



## Chapter Newsletter

FEBRUARY 2002

**COMING EVENTS** – Visit the Chapter Website for a Complete Events Calendar [www.geocities.com/pmihonolulu](http://www.geocities.com/pmihonolulu)

### FEBRUARY

20 General Membership Evening Meeting  
“Are You a Good PM or a Professional PM?”  
Look for details in this issue

### MARCH

Date to be Announced - General Membership Meeting

### APRIL

Date to be Announced - General Membership Meeting

13 Breakfast Roundtable at the Yum Yum Tree

### Board of Directors

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### GENERAL MEMBERSHIP MEETING SCHEDULE

The Board of Directors is working on the annual schedule for general membership meetings. The size of our group and limited room availability have required that we change from the schedule we had been using (the 3<sup>rd</sup> Wednesday of each month). Look to this newsletter and the PMI Honolulu Chapter website - [www.geocities.com/pmihonolulu](http://www.geocities.com/pmihonolulu) - for meeting announcements. In addition, PMI members can expect to receive meeting notification bulletins about 2 weeks prior to the meeting so that plans can be made to attend.

**PLEASE NOTE:** Our February meeting will be an **evening meeting** with pupus and a no-host cash/script type bar.

Complimentary parking at The Plaza Club begins **after 5:00 pm.**

**NEXT MEETING:** February 20, 2002  
**5:30 to 7:30 pm**

Location: The Plaza Club

\$17 PMI Members; \$22 Non-members

Checks should be made payable to PMI Honolulu Chapter.

**Topic:**

Are You a “Good” PM or a “Professional” PM?

**Speaker:** Kerstan Wong, PMP, P.E.

Project Manager, Hawaiian Electric Co., Inc.

**Synopsis:** Kerstan will speak about the importance of being a certified as a Project Management Professional (PMP), what it takes to become a PMP, and how to remain certified after passing PMI's PMP exam.

E-mail [ruemura@hei.com](mailto:ruemura@hei.com) to RSVP.



## PROGRAMS AND WORKSHOPS

### 2002 – Planned Activities



Following the successful launch of several special programs in 2001, the Chapter has planned to continue these exciting workshops and has set the schedule as follows. Other activities are planned but have not yet been scheduled. Look to future editions and separate mailings for further announcements.

#### **Breakfast Roundtable**

Participants at the Breakfast Roundtable meet at the Yum Yum Tree, order breakfast, and then the excitement begins. A topic of discussion is announced in advance of each session. Over breakfast, participants break into small groups and discuss the topic in detail, sharing their experiences, posing questions, exploring nuances and gathering perspectives. Before the session is adjourned, participants share the most salient thing they learned at the session. The Breakfast Roundtable is a wonderful opportunity for networking and stimulating discussion with other project managers in various industries. Breakfast and professional development – who needs a power lunch?

Bimonthly Breakfast Roundtable Sessions are scheduled on the following dates in 2002:

- **April 3<sup>rd</sup>**
- **June 5<sup>th</sup>**
- **August 7<sup>th</sup>**
- **October 2<sup>nd</sup>**

All sessions start at 7:30 a.m. at the Yum Yum Tree at Ward Center. Look for session announcements including session topics and RSVP information as the dates draw closer. Seating is limited, and sessions last year were well-attend (beyond expectations), so reserve your space early for this very successful program.

#### **PMP Prep Workshop**

The PMP Prep Workshop held in 2001 was a phenomenal success. A large number of the participants in this class have already taken and passed the PMP exam and are now enjoying their status as PMP's, with more sitting for and passing the exam every week. (See related announcement of newly certified members in this newsletter.) The format for this year's class is being modified slightly. A fee will be associated with the class, which will cover course materials and other expenses related to the class. PMP Prep workshops are scheduled to run between the following dates in 2002:

- **July 10<sup>th</sup> through August 28<sup>th</sup>**

#### **Logical Framework Approach (LFA) Workshop**

In this workshop, participants are introduced to an innovative project design methodology called Logical Framework Approach (LFA). This methodology is becoming widely accepted for effective project planning. LFA Workshops are scheduled for the following dates in 2002:

- **June 12<sup>th</sup> through June 14<sup>th</sup>**

#### **University of Hawaii Project Management Workshop**

Project Management Workshops are scheduled for the following dates in 2002:

- **February 25<sup>th</sup>**
- **October 7<sup>th</sup>**

## Local Chapter Members Paddling Their Hawaiian Canoe in Cannes, France

Our own Rick Kooker, PMP; Director of Software Eng and IT Project Mgt, Commander-in-Chief, US PACIFIC FLEET and Steve Kane, PMP; Project Management Director (SAIC) have been selected to present at PMI Europe 2002. Their presentation is entitled *Choosing the Right Enterprise Projects for Success: Paddling the Hawaiian Canoe with a Cross Functional Solutions Team*. An abstract of the presentation follows. Three cheers to Rick and Steve, our international celebrities!

