



# San Francisco Bay Area Chapter Project Management Institute

December 2009 | Vol. 3 #10

*Dedicated to Advancing the Art and Science of Project Management*

## Inside this Issue

Message from the President

Chapter Donations  
Support Organizations

RFP for Education  
Providers

PM Forum

Networking Opportunities  
*Dinner Meeting News*  
*Breakfast Roundtables*

## Have something to share?

You are encouraged to submit notes, articles, or interesting tidbits on relevant Chapter happenings or PM topics.

Submit content to  
[Newsletter@pmi-sfbac.org](mailto:Newsletter@pmi-sfbac.org)

The preferred format is MSWord or text.

This is intended to be a professional newsletter; defamatory or discriminatory content will not be published.

We reserve the right to:

- edit content to fit space constraints.
- reformat to Newsletter style.
- decide appropriateness of submission.

[Newsletter Archive](#)

## Message from the President:



Wow! What a year it's been... The economy has challenged us all in so very many different ways, yet I'm tremendously pleased that the Chapter's team of volunteers has been working industriously to bring you so very many new offerings and opportunities that bring value to your membership with the Chapter. Look for information in this newsletter and on our growing web site about our new Sister Chapter Program, free PMP Study Groups (for members only), PMO Local Interest Group, job support opportunities, and much more.

Speaking of job support opportunities, this month's regular dinner meeting will be something very special for those looking for their next new opportunity. We've crafted a recruiting fair with – as of this writing – eleven entities and we'll be providing on-site interviewing opportunities. At the same time, we'll also have a series of speakers talking to the tools, tips, and techniques needed to land your next new engagement or job! Instead of a sit-down dinner, we'll be serving canapés, hors d'oeuvres, and providing a networking function. And all for only \$20 to our members, too.

But there's even more exciting news to share: you've elected your new board who will assume the mantle of leadership starting in April of next year!

I'm absolutely delighted to announce that Ray Ju, PMP, CSM, MBA, MAL, will be your new President for the 2010/2011 term. Ray has been the Chapter's Vice President of Community Relations, forging relationships with companies and institutions in the Bay Area that help bring and keep project management as a core competency in their organizations. Ray has been an active member of PMI since 1987 and is certified as PMP #560. In addition to his Board VP affiliations with SFBAC and the Diversity SIG, Ray is also a member of the PMI Honolulu and Taiwan Chapters, and the IT, Pharma, PMO, and Healthcare SIGs.

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*(Message from the President continued)*

Ray's current position will be filled by Bill Dominguez, CSM, who is currently serving as the Deputy VP of Community Relations. Bill has held multiple Chapter volunteer positions including Project Manager of the very successful 35th Anniversary Event. Bill brings to this position over 25 years of senior leadership, management, and staff positions in the areas of business development, marketing, sales, program development, and project management for startups as well as Fortune 100 companies. Bill is a master performance and results coach, and is active in multiple philanthropic organizations and we're absolutely thrilled to have him join the board.

He is also joined by Natalia Boyadjiev, the Chapter's current Director of Communications, who will move into the VP of Operations position. Natalia has been instrumental in helping develop the Chapter's internal collaboration toolset, managing our emails to the members, as well as crafting and bringing to fruition our social media program. Throughout her extensive career in information technology, Natalia has been involved in project management, web applications, software development, science and engineering. She holds a Master's Degree in Electrical Engineering from the National Technical University of Ukraine and is currently working towards an MS in Information Technology Management at Golden Gate University.

JP Zingmark, PMP, our CFO will continue to serve in his current capacity. JP has been an exceptionally dedicated team member with the Chapter for an extended period of time and continues to provide the strong financial guidance and temperament that the Chapter needs to ensure it remains fiscally strong and serving you, our members, as very best as possible. JP holds BS and MBA degrees from Santa

Clara University and has twelve years Financial Services experience, including five years with the Chapter's finance team, during which time he worked with the Chapter's current CFOs to modernize the Chapter's chart of accounts while also upgrading to an online accounting system.

