY chair will develop and manage a volunteer team, seek nominations from OC companies, assign judges to review company applications, and celebrate the winner at an upcoming dinner meeting.

### Advertising and Sponsorship Volunteers and Committee Chair

Volunteers will help define and manage sponsorship options (e.g. *Milestones* advertising, web advertising, corporate sponsorships). They will solicit, obtain, and organize sponsors for PMI-OC events and initiatives as needed, solicit corporate and other paid advertisements for *Milestones* and the website, and solicit sponsors for chapter meetings, educational programs, and special events.

### Finance: Events Registration

The finance team needs individuals 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 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).

**PMI-OC  
Orientation  
January 19, 2011**

**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 Governors, your fellow members, and volunteers. We will present the value added benefits, professional development opportunities, and programs that PMI-OC offers to its members. The number one benefit of your membership in PMI-OC is the vast pool of individuals to network with.

**When:**

**Wednesday, January 19, 2011**  
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:**

**New Location**  
**Brandman University**  
16355 Laguna Canyon Road  
Irvine, CA 92618

**Cost:**

None.

**Questions:**

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

[Click here to register.](#)

**Sample PMP®  
Exam Questions**

These questions are based on the *PMBOK® Guide—Fourth Edition*. Answers are on page 24.

- According to Pareto's Law,
  - a relatively small number of causes will produce a large majority of the defects.
  - the cost of preventing mistakes is generally much less than the cost of correcting them.
  - a plan-do-check-act cycle to quality improvement will improve quality.
  - contracts are legal relationships subject to remedy in the courts.
- What impact does a matrix organization have on project team management and development?
  - Team development is simplified.
  - Team development becomes more complex.
  - No impact.
  - Team development does not take place in matrix organizations.
- When change requests are approved, the project manager should
  - not change the cost baseline.
  - determine if the change is in or out of scope.
  - update any impacted basis of estimates.
  - recalculate the TCPI.
- As the project manager of a small technology project, your customer has submitted a request for a change to ensure project quality, but will cause a significant delay in the delivery date. At the change control meeting where the change is being discussed, your response to the request should **not** be,
  - "How does NOT making this change impact the users? What is the benefit of implementing it as part of our current scope?"
  - "Let's understand why this change request is important to the project."
  - "Would you (the customer) be willing to push out the schedule three weeks in order to deliver this change with the initial project deliverables?"
  - "I don't understand why you want this stupid change. Can't we just leave scope as is?"

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

**New  
Members and PMPs**

<b>NEW MEMBERS</b>	Li Shen Tan
Koreen Adams	Alexander Teng
April Aldredge	Justin Thai
Roger Ashworth	Jim Wishnick
Steven Augustine	Lalith Withana
Christopher Bibeau	Sirk Zena
Franklin Carrero	<b>NEW PMPs</b>
Prasad Chandrupatla	Harry Acosta
Suzy Cicero	Brian Alexander
Rebecca DiFranco	Rose Campbell
Mark Gibson	Da-Yong Chen
Robert Glisson	Ann Jordan
John Hayes	Michael Nakashoji
Zen Hong	Harry Oei
Neal Johnson	Jack Tobin
Diana Johnson	Lei Yan
Krystin Kim	
Kenneth Kopatz	
Marcia Kouche Ellis	
Felix Kwong	
Shaun Land	
Murtaza Masood	
John McFarland	
Hang-Tam Nguyen	
Carlos Pedroza	
Anthony Ramirez	
Eddie Julio Rangel	
Kumar Rayampettai	
Robert Richardson	
Karrie Rodriguez	
Teresa Ortega Rosenbaum	
Eric Sandberg	
Prasenjeet Sarkar	
Jonathan Savas	
Mohan Shanmugam	
John Sileski	

Our chapter has a long history of success thanks to the dedicated volunteers who provide leadership and operational support of our many services and professional events.

**The PMI-OC Fellow Award**

recognizes chapter members who have demonstrated sustained service to the chapter and have met one or more of the following criteria:

- Led or had major participation in one or more significant projects for PMI-OC and/or PMI®
- Developed and/or delivered project management presentations and training for PMI-OC and/or PMI
- Developed and/or delivered project management presentations and training for PMI-OC and/or PMI
- Created and/or published information useful to project managers in their professional practice
- Sustained service to the Project Management Institute
- Sustained service to other institutions that further the interests of the project management profession

Each year, a fellow nominations committee is formed from existing PMI-OC fellows to consider candidates for the PMI Orange County Fellow Award.

Our fellows nomination committee this year included the following PMI-OC Fellows: Adrienne Keane, Kristine Munson, Janice Preston, and Martin Wartenberg.

**PMI-OC Fellows**

- 2004** Edward Walker
- 2005** John Bing  
Quentin Fleming  
Martin Wartenberg  
*(pictured above)*
- 2006** Janice Preston  
Frank Reynolds  
Julie Wilson
- 2007** David Jacob  
Kathy Sharman  
Cyndi Snyder Stackpole
- 2008** Adrienne Keane  
Kristine Munson  
*(pictured above)*
- 2009** Frank Parth

**2010  
PMI-OC FELLOWS**



**Cornelius Fichtner**

Cornelius began his career as a COBOL developer. He moved into project management because he "didn't want to talk to machines." Cornelius has been a project manager for over 19 years in his native Switzerland, in Germany, and in the U.S. His background includes managing projects for a diverse range of companies. He is the founder of OSP International LLC, which offers project management education using new media. Cornelius became involved with PMI-OC shortly after he moved to the U.S. Within a few weeks of arriving, he lost his job. He joined PMI-OC to connect with others and to find a new job. He earned his PMP® credential in 2004.