Senior Management chooses which projects. This presentation suggests a successful method of ensuring that they choose the “correct” projects.

Due to the current relatively high rate of Project failures today, it is more vital than ever to ensure that we embark upon those Projects that have a high probability of success while also supporting the Strategic Goals and Objectives of the organization.

The Hawaii Headquarters Staff of the US Pacific Fleet embarked on an effort to improve and/or change outdated processes for dozens of Commands. All of the business and operational processes came under review for modernization utilizing Projects involving Information Technology (IT) tools and/or re-engineering efforts. Since resources required for the proposed projects exponentially exceeded those available and a process had to be created to determine what criteria and priorities to use for selection.

The Information, Knowledge and IT Project Managers, joined by several professionals from BPR Office, began to meet informally to discuss possible solutions. This group rapidly developed into a “grass roots” Cross Functional Solutions Team (CFST) and they established a process and criteria for selecting and prioritizing the perspective initiatives/projects. In much the same fashion as the seven paddlers in a Hawaiian Canoe have to work in unison to move the canoe along, the CFST is forced to work together as a team. CFST developed an innovative process to objectively determine the relative priority of Projects based on risk, technical feasibility, complexity, ROI, assets available (funding), etc., delivering a Prioritized Project List to senior decision-makers.

Once selected, each Project is managed by a “Triad” of subject matter experts who are assigned the joint responsibility for completion of the Project. The CFST designates the members of the “Triad” and holds all three equally responsible for the Project.

Utilization of this CFST process has resulted in faster Project selection and initiation as well as improved performance in the budget, quality and time areas of the completed Projects.

For more information on this conference, please visit the PMI Europe 2002 website: <http://www.cartesian-secure.com/pmieurope2002>  
[PMI France Sud Presents PMI Europe 2002: the Project Management Festival](#)



## Total Quality and Project Management

Submitted by:

**Paula K. Martin, CEO, Martin Training Associates**

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How does the total quality movement, currently popularized by Six Sigma, fit together with project management? What did we learn from total quality that we should be applying to project management?

Six Sigma is simply a methodology for working through the life cycle stages of improving a business process and, as project managers know, improving a process is a project. In order to make any process improvement endeavor successful, it needs to be managed as a project, using a project management methodology. GE Capital found that using project management helped them to better execute their Six Sigma projects.

But how does total quality apply to project management? Total quality principles have proven to be effective in managing business process and some of those principles can be applied to project management:

1. Prevention pays. Total quality taught us that prevention usually costs less than rework and therefore investing in planning will save time during execution, the phase that takes the most time and costs the most money. Therefore, project teams need to take the time to invest the time to define requirements properly before beginning the design phase and to do a thorough job of planning before beginning execution.
2. Focus on outputs or deliverables. Total quality taught us to look at processes as a series of inputs and outputs, with each output or deliverable going to either an internal or an external customer. The technical processes we use to create deliverables for a project can also be seen as a series of inputs and outputs. Each output or deliverable is the result of a series of tasks or activities and each deliverable has customer, either inside or outside the project team. There are a number of benefits of working with deliverables instead of tasks or activities:
  - a. You can add requirements/quality criteria to deliverables, thus defining what the next customer needs from the deliverable. Once the hand-offs between deliverables are identified (during the scheduling exercise), then team members can identify where quality criteria need to be more clearly defined for interim deliverables.
  - b. By adding quality criteria to deliverables and checking that these quality criteria are met, you can help to ensure that the final deliverable meets its customer acceptance criteria. Total quality taught us that relying on end-of-the-line inspection was both dangerous and costly. In-line inspections ensure that quality is on track throughout the process. When quality criteria are added to interim deliverables, then quality can be checked as each interim deliverable is handed off to the next customer in the series. Quality criteria for deliverables should be monitored and reported on your status report form.
  - c. A focus on deliverables allows you and the main project team to see the forest from the trees. Subproject teams can drill down into activities, if needed, but the main project focuses on deliverables. Deliverables are what is transferred from one subproject to another, so deliverables help you to better manage the interdependencies between subprojects – which after all is one of the main functions of the main project team.
3. Create ownership through team participation. Total quality taught us the power of having the people who have to do the work participate in planning how the work will be done. This creates buy-in and ownership as well as creating a more realistic plan. Involve the entire team in planning the project. Get them to map out the interdependencies between deliverables so everyone on the team understands the customer/supplier relationships within the project.

Total quality may have seemed like a fad at the time it was introduced, but it has endured in one form or another for over fifteen years and it has some important lessons to teach us in how we approach the management of our projects. On the other hand, people working on Six Sigma or total quality projects can benefit greatly by better understanding how project management applies to their process improvement endeavors.

