



# Milestones

FEBRUARY 2011

Project Management Institute, Orange County Chapter, Inc.

HOW

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[Click here for details and registration.](#)



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**Nora Goto, PMP**  
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**Alvin Joseph, PMP**  
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**Richard Nalle, PMP**  
Vice President  
of Strategic Planning

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Vice President  
of Finance

**Sylvan Finestone, PMP**  
Past President

## 2011 Board of Governors

**Derek Barraza, PMP**

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**Stephen June, PM**

**Richard Nalle, PMP**

**Gregory Scott, PMP**

**Robbin MacKenzie Thomas**

## In This Issue

February Dinner Meeting . . . . .	1
President's Message . . . . .	2
Volunteer Opportunities . . . . .	3
January Presentation Review . . . . .	4
Sample PMP® Exam Questions . . . . .	6
New Members, New PMPs . . . . .	6
2011 Project of the Year . . . . .	7
Member Survey . . . . .	7
Scholarship Available . . . . .	7
January ATS Review . . . . .	8
OC Project Masters . . . . .	12
Upcoming ATS . . . . .	13
Coming Events . . . . .	14



# PRESIDENT'S MESSAGE

## Volunteers Still Needed, Still Important

By now, you know the results of the annual chapter election. Three people were elected to the PMI-OC Board of Governors: **Greg Scott, Robbin MacKenzie Thomas and me**. The next step is for the board to convene and determine who is to handle which role.

However, the board of governors is only part of the chapter governance. In our new strategic model, the second tier of volunteers, the directors, will be responsible for moving the chapter forward.

For example, we have a governor of communications. But, under that position, are a director of internal marketing, and a director of IT. Under the governor of operations are a director of education and a director of programs. Each of the governors has one or more directors reporting to them. Each director is responsible for one or more committees. These committees are where the chapter work truly gets done.

I know some of you may get tired of hearing requests to join the various committees. But, recruitment of talented individuals is one of the basic tasks of both the governors and directors.

Without volunteers, the PMP prep workshop couldn't exist. It wouldn't have the volunteer instructors to teach the classes. Without volunteers, the dinner meeting wouldn't have people to find speakers, man the registration desk, or set up the projector and microphones. Without volunteers, the recently released quarterly postcards announcing chapter events would not have been created. Without volunteers, the website wouldn't be updated. Without volunteers, *Milestones* couldn't be published. The new social networking

*Continued on page 3*

*Continued*

initiatives need people to maintain the sites and links. The governor of operations is working on a chapter operations manual and needs volunteer input from all of the areas so that standard processes can be documented. The membership director needs a coordinator to identify prospective volunteers and assign them to the most appropriate positions.

Therefore, let me make yet another appeal for your considerable talents. As the board shapes the strategic vision for the future of the chapter, the directors have two responsibilities.

The first duty is to carry out the standard activities necessary to run a chapter. The second duty is to develop the tactical initiatives necessary to carry out the strategic vision defined by the governors. Both of these responsibilities take volunteers. More importantly, they require volunteers who can provide a fresh prospective and new energy to the chapter leadership.

Five years ago, this chapter was the PMI® Component of the Year. We have since slipped into mediocrity. I am working with the board to improve oversight and vision, which must, of course, improve. Leadership and direction must come from the top. But, the board cannot do anything by itself. PMI-OC has a large pool of dedicated and energetic volunteers. I implore you to consider volunteering some of your time to the chapter. I want to return the chapter to a position of prominence. But, I cannot do it alone. I need the board, and, especially, I need the volunteers who are willing to dedicate part of their time to the chapter.

Without your participation, the chapter is just another business association that holds dinner meetings. We can be so much more.

**Stephen June, PMP**  
2010 PMI-OC President

## Volunteer Opportunities

### Milestones Contributors

Write brief, clear, and concise articles about chapter events.

### Dinner Meeting Name Badges

Prepare and print attendee name badges for various PMI-OC events.

