



Save the Date:
Sept 10 - PDD

Chapter President 2.0



Aloha, Incoming Chapter President Tim Sprowls

by Ed Tsang (Publicity)

Please join the Board of Directors in welcoming, Tim Sprowls, as our new Chapter President. Tim ascends from his Vice President role to replace departing President Tamara Koermer. Tim received his Project Management Professional (PMP) in 2005 and the rare Program Management Professional (PgMP) in 2010. He served in the United States Navy as a Nuclear Submarine Officer for 20 years, Project Manager with BAE Systems for 12 years and currently with the Hawai'ian Electric Company's Enterprise Program Management Office as a Enterprise Program/Project Management Consultant. Tim earned several degrees: Bachelor of Science in Systems Engineering from the Naval Academy, Master of Arts in National Security Affairs from the Naval Post-Graduate School, and recently a Masters of Engineering in Project Management from the University of Maryland.

Tim shares these thoughts with the Chapter:

"As announced during the April and May 2013 monthly luncheon meetings, I agreed to run for President-elect knowing that Tamara would probably have orders away from Hawai'i at about the middle of this year. I anticipate maintaining the established strategic course in the chapter's direction, that is: striving to maximize the value of your membership. I will continue to work with the Board members as we execute the plans that we have all put in place. Please join me in wishing Tamara Koermer well in her transition to life after a military career and moving back to the Washington, DC area.

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I am excited about the upcoming Professional Development Day on 10 September, I believe we will have a very good slate of presentations this year. Thank you for your continued support of the organization and our activities and, ...please feel free to contact me, or any of the Board members, with ideas for increasing membership value.

Aloha,
Tim Sprowls
2013-2014 PMI Honolulu Hawai'i Chapter President"



Parting Message from Past-President Tamara Koermer

Dear Fellow members of PMI Honolulu Hawai'i Chapter

I regret that the time has come for me to tender my resignation as President of the PMI Honolulu Hawai'i Chapter Board of Directors effective June 20, 2013. My personal circumstances require that I move away from O'ahu because my husband, an active duty Coast Guardsman, is being reassigned back to the Washington DC/Virginia area. Such a move makes it impractical for me to continue as President of such a great and active PMI chapter. I believe it is in the best interest of PMI Honolulu that I turn over full responsibility to our very capable and talented Vice President/President Elect Tim Sprowls. I am thankful that he signed on as Vice knowing these events may come to pass.

I have very much enjoyed serving you on the Board over the last 20+ months. I recognize that due to our proactive Directors and tireless volunteers, PMI Honolulu has accomplished many great things in that timeframe. There are too many to list them all, but a sampling: Region 7 Leadership "Imua" Conference, a very well-attended 2012 Professional Development Day (PDD) with terrific planning in progress for PDD 2013, a Three-Year Strategic Plan driven by a 2012 Member Interest survey, monthly hosted Pau Hana Networking events and our first-ever Evening PDU evening meeting. Whew! Even a sampling makes for a long list and none of it could be possible without the selfless devotion of many talented individuals working together toward a common purpose.

Before becoming a Board member, I had only a vague idea of what it took to run a non-profit professional advocacy organization like PMI Honolulu. It is much more work than I realized. I am very blessed to have had the support of so many experienced PMs that served on the Board as well as several Past Presidents who supplied their counsel to keep PMI Honolulu moving in the right direction.

Recently, PMI Honolulu observed a most remarkable growth rate, since March 2011 - 46% over 2 years. Honestly, PMI Region 7 and Global Operations leadership are trying to figure out how to make all their chapters be more like ours. Yet, this kind of growth strains any organization and requires continual improvement in governance and transparency to keep the membership's trust and confidence. In the last six months, the Directors have worked hard to do just that. We began an assertive review of our organization's processes and procedures to ensure they are sound, well-documented and provide a solid foundation for new volunteers and Directors as they are grown from the grass roots. Trust me, this is boring stuff that most people, myself included, would like to avoid. However, accomplishing this kind of work makes the difference between a decent and a great organization, especially one growing as fast as ours. Likewise, your Directors engaged in two-day workshop to develop a three year Strategic Plan, which focused the Board's efforts on the things that

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deliver the most value and align with our member's expectations. I sincerely hope that PMI-HNL continues with this plan of action.

