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PMI Indonesia Chapter
Open Booth in University of Indonesia

Meet & Greet event 2018

PMOS EVOLVING TO MAXIMIZE THEIR VALUE

5 MOST IMPORTANT THINGS YOU HAVE TO KNOW WHEN MANAGING IT PROJECTS AT MINISTRY OF FINANCE

PMI INDONESIA CHAPTER

Project Management Institute 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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From the Editor's Desk

Project Management Institute Indonesia Chapter (PMIIC) participated in the Meet & Greet 2018 event of Iluni Fasilkom UI (Alumni association of University of Indonesia, faculty of computer science). The event venue was at the Hall B Building, Faculty of computer science in Depok, Jawa Barat. There were many activities such as open discussions, recruitment and networking, Innovative showcase, Alumni Insight sessions, and bazaar as well.

From PMI HQ, the article discuss PMOs Evolving To Maximize Their Value. Elevating the importance of the PMO in an organization's hierarchy may not always be possible, but there are other ways that a PMO can elevate its value.

On behalf of board of editor I would like to thank all parties who support us in preparing this edition and participating in this newsletter.
Happy reading....

Rafi Sani Hardono, PMP
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Good things happen when you stay involved with PMI

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. All contents of article published in the newsletter are responsible by the author.

PMI Indonesia Chapter
Open Booth in University of Indonesia
Meet & Greet event 2018

On first of July 2018, PMI Indonesia Chapter participated in the Meet & Greet 2018 event of Iluni Fasilkom UI (Alumni association of University of Indonesia, faculty of computer science). The event venue was at the Hall B Building, Faculty of computer science in Depok, Jawa Barat. There were many activities such as open discussions, recruitment and networking, Innovative showcase, Alumni Insight sessions, and bazaar as well. It was started at 09.00 AM in the morning until 14.00 PM in the afternoon, with so many visitors who were enthusiastic.

PMI Indonesia Chapter participated in the event by open the booth to introduce all of our PMIIC programs and activities to university students and alumni of the faculty. Many of them were interested to visit our PMIIC booth, where we sold some merchandise such as jackets and t-shirt and provide Excellencia newsletter or magazine for free. But the most interesting for them was the translation of PMBOK 6th edition in the Indonesian language. This is the answer to the questions of students who are also studying project management at their lectures, where very few good books relate to project management in Indonesian language.

Some of the students were questioning the price of the book which is in their opinion is quite expensive. But when compared with the original book in English publications, the book is fairly cheap and affordable.

Evidently, Mr. Riri Satria who is a lecturer in the faculty was very interested and immediately bought that PMBOK 6th edition. Mr. Riri Satria is a lecturer in the computer science faculty and has previously served as a speaker for the Symex event at PMI Indonesia Chapter, a couple of years ago.

He hopes that with the Indonesian translation, it can inspire the spirit of learning, especially the students to understand about project management. Also for the many graduates who are involved in the IT world can better understand and implement the science of project management in their daily work so as to produce higher productivity for the progress of the nation and state of Indonesia.

Hotma Roland Pasaribu, PMP
VP Program

PMOs Evolving
TO Maximize Their Value

As a specialist in advancing project management maturity in organizations, I receive a lot—and I really mean a lot—of questions regarding project or program management offices (PMOs) and how to best maximize their value in the organizations they support. So, I would like to take this opportunity to respond to the most frequent questions I receive on this truly important topic.

First and easily foremost is the PMO's connection to strategy execution. Many organizations are excellent at formulating strategies that will deliver enhanced benefits to stakeholders and shareholders. These could include expanding into new geographies, establishing new lines of business, disrupting the status quo with an innovative product or developing the next new pioneering technology. Regretfully, though, too many of these strategic initiatives ultimately fail to deliver their desired results. An Economist Intelligence Unit survey sponsored by PMI showed just 56 percent of strategic initiatives have been successful. Products come to market too late, budgets are exceeded and returns on investment are diminished or lost, or—quite simply—the initiative fails to live up to its original intent.

In my opinion, the primary reason for these failures is that organizations don't realize the importance of organizational processes and structures. These needs to both exist and operate excellently to make these strategic dreams a reality. And while PMOs are well equipped to help organizations successfully execute on their strategic initiatives, they are often situated too far down in the organizational hierarchy to be a true strategic enabler.

