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April 10 Dinner Meeting Presentation
Dr. Don Saracco, E.d.D.

Organization 3.0

More than twenty years ago, Tom Peters said, "The future of organization will be a CEO with a car phone."

If we look around us today, we have to say that he may have been right. The fundamental design of work and organizations has come under pressure since the advent of the "human resources movement" in the early twentieth century.

Traditional forms of organization are challenged as new



forms of work relationships shaped by technology prove more effective and efficient.

Different relationships demand different forms of organization.

What will these be? What role

will you have in their creation and testing? Are you ready?

After serving in the U.S. Air Force. Don moved into the private sector, where he spent 20 years as a manager, marketer, and executive.

Since that time, he has chosen a role as an external, rather than internal, consultant and also teaches at the graduate level. Don is currently principal of Craft Strategies, LLC, an organizational development consulting firm.

Don's greatest personal satisfaction is seeing a client reach a new level of joy by realizing his or her potential.

Dinner Meeting Sponsor:
[Strategic Project Leadership](#)

[Click here](#) to register.



[Click on image](#)
for online
viewing.

President's Message



When I joined PMI-OC in 2003, my objectives

were to network for career purposes and to gain my PMP® credential. Little did I know it would lead to the board of governors and the position of president.

My path began as the chapter representative to the SoTeC conference. The next steps were the nominations committee, followed by appointment to the BoG as vice president of finance, and subsequent election to my current term on the board. Each of these experiences has increased my own skills and provided service to the membership.

In April, the new board of governors will present plans to expand PMI-OC's excellent reputation as a provider of PM programs to our members and to the community.

Some major initiatives planned are to:

- Complete the new volunteer recognition program started last year.
- Upgrade or replace web services for registration and general chapter communications.
- Apply a CRM tool to volunteer and membership management needs.

We also want to go beyond infrastructure issues and offer growth opportunities to volunteer leaders. You can lead project teams to improve chapter operations, bring new programs to our members, and extend our reach to the Orange County area.

The strength of our chapter depends on the leadership of directors, chairs, and all the volunteers in various positions who provide service to each of us as members. The BoG looks forward to engaging the members in increased participation in programs and volunteering.

Let's take a moment to thank Stephen June, our president for the past two years. These were very challenging years, as they were the first in our new charter and organization as a board of governors. We have come a long way because of Stephen's patient leadership.

We also need to thank the outgoing governors. The chapter is

building on the new foundation formed by Sylvan Finestone, whose vision established the new organization.

Sylvan has mentored many of our chapter leaders, has brought us skills and techniques from many PMI® chapters, and has challenged the new BoG to embrace strategic thinking and to develop our internal leaders for chapter success.

Also, let's thank the governors who have completed their terms of service and will rejoin the general membership. Nora Goto has left a legacy of chapter communication tools and technologies and leadership in our membership programs. Her long service in prior director positions has built the foundation for many of our operations and processes in use today. Rick Nalle has contributed structure and guidance to our strategic planning processes.

As I assume the position of president, it is as a member of a creative and inspiring group of individuals who have high expectations of what PMI-Orange County Chapter can be. This should be an exciting time for all of us and a place where you can grow in your profession, have some fun, and enjoy being part of a family of professionals.