I believe there are many factors which contribute to PMI-HNL's growth, but I am certain there are two things which we all supply which makes the biggest part of that difference. First, the Directors, and our grass root volunteers, transmit a very positive, forward-thinking atmosphere which connects with our community. Some might call it "Living the Spirit of Aloha" but I think it's more than that. Our membership leans forward to promote new ideas and not be satisfied with the comfortable status quo. Similarly, PMI Honolulu holds new, fun events and communicates on social media, both of which deliver value to our members and encourage annual renewal of our membership. Keep up the Great Work! Mahalo nui loa for the opportunity to serve alongside you all. I believe PMI Honolulu's biggest challenge ahead remains connecting the willing member-volunteers to the worthwhile work PMI Honolulu needs done in order to continue meeting its growing membership's expectations. I am a firm believer that many hands make for light work. None of the above is possible without YOU!



Rear Admiral Charles W. Ray stands with Commander Tamara Koermer to hear the United States national anthem play overhead. The retirement ceremony was held at US Coast Guard Station in Barbers Point, HI.

I will proudly remain a PMI Honolulu Hawai'i Chapter member and hope to keep in touch and contribute as much as possible while on hiatus in Virginia. My family's future plans definitely include a return to O'ahu, most likely in 2017. In the interim, I would love to hear from any PMI Honolulu Hawai'i Chapter member and encourage you to reach out, even just to catch up. I promise that you will always have a free beverage of choice, if you let me know that you are or will be in the Washington DC area. A hui hou!

With warm aloha,
Tamara I. Koermer, PMP
2013 Past President - PMI Honolulu Hawai'i Chapter





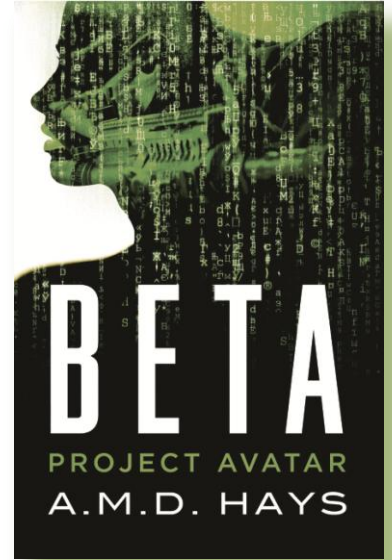
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CONTRIBUTING WRITER: "Do The Write Thing: Beta Project Avatar"

by Adele Hays, Stephanie Lum, Ed Tsang

Ever considered that some software might be too dangerous to fall into human hands? Is writing and publishing such a story far from project management? These creative ideas originated while pursuing a Master's degree and, with the encouragement, critique and advice from her husband, BETA Project Avatar became a reality. It is a novel about software that is so dangerous that it was never authorized to leave the Pentagon labs. Set in the present day, the US military develops a state-of-the-art avatar (a human interface to artificial intelligence) that provides access to military information systems and assets. When the project becomes de-funded, it is accidentally released from the lab in a seemingly innocuous consumer-grade application. Our female protagonist, Dee Lockwood, has to evade commandos and hijackers who are trying to kill her to gain access to the code after a friend, oblivious to its dangers, installs the avatar on her laptop and cell phone.

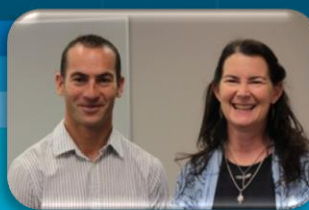


How does a project manager create such intrigue? The author, Adele Hays, has worked, lived and travelled in over thirty countries on six continents, which helped her provide "sumptuous descriptions of each of Lockwood's half-dozen international locations." (Extract from Kirkus Reviews.) Hays shows us that there is a creative side to project management and business analysis. She wrote BETA Project Avatar as life-long dream to create her own story inspired by her own love of reading.

