

### *Letter from the President*

210 members!!! All in the course of one year. The representation is amazing. There are 15 members from Guelph, 14 from Cambridge, 51 from Kitchener, 57 from Waterloo and the remainder from outlining areas. There are 41 members who have obtained their PMP certification, that's approximately 20%. There are 117 men and 93 women. Our job titles include President, Vice President, Director, Manager, Team Leader, Project Manager and Analyst. We have representatives from manufacturing, education, finance, insurance, high tech and consulting. What does all this mean? It means that project management is a valuable skill set to almost every role in every industry in Canada's Technology Triangle area.

It's been an amazing year and the upcoming year is shaping up to be even better. All of our dinner meeting dates are set and speakers are confirmed. We had lots of great feedback from last year. You asked for a case study, you got it – that was the Sept 27<sup>th</sup> dinner meeting. There are presentations on soft skills, hard skills and change management. We are honored to have some of the best speakers in our field addressing our chapter. Visit our web site for the details.

Our board of directors has taken our lessons learned and is in the process of turning them into policies for the chapter. Discussions have also begun on elections. More information on that will follow.

Just to keep these dedicated individuals fresh in everyone's mind, here is the list of hard working project managers that have volunteered their time in order to make our chapter such as success:

Michelle O'Donovan - Vice President, Finance and Treasure

Open Position - Director of Sponsorship  
Heather Heick - Director of Budget

Joan Gough – Vice President, Membership, Recruiting & Community Affairs  
Caroline Lennox - Director of Membership & Recruiting  
Debora Strauss - Director of Community Affairs  
Margaret Charles - Director of Volunteer Coordination

Clay Eccles – Vice President, Education  
Lois Bowman - Director of Certification  
Dan Walsh - Director of Re-Certification  
Barb Daterra - Director of Mentoring

Denise Barrett - President  
Trina Reis - Director of Events  
Ashok Goyal - Director of Communications

For the many activities plan for our chapter please visit our web site [www.pmi-ctt.org](http://www.pmi-ctt.org) The membership group is currently working on a survey to find out how best to serve our members' needs.

Thank you all for your participation. Please be sure to forward your ideas and comments to the appropriate BOD member.

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

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## ***Spotlight on Clay Eccles, Vice President of Education***

After graduating university with a degree in Business Management, Clay moved to Mississauga to pursue a career with Litton Systems. This first position afforded Clay the opportunity to work with project planners and project planning software. He moved through a variety of positions, including system analysis and system management. Clay found that he had a special interest in data modeling and moved to Trans Canada Pipelines as a data analyst.

In 1989, having heard good things about a company called Babcock and Wilcox in Cambridge, he investigated another career move. Hired initially as a project planner, Clay's project planning expertise evolved to include engineering, manufacturing and construction planning for power station projects.

Clay made a career move to NCR Waterloo in 1997. He held several positions at NCR including project manager and program manager of software engineering and system integration projects. Clay has recently set up a home based consulting business. He has always enjoyed working with teams to plan and execute projects. He believes that the PMP designation is an important credential. It indicates that the holder has achieved a level of project management knowledge and can set career goals and achieve them.

Clay believes this has been a great year for the project management profession in Canada's Technology Triangle. We now have over 40 Project Management Professionals in our local chapter.

- Clay Eccles  
Vice-President, Education for the PMI-CTT Chapter

### **WEBMASTER'S UPDATE:**



Welcome back! Hope you had a great summer and noticed that the ListBot service on our website has been taken down. The ListBot offered automatic member registration to our mailing list and was free to us. Microsoft in August 2001 replaced ListBot with a paid service resulting in our discontinuation of the ListBot. PMI-CTT BOD had also realized that there were a number of other internal databases that overlapped the member information collected from different sources such as event registration, PMI supplied data etc. So dropping from the paid service made sense!