Rounding out the elected board is Cindy Muscio, PMP, who has been active with the PMI-SFBAC Professional Development team since 2006. Cindy holds a BBUS (Accounting and Information Technology) from La Trobe University in Australia and is currently working towards her Advanced Project Management Certificate from Stanford University. She is dedicated to bringing significant new professional development opportunities for new and seasoned project management practitioners in the Chapter and we're very fortunate to have her as part of our senior leadership team.

As for myself, I will serve as Past President, guiding the Board's Advisory Committee and helping to ensure the Chapter continues to be the place to come for all things project management in the Bay Area. There's still several months left before the new board positions take effect and there's a lot for the current board to address and we'll continue to move a number of new initiatives forward as we strive to continually best serve your needs and interests.

Lastly, you resoundingly approved the changes to the Chapter's bylaws which allow us to continue to grow and serve you better and for that, the board gives you its thanks. Moreover, we most sincerely wish you a very happy holiday season and our best regards for a safe and successful New Year to you all!

Many cheers,

Tony Appleby, PMP, SCPM  
[PMI SFBAC President](#)

Editor's Note: The article published in last month's Newsletter, "The Rewards of Volunteering," was accidentally credited to Angeline Yuen. This was a mistake – The author was Angeline Tan. We apologize, Angeline, for the error.

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## SF Bay Area Chapter Supports Multiple Organizations with Donations

The Project Management Institute San Francisco Bay Area Chapter (PMI SFBAC) Board of Directors approved a motion to disburse \$15,000 in funds to a variety of local and national charitable organizations at the November 14, 2009 meeting. The funds will be earmarked for project management related education and support.

The PMI SFBAC is honored to support each of the following organizations in their mission to serve the greater communities where we live and work. Each of these organizations provides volunteer, emergency relief, educational, housing and or life skill services to those in times of need. It is for this we would like to recognize and thank them for their ability of being there to lend a hand when needed.

The entities and amounts are as follows:

**Philanthropic Ventures Foundation** (<http://www.venturesfoundation.org>), in the amount of \$1000 in support of their innovative work in grant-making in the San Francisco Bay Area.

**HandsOn Bay Area** (<http://www.handsonbayarea.org>), in the amount of \$1000 in support of their commitment to the value and impact of creative and intelligent volunteerism.

**Habitat for Humanity International** (<http://www.habitat.org>), in the amount of \$1000 in support of their ongoing housing projects

**The American Red Cross Bay Area Chapter** (<http://www.redcrossbayarea.org>), in the amount of \$1000 in support of their world-wide disaster relief projects

**The Taproot Foundation** (<http://www.taprootfoundation.org>), in the amount of \$1000 in support of their partnering needs with professional disciplines

**Members Disaster Relief, Inc.** (MDRI, <http://www.membersdisasterrelief.org>), in the amount of \$5000 in support of PMI members affected by disasters for needs not covered by other agencies

**The Project Management Institute Education Foundation** (PMIEF, <http://www.pmi.org/pmief>), in the amount of \$5000 in support of the promotion of the value of project management practices to support people and organizations

The Project Management Institute is a non-profit professional organization dedicated to advancing the state-of-the-art in project management. The purpose of the PMI SFBAC is to advance the field of project management in industry, government, educational institutions, and other organizations within the Chapter boundaries. The PMI SFBAC is separately incorporated as a 501(c)(6) nonprofit, mutual benefit, corporation under the laws of California.

For further information, or to nominate worthy causes for consideration, contact:

Ray Ju

VP of Community Relations

PMI San Francisco Bay Area Chapter

[communityrelations@pmi-sfbac.org](mailto:communityrelations@pmi-sfbac.org)

[www.pmi-sfbac.org](http://www.pmi-sfbac.org)

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## **Project Management Institute - San Francisco Bay Area Chapter, Inc.**

### **Certification Registered Education Provider (R.E.P.)**

#### **Request for Proposal (due December 15, 2009)**

#### **POINT OF CONTACT**

Name: Tim Salaver, PMP

Title: Director of Certification Preparation, Project Management Institute - San Francisco Bay Area Chapter, Inc.