Cornelius' first volunteer experience was checking in attendees at an advanced topic seminar in 2003. He then willingly tackled any assignment that came his way. He has served the chapter as the e-mail blast coordinator, ATS chair, board member, and chapter president.

Cornelius says he volunteers for PMI-OC for four reasons: (1) professional growth, (2) friendships with other project managers, (3) networking and job hunting, and (4) PDUs.

Cornelius hosts a project management podcast where he interviews local and international project managers to share best practices. Cornelius' advice to others in this struggling economy is to get involved and volunteer.

**Warren Nogaki**

Warren tells us that, "project management shaped my career." A graduate of the Air Force Academy in 1963, Warren managed the program master schedules for the Minuteman Program Office. He recalls using PERT scheduling systems (before *MS Project* existed) on mainframe computers producing 30 inch high scrolled paper printouts several yards long. During this time, Warren attended meetings that grew into the beginning of the PMI-LA chapter.

After a long and fulfilling career, Warren retired from the Air Force and joined Jet Propulsion Laboratories where he managed plan/schedule integration and risk. In 1991, Warren joined PMI-OC and began managing the PMP exam prep course. He went on to become the PMI-OC VP of Professional Education.

Warren was certified as a PMP® in 1991 and was invited to teach project cost and procurement management at UCI. He also served on the PMI Global Project of the Year committee for three years.

In the words of Warren Nogaki, "During this struggling economy, the ability to use project management philosophies, tools and processes, provides a tremendous ability to be more efficient. Today project management is one of the biggest contributors to productivity enhancement in any organization. It's the grease that makes everything happen."

# THE COMING WAVE

## GREEN IT AND REAL ESTATE CONVERGENCE



**G**REEN COMPUTING, as defined by *Wikipedia*, “is the study and practice of using computing resources efficiently. The primary objective of such a program is to account for the triple bottom line [which is people, planet, and profit]. The goals [of green computing] are similar to green chemistry, [namely to] reduce the use of hazardous materials, maximize energy efficiency during the product’s lifetime, and promote recyclability or biodegradability of defunct products and factory waste.” In short, the focus of green computing is **people, planet, and profit**.

**Joel Manfredo**, Chief Technology Officer of the County of Orange, began his presentation **at the November dinner meeting** by citing an example of green IT and real estate convergence that everyone in the audience had just witnessed. It was the Wyndham’s new automated parking gate, which was installed before the meeting to reduce the manpower needed for the hotel’s parking operation.

Joel later went on to discuss a groundbreaking study conducted by Cisco Systems to determine the work patterns of approximately 120 employ-

ees and the actual “real estate” they used throughout the work day. The company then created custom work environments for these employees by providing *only* the type and amount of space that they needed throughout the work day. For example, if Employee A had an office, but actually spent 90 percent of his or her time in collaborative meetings, then the office space that was assigned to that employee was being wasted when not in use.

Cisco discovered that by altering work environments to better match employee work patterns and space requirements, they were able to achieve an actual cost savings of 37 to 50 percent simply from the reduction of rent, services, furniture, IT, and overall capital expenditures. In addition, they made their real estate much more energy efficient. This is especially important because IT and communications equipment currently contribute as much carbon dioxide to the atmosphere each year as the airline industry: about two percent of the global total!

Joel talked about studies by the Gartner Group and the World Wildlife Fund that measured efforts to drive

down CO2 emissions. He described two distinctly different categories of how these reductions were measured.

One category was based on the transformation of IT to produce a reduction in CO2 emissions. This category was based on the actual manufacturing, use, and disposition of the physical IT assets. The second category was based on the reduction of greenhouse gases by using IT to transform the way business is conducted, such as with video conferencing and remote access.

He then mentioned a number of American businesses, such as HP, CISCO, and IBM that have made great strides in both of these areas.

The U.S. Green Building Council currently measures buildings based on six “green” elements: (1) sustainable sites, (2) water efficiency, (3) energy and atmosphere, (4) materials and resources, (5) indoor environmental quality, and (6) innovation and design process. The total sum of the ratings in each of the six categories yields a “LEED” building score. The term “LEED” stands for Leadership in Energy and Environmental Design.

In 2009, the US Environmental Protection Agency (EPA) announced that “Energy Star leaders prevented the equivalent of more than 220,000 metric tons of carbon dioxide and saved more than \$48 million across their commercial building portfolios. These savings have quadrupled since 2008.” The Energy Star reference has been adopted by many countries to acknowledge that a product or building utilizes an average of 20 to 40 percent less energy than the standard products or buildings in the same family.

According to Joel, businesses will continue to pursue additional savings in these areas, and we will see a lot more growth in the convergence between green IT and real estate. For example, in 2009, the Boston Consulting

Group analyzed four key opportunity areas that will be ripe for growth: (1) the smart grid, (2) road transportation, (3) smart buildings, and (4) travel substitutions. Together, these four areas represent a potential \$240 billion dollars in savings (in addition to reduced carbon dioxide emissions) for the U.S. by 2020.

Everyday examples of the convergence of green IT and real estate can be seen by the growing use of lighting sensors within commercial buildings, RFID tracking, wireless internet, and remote mobility access.

