



Inside this Issue

- 1** Presidents Message
 - 2** 2003 Wish Tree Campaign
Volunteer for Project World!
 - 3** Are you missing an opportunity?
 - 4** Election volunteers required
 - 5** PMI Professional awards
program
 - 6** Happy Holidays
-

PMI-CTT Chapter News is published 5 times a year in February, April, June, October and December.

Your PMI local chapter sends you the warmest of season's greetings. It is that the time that we reflect on our accomplishments and plan for our new year. Thank you for your continued support.

Your board is busy finalizing our business plans for 2004. We've incorporated many of the survey results. Included in our plans are the continuation of our successful dinner meetings and another annual 'local' symposium. We look forward to seeing you at these continuing events.

Your education committee will once again offer some wonderful training opportunities, and will continue to support the successful PMP programs. Since inception, we've had over 50 students attend our study groups, and over 40 students attend the Cheetah course, the course where you write your PMP exam on the fifth-day.

Membership and Community Affairs have pushed forth some aggressive growth and awareness campaigns. We close the year with over 360 members, a growth of 15% (the world-wide chapter average is 15.5%) for 2003.

New to our chapter for 2004 will be a call for nominations for the 2004 PMI Project of the Year. Refer to the article in this newsletter to learn more about submitting a nomination from your organization to highlight your successes. We are an extremely talented community, so consider highlighting your successes beyond your four walls.

It has been my pleasure representing our chapter in the role of president. I will pass the torch to your next president in June of 2004. We are still looking for election committee volunteers. Ensure you let us know if you can help.

Enjoy the holidays. Take a well-deserved break from work to enjoy your families and friends. Until 2004,

Cheers, Michelle

-- Michelle O'Donovan
President, PMI-CTT chapter

PMI-CTT Board

Michelle O'Donovan - President*
Denise Barrett – Past President; Vice President, Communications and Publicity*
Clay Eccles – Vice President, Education*
Caroline Lennox – Vice President, Membership & Community Affairs*
Heather Heick - Vice President, Treasury and Finance*

Gwen Williams - Director of Communications
Susan Somerville - Director of Events
Lois Bowman - Director of Professional Development (Certification)
Ed Snowden - Director of Professional Development (Re-Certification)
Isaac Sethian - Director of Mentoring
Margaret Charles - Director of Membership
Andrew Melchers - Director of Community Affairs
Michael Edwards – Director of Volunteer Coordination
Tony Pimenoff - Director of Sponsorship
Christina Fryer - Director of Business Planning



** represents members of the Executive*

The 2003 Wish Tree Campaign

At the last dinner meeting the attendees generously donated \$125 towards the 2003 Wish Tree Campaign. This money was used to buy gifts for Kathryn (age 9), Fatima (age 9), Arkend (age 3), and Cody (age 2). We followed the Wish Tree recommendations and purchased gifts consisting of a piece of clothing and a toy. All of the children will be receiving long sleeved shirts of various styles. And now for the good stuff; Kathryn's toy is a jewelry making kit, Fatima is getting a denim decorating kit, Arkend will receive a rescue hero toy, and Cody's toy is a GeoTrax train set. The remaining money was given to the 2003 Wish Tree Campaign to buy wrapping paper and gift cards. Thank you all for your donations. The PMI-CTT chapter should be honoured to make this Christmas a happy one for the less fortunate children in our community.

Volunteer Required for Project World 2004

PMI-CTT is looking for a volunteer to hold the position of 'Chair 2004 Project World Committee'. This position requires an enthusiastic individual to be responsible for a committee of 4-5 people who will organize all activities surrounding PMI CTT's participation in Project World in the spring of 2004. The specific responsibilities include:

- Soliciting committee members
- Communicating with Project World on the logistics of the day
- Ensuring that PMI 'material' is current and ready for display

To be successful in this position, you would need to be enthusiastic, an excellent communicator and would need to possess excellent organization skills. The time commitment for this position would be Approx 2-3 hrs per month between January and April, depending somewhat on your level of participation at the Symposium. The start date for this position is January 2, 2004, so if you are interested, please contact Denise Barrett by email (dbarrett@rim.net) or by phone (888-7465 x 5519 (w) / 888-9356 (h))

Are You Missing an Opportunity?

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Most of you are proficient at risk assessment and wouldn't dream of creating a project plan without one. But how many of you routinely assess opportunities? It's as important to analyze ways to capitalize on what could go right as it is to avoid what could go wrong.

Way back when, I managed a large product development project. Of course time to market was everything and we committed ourselves to using opportunity analysis as a way to speed up the project. As a result of that analysis and the action plan we created to take advantage of the opportunities we identified, we shortened the cycle time of the project by a year, beating our competition to the market also by a year. We instantly captured the market leadership position. That one year advantage translated into about a billion dollars of sales over the life of the product. That experience made me a believer in opportunity assessment.

The steps for doing an opportunity assessment are very similar to steps of risk assessment except that you're looking at positives instead of negatives. Before you begin, assemble your team, just as you would in a risk assessment process. Then, lead the team through the following stages of assessing opportunities:

Stage 1. Define the goal you're trying to reach. What is it you're trying to accomplish? In my example above, the goal was shortening the time to market.

