

## BEST PRACTICES AND

# NISSAN

## REBRANDING PROJECT

When was the last time you drove past your local Nissan dealership? Did you notice the sleek new graphics and updated exterior?

This transformation is the result of a PMI® award winning rebranding project delivered by global consulting firm Turner & Townsend using *PMBOK*® best practices.

Turner & Townsend executives will be our special guests at the **APRIL 12 DINNER MEETING**. See the full story on [page 3](#).

[Click here](#) to register.



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# PRESIDENT'S COLUMN A Renewed Focus

The PMI-OC Board of Governors recently completed a day long strategic planning session for 2012. Although these kinds of activities can become tedious and boring, I found this one to be refreshing and rewarding. Several new perspectives that will be turned into strategic initiatives emerged during the session. Here are just a few of them.

We will concentrate on restoring the dinner meeting to a showcase event. The monthly dinner meeting is the one chapter event that can impact the most members, that is the most visible to the external community, and that can serve as a springboard for other chapter activities and events. Therefore, the board will explore additional ways to improve networking, increase chances to earn PDUs during the year, increase exposure to employment opportunities, and improve the quality of the speakers.

All of these improvements were identified in the recently completed annual survey as very important to the membership. We will establish a 12 month schedule of presentation topics. We will update the ambassador program to assist first time attendees. The website will have the dinner speakers listed several months in advance. And, a new mentoring program will be initiated.

In addition to the dinner meeting, we decided to re-energize the PMP® workshop, along with other educational offerings. The workshops have become stale and need a new focus. Yes, they are modestly successful, but attendance has dwindled. New approaches will be developed. We will also execute a new "PM 101" workshop to help newer members become more proficient in our profession. In addition, a new training workshop based upon the sections of the *PMBOK*® for our more experienced members will be created.

We also are going to extend our reach to both our members and the community by establishing a wider variety of vehicles to promote the chapter. A new Facebook page will be implemented soon. The very successful postcard campaign began last year will be expanded. Finally, the chapter will establish new alliances with corporations and other not-for-profit entities, which will provide members with even greater opportunities for professional growth.

I am very excited in the possibilities for 2011-2012. I will have the governors present their initiatives to you in the very near future.

**Stephen June, PMP**  
2011-2012 President



# NISSAN

## REBRANDING PROJECT USES BEST PRACTICES

You won't want to miss our **APRIL 12 DINNER MEETING** to see how Turner & Townsend, a global project and cost management consultancy, used *PMBOK*® best practices to deliver a massive rebranding presence to 1,050 Nissan retail facilities in the United States.

Turner & Townsend executives, Matthew Cryer and Nic Horn, will explain how they organized their processes, systems, tools, and, most importantly, their people to deliver a project that earned the **PMI® Distinguished Project Award**.

This award recognizes projects that successfully implement best-of-class project management concepts, techniques, practices, and theories through the effective application of project management principles.

The multibillion dollar Nissan project was an ambitious undertaking that could have posed significant potential risk to the day-to-day activities of each retail facility involved.

The rebranding program required project management support from experts in both the construction and process fields.

Turner & Townsend turned to the *PMBOK*® *Guide* as its foundation for managing the wide-ranging project. The

company leveraged the global standard to successfully meet the needs of 575 individual teams and thousands of stakeholders, including dealers, local architects, general contractors, and material suppliers.

The project team constructed a centralized national core team and project management office (PMO) within Nissan's U.S. headquarters in Franklin, Tennessee. They also strategically placed regional project managers in the field.

Through the use of standardized project management practices, Turner & Townsend accomplished the following:

- Standardized the Nissan brand.
- Reduced construction costs through value engineering.
- Shrank overall costs by applying best practices, observing product and engineering requirements, and using effective negotiation strategies.
- Accelerated delivery times by 20 percent.
- Improved processes by implementing a simple, yet robust, knowledge sharing system.

**High stakes require proven practices.** "Given the high profile nature of this program

and the potential risk, it was critical that we rely on proven practices to deliver the best project management support. By using the *PMBOK*® *Guide*, we not only met Nissan's requirements, but exceeded expectations in terms of scope, budget, and delivery," said Andrew Duncan, Americas CEO of Turner & Townsend.

