CTT CHAPTER NEWS

Issue 5   December 20th, 2001

Letter from the President

Our membership continues to grow. At the end of November have 237 members. The finishing touches are being put on our business plan for the upcoming year. A hint of some of the things to come include looking to partner more tightly with local businesses and education institutes. Our REP program is in place and serving the 47 plus PMP's chapter members. Those of you who attended the November dinner meetings were treated an informative and entertaining evening on the PM Balanced Score Card by James Norrie.

There are a few things to key your eye on in our profession:

PMI Head Office has released the newest exposure draft of a document call the Project Management Competency (PMC) Development Framework. The intent is to provide project managers and their organizations with a framework on how to manage the professional growth of a project manager. Our profession is no longer viewed as one that is the end of a journey. PMI is working to stay ahead of the requirements of our employers and keeping our profession current.

Another interesting development is the research being done by a professor at Athabasca University on how do we sell PM to executives. Dr. Janice Thomas, Program Director, MBA in Project Management is an Associate Professor, Centre for Innovative Management at Athabasca University. Her research confirms the importance of having executive support for a project. But how many of us have real executive support for our projects? This concept is especially important for those of us who work in the consulting arena and are asking customers to pay for project management. Contracts are now being based on the success criteria associated with a project. Dr. Thomas has published her working papers and presented the result of phase 1 and preliminary results of phase 2 of the research project at the PMI conference in Nashville. I'm sure the final results of her research will provide all of us with some additional tools to use in ensuring the success of our project. Look for PMI to publish the final report in 2002.

The PM profession is certainly developing and helping to improve the effectiveness of change in today's business environment. Thanks to those who participated in our members survey, your chapter has a host of ideas on how we can serve you locally.

One last note regarding elections. Your current Board of Directors has now been in place for almost two years. As it takes time to properly plan an election, we are beginning that process now. Our elections officer is Jim Sauve. He will be looking for volunteers to help with the elections committee. I encourage everyone to consider becoming more involved and possibly run for one of our four elected positions. More information will follow.

Your CTT Board of Directors wishes the very best of the season to all of our members, friends and their families.

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

The PMI CTT Executive

Denise Barrett - President

Clay Eccles – Vice President, Education
Joan Gough – Vice President, Membership, Recruiting & Community Affairs
Michelle O'Donovan - Vice President, Finance and Treasure

Ashok Goyal - Director of Communications
Barb Daterra - 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
Lois Bowman - Director of Certification
Margaret Charles - Director of Volunteer Coordination
Trina Reis - Director of Events
Open Position - Director of Sponsorship

Spotlight on Joan Gough

Joan Gough, PMP is your chapter Vice President of Membership. She obtained her PMP in 1996 and has recently re-certified her accreditation.

Having been in the IT business for over 20 years now Joan has a wide and varied background in project management. Her career has spanned financial services (3 local companies), education and manufacturing.

She is currently employed by Clarica as a senior project manager in their IT organization. She has previously worked for two other insurance companies in Waterloo. She started her career with General Motors in Oshawa as an Energy Analyst. This was followed by an analysis/programming position at the University of Western Ontario.

During this time she completed her degree with a Bachelor of Arts.

Joan's passion for project management is evident to all who work with her. She takes pride in the growth and acceptance of project management principles at Clarica and is seen by her colleagues as an expert in this field.

"It has been a wonderful experience to be involved in the PMI-CTT chapter from the very beginning". She thanks the dedicated volunteers of the Membership and Recruiting committee; Margaret Charles, Director of Volunteers; Caroline Lennox, Director of Membership and Recruiting and Deborah Strauss, Director, Community Affairs.

Joan is married and has two wonderful (although tiring) children.

PMP CERTIFICATION EXAMINATION MEMBERS PLANNING TO TAKE THEIR PMP CERTIFICATION EXAMINATION WITHIN THE NEXT SIX MONTHS AND REGISTERED EDUCATION PROVIDERS ARE STRONGLY URGED TO IMMEDIATELY VISIT

http://www.pmi.org/certification/new/ImportantNotice.pdf

THIS NOTICE FROM PMI EXPLAINS THEIR NEW SCHEDULE FOR INTRODUCING CHANGES IN THE PMP CERTIFICATION EXAMINATION

WEBMASTER UPDATE:

The website just keeps growing, growing and growing... And we do have growing pains as we work hard to implement new functionality in future such as forms, members secure area, chat etc.

It has been a fabulous year. Let me take this opportunity to wish each and everyone of you Merry Christmas, season's greetings and a very happy new year.

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

Working Cross-Functionally

Working cross-functionally poses a challenge for any project manager. Team members have functional commitments and loyalties. Resource managers have functional goals and priorities. It usually falls on the shoulders of the project manager to bridge the gap between managing a project that is cross functional, within an organization that is aligned functionally. (There are management systems that can minimize these matrix problems, but very few organizations have them in place.)

The key to managing your cross-functional projects is gaining commitment from the members of your team and project alignment from the functions. Here are seven tips for making your cross-functional projects more successful.

1. Start your project with clear direction and strong support from your sponsor. Make sure you obtain a charter from the sponsor before you begin project planning. The charter should outline the expectations, limits and priorities for the project. If your sponsor doesn't write the charter, write it with the sponsor or write it yourself and then review it in depth with her. Make sure she signs off on it when you're done. Also, review the charter with each resource manager before you ask him for the resources (people and/or money) you need for the project.

2. Obtain team member commitment to the project by involving them in project planning. Use a project management method that encourages team participation. Participation builds understanding, commitment and accountability to the project.