In fact, the Wyndham Orange County Hotel (where the PMI-OC monthly meetings are held) also utilizes some of this new technology. For example, when a guest enters the room, he or she has to insert a room key into a wall unit in order to provide electricity for the room. So when the room is not occupied, the power to the room is turned off, producing a significant savings for the hotel.

At the end of the presentation, there was a question and answer period. Some members in the audience raised the issue of potential hidden costs that could come from the implementation of new green regulations and

their building requirements. Some of these regulations could produce significant hidden costs for retrofitting existing buildings.

As project managers, there is an important message to take away from this presentation; be aware of the potential hidden costs of implementing these new solutions.

Project managers can stay ahead of the curve by continuing to expand the skills and knowledge of their industries, and those of new and growing industries.

The convergence of green IT and real estate represents one these industries and is a great example of an area to watch in the near future!

**Lucy Stone, PMP**

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



# AT THE November DINNER MEETING

The Two Toms:  
Cumming and Cutting



Rick Tyner and John LaMarche  
from Prosum Consulting Services,  
our November Meeting Sponsor



## The Agilista

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

### Innovation from Using Active Requirement Gathering

What is the toughest part of innovation? Accurately predicting what customers want, need, and will pay for. While you might want to ask your customers what they want, they often can't tell you. So, unless you try something new, you're stuck. You want to create breakthroughs. There are collaborative tools for gathering rich requirements that fit nicely with the Agile development process.

[Read more.](#)

### Self Organization and Management in Teams

What are self-organizing teams anyway? How do you start them? What roles should management play?

[Read more.](#)

### Applying Agile to Large Projects

Do you have large projects and want to know if Agile will work? Are you wondering if your company is ready to take the next steps and want to avoid some common mistakes? See how to address the most common mistakes companies make when trying to scale Agile.

[Read more.](#)

### Other Agile Resources

[Free Recordings and Videos](#)

[Upcoming Webinars](#)

[Case Studies](#)

[Official PMI Agile Community of Practice](#)

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

*Blue text indicates active link.*

# 2010

## SOUTHLAND TECHNOLOGY CONFERENCE

The 2010 Southland Technology Conference (SoTeC) was held at the Long Beach Hilton on October 29 and 30. Once again, the committee of volunteers from the sponsoring organizations did an absolutely incredible job of attracting volunteer speakers who gave timely, dynamic, and impressive presentations.



Following the conference theme, **WE'VE DONE WITH LESS; LEARN WHAT'S NEXT**, the scheduled programs and conference tracks allowed attendees get more deeply immersed in project management, technology, and quality assurance, as well as professional and personal development.

There was formal and informal networking and job search instruction. In addition, attendees shared business cards during relaxing meal breaks as they enjoyed excellent food and services.

Vendor representatives and sponsor organizations were available throughout the conference. Near the end of the two day event, the annual SoTeC Inspiration Awards were presented to acknowledge the selfless and tireless efforts of the people who organized the event.

As the conference ended, the attendees parted company and went back to their communities with renewed zeal to volunteer their skills

*Continued*

# Keynotes

## IT LEADERS LEARN TO EMBRACE THE REQUESTS OF A TECH SAVVY GENERATION

Although keynote speakers **Susan Cramm** and **Rick Hopfer** spoke on different days, their presentations are combined in this *Milestones* article because they dovetail neatly and result in a one-two punch on how business and IT leadership can work together to break through two age old stereotyped beliefs: (1) the IT department is overly bureaucratic and control oriented, and (2) the IT department does not deliver on time.

**Susan Cramm**, former CFO of Chevy's Restaurants, current president of Valuedance, and author of the book *Eight Things We Hate About IT*, is an industry expert on IT leadership coaching. In her presentation, *How IT Smart is Your Organization?*, Susan walked the attendees through the results of a 2007 MIT survey which concluded that companies with IT savvy business leaders also had consistently better financial performance!

Susan explained that over the last ten years, IT has become very business savvy, but survey results indicate that a mere ten percent of the business leaders are IT savvy. The businessmen freely admit that their departments still don't know how to adequately leverage the technical systems they already have. In addition, they continue to submit half-baked requests to the IT department, all of which are given the highest level of priority! The businessmen also admit that only ten percent of their leaders are ever held accountable for IT enabled business value, and their "project successes" are frequently based on feelings instead of measurable facts.

**So, what should business leaders do?** Susan shared white paper materials to help businesses prioritize IT projects, maintain sponsor commitment, and conduct post project audits. This, in turn, will help provide them with the fact based evidence they will need to measure their improvement.

**What should IT leaders do?** Susan said, "Don't leave the businessmen waiting in line." IT departments must venture out into the business units and discover how to add value. IT must have the discipline to ignore the old habits, such as focusing on technology instead of functionality. Instead, they should facilitate meetings with business leaders and allow them to explain and document what IT success means to them. Then the IT department should break up the projects into smaller efforts. They should start by conducting learning experiments to ensure that value, ROI, and user acceptance will be achieved. Ideally, these smaller projects should be three to six months long, cost less than \$500K, and staffed with "in-house" people.



**Why do the business leaders increasingly feel that the IT department stifles the entrepreneurial spirit required to creatively partner and quickly develop innovative solutions?** Because they are hearing it from a growing number of younger employees who are inside their organizations!