During the writing, publishing and promotion of her book Hays exercised several project management tools and techniques.

Knowledge Area	PMBOK definitions	Application on project
Scope Management	<i>The processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully.</i>	Applied a work breakdown structure to flush out activity and tasks needed to complete project work . Defining high level tasks and then progressively elaborating on them as the project developed and new information became available.
Time Management	<i>The processes required to manage the timely completion of the project</i>	Timeline chart served as visual means to illustrate dates and activity sequence as well as the effort and resources associated with each task. An important aspect of time management was monitoring estimated vs. actual since this was the first time she had undertaken such a project.
Communication Management	<i>The process that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of the project information.</i>	Communication was crucial to managing relationships with stakeholders and suppliers

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Knowledge Area	PMBOK definitions	Application on project
Cost Management	<i>The processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget.</i>	Frequent cost analysis was completed to review opportunity costs vs. sunk costs in relation to time to publication
Procurement Management	<i>The processes necessary to purchase or acquire products, services, or results needed from outside the project team.</i>	Managing contracts and third parties that were hired to assist with components of the project (editing, cover design, etc.)
Risk Management	<i>The processes of conducting risk management planning, identification, analysis, response planning, and controlling risk on a project.</i>	Determining risk tolerance based on personal financing, risk vs. rewards (recognition, book-to-movie opportunity) and personal reasons for project . Sometimes a project is undertaken for reasons other than immediate financial reward, e.g. because it provides a valuable learning experience or an opportunity to develop products that will have future return on investment. These projects still have risks that need to be managed.

Planning and organization skills helped Hays deal with out of control situations like managing follow-up on prospect e-mails sent out to agents. Thinking ahead also helped her to be adaptable and ready with alternate plans when original plans didn't work, for example the decision to publish independently when traditional publishing opportunities were taking too long to negotiate. The results of all her hard work includes recognition by the Publisher's Weekly book review, a Bronze Medal Award from the Independent Publishers, possible movie deals and international translations.

This first time publication achievement was an "amazing experience". Lessons learned from this endeavor include a new appreciation for the role of project management in new product development (R&D). Any project in which the participants are using novel technologies or are working in uncharted territory has more uncertainty than those with mature technologies or familiar territory. Where uncertainty is high, then a contingency approach to project management is more appropriate. Where uncertainty is low-medium then the standardized project management approach can be adopted. It has been proposed that two additional parameters are required when planning for new product development projects: the probability of iteration (e.g. re-writing chapters or changing a sub-plot) and the impact of such iteration on schedule (e.g. rewrites often require reviewing the entire manuscript to ensure the new material doesn't undo related scenes and sub-plots). Both of the parameters relate to the inherent iterative nature of new product development.

Consideration needs to be made for both planned and unplanned iteration. Unplanned iteration can occur for two reasons:

- 1) an upstream task has to be redone because a downstream task discovers a problem (e.g. the finished manuscript



Author Adele Hays receives her Independent Publisher Book Award (IPBA) Bronze Medal. She poses with Actor Trey Gerrald at the Jacob Javits Convention Center in Manhattan, NY.



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is 140,000 words but publishers and agents want novels that are around 120,000 words)

2) when tasks are completed concurrently, a downstream task may have to be repeated if an upstream task is modified (e.g. if the manuscript or jacket cover is changed, they have to be re-sent to the publisher, uploaded, printed and proof-read/checked to ensure the overall package is still acceptable)

The critical path method and PERT do not handle iterative processes very well. The Design Structure Matrix (DSM) is often used to assist in modeling iterative processes and the impact of changes on related tasks/information.

Hays recommends that everyone who is ready to take a risk and pursue a dream should be open to "learn by experience". Even if, like her, you thoroughly research your project beforehand, the real-world experience gained on a new type of project cannot be understated. Have trusted people at your side and always be willing to network and ask for help when needed. Writing and publishing a book can feel like a one person show but remember that authors, like project managers, need to be able to work with many different people and personalities to get the job done, and though they are also ultimately responsible for the success or failure of a project, ...it's a team effort.



