

### **Letter from the President**

264 members with 65 PMPs and still growing! That is almost 25% of membership certified. Today's smart employers are demanding that only qualified PMPs need apply. Recent research in the field of project management has shown that there is correlation between success in project delivery and having qualified and trained project managers on the project. It's not a guarantee but it certainly improves the odds of success. The PMI CTT chapter has been instrumental in assisting chapter members obtain the designation thus providing our communities with a qualified work force.

This also raises the need to provide mechanisms for those with their PMPs to earn the required Professional Development Unit (PDUs) required to maintain their PMP status. Your chapter provides several ways to assist with that as well. Attending dinner meeting, serving on the board of directors or as an executive are just a couple of ways that you can earn PDUs.

Our elections committee is now in full swing. Details on the upcoming elections are posted on our web site [www.pmi-ctt.org](http://www.pmi-ctt.org) Please give some serious consideration to participating in the chapter. Your current BOD has provided a sound basis for moving forward. We now have a set of policies, a set of procedures and the business plans for the fiscal year 2002 defined and approved. There are still lots of areas that as a chapter we haven't explored yet. Fresh ideas and approaches are welcome. If you have any questions please contact Jim Sauve, our elections officer [jsauve@golden.net](mailto:jsauve@golden.net)

One of our neighboring chapters has just launched their website. Check out the Lakeshore chapter's site <http://www.pmi-lakeshore.org/> The CTT chapter congratulates the Lakeshore chapter on this exciting addition to their offering. There is a cross reference from our web site to the Lakeshore and back to our web site.

Denise is the President for the PMI CTT Chapter and Director, Professional Services at Descartes Systems Group

### **PMI CTT Board**

Denise Barrett - President\*

Clay Eccles – Vice President, Education\*

Joan Gough – Vice President, Membership, and Community Affairs\*

Michelle O'Donovan - Vice President, Treasury & Finance\*

Ashok Goyal - Director of Communications

Barb Dattera - Director of Mentoring

Caroline Lennox - Director of Membership & Recruiting

Dan Walsh - Director of Re-Certification

Debora Strauss - Director of Community Affairs

Heather Heick - Director of Budget

Tony Pimenoff - Director of Sponsorship

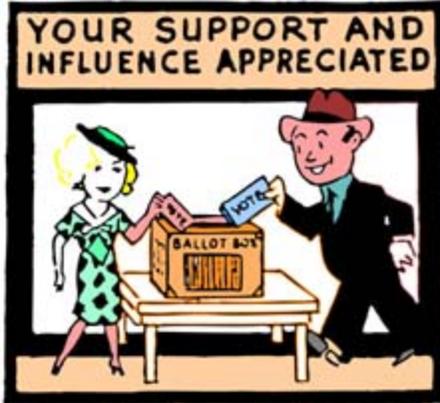
Lois Bowman - Director of Certification

Margaret Charles - Director of Volunteer Coordination

Trina Reis - Director of Events

\* represents members of the Executive

Letter from the President.....	Page 1
PMI CTT Board... ..	Page 1
Call for Nominations.....	Page 2
Total Quality and Project Management.....	Page 2
Webmaster Update.....	Page 4
Thanks to Volunteers.....	Page 4
2001 Membership survey results.....	Page 5
Congrats to the new PMP's.....	Page 6
March dinner event ... ..	Page 7



### **Call For Nominations 2002 PMI-CTT Elections**

It's the event of the year! The PMI-CTT Chapter is presently calling for nominations for the 2002 Executive Committee. Any Chapter member who is interested in a position on the Executive is asked to submit their name to Jim Sauve (Chair), [jsauve@golden.net](mailto:jsauve@golden.net), before April 18, 2002.

For the latest information on the 2002 PMI-CTT Elections, please visit the PMI-CTT Elections website:

<http://www.pmi-ctt.org/elections.htm>.

We strongly encourage you to participate in the Chapter in any way you can.

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### **2002 PMI-CTT Nominating Committee**

Please ensure that any email enquiries to the Nominating Committee have "2002 Elections" for a subject heading.