E-mail address: [certification@pmi-sfbac.org](mailto:certification@pmi-sfbac.org)

Phone: 925-997-1634

Fax: 702-446-5349

#### **SCOPE OF WORK**

The PMI-SFBAC invites vendors to competitively bid on the PMI-SFBAC Certification Registered Education Provider (R.E.P) Request for Proposal. The time period for the classes will be January 1, 2010 through December 31, 2010.

The PMI-SFBAC seeks R.E.P.s to provide preparation courses for its members and customers in one or more of the following certifications:

- Project Management Professional (PMP<sup>®</sup>): four offerings in 2010, one per quarter
- Certified Associate of Project Management (CAPM<sup>®</sup>): two offerings in 2010, one per six months
- Program Management Professional (PgMP<sup>®</sup>): one offering in 2010
- PMI Scheduling Professional (PMI-SP<sup>®</sup>): one offering in 2010
- PMI Risk Management Professional (PMI-RMP<sup>®</sup>): one offering in 2010
- Certified ScrumMaster (CSM): three offerings in 2010, one every four months
- Certified Product Owner (CPO)

The PMI-SFBAC planning and marketing team requests that R.E.P.s share in the coordination and marketing of these classes. As such, a single entity will not be selected to provide the courses and a minimum of three R.E.P.s will be selected. PMI-SFBAC has (and encourages) national relationships.

All proposals must include separate *curriculum vitae* (CV) for each primary instructor. If a pool of instructors is used by the R.E.P., CVs for all candidate instructors must be provided. Instructors must possess the certification for which they will be providing instruction.

#### **AUDIENCE AND LOCATION**

Classes will be taught for PMI-SFBAC members and customers in the San Francisco Bay Area Chapter area which consists of San Francisco, San Mateo, Contra Costa, and Alameda Counties. The target audience are project management practitioners seeking certification preparation in any of PMI's existing programs as well as the Agile Scrum curricula.

*(RFP Continued)*

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(RFP Continued)

## LOGISTICS/DEMOGRAPHICS

In order to be considered, proposals should address the following items for each certification course:

- Indicate the title/certification name of the class.
- List the minimum and maximum number of students per class.
- Indicate whether you license material.
- Describe the location and mode of delivery (on-site, distance learning, *etc.*).
- Identify whether physical location is BART/Public Transportation accessible.
- Describe any optional revenue sharing models.
- Identify any additional discounts / incentives available to the Chapter and its members if REP is selected for multiple engagements.
- List languages provided.
- Identify the length of each class (total number of days and/or hours provided), weekday / weeknight / one full weekend / multiple Saturdays schedule.

## CRITERIA FOR SELECTION

The PMI-SFBAC is seeking multiple R.E.P.s that offer the best quality educational experience for our members at a price that is attractive to our members. Discounts that may be passed along to our members is a primary consideration, inclusive of additional savings that may be incurred if the R.E.P. provides multiple certification preparation course offerings. Flexibility of the R.E.P. in dates and locations, the quality and creativity of the course and course materials, and a credible list of references are also considered during the selection process.

## RFP SCHEDULE

Proposal Due Date & Time: 12/15/2009, 5:00 p.m. PST

Anticipated Letter of Intent: 01/15/2009

All proposals must be sent via e-mail to [certification@pmi-sfbac.org](mailto:certification@pmi-sfbac.org) by the date/time listed above.

Responding to the RFP does not obligate the PMI-SFBAC to any contract or course commitment. The Letter of Intent will describe any future relationship with the R.E.P. and the PMI-SFBAC Board of Directors will approve any contractual relationships. Scheduling of classes will be coordinated with the Director of Certification Preparation. *(RFP continued next page)*

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**The PM Forum** is a new PMI-SFBAC newsletter section in which you can post rants, raves, or cerebral discourses on any project management-related matter that's on your mind. Don't like a new policy your PMO has implemented? Here's the place to vent. Come across a handy new trick in MS-Project? We'd love to hear about it. Have some thoughtful insights on critical path analysis? Please elaborate. Post your thoughts, tips, and questions and invite feedback from your fellow PMs. Letters can be as good-naturedly boisterous or as intellectual and academic as you like. The only guidelines are: Letters should be no longer than about one-half page in length, nothing patently offensive or abusive will be published, please no solicitations for any product or service, and, as always, letters may be edited for content, length, or other reasons. Send your thoughts to [newsletter@pmi-sfbac.org](mailto:newsletter@pmi-sfbac.org). The first articles will be published next month. Looking forward to hearing from you!