**There are two underlying reasons for this. First, young people, now rising through the organization, grew up with a deep understanding of technology and are used to having the power to control it themselves.**

Business departments have always contained hidden "shadow IT" developers and "super users." The young people who are joining the ranks of these "rogue IT" department teams are accustomed to performing their own "production" activities at home, such as upgrading operating system and application software and downloading patches. Unlike their baby-boomer counterparts, they consider calling a help desk only as a last resort,

Susan recommends increasing the portion of IT budget directed at new innovative solutions by reducing the amount spent on "yesterday" or KTLO (keeping the lights on) IT activities. She advocates farming out as much IT work as possible to the many "rogue IT" organizations. Let them maintain table driven applications and even ERP configuration maintenance. Let them renew their own applications on their desktops and laptops. Give them the tools, training, and security access to do their own reporting. "Beef up" their skills so they can support the enterprise, not just their local departments. Stop babysitting and start coaching. Also, stop calling them customers. Customers are only those who buy the company's products and services, period. In other words, do all that you can to push the IT skills into the business organizations.

**Second, these young people rising through the organization usually have more and better technology at home than they do at work!**

Our second keynote speaker, **Rick Hopfer**, is the former CIO of Sony. He also serves as a member of many technology advisory boards. In his presentation, entitled *The Consumerization of IT*, Rick walked the attendees through the staggering figures on the growth of Face-



book, YouTube, iPad, iPhone, Skype, and Twitter. They now have **billions** of worldwide internet users! The hardware use of desktops, laptops, mobile smart phones, GPS devices, cameras, PDAs, and ebooks **have now combined** with the web based software use of e-mail, web browsing, web audio, IM, text messaging, internet video, and Google apps. Current worldwide transactions are in the trillions daily, and growing at an exponential pace!

Even baby boomers now **expect** to use these devices to access both personal **and** work information anytime, anywhere. Expectations are even higher for Generations X and Y. In fact, young workers place such a high importance on these devices, they will not even hire on with a company that does not have a fast corporate wireless internet, e-mail, IM, a company provided laptop and mobile phone, as well as remote access to corporate applications.

Of course, IT still needs to meet its commitment to the organization regarding security, reliability, and scalability. Rick recommends that the IT department should quickly work with the legal and HR departments to hammer out new policies and waivers for company e-mail and calendar use, as well as codes of conduct (including grounds for dismissal) for using new technology devices and applications.

He asks that IT consider allowing employees to BYOC (bring your own computer or other devices/applications) for office use, and perhaps jointly pay for them or reimburse the employees. It is a given that allowing employees to store personal data on work servers, using IM outside the enterprise, posting on blogs, downloading audio files, accessing social network sites, etc., all represent security risks, but IT must embrace these issues ASAP, since the trend is escalating and already affords more opportunity than risk.

Rick's advice is to get talented experts to listen to your employees and develop architectures with authentication and identity management. **He recommends training IT**

**and employees** about data security and device management. He also recommends migrating the help desk to "crowd-sourcing" (employees helping each other) via social networking sites, wikis, and blogs. Over 100 companies are already utilizing YouTube for corporate training purposes.

Like it or not, today's business leaders recognize that there are business opportunities inherent in how the younger generations have embraced technology, both devices and applications, that corporate IT leaders still view as "disruptive." This only exacerbates and enforces the negative stereotypes regarding IT. If IT can resist old mindsets and proactively make some trade-offs regarding their security and support policies, they can get out in front and lead. If not, the business leaders will increasingly consider IT a roadblock and will adapt new technology solutions without it.

**James L. Morin, PMP**

## What They're Saying

*"Susan Cramm was very impressive. The data was stereotypical, but absolutely true. She presented the material in a very good manner."*

Garo Babaian  
QA Automation Lead Engineer, ADP

*"Susan brought out the points seen in the corporate world. It would be interesting to learn more on how to pursue her recommendations, while avoiding data silos and different versions of the truth."*

Neelash Prasad  
Principle QA Engineer, Online Resources

*"Susan was very easy to listen to. The IT topic can be extremely dry, but she added stories to keep us all interested."*

Simon Hawkins  
Project Manager, Toyota

*"Rick Hopfer is a great speaker with progressive ideas in advance of many companies. It will be interesting to see the impact on policies in certain industries, such as defense!"*

Debora Boelkes, CEO  
Business Women Rising

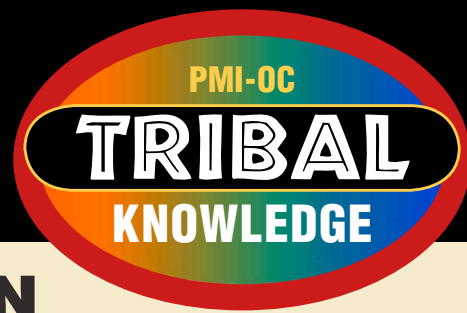
*"I learned a lot from Rick's presentation, but there will be serious legal and security challenges!"*

Sami Hussaini, Chair  
SCQAA

*"Rick's topic was very timely. This has needed to be addressed for some time now."*

Kathleen Ashelford, President  
Ashelford Consulting

More news about the 2010 SoTeC Conference in January *Milestones*.



## IN TRANSITION

An Inspiration for Personal Change

The latest term used to describe those who are unemployed is “in transition.” According to the *Advanced English Dictionary*, the word “transition” means a “change from one place or state or subject to another.” I view my time “in transition” as a chance to reflect on where I am and where I’ve been, along with an opportunity to evaluate where I want to go.