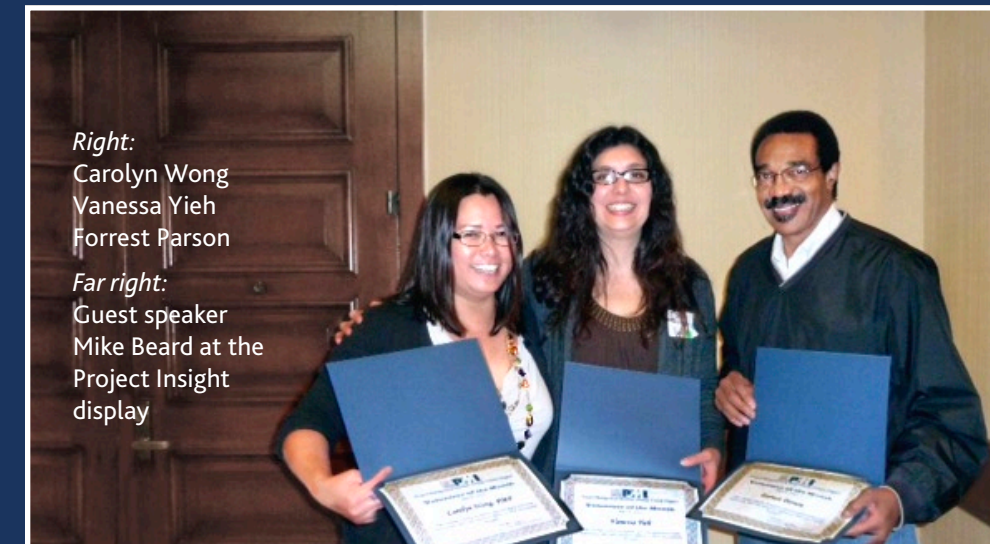
Greg Scott, PMP
2012 PMI-OC President

At the March Dinner Meeting

PMI-OC held its monthly dinner meeting on March 13 at the Wyndham, where attendees enjoyed an evening of networking and socializing with project management professionals from a variety of industries and backgrounds.

of the month certificates to the chapter's operations manual team for outstanding service and commitment. **Carolyn Wong**, PMP, **Vanessa Yieh**, and **Forrest Parson** all received recognition for going above and beyond their roles as volunteers.

Mike's presentation, titled "Strategy to Execution (S2E) Gap: 9 Indisputable Reasons for Project Failures," covered major factors that cause projects to fail during their life cycles. Mike's guidelines and project management expertise helped the audience learn



Right:
Carolyn Wong
Vanessa Yieh
Forrest Parson

Far right:
Guest speaker
Mike Beard at the
Project Insight
display



Everyone mingled before dinner, and many people established valuable business connections.

After a three course dinner and brief announcements, attendees viewed and heard a presentation from our dinner meeting sponsor, **Project Insight**, an Orange County company specializing in web-based project management software.

Following the presentation, Vice President of Operations **Robbin MacKenzie Thomas** and Volunteer Coordinator **Lisa Hazelton** presented volunteer

June Xu, PMP and **Jeff Owen**, PMP were not in, attendance, but were also recognized.

After a short break, attendees heard an informative presentation from **MIKE BEARD**, PMP, CLP, CLOP, ITIL, CSM.

Mike is the author of "Successful Project Portfolio Management: 28 Critical Elements" and "Tame the Schedule Dragon: Microsoft Project 2007." Mike has over 30 years of diverse experience in tactical, management, and leadership positions in Fortune 100 corporations.

how they can overcome obstacles and prevent their projects from failing.

Mike is the founder and managing partner of Value Based Project Management (VBPM), a management consulting firm building business sustainability, efficiency, transparency, accountability, and wisdom.

Don't miss Don Saracco's informative and entertaining April dinner meeting presentation, Organization 3.0. [See page 1.](#)

Review and photos by
Indika Sekera

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New Members

- | | |
|------------------------|------------------|
| Daniel Atkinson | Karan Rasdan |
| Danilo Baquing | Terry Rector |
| Adam Boettner | Brent Robertson |
| Earlene Boyd | Sameer Sarvate |
| James Cassidy | Michael Schwebs |
| Brandon Cassis | Michael Sheeran |
| Gilbert Ceballos | Cheryl Smith |
| Kimberly Chenze | Joseph St. James |
| Tom Christian | Koray Tekiner |
| Gabriela Coldea | David Valdez |
| Patty Cook | Beth Wheat |
| Tina Dailey | Ran Whittle |
| Michael Hancu | Johnnie Woods |
| Michael Handoko | |
| Robert Heaton | |
| Sheila Herman | |
| Matthew Howard | |
| Catherine Jewitt | |
| Paul Kent | |
| Ragupathi Kuppannan | |
| Sandesh Malpure | |
| Jeff Medock | |
| Andrew Mezger | |
| Daud Mohmand | |
| Mark Olson | |
| Vengadesan Padmanabhan | |
| Mauricio Paz | |
| Dardo Piriz | |
| Lawrence Portzer | |
| John Pratt | |
| Aleksandar Radonjic | |