Stage 2. Brainstorm all the possible opportunities that might allow you to reach your goal. Remember to stick to the rules of brainstorming so no ideas are judged.

Stage 3. Analyze the opportunities. What is the probability that each opportunity will occur? Rate each potential opportunity as zero, low, medium or high probability. Set aside the zero probabilities. Next, rate the impact if the opportunity did occur. (The impact in this case is positive instead of negative as it is in the case of risk assessment.) Rate the impact as low, medium or high. Create a PI matrix (Probability Impact matrix). Place the opportunities on the matrix.

Stage 4. Brainstorm actions. Brainstorm all the actions that you could take to capture the opportunities starting with the high probability, high impact opportunities and working your way down the matrix. Record each potential action.

Stage 5. Analyze the actions. First, create criteria for choosing the actions you will seriously consider. One criterion might be ease of implementation. Use a team decision making process to

work through the analysis steps. Choose one or several actions to implement and include those in the project plan.

Stage 6. Monitor actions. During the implementation or execution phase of your project, monitor the opportunity actions you included in the plan, just as you would monitor risk countermeasures. Periodically reassess any new opportunities that might arise.

Stage 7. Lessons learned. During the close out phase, review the opportunity assessment process. What went well? What could you do better next time? Archive your results.

Voilà, you've mastered basic opportunity assessment. In my not so humble opinion, opportunity assessment is a vastly underutilized tool. We'd love to hear from those of you who have used it successfully. Tell us your stories and we'll post them on our new risk web site. If you haven't used opportunity assessment in the past – give it a try and let us know how it works for you.

Paula Martin is the CEO of Martin Training Associates, a management training and consulting firm. Send your opportunity assessment stories to: pmartin@martintraining.net. For more information, visit the Martin Training website: www.martintraining.net or our new risk website: www.appliedriskassessment.com. Phone: 866-922-3122 or 513-563-3512.

Election Volunteers Required

On May 27, 2004 the PMI-CTT membership will be asked during our dinner meeting to elect a new President, VP Finance, VP Membership, VP Communications and VP Education. In compliance with our Chapter policies, an election committee will run as an autonomous body in administering the election. The committee will be responsible for administering nominations, and the election.

We urgently require an Election Committee Chair, and Election Volunteers. If you are a PMI Member, and could volunteer your time please contact Mike Edwards by e-mail @ volunteer@pmi-ctt.org.

The chapter is always looking for volunteers to assist with our events. If you are interested in taking advantage of this opportunity to grow your network, please contact us at volunteer@pmi-ctt.org



Call for Nominations: 2004 PMI® Project of the Year Award

All projects, regardless of size and industry, are encouraged to participate.

Purpose: To recognize and honor the accomplishments of the PMI Project of the Year (POY), and the project team involved, for superior performance and execution of exemplary project management.

According to the PMI Professional Awards Program, the PMI-CTT Chapter is pleased to support the PMI Project of the Year Program. This is your opportunity to recognize and honour project contributions and accomplishments in our field. This prestigious award recognizes exemplary project management execution.

There are three levels to this process. Level One is the preliminary competition at our local chapter level where an unlimited number of nominations are accepted. The finalist of this level of competition will be acknowledged by the PMI-CTT chapter and will advance to the semi-finals.

Submissions are due to the PMI-CTT Chapter no later than **30 January 2004**. Projects submitted at this level will be reviewed by a panel of judges designated by the PMI-CTT Chapter. The PMI-CTT Chapter will tabulate panel ratings (as provided by the Project Management Institute) to determine which preliminary Level Project of the Year will be submitted to PMI Headquarters. The project selected as the PMI-CTT selected project will advance to the next level completed by **5 March 2004**.

At the 2nd level, three finalists from around the world will compete for the Project of the Year Award, and finally, the winner will be acknowledged by PMI Headquarters this summer.

Any project which is perceived as having effectively applied project management principles and techniques is eligible to submit for judgement providing:

- The project has an approved scope, schedule and budget.
- The project is essentially complete at the time of nomination and has been accepted as complete by the Client/Owner prior to nomination. There can be no restrictions on the use of the submitted information after the final date of submission.
- Research or development projects, which may contain proprietary or confidential, technical or commercial information, must be publicly disclosed by the owner.
- The nominated project must have been successfully completed using processes and approaches consistent with *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. That consistency must be clearly delineated in the submitted materials.
- Although the project itself can be located anywhere in the world, and may be from private or public sector work, the project manager and/or team directly responsible for the project must be located within the boundaries of a participating Chapter of the Project Management Institute.

- The project may or may not have won awards or other recognition from other professional associations.

General Terms and Conditions: Applicants must agree that:

- The nomination package will be completed in close conformance with the established format.
- All necessary clearances, releases, and permissions needed for public release of all submitted materials will be obtained in writing.
- Expenses will not be reimbursed for assembling the nomination package nor for any presentation materials that may need to be created should the project be selected as the winner.

For more information or for your copy of a nomination package: Please contact Michelle O'Donovan, PMI-CTT Chapter President by email at modonovan@rogers.com.

Happy Holidays from PMI-CTT