My professional experience consists of more than 25 years of working with leading edge technology. My education includes an MBA, a BA in information technology, and a number of professional certifications, including a PMP®. I have the smarts to add value to most situations, and I continue to push myself. For example, I am currently pursuing a doctorate in management at the University of Phoenix.

During the past several months, a typical day of being “in transition” begins with prayer, followed by household chores, exercise, and then diving into the *box* for the dreaded job search activity. The *box* is what I call the many hours spent on a computer looking for employment across a myriad of internet job sites.

Unfortunately, all of this activity has **not** produced positive results and has gnawed away at my psyche. In the past, I would have received at least a rejection letter or e-mail. However, today’s corporations don’t even offer the courtesy of a response. Silence is the new “no.” My applications and resumes seem to disappear into a virtual black hole.

I don’t remember **ever** getting a job from any of those websites. Yet, I was always hopeful, and I nevertheless put a great deal of time and effort into those applications. In fact, all of my actual jobs have come from referrals and personal relationships. As a result, I now realize that the path to success lies in getting out of the *box* and interacting with people face-to-face.

On Sundays, I usually attend Rock Harbor Church in Costa Mesa. One Sunday, Pastor Rick Warren delivered a message that outlined nine key activities for a successful plan of “getting to where you want to be.”

1. Determine your present position or condition.
2. Describe what you want and don’t want.
3. Find a promise from God.
4. Ask for God’s help.
5. Identify the barriers that interfere with reaching the desired goals.
6. Create a step-by-step plan.
7. Be patient and persistent.
8. Enlist a team for support.
9. Pay the price.

For me, this message was a call to action. It’s tempting to stay in the *box* and make the journey alone, but I needed to get out there. I attended a PMI-OC advanced topic seminar, joined a Toastmasters club, and started volunteering for the PMI-OC dinner events. I was committed to taking action!

It’s important to remember that the last step in the outlined process calls for sacrifice and the need to “pay the price.” I now realize that many of the high-end salaried jobs from the past are gone, and by accepting the reality of the economic situation, I have achieved peace of mind.

My wife and I discussed the possibility of accepting a job in another part of the country. However, the thought of leaving my family did not appeal to my better judgment; it would only create instability and anxiety. So, despite the potential financial gain, I ruled out the possibility of a temporary position in a different part of the country. I need to do what is best for the stability of my family.

In a recent blog, I read about a term called “cognitive surplus.” It’s the phrase used to describe the dramatic underutilization of the world’s educated citizens. In the United States, the pool of “in transition” workers contains a huge amount of cognitive surplus. In fact, a recent *60 Minutes* segment reported that, “nearly 20 percent of the unemployed in America have college degrees.” It’s hard to imagine that companies can’t find a way to leverage the wealth of this cognitive surplus to improve their bottom lines. As we all know, there are a lot of smart people sitting on the bench. The “60 Minutes” segment also reported that, “If you add all of that together, the unemployed and the underemployed, it’s not nine and a half percent, it’s 17 percent, and in California, it’s 22 percent.”

I reflected on the words of Charles Darwin, who said, “It is not the strongest of the species that survives, not the most intelligent, but the one most responsive to change.”

Find your inner strength, and respond to change in a positive way. Do something to set yourself apart from the status quo. Tap your creative talents and build new businesses. After all, the United States is the place where the impossible can be realized through imagination, hard work, and partnering with others. Made in the USA is a good thing, and the revival of the entrepreneur should be celebrated.

Bob Marley, my all-time favorite musician, said, “When one door is closed, don’t you know, another is open?” Dale Carnegie said, “When fate hands you lemons, make lemonade.” Stay focused, find strength in numbers, and let us be transformed as we emerge from being “in transition” to being pioneers of our future.

Submitted by **Dave Cornelius, PMP**

# Five REASONS NOT TO GO TO PMP EXAM BOOT CAMPS

By *Cornelius Fichtner, PMP, PMI-OC Fellow*

Often touted as “ideal targeted training” for the PMP® exam, many people find boot camps an attractive option for exam preparation.

While boot camps are designed to deliver noticeable results with a high output of effort in a short period of time, the drawbacks of choosing this path for exam preparation often outweigh the benefits.

Boot camps may work for some because the instructors are usually highly qualified professionals with masters degrees, prior training, and years of industry experience. Most also offer a pass guarantee and will assume financial risk if you fail. They may offer to pay for you to repeat your exam or provide custom coaching and feedback.

Quoting high first and second time pass rates, boot camp programs claim to be the ideal package for exam preparation, often including the *PMBOK® Guide*, a prep guide, test style prep questions, and meals during classroom sessions. If you would like a surefire way to pass the PMP exam in a short period of time, then a boot camp may be just what you’re looking for.

However, PMP boot camps definitely have their share of drawbacks, and these drawbacks are the reason why I never recommend a boot camp to any of my students.

**1** **Boot camps are expensive.** Designed to be the ideal all-in-one exam preparation experience, the sheer cost of boot camps makes them less than ideal for those of us on a budget. An intensive four day course can cost you several thousand dollars, depending on your location, whether it’s a busy time of year, and the availability of included amenities.

While the up front cost may seem astronomical, check to see if it includes the actual PMP exam fee and comes backed with a pass guarantee. Most boot camp companies will offer to cover tailored tutoring and repeat exam fees if you fail the first or second time. If you fail a third time, they may even offer to let you take the entire four day course again for free.