Raising PMOs in the Matrix

Thankfully, many organizations are realizing this and are bringing the PMO higher up in the organizational matrix. And the name of the PMO is changing, too, to better reflect its elevated purpose. We are now starting to see names like "strategy implementation office," "corporate performance department" and "business benefits delivery office," all of which are essentially enhanced enterprise-wide PMOs that focus on benefits realization, strategic alignment of project delivery efforts and resources, and the oversight of organizational project management practices. Elevating the importance of the PMO in an organization's hierarchy may not always be possible, but there are other ways that a PMO can elevate its value. For example, the PMO should

- ensure that benefits realization is being tracked after a project closes,
- make sure there is executive buy-in and sponsor engagement, and
- continuously help senior leaders understand how the PMO helps the organization achieve its strategic goals.

PMOs that provide these functions help their organizations be significantly more successful in meeting their strategic objectives. The 2017 PMI Pulse of the Profession® survey showed that mature PMOs—those aligned to their organizations' strategies—had 38 percent more projects meet their original goals and business intent and 33 percent fewer projects considered as failures. And in an environment where every investment dollar truly needs to be maximized, mature PMOs are key partners in helping ensure that less money is wasted.

PMOs in Startup Environments

Along these lines, I am also often asked about the potential virtue of PMOs in startup environments. And I always respond that there is an excellent case to be made for them. Even a very small PMO can have a tremendously positive impact on a startup's ability to stay on course with its strategy, especially when that strategy may, out of necessity, change frequently. The PMO helps ensure that the work remains aligned with shifting priorities, that resource use is optimized, that risks are identified and managed, and that progress toward goals is constantly monitored and issues are escalated.

I cannot imagine any organization— corporate, governmental, nonprofit, startup or not—that could not derive significant advantage

from having a mechanism, like a PMO, that ensures that projects are delivered in such a way that they achieve their desired outcomes. Many organizations have multiple levels of PMOs, from those that support specific programs to those that serve departments and lines of business, as well as those at the enterprise level. When their efforts are coordinated, their ability to drive value into the organization is multiplied. Moreover, they help to drive a culture that understands and supports project excellence. Companies embracing the power of organizational project management, usually led by formally established PMOs, gain significant competitive advantage in the marketplace while increasing both customer and employee levels of satisfaction.

Project Delivery Approaches

Another question I receive from PMO leaders is about the use of different project delivery approaches. Frequently, the oversight of agile project efforts within historically waterfall or predictive environments has been frustrating PMO directors as they struggle to determine what is best for their organization. Indeed, there are even more approaches to project delivery, such as extreme programming (XP) and integrated product teams, that further complicate the matter. At the end of the day, though, I advocate the rational employment of multiple systems and hybrid approaches. There is very rarely a single methodology that will best serve the needs and interests of any given organization.

The challenge becomes how does the PMO play a supportive role in helping project and product teams determine what is best for the organization when it comes to multiple options for delivery? I come from a waterfall background and I appreciate the value associated with a predictive approach. But I am also an agile enthusiast who recognizes the power of flexibility at both the project and organizational levels. And I acknowledge that there are a wide variety of other viable approaches to helping organizations realize the benefits required to achieve business success.

Not every company or agency has the appetite for multiple delivery approaches. There are a few factors that must be evaluated here. If the organization has an established methodology, what are the "sacred" elements within the organization's culture that are most important? For example, if standardized reporting by the PMO from a waterfall perspective is expected by executives, consideration must be given to training those executives to understand new reporting formats that reflect agile methods. And there is likely a learning curve for those executives in understanding "nontraditional" reporting. Ultimately, though, PMOs should assist in finding approaches that work best for the organization.

And this is where capability considerations enter the equation. While there may be an appetite for alternate or multiple or hybrid methodologies, does the organization have the necessary talent available to support them? If not, the case for building up internal competencies will need to be made. And that should not be too hard to do, as I believe there is ample evidence that organizations that employ varied project delivery approaches based on needed outcomes are much more successful than their peers who rigidly apply a single approach across all project efforts.

Disruptive Technologies

To conclude this discussion, I would like to address another item of note. I have been having a lot of conversations lately with PMO leaders about disruptive technologies. Robotics, cloud computing, artificial intelligence, among other cutting-edge innovations, are affecting organizations everywhere.

