

### *Message from the President - June 2002*

Welcome, members, to our new executive. Thank you for the vote of confidence. The most common comment I heard during the election was "I hope we don't see much change – the chapter is doing so many things right."

I'm happy to say that we only hope to offer more, while maintaining all the wonderful services we provide today. Our bi-monthly dinner meetings, the educational offerings, our newsletters and website, all continue, and we are planning to bring you more.

I want to thank Denise Barrett and the fine team she assembled to bring the chapter to where it is today. The new executive has changed, we say a heart-felt goodbye to Joan Gough, who as the founding VP of Membership and Community Affairs helped shape the chapter that exists today.

Denise stays active within the chapter, assuming the role of Past President and VP of Communications for the next term, and our newest executives, Heather Heick as VP of Treasury and Finance, and Caroline Lennox, as VP of Membership and Community Affairs, are past directors. Clay Eccles, your past VP of Education has accepted another two year term in the same role.

As some of our directors have now assumed executive positions, we are actively looking for new directors. The chapter offers a great way to help shape the project management profession in our community, and I hope some of you will consider joining this fine team.

Our planning for a fall symposium continues throughout the summer (mark your calendars for Thursday, October 24<sup>th</sup>, 2002). We plan to showcase the local project management talent in a one-day event that we hope will become an annual offering. We have aligned superior key-note speakers, and are currently reviewing our workshop submissions from your peers. There is still time to prepare your presentation. Please check out our website [www.pmi-ctt.org](http://www.pmi-ctt.org) for more information.

Our membership wrapped its two-year initiation with over 300 members. The chapter has one of PMI's highest "PMP per membership" ratio, attesting to the fact that our community invests time and energy in certifications. We are surrounded by some of the finest companies in Canada, many ranked as the best companies in which to work, and have internationally recognized universities and colleges that continue to develop the talent pool of our community.

It is my honour to take the helm as president for the next two years. Please send your ideas and concerns my way, to help your chapter executives ensure that our local chapter continues to fulfill your learning and networking requirements. I hope to meet with you again at our dinner meeting in September. Meanwhile, any questions or comments can be sent to [president@pmi-ctt.org](mailto:president@pmi-ctt.org).

Michelle O'Donovan  
PMI-CTT Chapter President

Michelle O'Donovan is the Chief Project Officer for the Metafore Project Management office of Metafore Corporation. Metafore is a leader in the design and integration of today's complex information technology systems

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## **Spotlight on Caroline Lennox – VP Membership**

Caroline is our newly elected VP of Membership at PMI-CTT. She is a PMP presently employed as a Client Services Project Manager with CheckFree i-Solutions. She earned a BA in Sociology from the University of Western Ontario, an MBA from Wilfrid Laurier University and holds a Diploma in Accounting as well.

Most recently Caroline was the Director of Membership for the PMI-CTT chapter where she demonstrated her creativity and focus through execution of the 2001 Membership Survey. In April 2002, she organized a team of dedicated volunteers to setup and staff the very successful PMI-CTT booth at Project World. Considerable interest was generated in our chapter by this activity and the volunteers represented PMI-CTT superbly. The team of “greeters” at our recent dinner meeting is another idea that Caroline has introduced and it is receiving very positive reviews from the membership.



In her executive role as VP of Membership, Caroline will focus on interacting with the membership. Her vision is to see each member in an engaged and enthusiastic professional relationship with PMI-CTT. Plans are in progress for a 2002 membership survey, the introduction of a formalized orientation package for new members and the development of strategies for membership retention. She looks forward to networking

with the membership through activities and events that will augment the bi-monthly dinner meetings.

Just for fun, Caroline loves to sing and demonstrated her performing talents recently with the CheckFree i-Solutions group in the Technology Battle of the Bands. Sailing is a passion and she has also been known to hang glide and rock climb. For a diversion she plays the piano and enjoys writing.

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### **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 Finance\*

Ashok Goyal - Director of Communications; Webmaster and Newsletter Editor  
Dale Vanlooyen - Director of Mentoring  
Vacant - Director of Membership  
Dan Walsh - Director of Professional Development (Re-Certification)  
Debora Strauss - Director of Community Affairs  
Vacant - Director of Budget  
Tony Pimenoff - Director of Sponsorship  
Lois Bowman - Director of Professional Development (Certification)  
Margaret Charles - Director of Volunteer Coordination  
Vacant - Director of Events

**\* represents members of the Executive**

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### **Positions available**

#### **Director of Events**

The Director of Events shall be responsible for the logistical co-ordination and execution

of all Chapter program meetings, events and opportunities approved by the Chapter Board of Directors. This includes planning, scheduling, and supervising the program activities and arranging for speakers, facilities and gifts for the bi-monthly dinner meetings. The Director is also responsible for the creation of an annual Program calendar.

### **Director of Membership**

The Director of Membership supports the Vice President in management of membership of the chapter, acting as a liaison with members, providing reports, meeting recruitment and retention targets for members and manage volunteers to execute and deliver the results to meet the business plans.

### **Director of Budget**

The Director of Budget shall be the assistant to the Vice President of Finance and Treasury. Primary duties are in the development, maintenance and reporting of the business plan and activities for the Chapter. An accounting background is an asset but is not mandatory.

The cutoff date for applications for these positions is July 5<sup>th</sup>, 2002. Please visit the website for more details on these positions as well as information on how to apply

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## ***It's All About Deliverables***

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We all know that the point of any project is to produce a final deliverable that satisfies the customer, and is delivered on time and within budget. So, if it's a deliverable we're after, why not manage our projects with a focus on deliverables instead of activities or tasks? Focusing on deliverables at the main project level has several advantages.