The pmi-ctt web site is full of resources. It has sample presentations from the past events and contains up-to-date information on upcoming PDU changes. Please let me know if you have any suggestions for improvement. Until then, happy surfing

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

## ***Can you donate your time?***

Volunteers are an integral part of ensuring the continued success of the CTT chapter. We currently have a number of people that have offered to volunteer their time and effort, and we would like to express to them a sincere thank you. If you would still like to become a member of our volunteer team, please send a message to Margaret Charles at [Margaret\\_Charles@manulife.com](mailto:Margaret_Charles@manulife.com)

## **Professional Development Program Updates**

This is a reminder to all PMP®s who need to re-certify by 31 December 2001: To maintain your good standing as a PMP, you must have reported at least 60 Professional Development Units (PDUs). If you have satisfied the PDU requirement, you will shortly be receiving a Certification Renewal Packet from the Certification Department. The next PDP cycle will begin 1 January 2002. Failure to satisfy the program requirements by the cycle expiration date will result in a change of your certification status from "active" to "suspended." If the requirement is not satisfied within 12 months of the date of suspension, the certification status will change from "suspended" to "revoked."

All PMPs who are eligible for Certification Renewal (those who have a certification expiration date of 31 December 2001 and have met the 60 PDU requirement of the Professional Development Program) will be sent a Certification Renewal Application. This application will be sent out in the beginning of September. After the completed Certification Renewal Application has been received by PMI, a new PMP Certificate, a new PMP lapel pin, and a camera-ready PMP logo (for business cards) will be sent to those individuals.

The Certification Board Center (CBC) Board of Directors has approved changes to the Professional Development Program (PDP) effective immediately and retroactively to 1 January 1999. The changes are as follows:

Changes to Category 2 (Previously "Service to the Profession," now "Professional Activities"):

-A new professional activity area that PDUs can be earned in has been added to the existing areas. A PMP who provides at least 1500 hours of professional project management services to employers or others annually will be awarded five PDUs per year, or 15 PDUs per three-year cycle

-The point values for Category 2 have been adjusted to reflect the current industry values

-Self-Directed activities have been eliminated. However, PMPs who have already completed and submitted a reporting form for self-directed activities will not lose these PDUs. Those in the process of completing a self-directed activity can earn PDUs for it until 31 December 2001

Changes to the overall PDP program:

-A PMP can "rollover" to the next PDU cycle up to 20 PDUs that were earned in the previous cycle that are in excess of the 60 PDUs required to satisfy the PMP Renewal Requirement. The rolled over PDUs must be earned in the last year of the cycle.

Updates and additional information about the PDP program can be found on the PDP section of the Certification Web page. Questions or comments regarding the earning and reporting of PDUs should be direct to Dr. Joseph Zerby (pdp@pmi.org), Professional Development Program Coordinator. Other PDP inquiries can be directed to Christine Falls (cfalls@pmi.org), Certification Program Associate.

- Daniel Walsh, PMP  
Director of Re-Certification for the PMI-CTT Chapter,  
and Project Manager, Research In Motion

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

Barbara Harbison	Ingrid Wessel
Caroline Lennox	James Bruyn
Dale Aveling	Jeff Lapierre
Dana Jack Trimmer	Judy Rys
Darren Gilroy	Kimberley Gilchrist
Dave Barrett	Marg Pearson
Debra Bannister	Parisa Belvea
Dianne Evans	Sharon Elaine Blom
Heather Heick	

## ***Shocked But Motivated to Act: the Effective Project Manager***

As project managers, we are by definition leaders in whatever organization we work with. How we conduct ourselves in light of the events of September 11 can have a dramatic impact on how quickly and easily our organizations move forward. One of the marks of a good leader is to look beyond the current situation and create the environment so that other team members can achieve the future milestones. By focusing on the critical path and assessing any additional risks, and proposing negating strategies, you as a project manager can help your fellow team members concentrate on what is important and not yet urgent. Besides staying focused on our current project work, we can offer even more to the people around us at work.

Traditionally, “ongoing” or day-to-day operational managers have strived for efficiency, and project managers have tended towards effectiveness. Given the current requirements of many organizations to function outside of the normal operating parameters, many line or operational managers will be struggling. As project managers, we can help.

I would suggest the creation of three projects to be coordinated by a project management office (PMO) or crisis management team (CMT) which would provide stability and internal direction to operational managers and others.

The first project would have a duration of 3 months, with the primary objective of identifying and assessing the risks associated with recent and anticipated events. This might include examination of using rail service versus trucks for the shipment of finished goods, wired IT solutions versus wireless applications, and individual desktop ‘teleconferencing’ versus air travel.

The second project would have a 6-month duration. The objective of this project would be to negate the impact on yearend operations across the organization. Some companies will be able to dust off the ‘Y2K’ procedures and simply update their yearend procedures accordingly.