"The Nissan rebranding project is a model of exemplary project management and is extremely deserving of the **PMI Distinguished Project Award**. Turner & Townsend's work underscores the essential role that global project management standards have in creating significant strategic improvements for organizations, regardless of economic pressures," said Mark A. Langley, president and CEO of PMI.

Excerpts from *PMI Today*, February 2011

[Click here to register.](#)



**Matthew Cryer**  
Senior Vice President  
Turner & Townsend



**Nic Horn**  
Director  
Turner & Townsend

## New Members

Stephen Alford  
 Ralph Bachman  
 Derrick Ballard  
 Leslie Barranco  
 Derek Bassett  
 Joe Byars  
 Pasha Campos  
 Karen Cecilio  
 Rajni Chawla  
 John Cutter  
 Vijaya Dasari  
 Sara Davies  
 Garrett Delaney  
 Araceli Diaz  
 Teresa Gardner  
 Pavel Hudyak  
 Annette Kahaly  
 Judith Kanschat  
 Art Kessner  
 Chris Marshall  
 John McCallum  
 Michael McFarland  
 Gary O'Shell  
 Bob Rebholz  
 Patricia Robinson  
 Danielle Rodrigues  
 Candice Sale-Rodriguez  
 Carlton Smith  
 Christina Smith  
 S.K. Van Bibber  
 Oliver Wang  
 Bridget Wikidal  
 John Young

## New PMPs

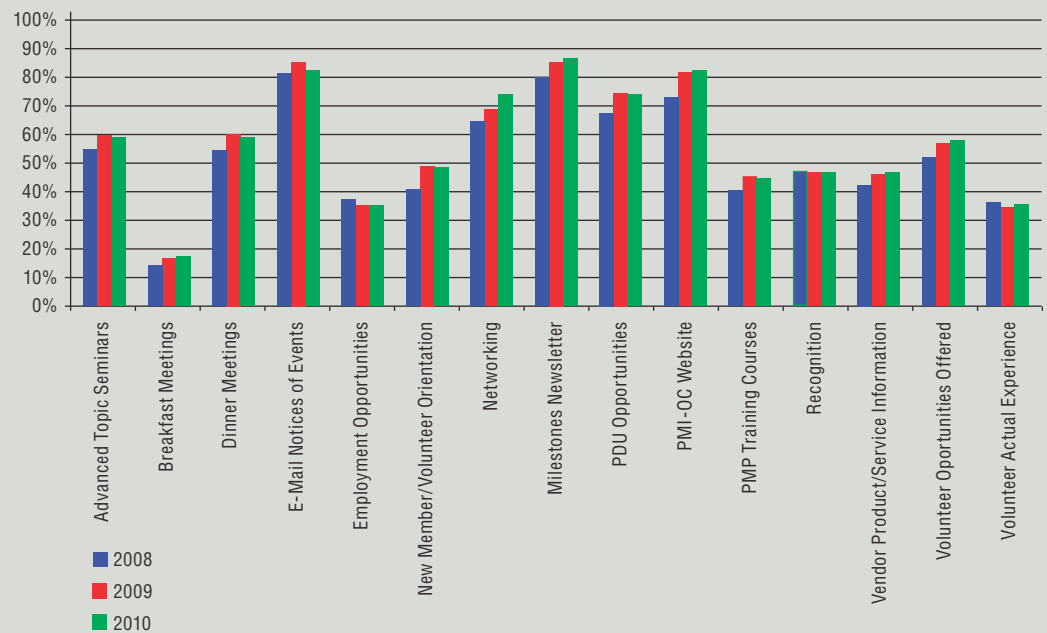
Sara Davies  
 David Evans  
 Wenxun Huang  
 Sebastian Lee  
 Joseph Parker  
 Karrie Rodriguez  
 Suneel Setlur  
 Alexander Teng

# 2010-2011 Member Survey Results

Our annual membership survey, conducted in January, is complete, with 200 members responding.

The chart below compares satisfaction levels for PMI-OC offerings in 2008, 2009, and 2010.