### Affiliate Management Chair

Prepare agreements between PMI-OC and other OC organizations and manage affiliate relationships.

### 2011 PMI-OC Project of the Year

Six volunteers needed to publicize the award and assist with logistics.

### Advertising and Sponsorship

Help define, solicit, and manage, sponsorship options.

### Corporate Outreach Volunteer

Contacts and interaction with the business community.

### ATS Speaker Coordinator

Find and coordinate speakers for the monthly four hour ATS.

### Events Registration

Assist with attendee check-ins at the monthly dinner meeting.

### Event Website Editor

Set up the events (dinner meetings, ATS, etc) on the PMI-OC website.

### Business Process Analyst 1

Document and publish new chapter operations manual.

### Business Process Analyst 2

Publish new chapter job roles and organization chart.

### Knowledge Management Analyst

Define repository structure, storage format, conventions, and controls.

[Click here](#) for detailed descriptions of these positions.

# THE PMMO AND ENTERPRISE SUCCESS

Sadly, PMOs are often labeled as merely “paper pushers” and “process police” by corporate business managers.

Our guest speaker

**Steve Romero**

passionately disagrees, and during the January dinner meeting, guided attendees through the

steps to turn PMOs into unmistakable heroes who enable enterprises to realize the full potential of their IT investments.

Steve is the IT governance evangelist at CA Technologies, where he communicates IT governance best practices to worldwide clients and industries. Steve often hears, “We will never have a PMO again.” When money is tight, that’s exactly the time you need efficiency-enabling teams the most.

Steve explained that surveys consistently indicate that fully half of all IT projects fail!

Using the PMO as a scapegoat is unfair. Thanks to the heroic efforts of individual project managers and supporting PMOs, many poor projects are dragged kicking and screaming to a successful completion. But these heroics are just a hammer in search of a nail.

Steve said, “The real problem is that every project is a number one project. Our priorities are always changing. We never have objective measurements to overcome the politics in decision making.”

These problems do not occur because the PMO fails to “do things right.” No, they are a result of “not doing the right things.” Steve said that nearly all projects are doomed from the start because they are not aligned with the strategic objectives of the business.

Executive sponsorship is a must. The executive team must embrace the vision of IT governance by positioning a project portfolio management (PPM) committee between the business and IT.

Lastly, executives must understand that formal business process management is the foundation for project decision making. Technology solutions are merely enabling support to the business processes, and the horse needs to be in front of the cart.

The PMO must be allowed to evolve into a “center of excellence” which institutes methodologies for design, implementation, and management without bureaucracy or policing. It must have access to a repository of proven reusable tools, templates and documented lessons learned. It

must provide all departments with pertinent role specific reports which include pre-defined metrics tracking.

The PMO must deliver timely project status, highlighting those in trouble, showing progress against project schedule and cost, scope change decisions, risks, issues, and resource utilization. Most importantly, it must facilitate the PPM committee by ensuring that regular meetings are convened with proper department representation, and to assist in decision making during the meetings themselves.

Steve says that if the organization follows this blueprint for success, it will enable the PMO to help align the business and IT, allowing review of trade-offs to achieve proper project mix. The PMO will be instrumental in optimizing resources, driving down project cycle times, and slowing or stopping projects when necessary to preserve capital.

