

## *Letter from the President*

The Project Management Institute, Canada's Technology Triangle Chapter has lost it's potential!!!

It's been an exciting ride but we've finally made it. March 30, 2001 PMI Head Office approved the charter for our chapter and by doing that, removed the 'potential'. Was there ever any doubt, certainly not! It simply took time.

So what's the big deal? The big deal is we can now take our chapter to the next level. For those who have been waiting to join until we have been deemed a chapter, the wait is over. For the organizations that have invested in our potential, your faith in us has proven founded. Now it's time to say thanks –

- To the organizations that had faith enough to invest in our future, my sincere thanks.
- To the other PMI chapters that have supported us in various ways, we wouldn't be here without you.
- To project managers who have volunteered their time and talent, I just can't say thank you enough.
- And finally to PMI Head Office, I am proud to be associated with an organization that has shown such a high level of professionalism and commitment to their chapters.

What's next? Let's see,

- we have an informative web site that clearly provides information and links of interest to our members,
- we have published two professional newsletters with articles informing members of our activities, we offer two education programs to assist our members,

- we have put on 3 dinner meetings with topics that have drawn 100+ participants to each meeting and
- we are running a mentoring program so that local project managers have a means to get assistance when required.

Recently the members of the board of directors have submitted their business plans for this fiscal year. These plans are currently being evaluated and prioritized. There are lots of great ideas we just need to find the time. You can look for more great things to come.

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

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## **Project Management Education Information Session**

PMI-CTT, with the assistance of NCR, hosted a Project Management Education Information Session the evening of February 27<sup>th</sup>, for an audience of about 60 people. We welcomed Keith Farndale, President of Procept Associates Ltd., and Darya Duma, Senior Consultant with Procept.

Keith presented information on the qualification process to become certified as a PMP. Keith shared his insights into the examination, and the study process. With regard to the qualification process, Keith offered the following tip when submitting your application and resume to PMI: make sure that your "Experience Verification Form" matches your resume!

Keith also outlined a potential timeline for taking project management courses offered by Procept, in relation to writing the PMP exam. For example, a person new to project management, or unfamiliar with the PMBOK® Guide, may be interested in taking the three-day "Project Management Applied Tools & Techniques" course. A more experienced project manager may consider taking the six-day "Comprehensive Project Management" course. The PMP Exam Preparation course is a three-day condensed version of the above six-day course, intended to prepare a person to write the exam.

Keith addressed the question of "how do you know when you're ready to write the exam"? Try the sample questions on PMI's website. You should be confident you are doing well with the questions before writing the exam. You may wish to make use of sample exams, which are available commercially. When you write the exam, approach it from the perspective of a "generic" project manager, rather than from your own personal experience in your industry. Beginning in January 2002, the exam will be based on the 2000 Edition of the PMBOK® Guide.

Among the audience, several people expressed interest in attending the Exam Preparation course, to be offered by PMI-CTT. Registration information is available at <http://www.pmi-ctt.org/education.htm>

Following Keith's focus on PMP Exam preparation, Darya provided the group with an outline of the "Project Management Applied Tools & Techniques" course. Darya explained that if you are not familiar with, *and using*, WBS (Work Breakdown Structure), this is the course for you. Two and one half days of this three-day course focus on the Initiation and Definition phases of the project life cycle, while the last part of the course addresses the Implementation and Completion phase. There is considerable time devoted to an exercise involving WBS (whereas the "Comprehensive Project Management" course assumes you know this, and spends a short period of time on WBS). PMI-CTT is pleased to offer this course on June 4, 5 and 6<sup>th</sup> in Waterloo. Registration is full for this class.

Copies of Keith's and Darya's presentations are available at [www.pmi-ctt.org/events](http://www.pmi-ctt.org/events).

PMI-CTT expresses its gratitude to NCR for their sponsorship of the event on February 27<sup>th</sup>, including the facilities and refreshments.