But all of this comes at a cost. Essentially pay-to-pass programs, boot camps pump lots of students through short term, high yield courses. Boot camps may be a viable option only if time is more valuable to you than money.

**2** **Boot camps are inconvenient.** Unless you live in a large urban area where a course is offered, the four day boot camp will usually require travel and hotel accommodations. For most project managers with jobs and families, dropping their responsibilities for four days is not only inconvenient, it’s impossible. Work and life do not stand still, or even slow down, just because you have an important exam to pass. Most project managers require,

and work best with, a study schedule that fits their lifestyle instead of interrupting it.

**3** **Boot camps focus on memorization.** As you already know, the PMP exam is based on concepts from the *PMBOK® Guide*. Specific principles include communication, cost management, human resources, integration, procurement, quality, risk, scope, and time management. The material is broad, and the data is often in-depth. So, how do boot camps ensure that you thoroughly master and understand these concepts in a mere four days? They don’t.

There is absolutely not enough time in four days to extensively cover concepts and in-depth data. Instead, boot camps focus on rote memorization of high yield material. While they may be able to guarantee a “first-time pass,” boot camps cannot, and do not, offer an education that will help you with project management beyond the exam.

**4** **Boot camps have limited schedules and openings.** As previously noted, the inconvenience of boot camps is often rooted in their location and need for travel away from home. On top of that, many boot camps have limited space and are able to offer sessions at only certain times of the year.

If you thought taking time off from work and your family would be difficult, try doing it around their schedule instead of your own. The only available times may be during a busy work crunch or stressful family situation. At best, this may be inconvenient. Often, it is impossible. Project managers with home and work commitments will usually have better success with a study schedule or workshop that also allows them to fulfill their home and work responsibilities.

**5** **Boot camp training focuses on passing the exam instead of teaching concepts.** The material in the PMP exam is broad and deep. If you are not already familiar with concepts covered in the *PMBOK® Guide*, boot camps will not be able to help you in a mere four days. As noted in their “guarantees,” boot camps promise only to help you pass the exam. They do not offer an education that will guide or assist you through your career.

One of the secret ingredients of doing well on the PMP exam is understanding project management principles, both individually and how they work together. Instead of focusing on competency, boot camps rely on rote memorization of high yield material. While this may result in a high first time pass rate, it does not ensure that the project manager has learned any skills or gained experience that will help their career beyond exam day.

Continued



## Five REASONS...

In conclusion, if your goal is to simply pass the PMP exam without learning new techniques to improve your project management skills, then a boot camp may be just what you're looking for. If you are unemployed, single without familial commitments, have more money than you know what to do with, and simply want to add credentials to your resume, then a four day PMP boot camp will probably serve you well. However, if you are genuinely interested in becoming a better project manager on the road to excelling on the PMP exam, then a more in-depth study approach is what you want.

Successfully passing the PMP exam and achieving lasting and positive effects on your project management skills involves daily study time for ten to 12 weeks. Individuals who choose to study on their own should read the *PMBOK® Guide* twice, utilize an additional PMP self study preparation book, listen to a PMP exam podcast, and tackle as many sample exam questions as possible.

Individuals who prefer the structure of a classroom schedule should select a training class that meets for several weeks. Self study at home will complement the in class lectures and further solidify the information. Following this approach will ensure that you not only pass the exam, but become a superior project manager along the way.

### 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 PMI-OC Fellow, and has served PMI-OC as chair/president and director at large.

## SPARK OF LOVE TOY DRIVE



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 Authority 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 toy, book, or sports equipment 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 the 2009 Spark of Love Toy Drive



## CALL FOR NOMINATIONS



## 2011 PROJECT OF THE YEAR

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

Nominated projects must

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

There are three levels of competition for the 2011 PMI Project of the Year.

### Preliminary (Chapter) Level:

POY nominations must be submitted to PMI-OC no later than **January 24, 2011**. A PMI-OC panel of judges will select the chapter's nominee (PMI-OC POY). The PMI-OC POY project manager will submit the nomination to PMI Global no later than March 1, 2011.

### Semi-Finalist Level:

A PMI Global panel of judges will select three semi-finalists from nominees submitted by individual PMI chapters. The three semi-finalists will be selected by May 9, 2011 and will be submitted for finalist judging.

### Finalist Level:

A final PMI Global panel of judges will select the 2011 PMI Project of the Year from the three semi-finalists. The recipient will be selected by July 18, 2011, and the award will be presented at the PMI Global Congress, North America, in October, 2011.

For chapter level details, visit [www.pmi-oc.org](http://www.pmi-oc.org), or e-mail [POY@pmi-oc.org](mailto:POY@pmi-oc.org).

The 2010 PMI-OC Project of the Year was awarded to **The Boeing Company, My Learning Company**.

See June 2010 *Milestones*.

The 2010 PMI Project of the Year was awarded to The National Ignition Facility Project, Livermore, California.

[Click here to view project.](#)



### Deadline for Nominations:

*Preliminary chapter level nominations are due no later than **January 24, 2011**. They are to be submitted to PMI-Orange County Chapter.*

### Who Should Participate:

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

### Who Can Nominate:

*Anyone. Initial nominations should be made to PMI-OC.*

***Click here for more information.***

# SCOPE MANAGEMENT FROM CRADLE TO GRAVE

**M**ike Graupner, PMP (right) and Roger S. “Sam” Williams, PMP (next page, below) teamed up to bring us a very interactive advanced topic seminar on November 6th at our new location, Vanguard University in Costa Mesa.