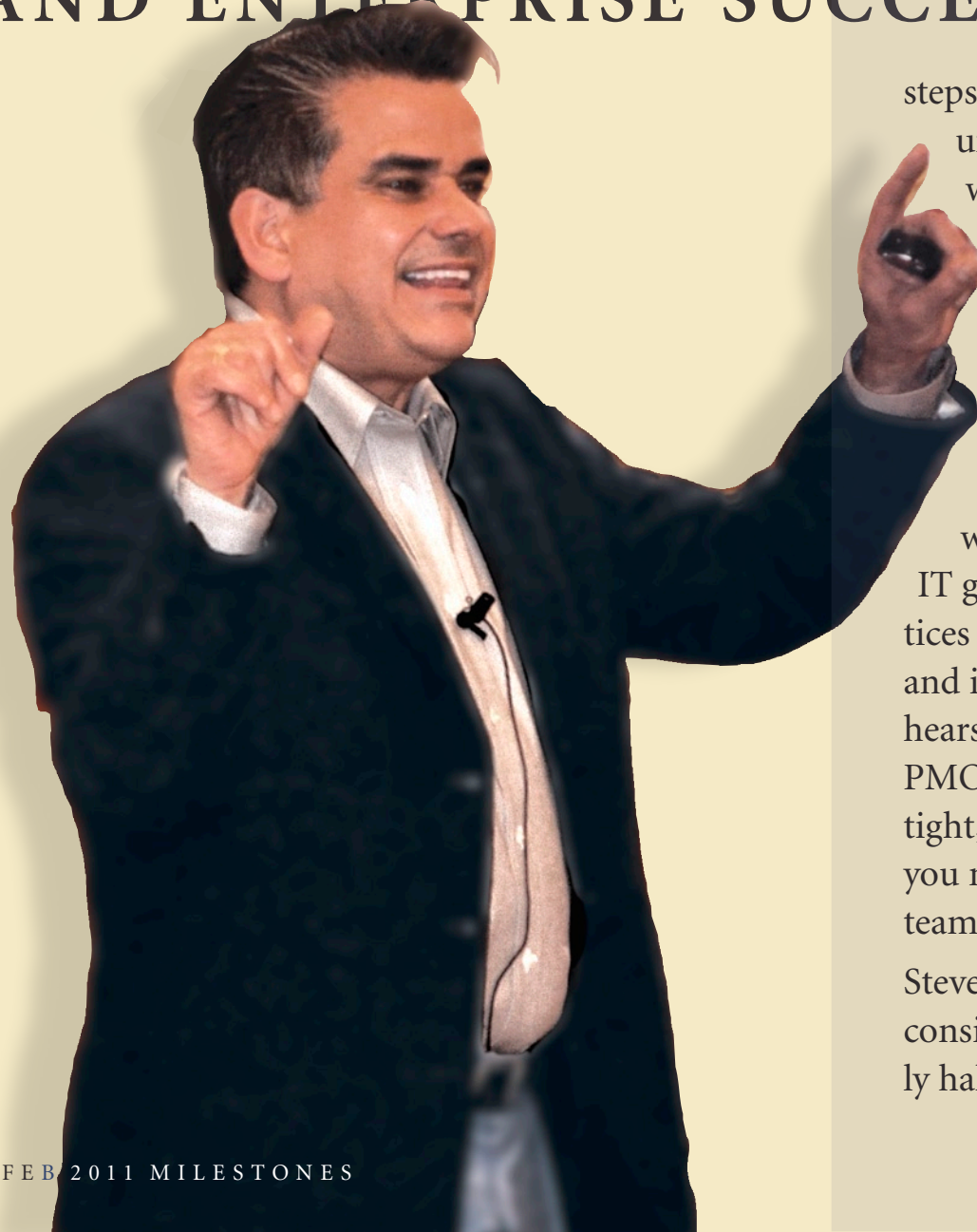
He stressed the importance of marketing the PPM/PMO partnership to business with regular and timely communications containing predefined metrics across four dimensions.

Steve says that the last dimension, portfolio management, is the most important, with metrics showing total return of the portfolio and percent of projects that meet or exceed the expected value.

As these metrics receive a wider audience, it will be clear to everyone in the organization that the PMO is achieving the goals of its charter, “To enable people to succeed!”