We thank Keith and Darya, for coming to Waterloo and sharing information with a very interested audience. Lots of questions were asked and answered, and it looks like our PMP population will be growing!

Lois Bowman, FLMI, ACS  
Professional Development Director – Certification  
Group Business Project Director  
Equitable Life of Canada

## ***An Evening with Dave Paradi January 25, 2001***

Dave Paradi was an excellent speaker. Dave's PLAN outlined the keys to making each project "your best project ever". An important aspect of the presentation was to focus on balancing life and the needs of the project, with some excellent suggestions for developing the skills to ensure overall success.

The new location provided opportunities for networking and the food was excellent.

Trina Reis, Director of Events, was the MC for the evening and congratulated Dave Barrett on achieving his PMP designation, offered everyone the opportunity to become a published author by submitting articles for the newsletter, offered the opportunity to volunteer at the PMI-CTT booth at Project World March 20-23, and called on :

Joan Gough, Vice President, introduced the speaker  
Denise Barrett, President, provided a Charter update  
Clay Eccles, Director of Certification, provided an update on the Feb. 27 Information session  
Michelle O'Donovan, Vice President, provided a motivational comment

The next dinner meeting was announced for March 29 with Donna Baba as the guest speaker. It was an excellent evening.

Jim Sauve

### ***Welcome to CTT's new Director of Volunteer Coordination***

The PMI-CTT executive are very pleased to welcome Margaret Charles as the Director of Volunteer Coordination. This is a very important role for our chapter because our greatest asset and strength are our volunteers.

For all those PMI-CTT members who would like to actively become involved in our chapter, please contact Margaret at [Margaret\\_Charles@manulife.com](mailto:Margaret_Charles@manulife.com)

## ***Other Chapter Events:***

### **Forthcoming Meetings**

April 9, 2001 – Holiday Inn, 2125 N. Sheridan Way, Mississauga

"Global Communications Special Interest Group"

Speaker: Ion Drumea, P.Eng., PMP, MBA. Co-Chair PMI GCT-SIG

This will give PMI members a chance to explore the benefits that may be obtained by belonging to a SIG. There are SIG's within PMI covering most industries. You will learn what SIG's exist and how to join or obtain information about them

For more information please contact Pappur Shankar; [p.shankar@home.com](mailto:p.shankar@home.com)

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April 19, 2001 Annual General Meeting/Tools of the Trade: Facilitation Skills. Annual General Meeting.

Novotel Hotel, Park Home Avenue, North York.  
Speaker: Gina Davidovic PMP, Bay 3000

Topic: Do you have one of the most 'in demand' skills for a leader? In this presentation, Gina will share with you insights into facilitation in project environments and leave you with a host of practical tips and techniques that you can add to your project management competencies.

For reservations or more information, please contact the Southern Ontario Chapter office at 416-381-4058

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May 24, 2001 - Novotel Hotel, Park Home Avenue, North York

"Supporting the Project Management Profession at Bank of Montreal"

Speaker: Robin Dhillon, PMP

This presentation will describe the journey taken by the Bank of Montreal to establish project

management as a recognized profession within the bank. Also, the presentation will focus on the business drivers that have made project management a key priority for the Bank of Montreal.

For reservations or more information, please contact the Southern Ontario Chapter office at 416-381-4058

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***Fear Not!  
We are a Regional Chapter...  
not a Technology Chapter.***

Some of the passers-by at Project World asked if we are a Technology chapter, and it made me realize that people from outside our region may not realize that we are a regional chapter, not a SIG (Special Interest Group). This got me to thinking....I wonder if we are perceived as a Technology-focussed Chapter?

"CTT" stands for "Canadian Technology Triangle", which is a geographical name for the Kitchener-Waterloo, Guelph, Cambridge region. It is not specific to our Chapter, or any other local group. We are here to serve all project managers in this region, and any others that care to join from other areas. Our speakers, and our content are going to be targeted towards this audience, so everyone can reap the benefits of PMI-CTT.