Mike and Sam discussed scope management throughout each of the following process groups: **initiating, planning, executing, and closing.**

Scope management is one of the most difficult parts of project management. Project managers need real tools and techniques to address this challenge. Mike and Sam defined the term, “managed scope changes,” as any of those changes that are identified, decomposed, and approved. On the other hand, “unmanaged scope changes” are those that are either poorly managed or not managed at all.

Remember, scope management is all about communication. Mike and Sam recommended a few very effective communication techniques from the agile methodology that could also be used effectively during a “waterfall” project. For example, in the agile methodology, the successful project manager flows with the project, making sure that it is heading in the right

direction. He or she manages the rate and direction of change, but doesn’t try to keep change from happening. The agile PM also realizes that all the knowledge areas are integrated, and the project needs to be managed as a whole. Scope changes can impact risk, quality, and communication, as well as budget and schedule.

Scope management begins with the project concept. When defining scope, be sure to document assumptions and risks. In the real world, the project is not usually conceived at the time of the project charter. It is conceived much earlier. Knowing the original vision for the project can give the PM a better chance for successful scope management throughout the rest of the project. Remember, the overall objective is to **manage change**, not to resist a legitimate change request.

Mike and Sam asked the attendees if they kept any money in the bank to deal with real life emergencies and

“unknowns.” The answer was overwhelmingly, “Yes.” Then they told the group to use the same strategy to manage projects, simply because it is impossible to know 100 percent of a project’s final scope at the time of inception.

**In the initiation process group**, key items help manage scope are the business case, the risk log, and the issue log. If you know the business case, then you can resist scope changes that do not support it. The issue log will help the PM track decisions and help control project direction. Risk logs, particularly when they are well-maintained, will help risk mitigation strategies from very early on in the project.

Another key activity in the initiation stage is formally defining the project’s stakeholders. Stakeholders are anyone who can be either positively or negatively impacted by the project. **Shareholders**, on the other hand, are the **owners** who are financially impacted by the project, and may be more powerful than the sponsors or



stakeholders. As the PM, you must build a bridge to the key stakeholders and shareholders from the very start of the project.

**In the planning process group**, key tools that help manage scope include decomposing the project scope with the work breakdown structure and accurate task estimates. Another tool is creation of reserves. This includes building both schedule and budget reserves. However, Sam and Mike

contend that schedule reserves built directly into the project plan are usually **not** effective because task duration and budgeted costs tend to consume everything allocated to them. They also recommend that the project plan contain meaningful milestones. These milestones should deliver important, high value features to the customer, and the project team should strive to deliver on these milestones as early as possible. When this occurs, the team accelerates the payback and value of the project, from the perspective of the customer.

One key component of scope management during the **project execution process group** is commitment. One way to foster commitment is to be certain that everyone understands the schedule, the meaning of their tasks, and the importance of making the due date. Another key component is the change control process. This will usually force a detailed justification and a presentation to the executives, who must decide whether or not to approve the change.

Mike and Sam recommend managing to milestones, not tasks, since the executive team is usually tracking the project at the milestone level. They also recommend that the PM should not be wedded to a defective plan. If necessary, re-plan early to sure that you will hit your milestone deliverables.

Another great tip from Mike and Sam was the use of “retrospectives.” This concept comes from agile project management, but can be used in any type of project. Retrospectives are brief meetings where “lessons learned” are discussed by the project team. PMs should conduct retrospectives **throughout the project**. Then course corrections can be made early. Mike personally testified to the effectiveness of this approach. His first use of a retrospective doubled his team’s testing productivity.

What about **project closing**? How can scope be managed during this process group? First, the PMs should decide if any unfinished tasks are actually needed. For those that are needed, think about whether they can be done in a follow-up project. Mike and Sam recommended that PMs should have a passion for closing the project early, before the scope expands.

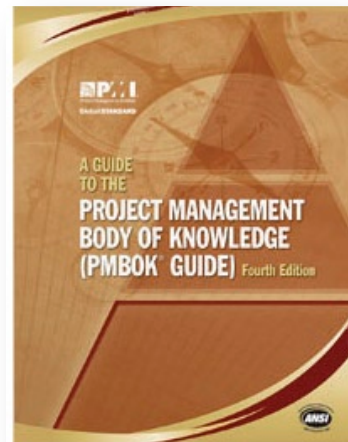
They also recommended that PMs should **not** wait until the end of the project to finish the documentation, and should remember the importance of celebrating the closing of each and every project.

I want to thank Mike and Sam for valuable information on managing scope. Please feel free contact Mike Graupner, PMP at [mgm@marlai.com](mailto:mgm@marlai.com) or Roger S. “Sam” Williams, PMP at [rsam.williams@juno.com](mailto:rsam.williams@juno.com)

**Patty Tutor, PMP**

# WANT TO BE PMP CERTIFIED?

This workshop will use the *PMBOK® Guide—Fourth Edition* study materials and is intended for anyone who wishes to achieve their PMP certification, who meets



the requirements as identified by PMI® AND has studied the recommended project management literature, specifically, the *PMBOK Guide—Fourth Edition*.