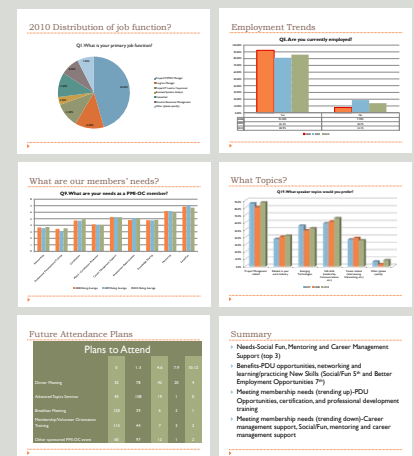
**Question 12: How do the following offerings meet your expectations? Are you satisfied or extremely satisfied?**



### About the Sample

- Average experience: 14 years
- Average total work year experience: 26 years
- Unemployment rate 14%, down from 18% last year
- Members who are “looking” is 51.5%, down 1.4% from last year.
- Value of PMI-OC membership is 58%, down from 68% last year.
- 52% of members do not receive reimbursement.

[Click here to download the complete survey results.](#)



# Volunteer of the Month



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## Jeff Cahill, PMP

Jeff has been a PMI-OC member for the last nine months and has served as the database manager, or DEP, as we call it. Jeff consistently delivers database updates and reports to *Milestones* and membership, identifying new members and new PMPs, as well as providing the current member roster.

Jeff was an infrastructure project manager at HP, where he relocated offices and was influential in the HP-Agilent separation in 2000 and 2001. He later transitioned to NT and Unix server implementation.

He has also worked in property management and website development and as a software partner for Microsoft. Jeff then branched out into the consulting world for the First American Title/Core Logic company separation.

In September 2010, while in transition, Jeff got married. Now that's a measure of true love.

He is currently an electronic health records project manager for All Medical Solutions in Torrance, helping to improve the quality and value of health care.

Jeff will assume the membership director role this month and is learning all the roles and responsibilities of the position. I am confident that Jeff will do a great job.

**Joe Paradiso, PMP**

## Volunteer Opportunities

### **Milestones Contributors**

Notes and articles about events

### **Milestones Photographers**

Various PMI-OC events

### **Advertising and Sponsorship**

Volunteers and chair

### **ATS Speaker Coordinator**

Find and schedule speakers.

### **Events Registration**

Attendee check-ins at events

### **Business Process Analyst 1**

Chapter operations manual

### **Business Process Analyst 2**

Chapter organization chart

### **Knowledge Management Analyst**

Repository, storage, and control

### **Orientation Meeting Chair**

Bi-monthly new member event

### **Dinner Meeting Chair**

Monthly meeting at Wyndham

### **Dinner Meeting Coordinator**

Set up audio-visual equipment.

### **Dinner Meeting Coordinator**

Provide name badges

### **Strategic Programs Director**

Support new programs initiatives

**Click here** for more information and **detailed descriptions** of these positions.

# ENDURING LESSONS FROM *Lawrence*

If you attended  
the chapter's  
March 15 dinner  
meeting, you  
were in for a  
special treat!

Our speaker,  
Craig D. Wilson,  
as Lawrence of  
Arabia in full  
desert regalia,  
captivated the  
audience with  
his colorful  
presentation.



# OF ARABIA

**T. E. Lawrence (aka Lawrence of Arabia) was a British army officer who served as a liaison with the Arabs in their revolt against Turkish rule during World War I.**

**W**e learned from Craig that Lawrence was not only an exciting historical figure, but was also a great strategist when it came to dealing with difficult stakeholders with conflicting goals. Craig went on to explain how Lawrence had made a significant impact on his life, especially when it came to managing stakeholders.

There are two major works attributed to Lawrence of Arabia; the first is “Seven Pillars of Wisdom,” an account of his war experiences in Arabia, and the second is, “The Arab Bulletin,” which codified 27 articles to show how British officers were to conduct

themselves during the Arab revolt.

Craig led discussions on five of the 27 articles. The audience participation was high, and everyone enjoyed the interactions. The articles we discussed are summarized as follows.