**James L. Morin, PMP**

MILESTONES FEB 2011 • 5



## Sample PMP® Exam Questions

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

1. Your team is approaching the end of a project phase and is preparing a presentation to key stakeholders. As part of the presentation, a report on the results of the \_\_\_\_\_ process should be presented in the form of accepted deliverables.
  - a. verify scope
  - b. variance analysis
  - c. replanning
  - d. decomposition
2. As the project manager on a large development project, you have just completed the requirements phase. This phase was three weeks behind schedule. Before the next phase of the project gets underway, you should
  - a. perform a crashing exercise to determine if there is a way to compress the schedule with minimal cost impact.
  - b. perform *close procurements* on the foundation phase.
  - c. perform resource leveling.
  - d. assess which risk events are no longer factors and those that are updated for the new phase.
3. Your project data shows that, at some point in the time during execution, the earned value (EV) is \$10,000 and the actual cost (AC) is \$7,500/ The cost variance (CV) is
  - a. There is insufficient data to make a determination.
  - b. -2,500.
  - c. 1.333.
  - d. 2,500.
4. \_\_\_\_\_ will be needed if a product does not meet requirements.
  - a. Rework
  - b. More material resources
  - c. Iterations of the project life cycle
  - d. Project manager replacement

Answers are on page 14.

Sample exam questions submitted by  
Core Performance Concepts, Inc.

## New Members and PMPs

### NEW MEMBERS

Cynthia Abbott	John Priester
Rachid Ameer	Carolyn Rabourn
Amir Arefnia	Justin Rydalch
Thirumamalaianambi Balasubramaniyam	Dawn Severson
Scott Bernat	Hilda Sherman
Amar Bougrab	Lena Slazyk
Lilly Brady	Jens Sohn
Cathy Brown	Steven Speakman
Kimberly Christiansen	Carol Sprock
Steven Dow	Janice Stapler
David Evans	John Sulkey
Victor Farn	James Thomas
George Gans	Ian Tonks
Duke Ho	Chris Weaver
Debra Hunter Holloway	Troy Wyatt
	Nancy Young

Alexandre Hsu	<b>NEW PMPs</b>
Sharon Jewell	Sharif Abdulhafiz
Frederick Kelley	Jeff Alan Cahill
Pramod Kiranraj	Kos Chittle
Douglas Lamb	Nathalie Cordry
Ann Lee	Jacqueline DiPerna
Ruby Lin	Bhavna Kalaria
Mark Logomasini	Ruth Lehmann
Dennis Lorenz	Dennis Lorenz
Sandra Lujan	Ehab Mansour
Ehab Mansour	Kevin Martin
John McCargar	Irina Obenauer
Carla Meyers	Ann Porter
Jenna Morton	Anthony Ramirez
Kenneth Murphy	Denny Thong
James Nelson	Carl Trustee
Jon Nissen	

## CALL FOR NOMINATIONS



## 2011 PROJECT OF THE YEAR

### EXTENDED DEADLINE for Nominations

Preliminary chapter level nominations are due no later than **February 14, 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. Nominations should be made to PMI-OC.

[Click here for more information.](#)

## Member Survey

Please help us provide the best possible value for your PM-OC membership dollars by participating in our annual survey.

[Click here for the survey.](#)

## Scholarship Available

Each year, PMI-OC sponsors a \$3,000 scholarship in memory of **Charles Lopinsky, PMP, PMI Fellow**. This scholarship is awarded through the PMI® Educational Foundation and is open to students who are Orange County residents pursuing an undergraduate or advanced degree in project management.

The **Charles Lopinsky Memorial Scholarship** is awarded for academic performance, co-curricular, and extra-curricular activities.

[Click here for application. Deadline is June 1, 2011.](#)

# Project Results

## Without Positional Authority

The only way you will get employees to listen to you and get things done in an organization is to use authority based on your position.

### Right? Wrong!

Many project managers will agree that it is possible to influence others to deliver results without having positional authority, but also requires a number of other skills and techniques.

### Robert Pettis

led an engaging discussion during the January ATS.

Through a series of questions and insight from the audience, Bob offered tips and tools to determine



whether authority that comes with your position or functional authority is needed to manage a project, how to foster team member loyalty, how to obtain team agreement on goals and objectives, and strategies for influencing without positional authority.