(RFP Continued)

## PMI-SFBAC and MEMBER PROFILE

The PMI-SFBAC has over 2500 members, more than half of whom have achieved certification as Project Management Professionals (PMP). It celebrated its 35<sup>th</sup> anniversary as a chapter in March 2009 and is the 14th largest chapter in an international organization of over 250 chapters and 300,000 members in over 125 countries.

| <b>By Occupation:</b>       | <b>By Industry:</b>    | <b>By Home Location:</b> |
|-----------------------------|------------------------|--------------------------|
| Project/Program Manager 44% | Computer/DP/IT 40%     | San Francisco 17%        |
| Functional Manager 23%      | Consult/Mgmt Serv 14%  | Oakland/Berkeley 10%     |
| Consulting 18%              | Eng./Design/Constr 11% | East Bay 42%             |
| Other Occupations 15%       | Financial Services 7%  | Peninsula 11%            |
|                             | Manufacturing 7%       | South Bay 9%             |
|                             | Telecom 7%             | Marin County 4%          |
|                             | Other 14%              | Other Locations 5%       |

Our Membership includes representation from these organizations:

Bank of America, Bayer Corp, Bechtel Corp, Blue Shield, California Department of Transportation, California State Automobile Association, Charles Schwab, Chevron-Texaco, Cisco Systems, EDS, Genentech, Hewlett-Packard, IBM, Kaiser Permanente, Lawrence Livermore National Laboratory, Microsoft, SBC, Sun Microsystems, VISA, Wells Fargo.

Find us online at [www.pmi-sfbac.org](http://www.pmi-sfbac.org)

## ScrumMaster Preparation Course



Earn your ScrumMaster certification with this interactive and engaging course offered in partnership from cPrime Training Center and the SFBAC PMI. Scrum is the fastest growing Agile project management methodology and this course provides the Scrum framework, how to apply Scrum to your projects, and how to navigate the cultural change necessary to implement Scrum. You will earn 14 PDU/contact hours and be eligible to take the ScrumMaster exam through the Scrum Alliance after this course.

Our instructor, Roger Brown (CSC, CST) is one of just four people in the world to hold all certifications granted by the Scrum Alliance including Certified Scrum Trainer and Certified Scrum Coach. He is a member of the Scrum Alliance, the Agile Alliance and the Agile Project Leadership Network (APLN). Roger is a founding member and certification board member for the Certified Scrum Coach program. With years of training, consulting and coaching experience, he focuses on training and mentoring in agile engineering practices such as Test-Driven Development, automated acceptance testing and continuous integration.

Our partnership with the SFBAC PMI allows us to offer this course for just \$875 for PMI Members. Simply enter “**SFBAC\_CPRIME**” at registration to take advantage of this **special offer!**

[\*\*Register today!\*\*](#)

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## PMI-SFBAC November Dinner Meeting Presentation

“We can’t solve problems by using the same kind of thinking we did when we created them.” Albert Einstein

**By Carolyn Crockett**

In today’s economy the emphasis of cost savings is pervasive, and many companies are taking drastic measures to stay in business. What will happen to these companies if they focus only on cost cutting, but neglect opportunities to innovate and ensure a competitive edge? Innovation was the theme of the dinner meeting on November 19, 2009. The speaker was Ms. Beth Britt, Senior Vice President of UMT Consulting, with over 20 years experience in technical and management consulting. She shared ways of fostering more innovative employees, teams and businesses.

