



STATUS REPORT

The Newsletter of PMI - Honolulu Chapter

MARCH 2002

COMING EVENTS – Visit the Chapter Website for a Complete Events Calendar www.geocities.com/pmihonolulu

MARCH

27 – General Membership Luncheon Meeting - *Applying Leadership and Management Skills in Project Management*

APRIL

17 - General Membership Luncheon Meeting - *Relationships and Contracting – The Soft Side of Project Management*
3 - Breakfast Roundtable at the Yum Yum Tree – *Project Risk Management*

MAY

16 - General Membership **Evening** Meeting

Upcoming General Membership Meetings

Jun 18 - Luncheon

July 16 - Luncheon

Aug. 20 - Luncheon

Oct. 15 - Luncheon

Board of Directors

President - **Carolyn Yoshihara, PMP**
808 693-0870

Vice President - **Alan Yamashiro, PMP**
808 693-1921

Director of Membership - **Rick Kooker, PMP**
808 222-4703

Director of Finance - **Robert J. Gries, P.E., CCM, PMP;** 808 983-5735

Director of Communications - **Lawrence Rowland, PMP;** 808 737-3033

Director of Publicity - **Lori Jansen, PMP**
808 282-2086

Director of Education - **Kuuipo Soliai, PMP, MBA;** 808 543-7892

Director of Programs - **Roy T. Uemura, PMP, P.E., MBA;** 808 543-7576

Director of Special Programs - **Teresa Newton-Terres, PMP;** 808 842-7801

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Participants Gather after February's Meeting

GENERAL MEMBERSHIP MEETING SCHEDULE

The Board of Directors has announced its General Membership meeting schedule for the upcoming months. Please see the sidebar on this page for specific dates, and take special note as some of the meetings are set as evening meetings with pupus rather than luncheon meetings. Look to this newsletter and the PMI Honolulu Chapter website - www.geocities.com/pmihonolulu - for detailed 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.

NEXT MEETING: March 27, 2002
11:30AM to 1:00PM
Location: The Plaza Club
\$23 PMI Members; \$25 Non-members
Checks should be made payable to PMI Honolulu Chapter.

Topic: Applying Leadership and Management Skills in Project Management

Speaker: Bill Raissle, PMP; Program Manager; Compaq Federal, LLC

Synopsis: The role of project management and leadership skills in a highly complex, global e-mail system implementation program rich with politics and diverse technical opinions

E-mail ruemura@hei.com by March 22nd to RSVP.



*Highlights of the
January, 2002 Questionnaire Statistics*

Despite the lack of sweet-briberies, arm-twisting, or gift certificate, the PMI Questionnaire 2002 received an excellent response! The Chapter Board of Directors and I thank you for providing your time and participation. Your input will be the basis for many decisions that the Chapter leadership will make this year which will help us to better serve your needs and desires in 2002. Again, thank you to all those who participated! *Teresa Newton-Terres, Director of Special Projects*

Your input will be the basis for many decisions

- | | | |
|------------------------|--------------------|-------------------|
| • Roy Uemura | • Michael Sands | • Gregory Kano |
| • Andy Fisher | • Lori Kost | • John Moffett |
| • Kerstan Wong | • Brent Pack | • Don Hess |
| • Teresa Newton-Terres | • Stephen Pang | • John Cotellesse |
| • Jody Watts | • Natalie Scott | • Anthony Gelish |
| • Ku'uipo Soliai | • Craig Naito | • Kath Althen |
| • Shun Ma | • Paul Luersen | |
| • Sheri Yoshida | • Lori Jansen | |
| • Nina Kane | • Linda Weiland | |
| • Carolyn Yoshihara | • Lawrence Rowland | |
| • Bobbie Ma | • Raymond Kishaba | |

Members are listed in the orders of responses... Approximately a 28% member ship response rate!

5 = 😊 Very Effective 3 = 😐 Neutral

	RATING
PMI Chapter meetings are an effective way to share information about Project Management practices in Hawaii.	4.14
PMI Chapter meetings are an effective way to network or “stay in touch” with fellow project managers.	3.89
Presentation topics have been meaningful and provide useful information/tools that I’ve been able to apply to my job.	3.5

Your PREFERENCES include:		
• Chapter e-mail communications:	15% Status Quo “As Opportunity Arise”	
	CHAPTER MEETINGS	PMI ROUNDTABLES
• Choice for frequency of meetings	21% Monthly	6% Bi-monthly
• Choice for time of day	17% Lunch	9% Breakfast
• Choice for location	17% Honolulu, 5% Pearl City/Aiea	15% Honolulu, 4% Pearl City/Aiea
• Choice for cost	15% <\$20	12% <\$10
• Networking duration	11% 30 min	7% 15min or 30 min
• Speaker or Discussion duration	10% 30-40 min	15% 30-40
• Total activity duration	13% 1.5hrs	9% 1 or 1.5 hrs

Comments on Meeting Preferences:

- Since I am on Maui, I would like the ability to teleconference into the meetings and receive handouts or presentations via e-mail before the meetings.
- PC/Aiea preferred, but Honolulu okay.
- Would like to find out more about the PMI Roundtable

The TOPICS of interest to you include:

57% Project Risk Management
53% Characteristics of Project Failure
50% PM Scheduling Tools: 99% of these Microsoft Project 28% of these Primavera Systems . 1% Other (no option provided)
46% Earned Value Analysis
46% Team Coaching and Mentoring Skills
46% Project Scope Management
42% Project Quality Management
39% Work Breakdown Structure (WBS)
36% Program or Project Management Office
35% Project Communications Management
32% Project Human Resource Management
32% Project Procurement Management
32% Project Time Management
32% Planning Processes
32% Project Cost Management
29% Multi-Attribute Decision Analysis
29% Project Integration Management
29% Software Configuration Management
29% Accountability
25% Project Overrun
25% Executing & Controlling Processes
25% Initiating Processes
14% Closing Processes
0% Vendor Information and/or Resources

- You attend Chapter activities to **Network**, 27% and for **Information**, 28%.
- If you can't make an activity it is because of a **lack of time**, 28%.
- You have been a **PMI Member** for: 8% <1yr, 8% =1-3yrs , 3% = 3-5yrs, 2% >5yrs
- You have been a **PMI Honolulu Chapter Member** for: 9% <1yr, 7% =1-3yrs, 4% =3-5yrs, 1% >5yrs
- You have participated in **PMI activities**: 6% <3, 8% =3-10, 7% >10 (Including: Chapter Meetings, Roundtable, Education, International Symposium, etc.)

Your input will make the difference in 2002!



Working Cross-Functionally

by: Paula K. Martin, CEO, Martin Training Associates

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Working cross-functionally poses a challenge for any project manager. Team members have functional commitments and loyalties. Resource managers have functional goals and priorities. It usually falls on the shoulders of the project manager to bridge the gap between managing a project that is cross functional, within an organization that is aligned functionally. (There are management systems that can minimize these matrix problems, but very few organizations have them in place.)

The key to managing your cross-functional projects is gaining commitment from the members of your team and project alignment from the functions. Here are seven tips for making your cross-functional projects more successful.

1. Start your project with clear direction and strong support from your sponsor. Make sure you obtain a charter from the sponsor before you begin project planning. The charter should outline the expectations, limits and priorities for the project. If your sponsor doesn't write the charter, write it with the sponsor or write it yourself and then review it in depth with her. Make sure she signs off on it when you're done. Also, review the charter with each resource manager before you ask him for the resources (people and/or money) you need for the project.
2. Obtain team member commitment to the project by involving them in project planning. Use a project management method that encourages team participation. Participation builds understanding, commitment and accountability to the project.
3. Make sure key resource areas have representation on the team. For key stakeholders that do not have representation, assign a team member liaison to communicate with that stakeholder. Also, create a communications plan for regular communications with all stakeholders. Copy resource managers on all status reports and have team member representatives review project status with their resource managers.
4. When the project plan is complete, review it with each resource manager and have him sign off on it. Approval of the plan signals their commitment to providing the resources as prescribed in the plan. If they refuse to sign, ask them what changes would be required to the plan in order to gain their commitment and approval. Don't begin execution without commitment from the resource managers.
5. Keep project ownership on the shoulders of the project team during execution. This is done by maintaining team participation during status reviews, when identifying and analyzing problems and creating action plans, and when evaluating change requests. When a problem arises lead the team through a process of deciding on the best course of action. By letting them own the problem and develop a solution, they remain committed to seeing the project through to a successful conclusion.
6. Solicit help from your sponsor when you can't resolve problems on your own. She should be in a better position to lobby resource managers to provide support that you probably are. She can also escalate issues for you. Ensure sponsor involvement in the project by working with her to create the charter, inviting her to the kick-off meeting to review the charter with the team, reviewing the project plan with her and having her sign off on it, issuing regular project status reports during execution, holding regular project review meetings with her and soliciting her feedback on the performance of the project and on your own performance throughout the project process.
7. Solicit feedback from resource managers throughout the project. Feedback can be obtained through face-to-face meetings and/or through simple survey feedback forms. When using a survey form, make sure you close the loop by reporting back to the resource managers on the results of the survey and on your action plan for dealing with the issues raised.

Working in a cross-functional environment is certainly a challenge but not one that is unmanageable. Try the seven tips listed above and see if they don't help you minimize the problems that emerge from working in a matrix.

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. Phone: 866-922-3122 or 513-563-3512.



PMP Certification

PDU's

In the past, attendance at the presentations at our local chapter meetings was categorized as Self-Directed Learning – Category 2. PMI had changed its categorization criteria for attendance at the educational sessions of our chapter meetings. PMPs submitting PDP Reporting Forms for 2001 may have noticed that such activities reported as Category 2 were switched to Category 3 when processed by PMI. PMI has subsequently reinstated the Self-Directed Learning – Category 2 option, however they have placed a limit of 15 PDUs on this option.