New PMPs

- | |
|---------------|
| Caron Gomes |
| Pavel Hudyak |
| Davion Mays |
| Denise Raines |
| Mary Williams |
| Dawn Woodruff |
| Sheila Yoon |

Membership

Volunteer Coordinators
Solicit new volunteers and collect volunteer information at dinner meetings, ATS, etc. Work with volunteer chair and board of directors. Opportunity to present volunteer of the month awards at dinner meetings.

Communications

Marketing Materials Brand Manager
Monitor and maintain the PMI® brand standards on all marketing materials and logowear.

Internal Marketing

Milestones Photographers
Need experienced and creative photographers for chapter events. **URGENT!**

Milestones Contributors
Write reviews of attended chapter events: dinner meetings, ATS, etc. Contact milestones@pmi-oc.org for submission guidelines.

URGENT!

Programs

Dinner Meeting Coordinator
Print and deliver name badges for dinner meetings.

Finance

Events Registration
Attend monthly dinner meetings and assist with attendee check-in.

External Collaboration

Advertising and Sponsorship Volunteers
Contact corporations and educational institutions for sponsorship of PMI-OC events and advertising on website and PMI-OC publications.

Marketing Coordinator
Liaison between internal marketing and external advertisers and sponsors.

Advertising and Sponsorship Business Development Specialist

Contact corporations and educational institutions for sponsorship of PMI-OC events and advertising on website and PMI-OC publications.

Career Opportunity Coordinator

Attend monthly dinner meetings and connect attendees with active recruiters.

Administration

Deputy Dir. of Administration
Manage operations, including repository, board meetings, etc.

Speaker Coordinator for ATS
Find speakers for the four hour monthly ATS.

Social Media

If you are interested in working with Facebook, LinkedIn, or Twitter, please contact diana.wei@pmi-oc.org.

[Click here](#) for details.

Best Practices FOR PROGRAM MANAGEMENT PROCESSES



THE MARCH 3 ADVANCED TOPIC SEMINAR presented by **Prashant Kulkarni** of PwC and **Alok Sinha** of Corelogic (pictured above) resulted in a very active discussion about the differences between portfolios, programs, and projects.

Prashant and Alok showed that portfolios define strategic goals without significant tactical definitions, but have clearly defined deliverables, Projects are tactically focused. Programs sit in between rolling the tactical deliverables of projects into the strategic goals of portfolios. In addition, programs can contain both project based (defined beginning, end, and deliverable) and operational based (ongoing, no defined end) components.

Programs also exist to coordinate resources and priorities across a group of related projects and to aggregate information so it can be presented in a coherent, summarized manner.

As programs contain projects that relate to each other, we spent significant time discussing the criteria for grouping projects into programs. Our conclusion was that there is no definitive criteria upon which to group projects into programs, and the appropriate groupings depend upon the needs, processes, and structures of the organization.

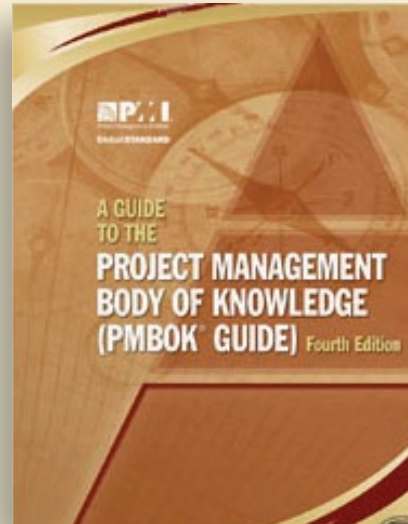
Just as projects require a cohesive structure in which to function efficiently, so must programs. The high-level structures for program management include strategy, execution, communication, risk, and benefits/KPI.