The PMO plays a role in responding to these issues with organizational risk identification and management, albeit generally more from a business model and operational support perspective than from a strategy development one. The PMO is in a terrific position to help perform sensitivity, or "what-if," analyses that help inform executives so they can make informed decisions. For example, if the company were to react to a given scenario, a strategic enterprise PMO can assist with evaluating ramifications to the project portfolio; strategic alignment of projects to the new paradigm; and the impacts on budgets, schedules and resource availability.

In a way, it is not too dissimilar to the role that the PMO plays in organizational transformation. Being prepared to actively support change initiatives is a crucial competency of a mature PMO. Being able to support innovation and organizational agility is a hallmark of an advanced PMO capability and one that should be immediately developed if it is not already in place. Disruptive technologies are not a matter of if, but a matter of when. And when is much more likely to be sooner than later.

Because PMOs have deep supportive connections across the enterprise, they are in an excellent position to help raise awareness to senior leaders of trends that are affecting operational efforts, in both positive and negative ways. The PMO director's role here is clear: to continuously solicit insights from project and operational staff and synthesize observations into meaningful information that can be appropriately discussed by the organization's senior leadership teams.

Thankfully, PMI has an absolute wealth of detailed research reports, case studies, guides and other thought leadership items that can assist organizations with improving the value of their PMOs in meaningful and enduring ways that add to the bottom line, increase value and assist with strategic delivery. You can find these at PMI.org, under the "Learning" and "Business & Government" tabs. I leverage these with my clients—at every level, from the C-suite to practitioners—and I am sure that they will provide you with similar insights.

Tony Appleby, MBA, PMP,
Secretary/Treasurer and Chair, Audit and Performance Oversight Committee

5 MOST IMPORTANT THINGS YOU HAVE TO KNOW WHEN MANAGING IT PROJECTS AT MINISTRY OF FINANCE

By: M. Athar Januar, PMP

For most vendors ("Penyedia Barang dan Jasa"), having an IT project at Ministry of Finance ("Kementerian Keuangan") is appealing and challenging. Because it will promise them a terrific portfolio for their business development but on the other hand, it may pose unavoidably a high risk if not properly managed.

However, all those challenges faced by many vendors when managing IT projects at Ministry of Finance are mostly caused by lacking of knowledge in terms of project management standardization which will lead them to maladministration, unsuccessful project completion, and may become the subject of audit from The Audit Board ("Badan Pemeriksa Keuangan").

The good news is that Ministry of Finance actually has a clear rule of the game that can be used as first reference when managing IT projects (or normally referred as TIK for "Teknologi Informasi dan Komunikasi"). This, definitely, should and must be the guidance for IT vendors to avoid any maladministration and misunderstanding when it comes to deliverables, in particular project management deliverables to be handed over to their clients.

So, at the end of the day, mastering this guidance will surely increase the probability for successful project completion, ensure a complete and organized project management deliverables, which complied with the project management standard at Ministry of Finance, mitigate risk for project failures, and ultimately avoid being blacklisted by Ministry of Finance.

The main purpose of this article is to share knowledge for the readers to manage IT projects at Ministry of Finance, and in order to simplify the reading, this article puts everything into a summary consisting of 5 important things you have toknow.

The knowledge shared in this article was obtained from 8--month long experiences accompanying a team from Ministry of Finance managing multiple and various IT projects (in at least five different directorates) as well as evaluating, reviewing, and giving feedbacks on the project management standard rules explained below in details. Those rules are best kept in Bahasa in order to avoid any misleading information.

1. Rule of the Game

As the starting point, there are two most important rules that you have to read and understand. Both of them can be accessed and downloaded from the below link:

- **Keputusan Menteri Keuangan Nomor 330/KMK.01/2011 tentang Kebijakan dan Standar Manajemen Proyek Teknologi Informasidan Komunikasi (TIK) di Lingkungan Kementerian Keuangan (referred as "KMK 330").** KMK 330 sets the ultimate project management standardization at Ministry of Finance, such as processes, roles and responsibility, outputs, etc. Source: http://www.setjen.kemenkeu.go.id/sites/default/files/download/pusintek/KMK--330_2011.pdf