The level of detail is manageable. When you're working with activities, the level of granularity in large projects can overwhelm your ability to see what's important. For example, the project team for the start-up of a large, offshore plant created a master schedule that included 300-500 activities. Because of the large number of activities, it was difficult to identify the interdependencies within the project. By converting the activities into deliverables and then manually mapping the interdependencies of each deliverable, they discovered the fact that raw materials had not been scheduled for delivery until six weeks after finished goods were supposed to be leaving the plant. Focusing on deliverables pulled the project up to a level of granularity they could manage, and after all, project management is all about making a project manageable. If it doesn't do that, what's the point?

Deliverables focus on results instead of process. When you focus on activities, you're focused on the process - how something will get done - instead of the results - what will get done by when. A deliverable is the output that results from a series of activities, and at the main project level we should be concerned with outputs or results – who needs to produce what, by when, for how much?

The subproject leader is empowered. By focusing on results at the main project level, you empower your subproject leaders to manage the 'how' of the project. For effective empowerment to occur, you need to clearly define what is required from each subproject (what deliverables they are accountable for), make sure each subproject has the resources required to get the job done, and set up a feedback reporting mechanism that allows you to track their progress. Then let the subproject leader do his job. He'll need to break the deliverables down into the component activities and assign responsibility for each activity to someone on his team. (This should be done in a participative mode as not to disempower the team members.) He'll then need to work with the team to track

the completion of both activities and deliverables.

The quality criteria for a deliverable can be defined. Since a deliverable is an output that gets handed off to an internal customer, the requirements and customer acceptance criteria of the internal customer can and should be defined. This is a critical element of any scope quality plan. It's particularly important to do if you've had difficulty with a deliverable in the past – if it didn't meet customer expectations or it required rework after the deliverable was produced. Avoid future problems by clarifying what exactly is required.

Deliverables create clear accountability. The accountability for each deliverable should be defined during planning and each deliverable should be the accountability of someone on the main project team (usually the subproject leader for the appropriate subproject). Each deliverable should include a delivery date, an allowable cost (where applicable), and quality criteria. Once this is done, accountability is clear. It is then up to the accountable person to make sure the deliverable is produced on time, according to the internal customer criteria, and on budget. Project monitoring is the feedback mechanism to determine if accountability is being fulfilled.

A focus on deliverables will make a project more manageable and better help you to ensure that the final deliverable satisfies the customer and is done on time and within budget. Now life doesn't get much better than that!

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Paula Martin is the CEO of Martin Training Associates, a management training and consulting firm. She's the author of seven books including the *Project Management Memory Jogger™* and *Executive Guide: The 7 Keys to Success*. For more information, visit the Martin Training website: [www.martintraining.net](http://www.martintraining.net). Phone: 866-922-3122 or 513-563-3512.

## Volunteer Update

Thank you to all the PMI-CTT volunteers for a very successful 2001/02 season. Only through the fabulous support of our volunteers can the chapter provide quality events and services to the membership. Thank you for your time and dedication to PMI-CTT.

From the April request for volunteers, we had a wonderful response to assist at our PMI-CTT booth at Project World. In addition, there were three "greeters" at our May dinner meeting and they were wonderful hosts and ambassadors for the chapter. A Membership Welcome Committee has now been formed with Jennifer Dowe as chair and Caroline Jensen and Sherryl Tarnaske as committee members.

Thank you to Suresh Venkatachalam who has recently completed mentoring a study group. Suresh went the extra mile to assist with some of the topics when the study group size declined. Vartkes Peltekoglu is currently leading a study group that will continue into the summer.

PMI-CTT is planning to host a PM Symposium in Kitchener-Waterloo area, in Oct 2002. We will need extensive volunteer assistance to deliver a quality symposium day. Some of the volunteer opportunities will occur prior to the event and others on the day of the symposium. If anyone is interested in assisting with this event, please check the volunteer postings on our web site. [www.pmi-ctt.org](http://www.pmi-ctt.org)

- Margaret Charles

### The next dinner meeting will be held on Thursday September 26<sup>th</sup>, 2002

The topic and the speaker is still undetermined at this time, but please check the website for latest information.

## WEBMASTER UPDATE:



It has been another fabulous year as I recall achievements for 2001/2002: New web pages for elections, community affairs, volunteer positions, regular newsletters and release of a secure Intranet for Board members. While we break for the summer, I will keep looking for new features that we can implement in the upcoming year. Thanks to Gwen Williams who worked very hard behind the scenes to bring you the newsletter. Have an enjoyable summer!

Ashok Goyal, MBA, ISP,PMP  
Webmaster & Director of Communications, PMI CTT Chapter  
President, e-StrategicConsulting.com

PMI-CTT Chapter News is published 5 times a year in February, April, June, October and December. Composed and layout courtesy of Gwen Williams.

Articles for submission are encouraged from the members and should be sent to the Director of Communications, Ashok Goyal at [agoyal@pmi-ctt.org](mailto:agoyal@pmi-ctt.org). The deadline is second week of the month newsletter is due.

## Your Invitation to Share!

We're Listening... and Want To Hear From You At Our Upcoming Workshop and Symposium Days! We are still accepting proposals for speakers at our Symposium, October 24<sup>th</sup>, 2002.

Please visit the PMI-CTT website ([pmi-ctt.org](http://pmi-ctt.org)) for the application to speak at this event.

*A Very Special Congratulations to these members of our Chapter who have recently received their PMP designation...*

Chris Albert  
Christopher Wray Bowden  
Lorel Dawson  
Michael DiCasa  
Jim Gagnon  
Debbie Ann Guppell  
Jon Robert Hamilton  
Keith Richard Hooper  
Robert Elphege Poisson

*The complete membership listing is available on our website.*