Prashant and Alok presented examples of technically successfully process improvement roll-outs, such as a new CRM system. The systems worked and were in place; the software worked as specified; but the new system failed miserably because it didn't meet the needs of those using it.

To address this issue, one company added a department specifically for the purpose of assessing and managing organizational readiness groups and assuring that they were well prepared to manage organizational change.

Review and photos by **Jack Roth, PMP**
www.seesthemoments.com

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.

Before the first day of class: We recommend that each participant purchase a copy of the PMBOK Guide—Fourth Edition®. Cost is around \$40 on any online bookstore, like Amazon.com. We also recommend that you read the first three chapters and be prepared to discuss them in class.

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.

PMI-OC Announces Its Spring 2012 PMP Exam Prep Workshop

Seven Saturdays Beginning April 28

This workshop will help you prepare for exam success and provide the eligibility requirement of 35 contact hours in project management education. Participants will receive a classroom discussion

guide, study questions on CD-ROM, and gain access to additional study material.

The first class on April 28 will be a half day orientation session.

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

April 28
Half Day Orientation

May 05	May 19	June 09
May 12	June 02	June 16

Where: Vanguard University
55 Fair Drive
Costa Mesa, CA 92626

Cost: The workshop fee is per participant, payable at the time of registration.

PMI-OC Member Referral Program

Refer a friend to our PMP Exam Prep classes, and receive either a free dinner meeting or advanced topic seminar registration. That's a cost savings of up to \$45 and as many as four PDUs.

In Advance:

PMI-OC Members	\$ 750
Non Members	\$ 850
Group Rate*	\$ 600

per person

At the Door:

PMI-OC Members	\$ 850
Non Members	\$ 950

No Group Rate Available

*Register three or more people from the same organization for only \$600 each. That's a savings of \$150 each. Contact finance@pmi-oc.org to register your group and take advantage of the discount.

[Click here](#) to download a flyer to share with a friend or colleague.

[Click here](#) to register



Why Do I Volunteer?

Dave Cornelius, PMP
2012 VP of Communications

Recently, I pondered why I give so much time and energy to PMI-OC and OC Project Masters.

My first thought is that I partner with these groups to make a difference and support others. But after careful introspection, it appears that there is another reason besides giving. I realize that I am learning as well. In my opinion, to serve is to **lead**, and to **lead** is to **learn**. As I work with these groups, I am learning so much about my strength and weakness, as well as the people with whom I interact.

The volunteers at PMI-OC are very important. I look at our immediate past president, Stephen June, and am learning why he has dedicated 15 years of his life to service to the chapter.

Past president (2004-2005) and current PMI-OC fellow Kristine Hayes Munson is an excellent mentor; I can always reach out to her for advice and guidance. Nora Goto served on the board for six years, plus additional years in other roles, and she is still passionate and energetic about the chapter. I hope that I am blessed with similar knowledge and relationships.

PMI-OC is a chapter of about 1,680 members, and I look forward to sharing and growing with you as I continue to serve you now and in the future. But, I would like to encourage you to reflect and ask yourself, "Why do I serve?"

There are great opportunities for leadership and learning waiting for you. Step into them! **Serve, learn, and lead!**



The Agilista

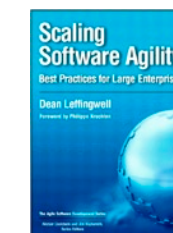
Donna A. Reed
PMI® Agile Community of Practice Rep

Does Agile Scale?