- **KeputusanSekretarisJenderalNomor57/SJ/2013tentang Standar Dokumen Luaran Pengelolaan Proyek Teknologi Informasi dan Komunikasi (TIK) di Lingkungan Kementerian Keuangan.** This provides templates for all project management documents that can be used to procude them. Source: http://www.setjen.kemenkeu.go.id/sites/default/files[tittle]--2642018/kep_sesjen_nomor_57_sj_2013_46631.pdf

Fortunately, above rules are applicable to all Units below Ministry of Finance, which means you can use them to manage IT projects at:

a. Secretariat General (SekretariatJenderal)

b. Directorate General of Budget (Direktorat JenderalAnggaran/DJA)

c. Directorate General of Taxes (Direktorat JenderalPajak/DJP)

d. Directorate General of Customs and Excise (Direktorat Jenderal Bea Cukai/DJBC)

e. Directorate General of Treasury (Direktorat JenderalPerbendaharaan/DJPB)

f. Directorate General of State Assets Management (Direktorat Jenderal KekayaanNegara/DJKN)

g. Directorate General of Fiscal Balance (Direktorat Jenderal Perimbangan Keuangan/DJPK)

h. Directorate General of Debt and Risk Management (Direktorat Jenderal Pengelolaan Pembiayaan dan Risiko/DJPPR)

i. Inspectorate General (InspektoratJenderal)

j. Fiscal Policy Agency (Badan Kebijakan Fiskal)

k. Education and Financial Training Agency (Badan Pendidikan dan Pelatihan Keuangan)

Furthermore, you have to know that KMK 330 applied for so called strategic projects or any projects that fulfill following criteria (KMK 330 clause 2.2):

1. *Batasan estimasi waktu penyelesaian paling sedikit 60 hari kerja*

2. *Membutuhkan sumber daya manusia (tim proyek) paling sedikit 10 orang*

3. *Memiliki level risiko minimal sedang sebagaimana diatur dalam Peraturan Menteri Keuangan mengenai Penerapan Manajemen*

Resiko di lingkungan Kementerian Keuangan (reference: Peraturan Menteri Keuangan Nomor 191/PMK.09/2008, Peraturan Menteri Keuangan Nomor 12/PMK.09/2016, dan Keputusan Menteri Keuangan Nomor 845/KMK.01/2016)

The term of "strategic projects" are defined in KMK 330 clause 6.8:

Proyek strategis adalah proyek yang memenuhi salah satu kriteria sebagai berikut:
1. Terkait rencana strategis TIK dan arsitektur TIK KementerianKeuangan
2. Mendukung kelangsungan berjalannya proses bisnis utamaorganisasi
3. Terkait dengan bisnis unit eselon I lain

So, the very first thing you need to pay attention, is to know whether your project fall into above criteria. However, it is recommended that even if it is not, to use KMK 330 as your primary reference and approach to manage IT projects at Ministry of Finance.

2. Stakeholders

Next, you need to identify the key stakeholders as your counterpart in your projects. They can be already involved at the early stage of your project: you have met them and engaged with them. However it is still possible that they never come to any meetings but play significant role later in your project. Therefore, knowing who should be engaged during the project is crucial.

Those stakeholders are categorized into two groups based on two important rules:

* According to Perpres 70/2012 tentang PengadaanBarang/Jasa Pemerintah clause I:
  * PPK (Pejabat Pembuat Komitmen) who in chargeof:
    * Menandatanganikontrak
    * Melaksanakan kontrak dengan PenyediaBarang/Jasa
  * PPHP (Pejabat/Penerima Hasil Pekerjaan) who in chargeof:
    * Memeriksa hasil pekerjaan
    * Menerima hasil pekerjaan
* Berdasarkan KMK 330 dictum3:
1. Pemilik Proyek: Pimpinan Unit Eselon I atau Pejabat di lingkungan KementerianKeuanganyangkarenakewenangandanpenugasannya menjadi penanggung jawabproyek
2. Manajer Proyek: Pejabat pada Unit Eselon I yang ditunjuk oleh Pemilik Proyek untuk memimpin dan mengelola proyek, serta bertanggung jawab atas keberhasilanproyek
3. Anggota Tim Proyek: Sekelompok Pejabat/Staf di lingkungan Unit EselonImasing--masingyangditunjukoleh ManajerProyek dan/atau Pemilik Proyek untuk melaksanakanproyek
4. Tim Quality Assurance: Tim yang ditunjuk Pemilik Proyek untuk melaksanakan kegiatan penjaminan mutu dalam pengelolaan proyek yang keanggotaannya selain Manajer Proyek dan anggota Tim Proyek

Notes: In some cases, the term "Pemilik Proyek" is referred as PPK and Project Manager is referred as "Pengawas Pekerjaan".