Bronze IPBA Medal

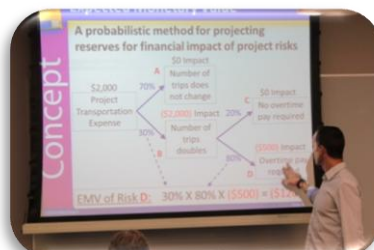
About the Contributing Author:



Acclaimed new author and PMP, Adele (A.M.D) Hays, serves as a Business Analyst for Data House, Inc. She was the IT Manager for Hills Parcel Direct (Australia). Adele received a Master's degree in Management and a Bachelor's degree in Business Administration from Macquarie University in Sydney, Australia. Here in Honolulu, she has attended cooking school as part of the Culinary Program at Kapiolani Community College and she enjoys baking in her free time. For more information, please visit her website at www.amdhays.com. Adele can be reached at (808) 397-8293 or via email at adelehays@yahoo.com

For Additional Information on New Product Development:

1. "Development of a Modelling Framework for Scheduling Iteration in Complex New Product Development Projects" by Evan Murphy and Ann Ledwith, Ph.D.; 2012 Project Management Institute.
2. "The Impact of Standardized Project Management: New Product Development versus Software Development Projects" by Dragan Z. Milosevic, Ph.D., Portland State University, and Peerasit Patanakul, Ph.D. Candidate, Portland State University; Proceedings of PMI Research Conference 2002.



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WANTED: PROJECT MANAGERS !

by Lisa Emme, Stephanie Lum, Ed Tsang



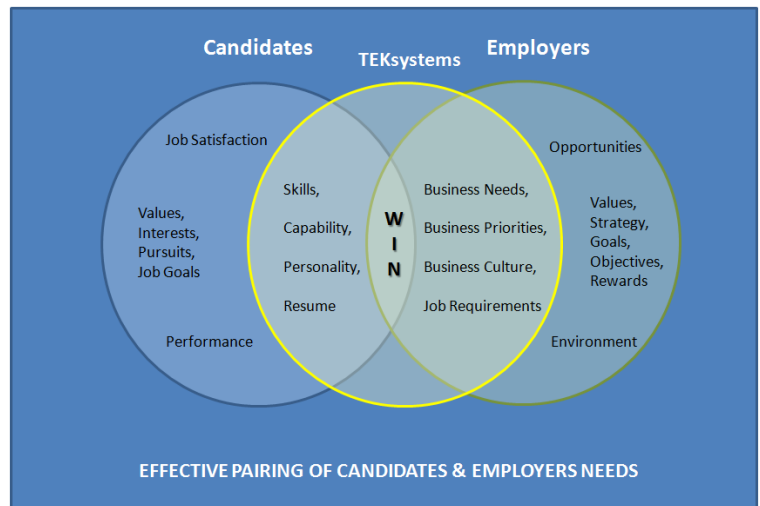
Did you know that 50% of the IT workforce, including Project Managers, change positions every 1-2 years? Due to the nature of IT projects, IT departments augment their staff to supplement project work to support emerging business initiatives. Currently Project Managers are one of the highest demand skill sets on the market today. However, Project Manager under-employment/unemployment is low in Hawai'i and so matching candidates to opportunities and requirements to candidates is all a matter of timing. Trends in Hawaii include growth in the commercial and government segments, including within the healthcare, utilities and transportation verticals.

What does this mean for today's Project Managers in Hawai'i? Although the growth rate has increased about 35% from 2012 and more Project Management Offices (PMO's) are being formed, the trend over the past 10 years has moved away from an emphasis on technical capability. In addition to technical skills such as on-time/on-budget performance, project metrics and project methodology used, personality fit in order to influence diverse teams is crucial. In Hawai'i there is a strong need for the ability to adapt to organizational culture and balance between local and mainland cultures.