<b>Jim Sauve</b>	<a href="mailto:jsauve@golden.net">jsauve@golden.net</a>
<b>Barb DaTerra, PMP</b>	<a href="mailto:barb.daterra@cgic.cooperators.ca">barb.daterra@cgic.cooperators.ca</a>
<b>Andy Wright</b>	<a href="mailto:andywright31@hotmail.com">andywright31@hotmail.com</a>
<b>Tony Pimenoff</b>	<a href="mailto:tony.pimenoff@homehardware.ca">tony.pimenoff@homehardware.ca</a>
<b>Julie Rastelli</b>	<a href="mailto:rastelli@sympatico.ca">rastelli@sympatico.ca</a>

## **Total Quality and Project Management**

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How does the total quality movement, currently popularized by Six Sigma, fit together with project management? What did we learn from total quality that we should be applying to project management?

Six Sigma is simply a methodology for working through the life cycle stages of improving a business process and, as project managers know, improving a process is a project. In order to make any process improvement endeavor successful, it needs to be managed as a project, using a project management methodology. GE Capital found that using project management helped them to better execute their Six Sigma projects.

But how does total quality apply to project management? Total quality principles have proven to be effective in managing business process and some of those principles can be applied to project management:

#### 1. Prevention pays.

Total quality taught us that prevention usually costs less than rework and therefore investing in planning will save time during execution, the phase that takes the most time and costs the most money. Therefore, project teams need to take the time to invest the time to define requirements properly before beginning the design phase and to do a thorough job of planning before beginning execution.

#### 2. Focus on outputs or deliverables.

Total quality taught us to look at processes as a series of inputs and outputs, with each output or deliverable going to either an internal or an external customer. The technical processes we use to create

deliverables for a project can also be seen as a series of inputs and outputs. Each output or deliverable is the result of a series of tasks or activities and each deliverable has customer, either inside or outside the project team. There are a number of benefits of working with deliverables instead of tasks or activities:

- a. You can add requirements/quality criteria to deliverables, thus defining what the next customer needs from the deliverable. Once the hand-offs between deliverables are identified (during the scheduling exercise), then team members can identify where quality criteria need to be more clearly defined for interim deliverables.
- b. By adding quality criteria to deliverables and checking that these quality criteria are met, you can help to ensure that the final deliverable meets its customer acceptance criteria. Total quality taught us that relying on end-of-the-line inspection was both dangerous and costly. In-line inspections ensure that quality is on track throughout the process. When quality criteria are added to interim deliverables, then quality can be checked as each interim deliverable is handed off to the next customer in the series. Quality criteria for deliverables should be monitored and reported on your status report form.
- c. A focus on deliverables allows you and the main project team to see the forest from the trees. Subproject teams can drill down into activities, if needed, but the main project focuses on deliverables. Deliverables are what is transferred from one subproject to another, so deliverables help you to better manage the

interdependencies between subprojects – which after all is one of the main functions of the main project team.

3. Create ownership through team participation.

Total quality taught us the powers of having the people who have to do the work participate in planning how the work will be done. This creates buy-in and ownership as well as creating a more realistic plan. Involve the entire team in planning the project. Get them to map out the interdependencies between deliverables so everyone on the team understands the customer/supplier relationships within the project.

Total quality may have seemed like a fad at the time it was introduced, but it has endured in one form or another for over fifteen years and it has some important lessons to teach us in how we approach the management of our projects. On the other hand, people working on Six Sigma or total quality projects can benefit greatly by better understanding how project management applies to their process improvement endeavors.

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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 their website: [www.martintraining.net](http://www.martintraining.net). Phone: 866-922-3122 or 513-563-3512.

## WEBMASTER UPDATE:



New Year and a new service for pmi-ctt board members! A private bulletin board has been setup, on the web secure area, to provide a forum where board members and executives can submit messages and share documents, photographs etc. This should eliminate board members from sending big file attachments to everyone and choking the e-mail system.

We are also looking for sponsors to donate web publishing software to us such as Adobe Photoshop, Adobe Acrobat 5, MS Office 2000, FrontPage 2002 etc. (Windows versions only). if interested, please drop Tony Pimenoff an email at [tpimenoff@pmi-ctt.org](mailto:tpimenoff@pmi-ctt.org)

A new page on "Elections" has been added to provide information on upcoming elections. Please let me know if you have any suggestions for the website. Enjoy.

