



PMP Certification Seminar

PMI Indonesia Chapter collaborated with ESI International which one of the biggest training provider held a PMP® Certification Seminar on 23rd July, 2012 at Ritz Carlton, Jakarta. Total there are 20 people followed the PMP Certification Seminar. On this event, Senior Consultant Dr. John Ng, PMP, SCPM who has over 13 years of experience in PMP® certification preparation training shared his knowledge and experience, tips on how to prepare the exam and what are the organizational and individuals benefits with the PMP®.

Mentor Meeting Region 15

As part of region 15 that currently comprises of PMI local chapters in five countries: Indonesia, Malaysia, Philippines, Singapore and Thailand, Indonesia chapter are trying to broaden the project management community in Indonesia by continuously improvement in increasing the number of PMI Indonesia chapter member as well as the services are given to the number. In order to achieve those targets, Indonesia chapter met the Mentor of Region 15 (Southeast Asia), Mr. Shaligram Pokharel, PhD on June 30th 2012 at Pullham Hotel, Jakarta, to discuss the strategic planning and programs of Indonesia Chapter as well as to integrate that planning to other chapters in Region 15.



Excellentia

Project Management Newsletter

Dear readers,

The 18th Newsletter *Excellentia* presents some articles about the events of Indonesia Chapter on June and July 2012. No words can express our sincere gratitude and appreciation for the article about the managing stakeholder expectation, contributed by Mr. Ray W. Frohnhoefer.

I also invite you to share your knowledge and experiences for our next article to be published on the next edition. On behalf the board of editor, for all parties overwhelming support, thank you very much. Hopefully, this newsletter will give you some benefits



Alin Veronika, PMP
Communication team of PMI Indonesia Chapter



Meeting and Dinner with PMI Leadership Institute Advisory Group



We were delighted to have Mr. Ray Frohnhoefer, PMP on 16 Aug 2012 in Jakarta in a nice cozy dinner. He is a dedicated PMI Voluteer Member and he has been serving several roles within PMI included PMI San Diego Chapter, Region Mentor for Southwest North America. He is currently also a member of PMI Leadership Institute Advisory Group. The meeting was initiated by the correspondence between him and SoHyunKang (PMI APSC) that addressed that Ray was planning to have a visit in Indonesia (Jakarta). Of course,

we were very happy to know that Ray will be visiting us and we were preparing everything to make this happened. We should have Ray invited, but it was the other way around. He invited us to have a meeting in Jakarta.

Ray has explained how we shall expose ourselves more in Region as well as global. He was also very supportive when we asked him to also promote our chapter in northern America. We think, Bali is more famous in US rather than PMI Indonesia Chapter. Anna (our VP Program) has asked him to check his availability to attend our 2nd Symex 2012 in Yogyakarta. He was very excited and he promised us to check his calendar and get back to us for final confirmation.

We believe that our passion in project management shall lead us to achieve more and more great milestone in the future, but we can not do it everything alone. We need your support as well. So, why wait? Register yourself as our chapter members, support us and excite yourself as part of project management global networking member.

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The newsletter of *Excellentia* is scheduled to be available every month. The board of editor encourages readers or persons interested in project management area to submit articles any topic relating to the project management. For further inquiry, please submit your email to redaksi@pmi-indonesia.org. All contents of article published in the newsletter are responsible by the author.

PMI Indonesia Chapter

The Project Management Institute of Indonesia was founded in 1996 and is an organization dedicated to enhancing, consolidating and channeling Indonesian project management knowledge and expertise for benefit of all stakeholders. This organization is one of the chapters of Project Management Institute (PMI), a nonprofit, worldwide leading professional organization. Our members and credential holders span numerous industries, businesses and many of the Indonesian leading corporations as well as nonprofit institutions.

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PMI Indonesia Chapter 2011- 2013

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Preparing for PMP Exam



As part of our genuine service for the project management community, PMI Indonesia Chapter organized an activity to

accommodate anyone who wants to take the PMP certification. One advantage as a member of PMI Indonesia chapter is able to join the study group for PMP exam preparation for free. Besides already a member of Indonesia Chapter, the participants are required to also have the Eligibility Code. By having this code, participants are expected to seriously prepare for the PMP exam. Eligibility Code is provided by PMI for someone who has registered, paid the exam fee and met the requirements for the PMP certification exam. Study group is guided by mentors who are experienced as well as

have a PMP certification. Held once a week, the study group focuses on a discussion of every chapter of PMBOK (Project Management Body of Knowledge). Two days before the study group, the participants will be given a pre-test questions, then during the discussion session the participants and the mentor will discuss the answers of the pre-test questions as well the chapter of PMBOK.