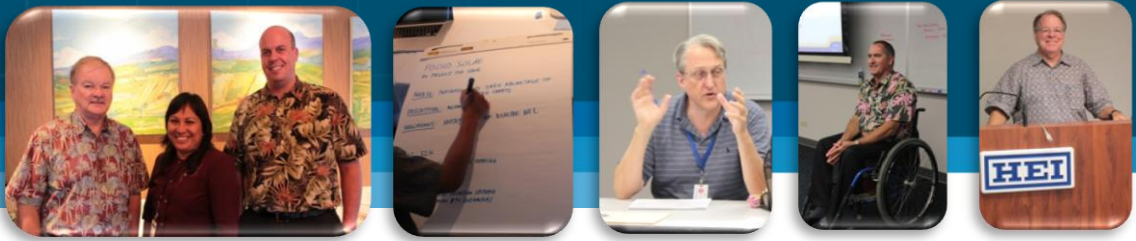
The latest emerging need is in soft-skills combined with business savvy – being able to collaborate with different groups and people, internal and external to the organization, to drive towards business goals. Building strong relationships and having a wide range of experience is very important in Hawai'i. One of the more highly prized combinations is Project Management and Business Analysis.

The latest emerging need is in soft-skills combined with business savvy – being able to collaborate with different groups and people, internal and external to the organization, to drive towards business goals. Building strong relationships and having a wide range of experience is very important in Hawai'i. One of the more highly prized combinations is Project Management and Business Analysis.

Where can you go for help in finding your next project management opportunity? TEKsystems is a US National firm which opened a Honolulu office in 2008. Applicants can work as a contractor (a TEKsystems employee) or direct placement (direct hire). TEKsystems distinguishes itself by committing to a long term relationship with their project managers and analysts in the Hawai'i job market. Best of all, the expense is free to all applicants. Recruitment fees are paid by the employer.



In addition to the traditional Matchmaker role, TEKsystems goes out of its way to network, like at our PMI events, to keep the pulse of the job market and talent pool. They use a model of effective pairing to match candidates to employers based on values, interest, goals, skills and business need and requirements. TEKsystem distinguishes itself by committing to a long term relationship with their candidates in the Hawai'i job market. They do this by maintaining relationships with their



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resource pool as they improve on their skills and interests shift to match them to opportunities that will help fulfill their personal and professional goals.

After they meet with a potential candidate, TEKsystems will check references, conduct a “pre-visor” test and technical screening. Traits that are sought after in candidates are: adaptability, business culture fit on-time, in-budget performance, relationships kept and level of influence developed. They recommend keeping up with local market expectations – who are the best and brightest candidates and what are companies looking for. Develop a relationship with your recruiter and keep your resume up to date. Also, know your goals and update your career goals when they change, and continue to network.

For Business Executives looking to hire talent, TEKsystems will work with your team and HR to ensure clarity and detail in job requirements and qualifications. This is accomplished by understanding the client’s business and getting as much detail as possible. In this high demand marketplace, TEKsystems can help navigate social media and other job search tools like Google. They will also help establish or vet the employee proposition of why they would choose to work here and what is special about the employment environment.



About the Contributing Author



Lisa Emme is the Sales Manager at TEKsystems, where she is responsible for the local office operations inclusive of Hawai'i and the entire Pacific Rim, and also manages government and healthcare accounts. Lisa has been with TEKsystems for 9 years and started her journey with the company in Hampton Roads, VA. Prior to the past 2 years in Hawaii, Lisa lived in Japan where she was in a dual role developing new business, and serving also as a Project Liasson for the company’s operations in China, India and Singapore. Lisa currently resides in Aiea with her husband, Brian, and their two children, Jake, 2 ½ and Isabel, 9 months.