Agile development practices offer undeniable benefits: faster time to market, better response to changing customer requirements, and higher quality. However, agile practices have been defined and recommended primarily to small teams. Can they also be applied to enterprise-class development? Absolutely!

Many organizations start agile practices or scrumming with one, or a few, teams. Unless they do some key things differently from the small scrum team practices, they often fail. They struggle with the tension of delivering working solutions fast, rather than delivering those that last.

Lack of preparation will create a barrier to the tremendous benefits that Agile practices offer. Best practices can be applied to get success.



Here's an excellent book you need to check out if you plan to move Agile across the enterprise and/or use it for large projects: "**Scaling Software Agility**" by Dean Leffingwell. [Click here](#) to order from amazon.com.

"Dean shows how to achieve a pragmatic balance among these forces. His observations of the problem, his advice on the solution, and his description of the resulting best practices come from experience; he's been there, done that, and has seen what's worked." **Grady Booch, IBM Fellow**

"Dean offers a practical guide to large project issues such as architecture, requirements development, multi-level release planning, and team organization." **Jim Highsmith, Director, Agile Practice, Cutter Consortium, author of Agile Project Management**

[Click here](#) to learn more about agile scaling.
[Click here](#) to join PMI® Agile Community of Practice..

PART II: Why One Size Does Not Fit All Projects and What Can You Do About It?

Dr. Aaron Shenhar, PMP

In my previous *Milestones* article, I predicted that the next generation of project management will transform project managers into leaders who must deal with the strategic and business aspects of their projects, build a vision to inspire and motivate their project team, and know how to adapt their style to the project's context and environment.

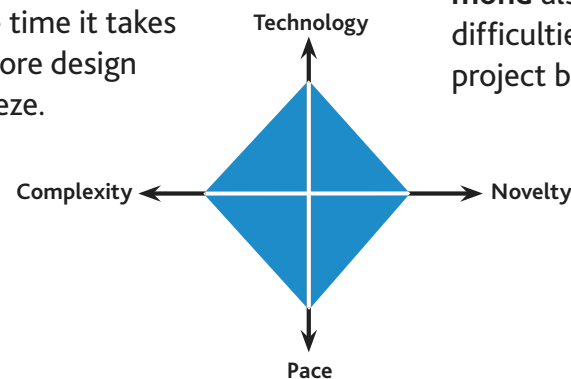
I described the Strategic Project Leadership® (SPL) approach for planning and running business-focused projects and for adapting projects to their specific context and environment.

In this piece, I will outline how project teams can identify the specific characteristics of their project and select the right style for the right project.

There are fundamental differences among projects, and a successful style on one project may lead to failure on another. For example, you cannot compare a construction project to building a space vehicle, or developing a small projector to building an Olympic village. So what can you do about it? Traditional project management, and even recent agile techniques, do not provide answers.

One of the components of SPL is the **diamond model**. See *figure below*. It offers a framework for analyzing a project's specific context and selecting the right style. The model includes four dimensions that characterize projects, where each dimension is classified into four project types; each requiring a different management style:

- 1. Novelty, market uncertainty.** How new is the product to your market and user? The answer impacts the effort and time it takes to clearly define the product's requirements. Novelty is divided into the following types: derivative, platform, new to the market, new to the world.
- 2. Technology, technological uncertainty.** How much new technology is used? The answer impacts the number of design cycles needed and the time it takes before design freeze.



Technology has the following levels: low tech, medium tech, high tech, super high tech

3. Complexity, complexity of the product or the organization. Complexity impacts the degree of formality and coordination needed to effectively manage the project. It has the following levels: material, component, assembly, subsystem, system, and array.

4. Pace, urgency. How critical is your time frame? The answer impacts the time management and autonomy of the project management team. Pace has the following levels: regular, fast, competitive, time critical, and blitz.

A unique **project diamond** describes each project context, and the specific levels determine what is the appropriate style for this project. The **project diamond** also helps analyze project difficulties and get a troubled project back on track.