The engagement and assignment of various stakeholders as a project

team from Ministry of Finance is formalized by the head of the organization as Surat Tugas or Surat Keputusan (the term can vary). Consequently, as Project Manager you need to get to know who will be your counterpart and in charge for various responsibility of the project, such as who will be signing your acceptance letter or Berita Acara Serah Terima (BAST).

3. Process Groups

Though issued in 2011, the main content of KMK 330 (dictum 5) is about the project process group division, which is until day complied with the latest PMBOK Guide 6th Edition:
* Initiating(Inisiasi)
* Planning(Perencanaan)
* Executing(Pelaksanaan)
* Monitoring and Controlling (Pemantauan danPengendalian)
* Clsoing(Penutupan)

KMK 330 dictum 6 adds an additional process to ensure the compliance above processes called Penjaminan Mutu. And according to dictum 3, there is a dedicated team to execute the process, namely Quality Assurance (QA) team from Ministry of Finance.

Throughout the project, as Project Manager you have to follow and execute all five processes from initating to closing. The one process that mostly missed, is Penjaminan Mutu process, therefore it is necessary to engage and work together with the QA team as early as possible. This will allow you and the QA team to have the same perception of all processes and naturally the deliverables to be produced.

4. Project Deliverables

All the information mentioned above would mean nothing when there were no deliverables as outputs from your project, in this case the **project management** deliverables.

The appendix of KMK 330 describes the details of the processes and their deliverables to produce. Following is the mapping of process from both of them according to KMK 330 clause 5:
1. Initiating:
   * Dokumen Project Charter
2. Planning:
   * Dokumen Project Management Plan
3. Executing:
   * Dokumen Luaran Proyek
   * Formulir Permintaan Perubahan
   * Laporan Penanganan Risiko
   * Laporan Isu danPenanganan
   * Laporan Permasalahan dan Penanganan
   * Risalah Rapat dan Activity List
4. Monitoring and Controlling:
   * Laporan Status dan KemajuanProyek
   * Persetujuan terhadap permintaan perubahan,perbaikan, pencegahan, defectre pair
   * PMP terkini
   * Rekomendasi untuk perbaikan, pencegahan, defectre pair
   * Validated defectre pair
   * Dokumen pengujian terhadap luaran proyek

5. Closing:
- Laporan Akhir
- Persetujuan terhadap luaran proyek
- Penjaminan Mutu:
- Laporan Penjaminan Mutu

Nearly all deliverables have their templates as in Keputusan Sekretaris Jenderal no. 57 tentang Standar Dokumen Luaran Pengelolaan Proyek TIK di lingkungan Kementerian Keuangan, except: Dokumen Luaran Proyek which is technical deliverables such as, UAT document (User Acceptance Test), design document (FSD/TSD/FDD, etc), and so fort.

Problems may surface when producing the above deliverables, such as who is in charge to create the documents. Therefore, you need to read KMK 330, in order to know exactly the roles and responsibilities of each party (you or your customer). Appendix of KMK 330 explains:

- Project Charter: KMK 330 clause 4.1.2 desribes that Project Owner (Pemilik Proyek) has the responsibility to create the Project Charter.

- Project Management Plan: KMK 330 clause 4.2.1.a describes that if it is **internal project** of Ministry of Finance (resource coming from internal), then the Project Manager is in charge to create the Project Management Plan and to get approval from the Project Owner (Pemilik Proyek). Onthe other hand, if it is required external resources (vendor), then the Project Manager has the responsibility to:
  a. Monitor the execution of Project management Plan
  b. Validity of progress report
  c. Control the quality of the project
  d. Control the changes

Though explicity not mentioned who will create the Project Management Plan, it is very common that PM from vendor will take care of the creation of both Project Charter and Project Management Plan.