**Article 1.** Go easy at the beginning of a project when you’re the new person; avoid creating bad impressions because first impressions form quickly. After you’ve gained your sponsor’s trust, you can become more aggressive.

**Article 2.** Learn about the company culture. Be diplomatic. Practice being a good listener first, and express your opinions later. Don’t be glib with your words, and get to know all the right people.

**Article 5:** Be in constant contact with your sponsor. Providing more information is always better than

providing less. Your sponsor can be your number one fan.

**Article 7.** Treat others the way you would like to be treated. Don’t get involved in office politics. Always take the high road.

**Article 11.** Outsiders are not always welcomed, so keep your cool. No matter how sociable and amiable you are, your good circumstances can always change. Work hard with your sponsor to get your work done. When you have won the trust and respect of others, it will be well worth it.

The presentation ended with some awesome raffles: Starbucks gift cards, dinner at the Wyndham, a copy of T.E. Lawrence’s “Seven Pillars,” and a PMP® prep course.

**Andy DaSilva, PMP**

# AT THE MARCH DINNER MEETING



**A few of our chapter leaders:** Nora Goto, VP of Communications; Robbin MacKenzie-Thomas, VP of Administration; Greg Scott, VP of Finance; Dave Cornelius, Director of External Marketing; Lisa Saldana, Director of Internal Marketing, and Diana Wei, Director of Social Media

All photos on this page  
©Vince Gray





# PMI REGION 7 LEADERSHIP SUMMIT

What is good food for the soul? How do you keep a body healthy? How do you maintain your strength?

Most people have resources to find this information. They look it up in the library, on the internet, see a physician, speak with their family, or find a life or fitness coach.

How do you find ways to keep your chapter healthy, stable, and energized? One of the ways is to find your fellow chapter leaders in PMI® Region 7 to hear about best practices, trade solution secrets, identify mentors, develop a knowledge resource pool, and be inspired by like minded people.

This year, the PMI Region 7 Leadership Summit was hosted by the Reno chapter at The Grand Sierra Resort. PMI Region 7 includes California, Arizona, Nevada, New Mexico, and Hawaii, and over 100 chapter representatives attended.

The theme was “Shoot for the Stars.” We were treated to a “casino night” mixer, where we networked and had a little fun. The learning conference began with a welcome from Richard Polendey, PMI Region 7 Mentor, and our host, Reno Chapter President Sue Churchill. Our first morning keynote speaker, Michelle LaBrosse of Cheetah Learning, spoke about “The Science of Success” and told us that “the path to project management happiness includes vision, service, learning, completion, and gratitude.”

John Post and David Rardin from Lawrence Livermore Laboratory, 2010 PMI Project of the Year recipients, shared their experiences while completing the “National Ignition Facility,” a multi-mega joule laser facility for the U.S. Department of Energy, under budget and on time. Lee Lambert spoke about “It’s Leadership, Not Rocket Science” and shared leadership stories learned via mentorship and management.

Our last keynote speaker was John Stenbeck, whose topic was “Leaving a Legacy: Making Your Gift to the Chapter Permanent, Personal,



**Partying like rock stars!** The BOG in Reno: Greg Scott, Nora Goto, Stephen June, Robbin MacKenzie-Thomas, Rick Nalle, Alvin Joseph, and (behind the camera) Sylvan Finestone.

Pervasive and Proud!” John said we can better appreciate the value of project management by using it in the everyday practice of living and in the promotion of the greater good.

Breakout sessions included topics on attracting and retaining volunteers, promoting your chapter through social media, understanding your chapter’s value proposition, strategic planning, successful program development, leadership, and much more. Hearing about issues and sharing ideas from other chapters helps us understand that we have similarities. This was an opportunity to learn from each other, and we were encouraged by seeing what other chapters have to offer. We came back inspired to try new things and appreciative of the things PMI-OC has accomplished.

Lastly, we should thank PMI Northern Nevada Chapter for their hospitality and for organizing this event. They did an awesome job. Next year, the PMI Region 7 Leadership Summit will be in Honolulu, Hawaii.