Dr. Aaron Shenhar is a professor of project management and the CEO of the SPL Group.



Strategic Project Leader® Certification

The SPL Experience • 3 Day Workshop • Next Generation PM • 26 PDUs

Dr. Aaron Shenhar

Professor of Project and Technology Management

April 25-27, 2012

8:30 am to 5:30 pm

Marriott, Long Beach CA

Details at: www.splwin.com

Cost: PMI Members \$1,800

Non Members \$2,000

Group Discounts: Enroll 3, Pay for 2

Why is Strategic Project Leadership® (SPL) the next generation of PM?

The goal of Strategic Project Leadership® is to transform project practitioners into leaders who must deal with the strategic and business aspects of their projects, build a vision to inspire and motivate their project team, and know how to adapt their style to the project's context and environment. SPL is an industry-proven, PMI® award-winning integrated approach, which was developed during 20 years of research and work with corporations.

Who should attend?

This program is designed for project practitioners and managers wishing to expand their project strategic and leadership skills and obtain a Strategic Project Leader® Certificate.

By attending this advanced and interactive workshop, you will:

- Become a Certified Strategic Project Leader (SPL®)
- Advance to the next level of project management knowledge and skills
- Build a strategic approach for leading business-focused, highly profitable projects
- Develop a dynamic and flexible project management approach and learn how to adapt your PM style to context for better meeting time and budget goals
- Focus on your role as an inspiring leader, not just manager of activities
- Acquire a formal strategic tool-kit and new skills,

which you could immediately apply on top of your existing practices and traditional knowledge areas

- Earn 26 PDUs by The SPL Group, a PMI Registered Education Provider®
- Receive Dr. Shenhar's ground breaking book: "Reinventing Project Management"
- Receive the full "SPL Experience Handbook," with all the documentation needed to implement the SPL approach in your project. This includes outline, slides, exercises, case studies, sample plans, and planning guidelines
- Become a member of the SPL Network, and receive research updates and access to online publications, discussion groups, and consultation.

Dr. Aaron Shenhar

Professor of Project and Technology Management, CEO, The SPL Group



Dr. Shenhar is widely regarded as one of the world's leading experts in project management, innovation, and execution leadership. He was the first recipient of the PMI® Achievement Award, and is the holder of five academic degrees in engineering and management.

After a career as practitioner and executive in the defense industry, Dr. Shenhar served for 20 years as professor at several universities where he built new academic programs, including the project management programs at Stevens Institute of Technology and Rutgers University.

He is one of the most published and cited authors in project management, and his work has influenced project and technology management research and education throughout the world.

He also served as consultant to major corporations such as 3M, Honeywell, Intel, NASA, Dow Jones, U.S. Army, and Tata. He is co-author of the recent book, "Reinventing Project Management," published by Harvard Business School Press. The book was selected among the top five best business books of the year.



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- Gain valuable experience in delivering presentations. Receive and give effective evaluations: essential skills for project managers and professionals.

BE OUR GUEST and attend one of our meetings.

Mondays, 7:00-8:30 pm
Carrows Restaurant
16931 Magnolia
Huntington Beach 92647

[Click here for map.](#)

Meeting Schedule
April 02
April 09
April 23
April 30

[Click here to learn more.](#)



Self-Paced Online Course

PMI-OC has partnered with Core Performance Concepts to bring you this self-paced online project management course. This course can be taken anytime and anywhere: your couch, the beach, your lunch hour, etc.

The program is intended for anyone who wants to understand the fundamentals of project management and may be thinking about becoming a PMP® or PMPs who want a refresher on fundamental concepts.

There are eight modules in the series for three PDUs per module; that's a total of 24 PDUs.

Registration will be available through June 1, 2012.

[Click here](#) for more information, descriptions of the modules, and to register.