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

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### ***Thanks to the Study Group Volunteers***

The Fall 2001 Study Groups were an outstanding success resulting in 10 new PMP certifications as of 31 Dec 2001.

Thank you to Barb DaTerra, Director of Mentoring, for organizing the groups and directing the Study Group Mentors. Three study groups were established in the fall of 2001 with a mentor assigned to each group. PMI-CTT appreciates and recognizes the significant contributions made by Dianne Lapierre, Jeff Lapierre and Vartkes Peltekoglu in mentoring and coaching these study groups. Thank you for volunteering in the Chapter's Education Program.

The Study Group Mentors spend approximately 14 to 16 weeks with the study groups and have a variety of responsibilities. The Study Group Mentors use a Chapter "starter kit" that provides the necessary information to launch a study group and set the members on the path to attain their PMP. At the "kick off" meeting the Study Group Mentors assist the participants establish study objectives, schedule, format and ground rules for the group. They act as the point of contact for issues and problems and encourage participants throughout the course of the program. The mentors arrange for a set of books to be shared within the group and conduct a wrap up session to capture lessons learned from the study group.

The study group program follows a self-directed approach with the participants facilitating the study group sessions. The participants benefit from teaching others within the group. The Chapter provides support through a Study Group Mentor and the use of library material.

The feedback from the Fall Study Group wrap up sessions included some of the following tips for our future study groups:

- It is very important to have an exam date set within 4 weeks of the end of the study group
- Participants should meet every week and should coach each other
- Create summary notes of the main points of each topic or PMBOK chapter

- Set aside specific day to study material for current week and review material from last week
- Take as many sample exams as you can
- Memorize the processes, inputs, outputs, tools for each PMBOK area

The study groups have proven to be an effective approach to focus participants on a study program. Many thanks to the study group mentors and congratulations on the successful results from the fall 2001 groups.

The Chapter continues to provide this program and has recently launched the Winter 2002 Study Groups. The February group held their “kick-off” meeting and established their schedule. The March group is full and will commence in the next couple of weeks. There are spots available in the April group. If you are interested and would like to register please send an email to [education@pmi-ctt.org](mailto:education@pmi-ctt.org)

Margaret Charles  
Director of Volunteer Co-ordination, PMI-CTT

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### ***2001 Membership Survey Results***

In October 2001 we issued the first PMI-CTT membership survey via e-mail to our 210 members. We thank all of you who took the time to complete the survey and share your thoughts and comments.

This survey was designed to understand the membership’s needs and identify programs, services and communications that would be of interest and value to you. We wanted to answer the questions: How are we doing? How can we improve? What does the membership need?

#### **A few findings for you**

- We had an outstanding response rate of 35%, which indicates a strong interest in the chapter and a desire to contribute.

- Your responses indicated that the chapter is generally meeting or exceeding your expectations.
- The most common reason for joining the chapter was networking and this was also one of the most valued services.
- Dinner meetings and quality speakers are key to your continued interest and participation in the chapter.
- For those who have participated in the educational opportunities and study groups the response is positive.
- The median response to the newsletter and the website questions was “good”. However there were number of “fair” responses indicating some opportunities to look closer at your needs in this area.

#### **Great suggestions and feedback!**

We received a wealth of innovative ideas and suggestions that will be considered as we plan events and activities in 2002 and onward. Here is a sampling of what you are saying in your comments and suggestions:

- Strong speakers and relevant topics at dinner meetings are very important. Some valuable suggestions were provided: case studies, profile local projects, extreme project management
- Are lunch meetings, coffee or breakfast meetings feasible as an alternative or in addition to dinner meetings? How about occasional events such as mini golf?
- Can the chapter facilitate networking at dinner meetings or other events? Suggestions include smaller groups for discussion, specific topics, workshop style discussions, special interest groups.
- Can the chapter extend the variety in the educational offerings including some short workshops on specific topics and programs for both the experienced and novice project manager?
- More opportunities to gain PDUs through chapter activities

- Raise profile of project management in the community. Can the chapter participate in community events?
- Post volunteer opportunities in the newsletter or the web site
- Develop an orientation program for new member

We are already introducing some of your suggestions.