**Nora Goto, PMP**

# Top Ten FEATURES OF A GREAT PMP EXAM SIMULATOR

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

*This issue lists the first five features. Numbers six through ten will be in May Milestones.*

You've read the *PMBOK® Guide*; you've studied hard, and you feel that you are ready to take the PMP® exam. But understanding the topics isn't the only thing you'll need for success on the exam. Wouldn't it be great to take some sample questions, so you really know what the exam is going to be like?

You can use a PMP® exam simulator for an insight into what sort of questions you'll face during the exam. Here are the first five of ten things to look for when choosing a PMP exam simulator.

**1 Does it have full exam mode?** Choose a simulator that offers full exam mode. This will show you what the PMP exam is really like. You can take a complete practice exam in your own home or office. It's very realistic, and taking practice exams like this will help you understand what to expect on the big day.

**2 Does it have lots of questions?** You don't want to be sitting at the computer after a day of studying and find that the same questions appear on the screen time and time again. Choose a PMP exam simulator that has lots of questions, preferably over 1,500. This will give you plenty of variety. Varied questions are more challenging, more interesting for you, and make your simulator experience more realistic.

**3 Are the questions presented in the same proportion as in the exam?** Having lots of questions is only half the story: you also need to make sure that the questions presented on

screen are shown in the same proportion as in the PMP exam itself. For example, in the real exam, 13 percent of the questions will come from *Initiating a Project*. If your PMP exam simulator shows too few or too many questions from this section, you won't get a realistic view of what you'll be presented with on your exam day.

**4 Is the vendor a PMI® Registered Education Provider?** A Registered Education Provider (R.E.P) is an organization approved by PMI to issue PDUs for its training materials. You might not have your PMP certification yet, but get into good habits now and make sure that you use a PMP exam simulator from a reputable, PMI approved company.

**5 Who wrote the questions?** You want to know who is behind all these questions, don't you? Try to find a PMP exam simulator that has questions written by a group of PMPs. That way, you know that behind the scenes the question writers have adapted a variety of styles, debated over the answers and the phrasing, and reviewed each others' work.

**6 – 10** *will be in May Milestones.*

## About the Author

**Cornelius Fichtner, PMP** is a noted PMP expert. He has helped over 13,000 students prepare for the PMP exam with his PM PrepCast and PM Exam Simulator.

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



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# How Do You Really Know?

## PROJECT MONITORING AND CONTROLLING

**O**n March 5, 2011, **Kristine Hayes Munson**, PMP, PMI-OC Fellow, conducted our advanced topic seminar at Vanguard University in Costa Mesa.

Kristine discussed project monitoring and controlling with an audience of over 40 project management professionals, all PMPs.

The seminar covered understanding and controlling the status of projects with a variety of methods and techniques and the fact that with so many different data points, it can be easy to get caught in information overload.

The *PMBOK® Guide* defines *Monitoring and Controlling* as the processes required to track, review, and regulate the progress and performance of projects with the goal of identifying areas where changes to the plan are required and to initiate the corresponding changes. Eight project areas are usually monitored: scope, schedule, cost, quality, communications, risk, procurement, and project integration.

Risk is monitored and controlled by implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks with an evaluation process that regularly checks the risk levels with the acceptable limits, and taking necessary action according to the risk plan.

A critical part of any project is reporting and communication of project status, measurements and forecasts to different stakeholders in



the right format and at the right time to enable them to make proper and timely decisions and to take action as needed.

This was an interactive seminar that engaged the attendees in the different topics with individual and group exercises. The first exercise broke the attendees

into teams to discuss the methods people use in their daily work to control projects. The most common tactics were communication, change management, stakeholder buy-in, clearly defined scope and plan, tools, KPIs, team cohesiveness, executive sponsorship, roles and responsibilities, timing of status (daily, weekly, monthly), and risk.

The Deming PDSA (Plan, Do, Study, Act) cycle was next. Kristine explained how it complements the work of project managers. In addition, she covered the ideas of “commons cause” and “special cause” and how their assessment leads to the necessary adjustments to improve processes. The read bead exercise demonstrated how ranking people based on a single metric can be wrong and demoralizing.

In closing, Kristine introduced the World Café format and guided attendees from different teams to collaborate on a “most important decision” in a project and to provide feedback on how to solve the challenge.