**MARTIN TRAINING**  
ASSOCIATES

Paula Martin is the CEO of Martin Training Associates, a management training and consulting firm. She's the author of seven books including the *Project Management Memory Jogger™* and *Executive Guide: The 7 Keys to Success*. For more information, visit their website: [www.martintraining.net](http://www.martintraining.net). Phone: 866-922-3122 or 513-563-3512.



## PMP Certification

### PMP PDU's

PMI requires a PMP to earn sixty (60) Professional Development Units (PDU's) every three (3) years in order to retain their certification. PDU's can be earned in five different categories: Category 1: Formal Academic Education; Category 2: Professional Activities; Category 3: PMI Registered Education Providers; Category 4: Other Providers; Category 5: Service to Professional or Community Organizations. Previously, it was thought that the presentations at the monthly chapter meetings qualified under Category 2 as "Self-Directed Learning Activity". PMI has done away with this activity under Category 2, and several local chapter PMP's have experienced PMI reclassifying those activities they submitted under Category 2 last year as Category 3 activities. Chapter directors are currently researching the appropriate category to classify its monthly chapter meeting presentations. Consequently, a PDU form was not presented with the announcement for February's meeting. This question should be resolved this month and clarification will be provided in subsequent communications.

Details on PDU activity classification can be found on the Web: [Professional Development Program\(PDU\) Qualifying Activities](http://www.pmi.org/certification/pdp/activities/) (<http://www.pmi.org/certification/pdp/activities/>)

### PMP's looking for PDU's?

Contact Larry Rowland [lrowland@hpu.edu](mailto:lrowland@hpu.edu) or Kuuipo Soliai [ksoliai@hei.com](mailto:ksoliai@hei.com), Instructors of Project Management at Hawaii Pacific University, about being a guest speaker in the classroom. Being a speaker on a project management topic at such a meeting earns a PMP five PDU's per activity.

### PMP Certification

Any PMI members who pass the PMP examination and become a certified Project Management Professional (PMP) please notify Kuuipo Soliai, Director of Education at [ksoliai@hei.com](mailto:ksoliai@hei.com) or telephone at 808 543-7892 so we can keep track of our chapter's PMP's and officially recognize their achievement.

The chapter continues to reap the rewards of last year's PMI certification prep classes. The total number of PMP's in the chapter is now 31! Since PMI has postponed the update to the new exam format until March, the Honolulu chapter urges those that participated in the prep classes but who haven't yet taken the class to do so and join the ranks of the PMP's.

#### **Congratulations to the chapter's newly certified PMP's:**

- Melanie Winters
- Hsiao Min Pang (aka "C")
- Peggy Wiley



## PMI WORLD & LOCAL NEWS

### GLOBAL HAPPENINGS...

- PMI Research Conference 2002: Frontiers of Project Management Research and Application, taking place in Seattle, Washington USA on 14-17 July 2002, is now open for registration. Visit the Web for more information: <http://www.pmi.org/research/conference/conference.htm>
- The strategic redesign of future PMI Conferences is now available for preview. Members are encouraged to review the redesign materials and provide suggestions for further enhancement. More information can be found on the Web: <http://www.pmi.org/news/redesign/>
- PMI Practice Standard for Work Breakdown Structures is now available on the PMI Web site. Members will be able to download a "PDF" copy from the members only portion of the PMI Web site at no cost as part of their member benefits. As with the PMBOK® Guide - 2000 Edition, excerpts of the practice standard will be available on the public portion of the PMI Web site for anyone interested in PMI standards. <http://www.pmi.org/publicctn/download/WBSwelcome.htm>

### LOCAL HAPPENINGS...

- **Chapter Survey** - The annual PMI Honolulu Chapter Survey was recently submitted via e-mail. Make sure your voice is heard and your needs are met. Your feedback is instrumental in conducting chapter events tailored to your needs. Please complete and return this survey to help your board of directors plan 2002 Chapter events that will keep its participants engaged and interested while promoting professional development. Thank you for helping the chapter to shape your future.



### WATCH US GROW....

- **As of January 10, 2002, our chapter has \$4,837.72 in our account.**
- **Current Honolulu Chapter Membership (as of December 2001) = 128**
- **Current # of PMP's which are members of the Honolulu Chapter = 33 (26 %!)**



**THE PMI HONOLULU CHAPTER OFFERS A WARM WELCOME TO ITS NEWEST MEMBERS!**

**PMI CHAPTER MEMBERS CAN UPDATE THEIR ADDRESS BY SENDING CHANGES TO:**

[www.pmi.org/pmihq/who.htm](http://www.pmi.org/pmihq/who.htm)

If you would like to submit an article for this newsletter please send to Lori Jansen at [lorij@kapiolani.org](mailto:lorij@kapiolani.org).

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