Businesses must innovate or they will die. According to Ms. Britt, the main reason for this is commoditization. When the iPhone came out, it far exceeded all other cell phones at the time. Now, only a few years later, there are many viable alternatives to the iPhone on the market and the concept has become a mass produced commodity. To continue building market share, phone manufacturers will need to continue to innovate to satisfy demanding consumers in a rapidly changing environment. According to Ms. Britt, this involves throwing ideas at a wall and using those that stick. Businesses need to create an environment where employees and teams can try different approaches, but move quickly past the bad ones. In other words, try new approaches but fail fast!

There are different levels of innovation:

**Individual innovation** – Allow individuals time to move to a different space in order to approach problems in a different way. Techniques to use include such things as SCAMPER. When analyzing a problem, ask the questions S=Substitute?, C=Create?, A=Add?, M=Modify?, P=Put to other uses?, or E=Eliminate?

**Team Innovation** – Value and develop diverse teams to allow more perspectives. Research has shown that

although these teams might spend more time discussing ideas and coming to consensus, the results are more innovative and successful than those of homogenous teams. There are also many techniques to share and develop ideas. During the session, our tables brainstormed individually to come up with solutions to a problem on note cards, then used “innovation speed dating” to pass our ideas around the table and had others add to our solution. By the time the ideas came back to us, our solutions were notably improved.

**Organizational Innovation** – Organizations have spent the last one hundred years transforming from largely a farm and single trade based to a structured, controlled and efficient business environment. The next challenge is to move from this environment to one in which adaptability and creativity drive success. Doing this effectively CHANGES EVERYTHING. Business models, marketing, sales systems, human resources, product management, project management ..... all need to change.

The November dinner meeting was an exciting event with Ms. Britt challenging us to think about the need to innovate personally, our teams, and our businesses. She also suggested a number of books, tools and case studies to continuing our learning about this important topic. Her presentation may be found on the PMI SFBAC website and is well worth reviewing. [PMI-SFBAC Presentation Library](#)

# December Dinner Event

## Contracting in Today's Environment & The Value of Social Networking

### 11 Companies Interviewing at this Event - Bring Plenty of Resumes!

Facilitated By: Connie Yaeger & Carlos Hernandez

**Registration ends December 6, 2009 – walk up attendance is welcome if room is available.**

**Date:** December 9, 2009

**Workshop:** 5:00 -9:00

**Location:** Sir Francis Drake Hotel, 450 Powell St, San Francisco ([driving directions](#)) ([BART](#))

**Cost:** Members: \$25\* Non-members: \$45\*

**PDU's:** 1

#### **Connie Yaeger**

Connie Yaeger has over 10 years of Project Management experience and 20 years of experience in the Financial Services industry. She discovered Project Management while managing process improvement projects at Bank of America although it was not her primary job. When she was laid off thirteen years ago, Connie made a career change making Project Management her career. It was a decision that has given her many rewards and turned out to be a perfect fit for Connie's skills and interests.

After 20 years as a full time employee at Bank of America and Charles Schwab she decided to make a career change into Independent Project Management Consulting. Connie's passion is planning and executing technology projects that bring positive change to existing corporate environments. She also work with companies to monitor and reward innovation at all levels of the organization.

During the last two years Connie has moved from being a full time employee to an independent contractor to a sole proprietor to a small business owner to an "S" corporation. The current market has created many challenges that have made independent contracting more complex than in previous years. This presentation will highlight those challenges and suggest ways to develop the best opportunities for yourself as an independent contractor.

#### **Carlos R. Hernandez**

Carlos is a Social Media Catalyst, Trainer and Connector to people desiring to be Web 2.0 savvy, but especially to Baby Boomers. Why so? In February of 2007, He elected to pursue a calling to help people. I especially identify with fellow Baby Boomers who are intimidated by emerging social media technologies.

Carlos has been successful working with individuals and businesses to leverage Web 2.0 technology in sales and marketing initiatives. His talent is to show fellow professionals how to develop networks and connections via LinkedIn, Facebook and Twitter in an integrated and cross-promotional manner.