The good news of this study group that one of the participants has passed the PMP exam who is Mr. Ramot Lubis, PMP. His genuine testimonial about the PMP study group:



"It was a great opportunity and beneficial to join PMI Indonesia Chapter especially the PMP Group Study. The very best story was joining PMP Group Study. Never underestimate the group study. Personal intense study is a good commitment, but group study helps when personally troubled with so huge PMBOK and all its dependencies and sequences of process and ITTO. PMP group study is not ordinary like other weekly Friday night happy club, it's a very serious meeting committed by PMI Board Member such as Ibu Anna, Ibu Alin, Pak Wim, Pak Sigit. You are all skilled project management professionals.."

Managing Stakeholder Expectations

© 2012 Ray W. Frohnhoefer, MBA, PMP, CCP

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Managing stakeholder expectations for any project can be a difficult task to navigate. Using a few scalable tools and techniques, small-to-mega projects can improve their performance in this area to achieve greater success in three simple steps:

1. Identify and analyze the stakeholders
2. Manage the internal and external stakeholder expectations
3. Hold the stakeholders accountable for the project results

Identify and Analyze Stakeholders

Completely identifying all stakeholders of a major project is perhaps one of the most important planning tasks. One good place to tie in the detailed identification of stakeholders in your project planning is when you consider the project communications plan. Your stakeholders all have communications needs and must all receive information about your project. Start your identification with some simple brainstorming around the following ideas:

- Follow the money: who benefits and who pays financially?
- Follow the risk: who is impacted positively or negatively by project and task completion?
- "Super users": who are the people that will be the champions or distracters of your project?
- Supply chain: who are the vendors and who are the purchasers in your supply chain?
- Who can help: who among your stakeholders can identify additional stakeholders?
- Who else: who else does your project touch in

some way?

Once you have identified all the stakeholder groups, you will need to think about their information needs. Start shaping a list of project communications that might include an elevator speech, formal status reports, press releases, meetings, and an annual report for longer term projects. You also need to assess each stakeholder group for their risk tolerance. This will mainly come from meeting with the stakeholder groups and listening to their input through a variety of channels such as surveys, focus groups, and interviews. These developed communications will guide expectations throughout the project.

Manage Internal and External Stakeholder Expectations

Managing the expectations of the internal Project Team can often be more difficult than managing those of external stakeholders. Teams "form, storm, norm, and perform", but short projects and critical tasks can be impacted by unwanted behaviors, especially if the team members don't know what's expected of them. RACI (Responsible, Accountable, Consulted, and Informed) and RACI-VS (Responsible, Accountable, Consulted, Informed, Verifies, and Signs Off) are forms of a Responsibility Assignment Matrix (RAM) which can help focus the team on their roles and responsibilities while aiding the project manager in thinking through the Human Resources and Communications plans.

The RAM is designed to show the connections between the work packages of the Work Breakdown Structure and the project team. While the RAM may be presented in high level or

detailed views, ultimately each task must be connected to specific named team members.

Figure 1: Sample Responsibility Assignment Matrix

Another level of detail is possible when using the RACI or RACI-VS model. A RACI model is important to describe the interface between multiple teams (e.g. buyer/seller, internal/external, product management/development/sales and marketing). This is how all the stakeholders are ultimately included – everyone connected with the project has a role. Tasks on one axis, resources on another, the cells are filled in with one of the letters as appropriate.