**Darius Vasefi, PMP**



# The Agilista

**Donna A. Reed**

Your PMI® Agile Community of Practice Rep

## SPRING 2011 PMP EXAM PREP WORKSHOP

### SEVEN SATURDAYS BEGINNING APRIL 30

This workshop will help you prepare for exam success and will provide you with the eligibility requirement of 35 contact hours in project management education. Participants will receive a classroom discussion guide and a supplemental text that includes study questions on CD-ROM. Participants will also have access to additional study material.

The first class will be an orientation session.

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

<b>April 30</b>	<b>May 7</b>	<b>May 21</b>	<b>June 11</b>
<i>Orientation</i>	<b>May 14</b>	<b>May 28</b>	<b>June 18</b>

**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 Members \$1000
- **At the Door: PMI-OC Members \$1000**  
Non Members \$1100
- **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.

**Before the first day of class:**

We recommend that each student purchase a copy of the *PMBOK® Guide—Fourth Edition*. Cost is around \$40 on Amazon.com.

[Click here](#) for more information and to register.

## PMI Announces Agile Certification

PMI® reports that organizations and PMOs are asking their PMs to apply Agile techniques (68 percent are using Agile practices).

### Why PMI Agile Certification (PAC)?

PMI believes the Agile certification will validate a practitioner’s ability to understand and apply Agile principles and practices on basic projects, using both experience and testing techniques. The PAC will demonstrate that practitioners can select Agile principles and practices as a project management approach to the needs and demands of a specific project. By earning the PAC, practitioners can:

- Demonstrate their level of professionalism in Agile practices of project management
- Increase their professional versatility in both project management tools and techniques
- Show they have the capacity to lead basic Agile project teams by holding a certification that is more credible than existing training-only or exam-only based offerings

PMI also found that 63 percent of hiring managers ask PMs to pursue Agile certification.

### Eligibility Requirements

- High school diploma or equivalent
- 2,000 hours of project team work over the last five years
- Plus, 1,500 hours working on Agile teams, or using Agile within the last two years
- Twenty-one hours of Agile PM training
- Pass the examination, 120 questions, \$385-\$495.

### Key Dates

An exam outline with references will be available April 2011. First offering of the exam will be during the third quarter of 2011.

For more information on the PAC:

- [PMI Agile Certification](#) home page
- [Agile Certification](#) FAQs

For more articles on becoming an Agile PM, go to [www.AgilistaPM.com](http://www.AgilistaPM.com)

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

## 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.

# Advanced Topic



May 7, 2011

## Setting Up a PMO in China in Three Months

Presented by **Tariq Shaikh, PMP**

At our next ATS, learn about the challenges of successfully setting up program management processes in a different cultural environment.

Presentation topics will include (1) industry background, (2) why China, (3) the game plan, (4) challenges, (5) planning, (6) execution, (7) outcome and achievement, (8) lessons learned, and more.

**Tariq Shaikh** has been managing global projects and programs across diverse industries for over 30 years. His global, Fortune 500 clients include ITT, Motorola, and Deacon Engineering.

### NEW LOCATION:

VANGUARD UNIVERSITY,  
55 Fair Drive, Costa Mesa 92626

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

**When:** Saturday, May 7, 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

## April 12 Dinner Meeting

Nissan Rebranding and Best Practices  
[Click here](#) to register.

## April 26 Informal Networking

Taco Tuesday  
at Cafe Rio, Costa Mesa

## April 30 Spring PMP® Prep Workshop Begins

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

## May 10 Dinner Meeting

Paul Glen:  
Improving Relationships  
Between Business and Technology

## May 18 PMI-OC Orientation

[Click here](#) to register.

## June 1 PMI-OC Scholarship

Application deadline.  
See page 15.

## June 4 ATS

Derek Barraza  
Topic: TBA

## June 14 Dinner Meeting

2011 PMI-OC  
Project of the Year

## September 2011 6th Annual Career Fair

Watch for details.  
*Coming events may be subject to change.*

## PMI Orange County MILESTONES

April 2011, Volume 23, No. 4

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