3. Make sure key resource areas have representation on the team. For key stakeholders that do not have representation, assign a team member liaison to communicate with that stakeholder. Also, create a communications plan for regular communications with all stakeholders. Copy resource managers on all status reports and have team member representatives review project status with their resource managers.

4. When the project plan is complete, review it with each resource manager and have him sign off on it. Approval of the plan signals their commitment to providing the resources as prescribed in

the plan. If they refuse to sign, ask them what changes would be required to the plan in order to gain their commitment and approval. Don't begin execution without commitment from the resource managers.

5. Keep project ownership on the shoulders of the project team during execution. This is done by maintaining team participation during status reviews, when identifying and analyzing problems and creating action plans, and when evaluating change requests. When a problem arises lead the team through a process of deciding on the best course of action. By letting them own the problem and develop a solution, they remain committed to seeing the project through to a successful conclusion.

6. Solicit help from your sponsor when you can't resolve problems on your own. She should be in a better position to lobby resource managers to provide support that you probably are. She can also escalate issues for you. Ensure sponsor involvement in the project by working with her to create the charter, inviting her to the kick-off meeting to review the charter with the team, reviewing the project plan with her and having her sign off on it, issuing regular project status reports during execution, holding regular project review meetings with her and soliciting her feedback on the performance of the project and on your own performance throughout the project process.

7. Solicit feedback from resource managers throughout the project. Feedback can be obtained through face-to-face meetings and/or through simple survey feedback forms. When using a survey form, make sure you close the loop by reporting back to the resource managers on the results of the survey and on your action plan for dealing with the issues raised.

Working in a cross-functional environment is certainly a challenge but not one that is unmanageable. Try the seven tips listed above and see if they don't help you minimize the problems that emerge from working in a matrix.

****

Elections are an important event in any organization and the first elections for the PMI-CTT chapter will be taking place in the spring of 2002. Volunteers are needed to ensure the planning and execution of this milestone event is first class.

Previous experience is not required but would be helpful. Contact Jim Sauve (jsauve@golden.net or 576-4697) to volunteer or obtain further information.

We would like to wish all of you a very happy and safe holiday season

Nashville Leadership meeting Nov. 1st – Nov. 3rd 2001

The PMI Leadership meeting was a great event this year. Your CTT chapter officers attended along with component officers from around the world. The Chapter and PMI sponsored Clay Eccles, Vice President of Education, and he has provided the following report:

The leadership meeting was an opportunity to meet and share ideas with our peers from other chapters. Some of the chapters have been in operation for many years. We received great advice from experienced people. We also had a chance to meet people from PMI Headquarters. It was good to meet and thank the individuals that have been assisting us.

I believe that my participation at the Leadership meeting will allow us to improve our services to the CTT membership. Some of the advice that we received has been used in our 2002 planning.

Communication:
It was not surprising to find that effective communication was a common theme for discussion. In order for a chapter to meet the expectations of its members, the chapter officers must listen and learn to discover the specific needs of the chapter membership. In order for PMI to meet the expectations of its members, PMI officers must listen and learn to discover the needs of the chapters and members.

Each of the sessions opened with the following theme:

The Five C's of Leadership:
- Communication
- Collaboration
- Customer Service
- Cooperation
- Confidence

I asked several of the experienced officers from other components if they could summarize the purpose of their organization. They often responded with something like: "…We work together with others to discover and satisfy the needs of the membership…".

PMI Initiatives:
PMI have a number of initiatives underway in the Professional Programs area. Beginning in early 2002, PMI will be implementing a new certification - the Certified Associate in Project Management (CAPM). The program will mimic the PMP, but will require less hours and months of experience. For applicants with a bachelor's degree, the application requirements will be 1500 hours and 12 months of experience within the last 2 years. For applicants with no bachelor's degree, the application requirements will be 3000 hours and 24 months of experience within the last 4 years.

E Learning is another initiative underway at PMI. PMI and Registered Education Providers will be offering web-based instruction, CD-ROM based instruction and audio/video conferencing. The CTT chapter education committee will be following these developments and we will keep you informed.

PMI Future:
2001 (actual): 85,000 PMI members, 300 components (chapters and SIG's)
2005 (forecast) Between 250,000 and 300,000 members, 700 components

It was clear from several presentations and comments that PMI have been struggling to keep up with the membership growth. In the future, they must be prepared to handle the membership growth, and respond quickly to satisfy the needs of the membership.

PMI need to become an agile, nimble organization, quick to respond to the changing needs of the membership. One of the PMI board members summarized: "We must listen to the members, learn what it is they need and lead the way".

I feel that working together, listening, collaborating and cooperating are essential abilities for successful team efforts. I will be working with the chapter officers to develop these skills and improve our services to the CTT membership.

- Clay Eccles

A Very Special Congratulations to those members of our Chapter who have recently received their PMP designation…

Kurt Bradley Sinding
Goutam Ghatak
Peter Francis Aultman
Geoffrey Ireland
Linda Hayes

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.

HAPPY HOLIDAYS

The next dinner meeting will be held on January 31, 2002

This meeting will provide information on how to build your own Project Management Methodology. All organizations are unique with respect to their strategic objectives and the policies, practices and procedures that are in place to support those objectives. In today's business world, where corporate success is synonymous with project success, it is vital to implement a methodology that provides team members with a company specific set of project management practices and procedures.

The topic will be presented by Len Cormier, president of Quest Project Management Services, a consulting company that provides project managers, project management course development and delivery, and project management methodology development and implementation for corporate and academic clients.

For more details on this and other upcoming events, please refer to your chapters website www.pmi-ctt.org".