Activity	Person				
	Ann	Ben	Carlos	Dina	Ed
Define	A	R	I	I	I
Design	I	A	R	C	C
Develop	I	A	R	C	C
Test	A	I	I	R	I

Figure 2: Sample RACI Chart

When filling out a RACI, keep in mind some of the basic rules:

- The "A"ccountable role defines who makes the decisions and is ultimately answerable. Multiple "A"ccountable and unrelated resources can cause conflicts in differences of opinion. You should be sure the team members are co-chairs, co-leads, or at least in similar roles and will collaborate well together. Multiple As should be kept to a minimum.
- The "R"esponsible role defines who does the work. Multiple "R"esponsible can cause unnecessary or duplicate work. Break down the work until one team member is responsible for each task.
- Keeping multiple people "I"nformed helps develop capacity. If a team member is absent or unable to carry out work for any reason, you have contributed to the development of a successor.
- Multiple "C"onsulted is desirable to collect input from all potential subject matter experts.
- In general, any team member should have only one role.
- If any column is empty, consider if that resource is necessary for the project.

Someone needs to quality assure, acceptance test, or otherwise confirm that a task is complete. The final sign off on a task acts as a gate which prevents incomplete work from moving forward. Once again, there are some simple rules to follow:

- The "S"ign off role might also be assigned to the "A"ccountable person to provide them an opportunity to ensure project standards are met and processes are followed.
- Too many "S"ign offs can cause delay as the work product is routed for review.
- "V"erification should be independent (e.g. an architect who created a change shouldn't verify the change) where possible to insure the highest quality; "V"erification often designates the quality assurance or project scope verification role.
- The verification and sign off roles may be in addition to other roles.

Using a RACI-style RAM will help manage all stakeholder expectations because everyone will have a role and the expectations for that role are clearly defined.

Hold Stakeholders Accountable for Results

As the leader of the project, the project manager needs to understand the roles and responsibilities of the stakeholders and hold everyone accountable for the results of the project. This starts with the project sponsor and senior executives.

If there is not an adequate project methodology, the senior executive team is the group that can most quickly and effectively allocate the

resources to develop one. If there is poor HR management, then the senior executive for HR is the most likely candidate to enact a fix. Grass roots efforts and empowered employees can only get so far without the support of the senior executive team or the project sponsor. When the going gets tough, this may often be the first group to exhibit what the Oz Principle refers to as "below the line" (victim) behavior.

Good project sponsors take on some of the following tasks and roles:

- Works with the project manager to ensure the critical success factors are met
- Ensures the desired business benefit is an outcome
- Communicates the business need for the project
- Advocates the project across the business and promotes it to senior executives
- Remains aware of key issues; gets involved when the project manager cannot resolve them
- Ensures the project is justified and there is a realistic business case

Building a highly accountable team also needs to begin with appropriate expectations. If these expectations aren't a part of the company culture, then they need to be stated at the start of the project and everyone is reminded when they are not followed. Ultimately, they need to become a part of the performance system. These expectations include:

- Project failure is not an option; accountable behavior always seeks the best path forward.
- Project management is NOT about herding cats. When an assignment is made and accepted, accountable behavior means you will finish it as promised, reporting on your progress along the way. The project manager is not your reminder service.
- Active and full participation is required and your silence may be interpreted as your consensus. Accountable behavior means no information hoarding and no passive aggressive behaviors such as procrastination, stubbornness, and continual serious errors marring otherwise good work.

Another key concept is to build joint accountability. This is the idea that in any team setting, when someone drops the ball, another is there to help put it in the goal. Many of the best practices we follow in project planning help contribute to this:

Pre-implementation announcements or meetings based on the project charter.

Getting early and often messages out to the team members and other stake holders, almost like a public relations campaign, builds understanding. Where there is solid shared understanding, joint accountability can take place.

Implementation Meeting.

This is the first time the identified project team is brought together as a whole to hear the objectives again and begin forming the initial project phases and requirements. Once again, clear and consistent communication about the goals and objectives brings everyone together.

Project Execution.

Like the crescendo of a symphony, project managers that spend time on the previous steps will have a bold and capable team. Rather than herding cats, the project manager is mentoring the team and helping with problem solving. Team members know what needs to be done, are doing it, and helping out others who are falling short of expectations. This builds focus too — other peripheral tasks are now clearly second to meeting the promised deliverable.

About the Author:

Ray W. Frohnhoefer is a professional technology executive with hands-on experience in package software implementations, systems integration, and customized software development including web design and implementation. He has strong project, program, and portfolio management skills, specializing in strategic planning, methodology, scheduling, estimating, and quality. Ray is a creative inventor and "intrapreneur", providing valuable innovations and solutions to complex technology and project problems in multiple industries. He is currently EDmin's Senior Program Manager, a Project Management Instructor at UCSD Extension and a member of PMI's Leadership Institute Advisory Group. As a PMI affiliate, Ray makes project management indispensable for business results.