The third project would have a duration of one year and would be focused more on strategic disaster recovery methods and the negation of operational risks. This project would concentrate on integrating new risk factors into business plans, forecasting and budgets so that going forward, the organization would be better prepared from an operational point of view to address any significant events in the future.

By having the project managers focus on their current projects, and by establishing this three-prong initiative to negate the negative impact, the mindset of other team members in the organization can be refocused to the future and help those who may be feeling still immobilized to get on with the tasks at hand. To quote one commentator, “We are all in shock. We need to use the shock to motivate us to act positively.”

- Scott Dodd

### **The next dinner meeting will be held on *Thursday, November 29, 2001* .**

This meeting will provide an overview on how to use the “Balanced Scorecard” as a Project Management Tool to increase on-time, on-budget and ON-STRATEGY project delivery.

Our guest speaker will be Mr. James Norrie, an accomplished consultant skilled at leading the development and execution of strategy. He is currently the President of E-Venture Consulting.

## ***WELCOME!***

While we continue to thank everyone for your continued support, we would like to extend a very warm welcome to our newest members.

Adele Bentivegna  
Afrasiab Mirza  
Albert Calamatta  
Anthony Pimenoff  
Barbara Worthington  
Brian McConnell  
Bryan James MacFarlane  
Celia Medcalf  
Cesar Zenteno  
Christopher Barran  
Christopher James Maxwell  
Dana Jack Trimmer  
Debra Bannister  
Diane O'Reilly  
Dominic Savio Fernandez  
Doug Clarke  
Elaine Patricia Reed  
Frances Irene Tuncel  
Gail Patriquin  
Gary Beckenhauer  
Gary Charles Watson  
Geoffrey Ireland

Geoffrey William Hays  
Gordon Hague  
Goutam Ghatak  
Henry Joseph Companion  
James Bruyn  
James Martin  
Jeff Hoppe  
Joanne Yamaguchi  
John Alexander Nixon  
John James Robertson Vice  
John Lindsay  
John Sterle  
Jonathon Matthew Oberholzer  
Jonathon Shine  
Jose Figueroa  
Judy Shulist  
Julie Rastelli  
Karen Kibbler  
Kathryn Muir  
Kirsten Johnson  
Kurt Bradley Sinding  
Linda Hayes  
Maria Mei Ling Fan  
Maureen Ramsden  
Michael James Tikal  
Michael Lahn  
Mick Chaney  
Nancy Paymayer  
Neil Irwin  
Parisa Belyea  
Paul Stables  
Peggy Anne Moore

Peter Chow  
Peter Francis Aultman  
Peter Richard Gausden  
Rafael Dorantes  
Ray Kosumovic  
Richard Meertens  
Robert Ian Adare  
Robert Morrone  
Ryan David Harkins  
Scott Totzke  
Serge Andre Solski  
Shankar Mattay  
Sheikh Najam Saeed  
Sherri Brouwer  
Shirley Hayes  
Silvia Di Donato Wright  
Steve Gomez  
Steve Hornett  
Steve Pipilas  
Steve Richard Mosley  
Susan Carreon  
Susan Caryl Somerville  
Susan Marisa Ksiezopolski  
Suzanne Patricia David  
Tina Mandy Newsham  
Tom Feung Liang  
Tracey Lynne Ormerod  
Trent Randolph Tucker  
Wendy Willis

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## ***An Evening with Andy Thomas***

### **Branding for Success – Implementing a New Identity**

The evening began with Trina providing everyone with a Chapter update and a warm welcome to all new members and newly designated PMP's.

We progressed to a quick but effective seminar on Brand Identity given by Andy Thomas. Andy is the Managing Director of Brand Active, and has extensive project management experience within the telecommunications field.

Working through the 4 phases of his project life cycle model, he showed us how project management helped him work through the Alcan Inc. / Alusuisse

name merger. This walkthrough included how Brand Active established the "kitchen table process" and some information on what he believed was key to the success of the Alcan/Alusuisse name merger project...an example of these items being:

- Always keep some quick win tasks and deliverables
- Clearly define roles and responsibilities within your team and your client
- Client Communication plan is a key to success

Upon completion of the seminar, Andy was presented with a gift from the CTT chapter as a commemorative thank you for sharing his knowledge with us. Thank you to Andy for an informative evening.