- Welcome letters were issued to new members providing PMI-CTT orientation information
- A presentation titled "Driving Projects Home" was made to the KW Quality Assurance Group, which resulted in a much-heightened awareness and appreciation of Project Management with the group.
- Postings for volunteer opportunities can be found in this news letter
- Table topics were introduced to facilitate discussion and networking at dinner meetings.

### Next Steps

- We will be further analyzing the survey results and incorporating your feedback into our events and activities.
- Future surveys will be conducted in the spring, to allow ample time for review and incorporation of actions into the next year's business plan.

### Special thanks

Thank you to our volunteers, **Karen Kibbler** and **John Sterle** for developing the questions and tabulating the results.

This was a valuable contribution to the PMI-CTT and the initial step to delivering professional development opportunities and services that meet your expectations.

Caroline Lennox, Director of Membership  
Margaret Charles, Director of Volunteer Coordination.

### Congrats to the new PMP's

*PMI-CTT salutes our members who were certified as Project Management Professionals in 2001!! Whether through participation in study groups, or independent study, or formal education, these individuals have demonstrated hard work, dedication, and commitment to the Project Management profession. Congratulations !!!!!*

*With the 2001 additions, PMI-CTT now includes 65 PMPs among our 264 members, or 25% of our chapter's membership !*

Robert Ian Adare, PMP  
Peter Francis Aultman, PMP  
Dale E. Aveling, PMP  
Debra A. Bannister, PMP  
Dave C. Barrett, PMP  
Parisa Belyea, PMP  
Sharon Elaine Blom, PMP  
James E. Bruyn, PMP  
Doug Clarke, PMP  
Karen Eitel, PMP  
Robert G. Gallivan, PMP  
Goutam Ghatak, PMP  
Kimberley A. Gilchrist, PMP  
Darren M. Gilroy, PMP  
Esteban Gomez, PMP  
Wendy J. Hague, PMP  
Barbara J. Harbison, PMP  
Linda M. Hayes, PMP  
Heather M. Heick, PMP  
Geoffrey S. Ireland, PMP  
Dianne E. Lapierre, PMP  
Jeff Lapierre, PMP  
Caroline L. Lennox, PMP  
Paul Joseph McCormack, PMP  
Diane L. O'Reilly, PMP  
Marg E. Pearson, PMP  
Anthony Pimenoff, PMP  
Trina Reis, PMP  
Bob B. Rennie, PMP  
Steve P. Royall, PMP  
Judy Rys, PMP  
Kurt Bradley Sinding, PMP  
Gregory M. St. Pierre, PMP  
Dana Jack Trimmer, PMP

Tamar A. Trushinski, PMP  
Ingrid C. Wessel, PMP

*Please note that we will no longer be listing the new CTT chapter members as the list continues to grow at an enormous rate. For those interested, the complete membership listing is posted on our website.*

**The next dinner meeting will be held on Thursday March 28<sup>th</sup>, 2002**  
**Registration deadline is Friday, March 22<sup>nd</sup>, 2002**

**Topic: Organizational Change and the Project Manager**

Organizational change can have a large impact on the career of a Project Manager. Join Les Bell in analyzing the various approaches to organizational change and the effect they will have.

**Speaker: Les Bell**

Les Bell has been in the Banking industry (UK and Canada) for almost thirty years, 23 in IT. He has managed many leading edge projects at the Royal Bank of Canada. In 1997 he was engaged to set up the Project Office in the IT division, and its success has been recounted in Computerworld, the Globe and Mail and a business management textbook published by Prentice Hall entitled "In Search of Excellence". In February of this year he was appointed Director of Advanced Technology in the eBusiness Technology group. He is a member of PMI Southern Ontario Chapter and sits on the Industry Advisory Board for the Faculty of Business Management at the University of Toronto. He is also on the advisory board for ProjectWorld Canada which hosts Canada's primary project management conference.