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University of California, Irvine is among the top 50 universities in the nation, and 12th among all public universities.
—U.S. News & World Report



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CHAPMAN UNIVERSITY SYSTEM

April 7, 2012

Crossover Lessons Learned from Construction and IT Projects



Presented by **Linda Shields**

Linda Shields is PMP and LEED AP certified and has 30 years experience in construction project management. Linda has been a construction project manager at Clark Construction Group for over 20 years. She holds a civil engineering degree from the University of Maryland.

By the end of this presentation, the attendees will be able to (1) explain how construction project and IT risks differ, (2) explain how construction and IT estimating and planning differ, (3) describe how some of the IT tools and techniques are used in construction project management, and more.

May 5, 2012

Project Financial Management and Earned Value Method



Presented by **June Xu**

Qiong (June) Xu, PMP is a senior consultant at Ernst and Young's advisory services practice, where she focuses on supply chain, operations, and IT. June has over 13 years experience serving clients in the communications, health care, technology, entertainment, and manufacturing, industries.

Prior to joining Ernst and Young, June was a program manager and experienced consultant with Hewlett-Packard Consulting and Integration Services.

June's topic will include the planning phase, design of financial management processes, project cost monitoring, and financial reporting.

Where:
 Vanguard Univ.
 55 Fair Drive
 Costa Mesa 92626
 Four PDUs each

When:
 Saturday, Apr 7, 2012
 8:00 a.m. to 12:00 p.m.
 Saturday, May 5, 2012
 8:00 a.m. to 12:00 p.m.

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

[Click here](#) for Apr 7 details and registration.
[Click here](#) for May 5 details and registration.



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PMI Orange County MILESTONES

April 2012, Vol. 24, No. 4

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2012

Board of Governors

Gregory Scott, PMP
President

Robbin MacKenzie Thomas
VP of Operations

Dave Cornelius, PMP
VP of Communications

Alvin Joseph, PMP
VP of Administration

Cindy Pham, PMP
VP of Strategic Planning

Adam Khamseh, PMP
VP of Finance

Stephen June, PMP
Past President

April 2 OC Project Masters Mtg.

Weekly meetings: Mondays, 7:00 pm
at Carrows, Huntington Beach.
No meetings on third Monday of the month.
See page 10.

April 7 ATS

Linda Shields
"Crossover Lessons Learned from
Construction and IT Projects"
At Vanguard University
See page 13.
[Click here to register.](#)

April 10 Dinner Meeting

Dr. Don Saracco, Ed.D.
"Organization 3.0"
At The Wyndham Orange County
See page 1
Dinner Mtg Sponsor:
[Strategic Project Leadership \(SPL\)](#)
See ad on page 9.
[Click here to register.](#)

April 23-24 Certified Scrum Project Owner Course

Sponsored by Platinum Edge
DoubleTree Club, Santa Ana
[Click here to register.](#)

April 28 PMP Exam Prep Workshop

Orientation, at Vanguard University
See page 6.
[Click here to register.](#)

May 5 ATS

Qiong (June) Xu
"Project Financial Management and
Earned Value Method"
At Vanguard University
See page 13.
[Click here to register.](#)

May 8 Dinner Meeting

Jason Scott
"Communication as a Leadership
Tool"
At The Wyndham Orange County
[Click here to register](#)

May 16 Member Orientation

At Brandman University

June 1 Application Deadline

PMI-OC Lopinsky Scholarship
[Click here](#) for information and ap-
plication.

June 10 ATS

Andy Anderson
"Implementing Portfolio Project
Management, Part 1"
At Vanguard University

June 12 Dinner Meeting

**2012 PMI-OC Project of the Year
Award**
At The Wyndham Orange County

September 11 Special Event

**PMI-OC Annual Project
Management Conference**
Mark your calendars now!

Events may be subject to change.



ORANGE COUNTY CHAPTER

Project Management Institute
Orange County Chapter, Inc.
P. O. Box 15743, Irvine, CA 92623-5743