Carlos decided to become a social media change agent by combining his talents of public speaking, problem solving and teaching. His passion and knowledge are grounded in a 28-year professional career working for Westinghouse Electric & Eaton Corporations in technical solution sales, marketing and project management. Building community is important to him and he do so through the Phi Kappa Psi Fraternity (Vice President of the Silicon Valley Alumni Association), Catholic Professional Business Club (currently as President), and Archbishop Riordan High School Alumni Council. Lastly. Carols devote volunteer time and energy at Grace Cathedral's "GraceWorks" Program, currently on the "Program Team" for those in job and/or career transition.

(December Dinner meeting continued)



**Agenda:**

- 5:00 - 7:00 - Interviews - Tudor Room
- 5:30 - 6:00 - Welcome, Review Agenda, and President Remarks - Main Hall
- 6:00 - 6:30 - Contracting in Today's Environment by Connie Yaeger - Main Hall
- 6:30 - 7:00 - Appetizers and Networking - Main Hall
- 7:00 - 7:30 - Recruiter Panel
- 7:00 - 9:00 - Interviews - Tudor Room
- 7:30 - 8:00 - Networking - Main Hall
- 8:00 - 8:30 - The Value of Social Networking by Carlos Hernandez
- 8:30 - 9:00 - Upcoming Dinner, Raffles, and Close

**Cancellation and No-Show policy**

If you have made a reservation and find that you will be unable to attend please send an email to [finance@pmi-sfbac.org](mailto:finance@pmi-sfbac.org) and cancel as early as possible. All cancellations are subject to a \$10 fee. Cancellations after November 4, 2009 are subject to the full charge to ensure the Chapter does not incur excessive expenses.

If you have any questions, please contact Aisha-Lorraine Williams at [programs@pmi-sfbac.org](mailto:programs@pmi-sfbac.org) 925-271-1352.

**Links to Past Presentation Content**

| Date          | Program Title  | Presenter     | Link to Slides               |
|---------------|--|---------------|------------------------------|
| Oct 22, 2009  | Turning It Around During Challenging Times   | Mark Adams    | <a href="#">Presentation</a> |
| Sep 17, 2009  | How Social Networking is changing the way to recognize and grow talent for your next project | Yves Lermusi  | <a href="#">Presentation</a> |
| Aug 19, 2009  | The Five Time-Tested Keys to Estimating that Successful PM's Can't Live Without!             | John Stenbeck | <a href="#">Presentation</a> |
| July 16, 2009 | Leading Organizations Back to Growth   | Mark Morgan   | <a href="#">Presentation</a> |

## Breakfast Roundtable Meetings

WE ARE LOOKING FOR YOUR INPUT – We want our members to hear what you are doing in your Breakfast Roundtables...what tips or tricks do you take away from the sessions...what benefit do you realize in interacting with other PM professionals from your local or professional community. Please provide us a brief synopsis for inclusion in future newsletters at [Newsletter@pmi-sfbac.org](mailto:Newsletter@pmi-sfbac.org) – and of course, pictures are encouraged.

**Breakfast Roundtables** are informal gatherings of 10 to 15 Project Managers or people interested in the field for discussing current topics in the profession, gathering suggestions from the other attendees on current project challenges, or receiving information on items of interest. These meetings also provide members an additional way to participate and gain benefit from their membership. PMPs earn one PDU/hour. Most Breakfast Roundtables are one hour in length but our new option in San Bruno is slated for an hour and a half.



[Breakfast Roundtable Information](#)

Breakfast Roundtable meetings are from 7:30AM – 8:30AM unless otherwise indicated

[Belmont Breakfast Roundtable](#)

[Novato Breakfast Roundtable](#)

[Dublin Breakfast Roundtable](#)

[Oakland Breakfast Roundtable](#)

[Fremont Breakfast Roundtable](#)

[San Bruno Breakfast Roundtable](#)

[NorCal PharmaLIG Breakfast Roundtable](#)

[San Francisco Breakfast Roundtable](#)

We need to know if you plan to attend to make table arrangements at the restaurant. Please register using these links for each location. The only cost is what you order from the menu; who knows what value you may receive – or contribute.

| Newsletter Staff  |               |               |                             |              |
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