5. Deliverables for Invoicing

After everything has been completed, it finally comes down to the payment process. Consequently, Project Manager has to pay the most attention in term of what deliverables to handover to PPK and to PPHP in order to close the project and to proceed to the payment process.

KMK 330 does not describe the process, however it is highly suggested to ensure the following:

- The name of deliverables should or must match with Kerangka Acuan Kerja (KAK). This will make the handover process easier and facilitate better audit process withBPK.

- Normally, KAK mentions three report asdeliverables:
  - Laporan Awal
  - Laporan Tengah
  - Laporan Akhir

  Unfortunately, they are not described in KMK 330. It is recommended to discuss with PPK or PM from Ministry of Finance regarding this issue. The common practice however is as follows:

  - **Laporan Awal:** Project Charter and/or Project ManagementPlan

  - **Laporan Tengah:** The compilation of on-going Laporan Status dan Kemajuan Proyek (Progress Report).

- **Laporan Akhir:** Laporan Akhir and/or the compilation of all deliverables (technical deliverables may include).

- Perhaps, nothing is more important than the Berita Acara Serah Terima (BAST) and Berita Acara Penyelesaian Proyek (BAPP) documents when it comes to formal acceptance, which will be used for payment process as legimate documents. Unfortunately, KMK 330 or Keputusan Sekretaris Jenderal Nomor 57 do not provide both document templates. Therefore, you need to consult with PM or PPK from Ministry of Finance in order to get the templates. You may also get the templates from your internal team if you had done a project before.

Summary

- Consult with your counterpart for briefing regarding KMK 330 and project deliverables at the early stage of the project

- Make a clear agreement about who will create which documents and who will sign them for approval.

- There are still some holes and gaps not covered by KMK 330, however there are common practices, so you only need to ask with your internal team or Ministry of Finance's team.

Referensi

- Keputusan Menteri Keuangan Nomor 330/KMK.01/2011 tentang Kebijakan dan Standar Manajemen Proyek Teknologi Informasi dan Komunikasi (TIK) di Lingkungan Kementerian Keuangan

- Keputusan Sekretaris Jenderal Nomor 57/SJ/2013 tentang Standar Dokumen Luaran Pengelolaan Proyek Teknologi Informasi dan Komunikasi (TIK) di Lingkungan KementerianKeuangan

- Project Management Body of Knowledge (PMBOK) Guide and Standards Sixth Edition

About the Author

Mohammad Athar Januar, PMP. Obtained Bachelor and Master Degree (Dipl.-Inform) in Computer Science at University of Karlsruhe, Germany in 2008. After that, he decided to go back to Jakarta and started his career as an IT Consultant. Project Management Professional (PMP) certification was obtained in 2010 as he focused his career towards Project Management, which brought him to be Head of PMO in one of the IT companies.

Currently, he works as an IT Project Management consultant as freelancer, enjoys helping fellow project managers in pursuing PMP certification, and now expands his knowledge in emerging area of Change Management. Contact: atharjanuar@gmail.com

WhatTheySay

I started the journey for PMP certification since January 2018, with no prior knowledge about it at all. Until one day in I started browsing the internet and searching for "PMP study group Jakarta". What I found is the PMI Indonesia chapter page, displaying the venue for 1st event of the 13th PMP Study Group starting the day after I found the page. Immediately I started to join PMI membership and also PMI Indonesia chapter membership.

I emailed the PIC for the event, and immediately got the invitation to attend the study group. Then, at the same day, with a little bit preparation, I departed from Bandung to Jakarta with the clear goal in mind: to be part of the 13th PMP Study Group of PMI Indonesia chapter. That was the important milestone, marking the first step into interesting 13 weeks of intense studies, following study guide prepared by chapter mentors and masters.

At this point I must say that joining the study group of PMI Indonesia chapter is the quickest way to understand the map to reach the destination for achieving the PMP certification. Why? Because in this study group you will be told the most important points that you have to do to pass the PMP exam. In this study group, there are a lot of mentors that already passed the exam before that voluntarily dedicate their time and precious knowledge to help you pass the PMP exam.

And now I will specifically tell my story about what I did to pass the PMP Exam. First and foremost, I follow the guideline set up by my mentors at the Study Group, this is the main map. I read the main and ultimate book reference for the exam: the PMBOK Guide 6th edition and its Agile Practice Guide companion at least twice for all chapters in the book. For several challenging chapters, for me it's the Risk and Quality management, I read them at least 3 times.