Bob started off the discussion by asking the audience, “Does a project manager need authority inherent in his/her position to successfully manage a project?”

Audience responses varied greatly, depending on the person’s experience and industry.

Bob then continued to engage the group through team exercises, group discussions, and real life experiences to demonstrate additional techniques and factors that can lead to results from project teams.



### Determine the Type of Authority

There are several factors that contribute to the success of a project, including:

- Effective sponsorship
- Identified stakeholder benefits
- Clearly defined scope
- Team members feel secure.
- Project manager is well respected and worthy of team loyalty.

### Foster Team Member Loyalty

- Inform team members why this project must be completed successfully.
- Collaborate to find practical solutions.
- Timely and frequent communication
- Empower team members.
- Establish fundamental standards for individual commitment, motivation, and self-esteem.
- Display a “never give up” attitude and a strong desire to “make it happen.”
- Set expectations and hold team members accountable.

### Obtain Team Agreement

So how can a project manager obtain agreement on achieving the project’s goals and objectives?

- Establish a consensus oriented style.
- Suggest a course of action rather than order something to be done.
- Present a picture of success to get them moving from concept to action.
- Communicate clearly and often with everyone on the project team.
- Encourage everyone to become involved with the planning activity.
- Find a set of financial metrics that measure results.

### Four Strategies for Influencing Without Positional Authority

1. Build positive relationships.
2. Observe the law of reciprocation.
3. Participate in healthy conflict .
4. Earn the confidence of others by feeling confident in yourself.

**Bernice Maldonado**

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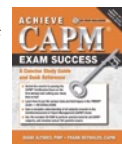
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# ADVANCED TOPIC SEMINARS



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 and 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

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

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

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



March 5, 2011

## How Do You Really Know? Project Monitoring and Controlling

Presented by **Kristine A. Hayes Munson, PMP**

By the end of this presentation, you will be able to improve the way you monitor and control projects. You will review PMBOK® basics, the plan-do-study-act cycle, cause variations, dangers of management tampering, lessons learned from existing practices, and IT risk management in the financial sector.

**Kristine Munson** is an IT leader with over 20 years experience leading teams and successfully completing projects in the finance, printing, and construction industries. Kristine currently oversees an IT risk and compliance program.

Kristine is an active PMI-OC volunteer. She served on the board of directors for six years, including two terms as president, and is a PMI-OC Fellow, the highest honor awarded by the chapter.

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## PMI Orange County MILESTONES

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## Answers to PMP® Exam Questions

From page 6

1. a. **Verify scope.**  
Chapter 5, Section 5.4,  
Monitoring and  
Controlling
2. a. **Perform a crashing  
exercise.**  
Chapter 6,  
Section 6.5.2.7,  
Planning
3. d. **-2,500**  
Chapter 7,  
Section 7.3.2.1,  
Monitoring and  
Controlling
4. a. **Rework**  
Chapter 8,  
Section 8.1.2.2, Planning

# COMING EVENTS

## February 14 Project of the Year

Extended Nomination  
Deadline. See page 7.

## February 5 Advanced Topic Seminar

Bill Darnall  
See page 13.  
[Click here to register.](#)

## February 8 Dinner Meeting

Susan Cramm  
How IT Smart is Your  
Organization? See page 1.  
[Click here to register.](#)

## March 5 Advanced Topic Seminar

Kristine Hayes Munson  
See page 13.  
[Click here to register.](#)

## March 8 Dinner Meeting

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

## April 2 Advanced Topic Seminar

Dave Cornelius  
Make It Count: The Value  
Driven Continuum

## April 30 PMP Prep Workshop Begins

Vanguard University  
Costa Mesa  
[Click here to register.](#)

## June 1, PMI-OC Scholarship

Application deadline.  
See page 7.  
[Click here for more  
information.](#)



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