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PMI Members in the Community: Kirk Durante with the Chamber Of Commerce Hawai'i

by Kirk Durante, Ed Tsang

May 24, 2013 - Kirk Durante, President/Chief Operating Officer for the Native Hawai'ian Veterans, LLC (NHV) and PMI Honolulu Hawai'i Chapter Special Projects Director, participated in a panel discussion addressing the State of the Economy in Hawai'i. The meeting, held at the Pioneer Plaza Club, discussed the Federal government contract market segment and the projected 2013 and beyond economic state.



The Department of Defense (DoD) outlook has the Military at a \$1.8 Billion annual quantifiable market revenue. Hawai'i tourism is about \$11.9 Billion and growing (CY2012). The Federal Government industry is experiencing fiscal uncertainty and increase risk permeated from 'Sequestration'. The ripple effect to the Hawai'i market has been belt-tightening/cost-cutting measures in the business sector while employees are making sacrifices in terms of less pay, movement to new sectors, and relocation to lower cost areas to live. The Hawai'i business community faces risk with these new unknowns. The feeling is the risks are just the 'tip of the iceberg.' This situation will likely remain as-is until the US Government can figure out BCA and Sequestration. The Hawai'i economy will continue to experience the Sequestration's ripple effects and the Federal market will be tougher before it gets better.



Kirk reports NHV helped during the recession by 1) adding emphasis, from Administration on down, to meet Small Business Administration (SBA) socio-economic goals for awarding contracts to small businesses, 2) adapt to the change where 'large jobs' announced as Small Business opportunities, 3) company focuses on their strengths, 4) continue to leverage reputations, relationships, networking, strategic partnerships and differentiating yourself from the competition, and lastly, 5) "follow the money trail."

Dr. Carl Bonham, Executive Director and Professor of economics, University of Hawaii, Economic Research Organization (UHERO) with Kirk Durante, Chief Operating Officer for the Native Hawaiian Veterans LLC & PMI Honolulu Hawai'i Chapter's Special Projects Director

About the Author



Kirk L. Durante, US Army (retired) has a diverse background with more than 35 years of Military and Private Industry experience. Kirk graduated from the Kamehameha Schools, Kapalama Heights, Hawai'i and received an Army Scholarship to Arizona State University, Tempe, Arizona where he graduated as a Distinguished Military Graduate and commissioned as an Army officer in 1974. He later earned Masters in Business Administration from Marymount University, Arlington, VA. Kirk served in US Army as Battalion Command and Chief of Staff including two tours at the Pentagon. Following retirement from the Army, Kirk joined Booz Allen Hamilton-Honolulu as a Senior Consultant where he received a PMP certification. He led multi-million dollar projects and programs throughout the Pacific. Kirk joined LGB and Associates, Inc., as the Vice President for Pacific Operations. Currently, Kirk is the President/Chief Operating Officer, Native Hawaiian Veterans, LLC. Kirk directs the chapter's Special Programs (Region 7, Professional Development Day).



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Membership Corner

During 2013 the Honolulu chapter experienced sustained membership growth rate in all of Region 7 chapters. The Region 7 chapter members are California, Nevada, New Mexico, Arizona, and Hawai'i. Our chapter membership is over 480 members, about half are certified PMPs! Mahalo (thank you) for your support and interest in PMI Honolulu Hawai'i.

New Members (April - May 2013)

Shasi Adapa
Amra Brightbill
James Bueche
Nathan Chong
Li Li Chan
JoAnn Dunleavy
Joseph Espinda
James Estores
Tyler Hegy

Christine Hokans
Kyle Jones
Aaron Kreitzer
Jami Langton
Aaron Kreitzer
Jami Langton
Jamie Madrigal
Steve Mazur
Chris Mihal

Kevin Pennill
Randall Shiro
Tommy Sun
Gary Tang
Richard Wang
Frederick Wener
Eric Wright

New PMPs (April-May 2013)

Danette Akiyama
Scott Conway
Maryland Coulter
Michael DeBusk
Sridevi Gulla

Gilbert Ho
Scott Hourin
Chris Mihal
Jeff Morell
Anna Ocampo

Jason Reyes
Jeanette Roberts
Floyd Shiroma
Daniel Tomson

TEST YOUR PMP KNOWLEDGE

Question #1: You are managing a software development project. You want to create the basis that will be used later on for estimating, scheduling, executing, monitoring, and controlling the project work. Which process performs this activity?