Every week, the mentors sent us the FAQ about the chapter being focused for the particular week. We, as the mentees, must answer the FAQ in writing document. To be able to answer these questions, we have to read the book chapter first. The FAQ answer itself is long and daunting document to write. But it is important to do this, because in my opinion, by writing what I already read, I store the knowledge in my memory deeper and last longer compared with just reading it.

Back to reading the material, another SG's recommended book that I read is the Rita Mulcahy's PMP Exam Prep 9th edition. This book adds some important details that are not being described in PMBOK Guide. This book also gives us important information about the characteristic of questions asked in the exam and how to deal with such questions. Also, this book provides some sample questions that in my opinion, has similarity in characteristic and difficulty level with the real exam questions.

After reading books, the next important thing to do is practicing the exam. Sample questions from Rita book are good, but it's only about 400 questions. It's not enough. And this is where the Study Group really helps us. They have their own exam simulator and a lot of sample questions to prepare us for the real exam test. I did at least 10 sessions of exam simulations, each with the real amount of exam questions with the real allocated times for each session. It took a lot of effort to gain the average score between 75% and 85%. After consistently gaining score inside this range, then I put the date to take the exam on April 26th 2018.

One more important thing to help your study preparation is your friends. By being a member in the study group, you will be included in a WhatsApp group consisting all mentees that has the same objective as you to become certified PMP. You will also be included in another WhatsApp group consisting both mentees and mentors. In the first group you will be able to share many resources regarding the exam among your friends. While in the latter group, you will be informed about the important venues, assignments, and information pushed from the mentors. Engaging discussions in both group will help our spirit and esteem high for the exam.

When doing the exam, here are things that I did. There are 200 hundred questions, that must be completed in 4 hours. Most of the them are not simple questions, so time management is important. You have to answer the easiest questions first, leaving long and difficult questions unanswered but marked. Some questions might be tricky and you might be not sure about the answer you choose. Choose a candidate answer and put mark for review for this type of questions too.

After all easy questions have been answered, review your unanswered questions from the beginning to start answering them. After you are done with your unanswered question list, review all questions you marked from the first iteration. Sometimes, the answer to a question can be obtained indirectly by reading other questions. So, it is always a good idea to review your previous answers after knowing some new facts from other questions. Last step, if there is still enough time, you can start reviewing all questions until time up.

In summary, good preparation with guided map from our mentors at PMI Indonesia Chapter about exam characteristic and also good resources to try exam simulations should be enough to make us pass the exam. I did it in 4 months, from Jan 2018 to Apr 2018. You can do it too.

Agus Suhanto, PMP

Agus is an Account Manager & Project Manager from Pena Informatika. He graduated from Bandung Institute of Technology with a Bachelor degree in Informatics.

# Congratulations and welcome to Indonesia chapter for our New Members

Our sincere gratitude for new members and renew members, your involvement and supports for PMI Indonesia Chapter are very valuable for us. In **Juni 2018 we had 4 new members and 4 members** who renewed their membership. We hope next month, with more marvellous activities provided by PMI Indonesia Chapter, more members would renew their membership.

Thank you for join and let's get involved with PMI Indonesia Chapter because good things happen when you stay involved with PMI.

New Members list per Juni 2018

- Agus Mansur
- Muhammad Nasrudin
- Tamrin Sattung
- Muchamad Sugarindra
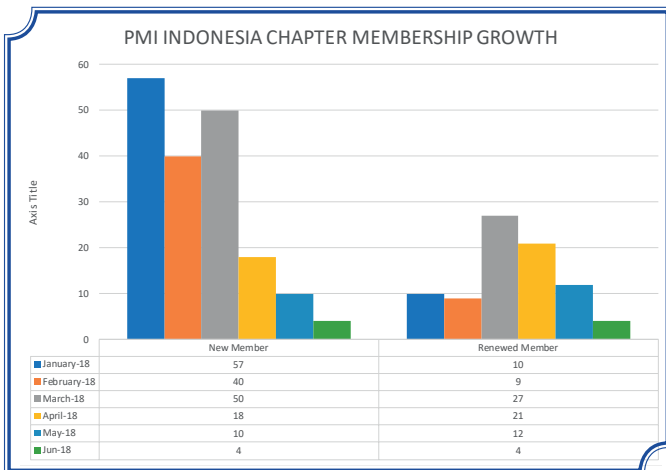
Re-join and Renew Members list per Juni 2018