## TRAIN THE TRAINER

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

[Click here to register.](#)

*Note: This course is NOT intended to teach the participant project management or to impart project management industry experience. Its primary purpose is to prepare the participant for the PMP exam based on the PMI identified domains and PMI recommended preparation material.*

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The first class on September 25 will be an orientation session.

**When:** Seven Saturdays from 8 a.m. until 5 p.m.

<b>January 22</b> <i>Half Day</i>	<b>January 29</b> <b>February 5</b>	<b>February 12</b> <b>February 26</b>	<b>March 5</b> <b>March 12</b>
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**Where:** Vanguard University  
55 Fair Drive  
Costa Mesa, CA 92626-6597  
(714) 966-0397

**Cost:** The workshop fee is per participant, payable at the time of registration. [Click here to register.](#)

- **In Advance:** PMI-OC Members \$900  
Non PMI-OC Members \$1000
- **At the Door:** PMI-OC Members \$1000  
Non-PMI-OC Members \$1000
- **Group Rate:\*** \$800 each student

\*The group rate is applied to three or more students coming from the same organization. So, if a prospective student convinces at least two co-workers to take the class with him, each person will pay only \$800 for the workshop.

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—U.S. News & World Report



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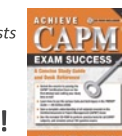
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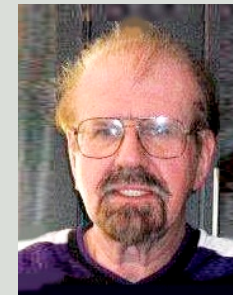
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## ADVANCED TOPIC SEMINARS



January 8, 2011

### Getting Project Results Without Authority

Presented by Robert Pettis, PMP

By the end of this presentation, the attendees will be able to effectively lead a project team whose members do not report directly to the project manager.

Attendees will learn what makes a project manager well respected, how to determine their personal power bases, how to build positive project team member relations, and how to participate and persevere in healthy conflict.

Robert Pettis has over 30 years of industrial work history as a project manager in hardware product development and engineering operations for products and services in aerospace, computers, in-circuit test systems, electronic power supplies, uninterruptible power systems, and electronic instrumentation.

Throughout his experience in these areas, Robert has found a need for successful project managers to develop basic leadership skills and competencies.



February 5, 2011

### Mastering Agile Documentation

Presented by William Darnall

By the end of this presentation, you will be able to fully understand the purpose of, and explain, major differences between Agile internal docs and Agile external user docs.

Presentation topics will include (1) corporate environmental and cultural policies, procedures, and personnel, (2) Agile project communication: collaboration versus documentation, (3) Agile internal project docs, and (4) Agile external user docs.

Bill Darnall is a professional writer and trainer. He owns *Writing and Training, Inc.* Bill has an engineering degree and an MBA with more than 25 years of technical writing and training experience. Bill is the author of five published technical books and is an experienced project manager. He used Agile software development methods long before they were called Agile.

**NEW LOCATION:**  
VANGUARD UNIVERSITY  
55 Fair Drive, Costa Mesa 92626

**PDUs:** There are four PDUs for this event.

**When:** Saturday, January 8, 2011, 8:00 a.m. to 12:00 p.m. [Click here to register.](#)  
Saturday, February 5, 2011, 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

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 4 Train the Trainer

PMP Prep Workshop  
See page 20. [Click here to register.](#)

January 8 Advanced Topic

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

January 11 Dinner Meeting

Steve Romero  
VP, IT Governance, CA Technologies  
The PMO's Role in Enabling Enterprise  
Success. [Click here to register.](#)

Jan 19 PMI-OC Orientation

Brandman University  
See page 6. [Click here to register.](#)

Jan 22 PMP Prep Workshop

Vanguard University  
See page 20. [Click here to register.](#)

February 5 Advanced Topic

See column at left.

February 8 Dinner Meeting

Susan Cramm  
How IT Smart is Your Organization?  
[Click here to register.](#)

March 5 Advanced Topic TBA

March 8 Dinner Meeting

Craig Wilson  
The Successful Project Manager:  
Enduring Lessons from Lawrence of  
Arabia. [Click here to register.](#)

March 16 PMI-OC Orientation

Brandman University

*Coming events may be subject to change.*

## 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 1, 2011 is the application deadline for this scholarship.**

[Click here for more information.](#)

## Answers to PMP® Exam Questions From page 6

1. a. A relatively small number of causes will produce a large majority of the defects. Chapter 8, Section 8.3.2.5 (Monitoring and Controlling). Choice (a), the definition of "prevention over inspection." Choice (c) the definition of continuous improvement. Choice (d) the definition of contracts
2. b. Team development becomes more complex. Chapter 9, Section 9.4.2.5 (Executing). Team members are accountable to both the functional manager and the project manager.
3. c. Update any impacted basis of estimates. Section 7.3.3.6 Control Costs (Monitoring and Controlling). Whenever change requests are approved, the project manager should determine if any existing work packages have been impacted and adjust any relevant information, including the basis of estimates.
4. d. I don't understand why you want this stupid change. Can't we just leave the scope as is? Chapter 5, Section 5.5 (Monitoring and Controlling).

**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, December 14, 2010

Program: **Nonprofit Project Leadership: Making a Difference by Serving Others**  
Presented by Barbara Barrientos

**Spark of Love Toy Drive**  
[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)  
*In Advance:* \$15.00 *At the Door:* \$15.00

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, December 13, 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, December 12, or anyone who makes a reservation and does not attend, will not receive any refunds.

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