It is important to note that PMI changes these classifications from time to time, and it is valuable to check the PMI Website in this regard prior to submitting any PDP Reporting Forms. Details on qualifying activities can be found on PMI's website. <http://www.pmi.org/certification/pdp/activities>

PMPs Looking for PDUs?

Contact Larry Rowland lrowland@hpu.edu or Kuuipo Soliai ksolai@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 PDUs per activity.

Other ways for PMPs to earn PDUs include:

- Formal Academic Education
- Member or moderator of a PM panel
- Attending educational programs hosted by a registered PMI education provider (REP)
- Authoring or Coauthoring a published article or textbook
- Developing content for a PM seminar or other structured learning
- Serving as a PMI Board or Committee Member
- Speaking on PM topics at a conference or seminar
- Providing PM services to employers or others
- Community Service – providing non-compensated professional PM services to non-employer, non-customer groups

Please see PMI's website for details and limitations on these activities.
<http://www.pmi.org/certification/pdp/activities>

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 ksolai@hei.com or telephone at 808 543-7892 so we can keep track of our chapter's PMPs and officially recognize their achievement.

The chapter continues to reap the rewards of last year's PMI certification prep classes. The total number of PMPs in the chapter is now 32! 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 PMPs.

Congratulations to the chapter's newly certified PMPs:

- Nancy Kelly
- Andy Fisher
- Peggy Wiley



GLOBAL HAPPENINGS...

- *PMI and the PMI Educational Foundation are pleased to announce the funding of two external project management research projects.* Both projects are now currently underway. The "Investigation of Information Systems and Information Technology Research Literature for Project Management Learning" is being carried out at Xavier University under the leadership of Drs. Debbie Tesch and Tim Kloppenborg. The project is expected to be completed and published later this year. The PMI Educational Foundation provided a grant for this research. The "Investigation of the Theories of Established Professions (and their relevance as a first step toward understanding the existence of a theory of project management)" is being carried out under an agreement with Athabasca University through the leadership of Dr. Janice Thomas at Athabasca University and Dr. William Zwerman at the University of Calgary. The project is expected to be completed in 2003 and the final report will be published thereafter with interim reports through various PMI venues. A grant for this research was also provided by the PMI Educational Foundation. Both research teams were selected last year through a formal request for proposals, selection and evaluation process managed by the PMI Research Program. (lew.gedansky@pmi.org; wchilds@pmi.org)
- *PMI Career Headquarters services has been chosen to appear in the Weddle's 2002 Recruiter's Guide to Employment Web sites.* More than 2,000 Web sites were considered, but only 350 were chosen for inclusion in the Guide. Weddle's publishes several guidebooks each year and is referred to as the "Zagat Guide" of the online recruitment industry.

The PMI Career Headquarters site was also given a RecruitersReview™, an additional feature granted to only a portion of the Web sites in the Guide, that provides more information of use to recruiters. The reviewer, Alison Morgan of Chicago, Illinois, USA, says, "...This site, www.pmi.org is an excellent investment. Job postings come from many different companies and industries. The site is very cost-effective and offers full edit and update capabilities during the 30-day posting period. This is one of the best niche sites on the Web."

For more information about PMI's Career Headquarters or to find out how to list job postings or résumés, contact Darah Filidore by e-mail at careerhq@pmi.org.



LOCAL HAPPENINGS...

Kerstan Wong spoke at the February 2002 General Membership Chapter Meeting on the topic of "Are You a Good Project Manager or a Professional Project Manager?". Highlights of this very informative presentation included the values of PMP certification and how to remain certified after passing the test.

This meeting also marked the chapter's foray into an alternative meeting time – it was an evening meeting with pupus rather than the usual luncheon smorgasbord. The meeting attracted some new faces and some familiar faces including some faces the chapter hadn't seen for awhile. Ironically, participants held fast to the luncheon paradigm. They got their food and sat down ready for work, just like at lunch, rather than leisurely networking during the cocktail hour, not taking advantage of the luxury of time that an after-hours meeting afforded. Our next evening meeting will be in May. Perhaps we'll be more relaxed by then...





WATCH US GROW....

- Current Honolulu Chapter Membership = **132**
- Current # of PMPs which are members of the Honolulu Chapter = **36 (27%)**
-



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

- Carolyn Winters

Event Calendar

Best Practices Programs	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Lunch Program	17-Jan	20-Feb	27-Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Happy
Special Evening Program											Nov	Holiday
Breakfast Roundtable				3-Apr		5-Jun		7-Aug		2-Oct		
PM Overview for Non-Profit Co.'s			Mar		May		July		Sep	Oct	Nov	
PMP Prep Workshop							July 10-Aug 28					
University of Hawaii PM Workshop		25-Feb								7-Oct		
LFA						12-14 Jun						

Quotes with Relevance

It is a bad plan that admits of no modification.

Publilius Syrus (~100 BC)

A good manager is best when people barely know that he exists. Not so good when people obey and acclaim him. Worse when they despise him.

Lao-Tzu (604 BC - 531 BC)

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

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.

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