- Sri Mulyono
- AA Bagus Partha Jaya
- Muhammad Ainur Rofiq
- David Spector

PMI INDONESIA CHAPTER MEMBERSHIP GROWTH

New Member / Renewed Member

	January-18	February-18	March-18	April-18	May-18	June-18
New Member	57	40	50	18	10	4
Renewed Member	10	9	27	21	12	4

PMI INDONESIA CHAPTER MEMBERSHIP GROWTH

	New Member	Renewed Member
January-18	57	10
February-18	40	9
March-18	50	27
April-18	18	21
May-18	10	12
Jun-18	4	4

PMI FACT FILE

TOTAL MEMBER 533,924

...in **208** countries and territories

PMI has **294** chartered and **13** potential chapters

Statistics through **30 June 2018**

More than **6 Million** PMBOK Guide Editions Now in Circulation!

CERTIFICATIONS
Total Active Holders of:

CAPM Certified Associate in Project Management	35,849
PMP Project Management Professional	859,893
PfMP Portfolio Management Professional	565
PgMP Program Management Professional	2,441
PMI-RMP PMI Risk Management Professional	4,798
PMI-SP PMI Scheduling Professional	1,867
PMI-PBA PMI Professional in Business Analysis	2,687
PMI-ACP PMI Agile Certified Practitioner	22,078

PUBLISHING

6,025,535

Total copies of all editions* of the PMBOK® Guide in circulation

*includes PMI-published translations

OMM 91st:

"Being 80% correct than 120% wrong in projects"

Project Management Institute (PMI) Indonesia Chapter, organized the Open Membership Meeting (OMM) with the main topic of Being 80% correct than 120% wrong in projects. Held at Multimatics in AXA Tower, Jakarta, on Wednesday, 25th July 2018, the three-hour discussion was facilitated by Mr. Yosie Iroth. Mr. Yosie is a business technologist and transformation & change specialist who started his insurance career in Business Development (Bancassurance) before accepting the challenge to go into Corporate Strategic, Project Management, Operation and Profit Center Management, Technology and Transformation. Having been introduced to Project Management Discipline at his early career, he embraced the project management discipline structure and approach in practically everything that he does as he climbed up the corporate ladder where he had started his career 15 years and have held strategic positions such as Group Operation Head, VP Operation and PMO Director, Head of Information and Services, Director and Chief Transformation Officer and his current role as Country Chief Operation Officer for AXA Indonesia.

In our work place, we often have done a lot of effort (120 %) to make proposal/presentation to be presented to management, but unfortunately is rejected/not approved by higher management.

But the situation will be different when management hire a famous consultant company with high reputation, and they present the same thing that we already presented before to management. The response they receive is different than we already received before and the presentation result is received well, even though the consultant company send someone with less experience (fresh graduate) and he or she can present with good confidence (the effort of consultant is 80 %).

How to do "Being 80 % correct" and avoid "120 % wrong":

1. Knowing and identify strength and weakness people around you (inside your team) assign the job to our team member according to their strength and experience.

2. Knowing your target audience: customize the presentation content that you will present according to what become the target audience consent.

3. Develop Tell the Stories skill: do the presentation well, the good presentation is not only the to-the-point one but can use the time slot which is already given as well.

This half day seminar was attended by 21 people.

Yudha Putra, PMP
PMIIC Education Board Member

BOARD Profile

Achmad Fuad Bay, PMP
Bandung Branch Director

Mr. Achmad Fuad Bay is currently volunteering as Branch Director of the PMI Indonesia Chapter, Bandung Branch. He is an experience Project Manager in telecommunication industry, especially in the area of Network Implementation/network roll-out with more than 16 years of experience throughout a diverse range of project managerial functions – from Field Engineer to Project Manager – which has strengthened and enrich his skill in the area of Vendor management, quality management, contract management as well as operational management in supporting his Project Managerial skills.

He holds an undergraduate degree in Civil Engineering from Catholic University of Parahyangan, Bandung and Master Degree in Project Management from Queensland University of Technology, Brisbane – Australia.