- A) Create WBS
- B) Define Scope
- C) Define Activities
- D) Create Project Management Plan

Hint: Estimating is performed when the activities are defined and the schedule is prepared.

Question #2: You are considering using WBS templates to create your project's WBS. Where would you most likely find these templates??

- A) PMI's Practice Standard for WBS
- B) Microsoft Project Web Site
- C) Organizational Process Assets
- D) All of the above

Hint: Get your mind out of the PMBOK Guide and think freely for this question.



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Our PMI Honolulu Hawai'i Chapter Values:

VISION

The PMI Honolulu, Hawai'i Chapter will be recognized as an organization of Professional Project Managers dedicated to serving the business and educational communities of Hawai'i through the advancement of Project Management.

MISSION

The Honolulu Chapter will provide a forum for Project Managers to promote the principles of the Project Management Institute through networking with other project managers, sharing of project experiences, training, education, and certification as a Project Management Professional.

ANSWER & EXPLANATION TO "TEST YOUR PMP KNOWLEDGE"

Answer to #1: The correct answer is **C**.

Explanation: AOA Activities form a basis for estimating, scheduling, executing, and monitoring and controlling the project work. This is performed in the Define Activities process.

Answer to #2: The correct answer is **D**

Explanation: This question isn't asking about "inputs" to the Create WBS process. The question is simply asking: Where could you find templates to help you build a WBS? All of the answer choices are possible sources for WBS templates..

Source: Cornelius Fichtner, PMP; President, OSP International LLC - <http://www.project-management-prepcast.com>



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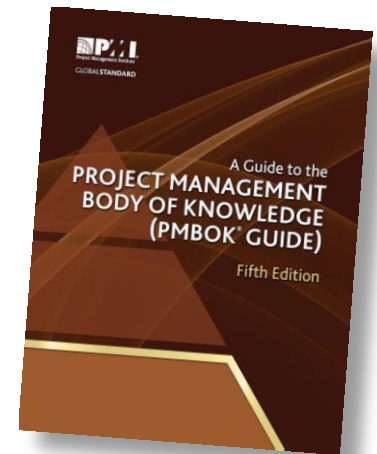
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2013 CALENDAR

PMP Exam Preparation (Spring, Late Spring, and Fall sessions)

Milestone: PMBOK 5.0 Released	Jan 1
PMP Exam Revised for PMBOK 5.0	July 31
Fall PMP Exam Prep	Sept TBD - Oct



Monthly Meetings (Luncheons held 3rd Wednesday each month, @ Plaza Club)

July Luncheon	Jul 17
August Luncheon	Aug 21
September Luncheon	Sep 18
October Luncheon	Oct 16

Stay Tuned:

- Fall Evening Meeting @ 7 Palms (Tentatively Oct)
- Breakfast Roundtable Meetings @ 2nd Tuesdays; Jan - Oct
- Pau Hana Networking Mixer @ 4th Thursday; Jan - Oct

Events

Annual Professional Development Day	Sept 10
Annual Dinner	Nov 15

Mahalo nui loa to our sponsor for the May 30 Pau Hana Networking Mixer

TEKsystems Inc.



Newsletter Staff: Lead Writer - Stephanie Lum; Contributing Writers - Adele Hays, Lisa Emme, Kirk Durante, Tamara Koermer, Tim Sprowls; Test Your PMP Knowledge - Cornelius Fichtner; Membership Corner - Kevin Talbot; Newsletter Layout & Photography - Ed Tsang; Editors - Tobias Koehler, John Higuchi, Ed Tsang.

For earlier newsletter editions are available at our chapter website www.pmihnl.org
For newsletter inquiries, submissions & newsletter volunteering opportunities, please contact Ed Tsang, Publicity Director, at publicity@pmihnl.org