Profile Board of Directors

"Starting from 15th edition to incoming editions, the newsletter of Excellentia will be presenting the brief information of Board Members of PMI Indonesia Chapter, 2011-2013 for each member in every edition. The aim is to introduce the board members to readers interesting in PMI Indonesia Chapter's organization.

Ika Avianto, PMP

VP Membership - iavianto@pmi-indonesia.org
(PMI # 79823)



Mr. Ika Avianto is the VP Membership of PMI Chapter Indonesia. He is accountable for the needs assessment, development, implementation and evaluation of a Chapter membership plan that contributes to the achievement of Chapter's long-term strategy and sustainability. He is the direct liaison to the entire Chapter membership and is an advocate for the professional needs of the Chapter. Mr. Ika Avianto has been PMP certified since 1999, and he also holds a Master of Project / Construction Management from University of Indonesia, with more than 20 years of professional working experience in project management implementation and project plan & control at various industries such as Engineering, Construction, IT, Oil & Gas. He is now working at PT Imeco as PMO Manager.



Happy Eid Mubarak 1433 H
Minal Aidin wal Faidzin

PMI Indonesia Chapter Membership July 2012

A. Renewed Member

- Rikki S Dewangga, PMP
- Jeffrey D. Guarnera, PMP
- Stephen A Hilsum, PMP
- Shabeer M Iqbal
- Kristiawan, PMP
- Taufik Kurniawan, PMP
- Amin Leiman, PMP
- Sepriyany Linta, PMP
- Corina Munthe
- Handy Noviyarto
- Johanes Purwosugianto
- Krisman Sihombing, PMP
- Budi Wibowo, PMP
- Jus Widjaja
- Hanto Yananto

B. New Member

- Marwan Nasution, PMP
- Achmad Zahrul Mustafiddin, PMP
- Backran Umar Djawas
- Angga Mahendra
- Richard Sinaga
- Danny Budiman
- Leonardus Judom
- Darwish Pakpahan
- Mohamad Abdurrafiq
- Kurnia Sumarga
- Ferry Aipassa
- Faira Siagian
- Mr. Tri Budiarto
- Yuanita Prasetyowati
- One Marlian Hadis
- Maya Asmita
- Bima Adisetya
- Kusuma Wardani

Some calibre international dan prominent domestic that will be our speakers at the Symex 2012 are:

- Dahlan Iskan**
(Minister of State Own Enterprise, Republic of Indonesia) *
- Vijay Prasad, M. Tech, PMP**
(Director of Project Management Institute)
- Haji Djan Faridz**
(Minister of Public Housing, Republic of Indonesia)*
- Amin Leiman, PMP, CISA**
(Former President of PMI Honolulu Chapter)
- Prof. Dr. Ing. B.J. Habibie**
(Former President of Republic Indonesia)*
- Ir. Jero Wacik, SE**
(Minister of Public Energy & Mineral Resources, Republic of Indonesia)*
- Ray Ju, PMP**
(Former President of PMI San Francisco Chapter)
- Wilson Yip & Benson Choo**
(Project Management Expert)
- And many more**

Note: * speakers are to be confirmed

SYMEX 2012

on 13 – 14 November 2012

The PMI Indonesia Chapter is proudly present the International Symposium and Exhibition 2012 on November 13th – 14th 2012 in Hyatt Regency, Yogyakarta, Indonesia.

It is part of Chapter's for bringing and sharing best international Project Management knowledge and for exposing Project Management practices and trends in Indonesia internationally. This event has been design for the professional, academicians and students to enhance the knowledge of project management and to broaden networking in project management community.

With the main theme "Enhancing the Global Project Management Reveal the Unknown", this symposium will brings together many of best thinkers, professionals and experts in the industry to be our speakers to share knowledge, experience and teach to foster the creativity and innovation of project management's community.

We invite you to join us through your involvement in this Symposium. We also invite you to have your say during the panel discussion, where you can have a direct interface with key representatives of our community, so that we might draw on the collective mind and wisdom of the Symposium to help point the way forward. We look forward to seeing you on November 13th – 14th 2012 at Hyatt Regency, Yogyakarta!