This brings up another important topic... **Please tell us what you want!** We aim to please our 'customer' (YOU), so that you will help us build this chapter year after year, and anchor project management solidly into the Canadian Technology Triangle. In project management terms, we want to gather requirements and deliver to spec! So, what do you require from us to feel that you've benefited from being a member? What do you like so far? What don't you like? Let us know at [dbarrett@pmi-ctt.org](mailto:dbarrett@pmi-ctt.org) See you at our next meeting and Thank You for making PMI-CTT such a tremendous success today.

Caroline Lennox is Project Manager at CheckFree i-Solutions and Director of Membership, PMI-CTT

## **WELCOME!**

Our membership as of March is 125 members and growing. While we continue to thank everyone for your continued support, we would like to extend a very warm welcome to our newest members.

Sharon Elaine Blom  
Clay Eccles  
Donna Fitzsimmons  
Robert Gallivan  
Jordan Heron  
L. Blair Sinclair  
Patricia Anne Walker Mann  
John Colling  
Sharon Frances Fay  
Vartkes Peltekoglu  
James Vanderburgt

John Donald  
Marva Layne  
Steve Royall  
Alison Gowland  
Terence Pritchard  
Jennifer West  
Dale Aveling  
Jayne McMillan  
Mike Kovatsh  
Domenica Picard  
Roy Wagler

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



The Chapter's Website [www.pmi-ctt.org](http://www.pmi-ctt.org) has been updated to add ListBot service. This allows you to self register with your e-mail address and unsubscribe when you want to. You are in full control! The service also automates the tedious task of mailing event broadcasts. Please take a moment to visit the website, enter your e-mail address and click on the ListBot button to get registered. Any problems? Just contact our Webmaster Ashok Goyal at [agoyal@pmi-ctt.org](mailto:agoyal@pmi-ctt.org)

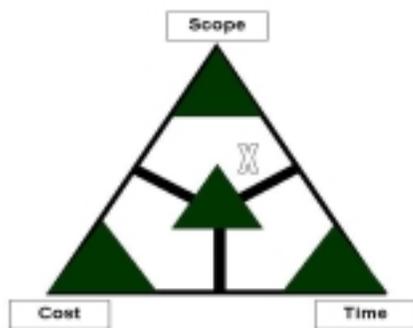
Ashok Goyal, MBA, PMP  
Webmaster & Director of Communications, PMI Chapter  
President, e-StrategicConsulting.com

## ***The SCT Triangle Methodology***

As project managers we all know the importance of effective communication. Part of this is gaining a clear understanding of the relative priority of Scope, Cost and Time from the client's perspective. Without that understanding we might be focussing on the wrong items, with the end result being a dissatisfied customer, and a less than successful project. The customer may be willing to pay more and wait for more features, or they may be willing to 'do with less' to launch the product quickly.

I attended a seminar 'Be SMART - be a Small Target' by Ken Hanley of KPMG in 2000, and obtained an excellent takeaway that I have used on a number of occasions in discussing project priorities with a client or business partner.

The SCT Triangle:



I ask the client to place the X in the whitespace of the triangle, to represent the relative importance they see of the three points of the triangle. The idea is they can't place it right in the middle, with the statement 'they're all important', and they can't place it exactly between two 'scope and time are equally important'.

As we continue to discuss the project, I constantly re-visit the triangle to ensure the 'X' hasn't moved. Invariably, the client starts with wanting the product as quickly as possible, this moves to 'not at the expense of quality or these particular features', or 'we only have a defined budget to work with'.

We end up with a clear understanding of priorities. An important message to the client is that all three are still important, but this triangle will be used to make recommendations when a decision needs to be made. The client also is the one to make the final decision, we just recommend.

It is also very important that the triangle be periodically reviewed with the client to determine if priorities have changed. Are there new budgetary constraints? Has a competitor launched a product so we need to stress Time more?, etc. Without constant communication, and validation of the SCT triangle, you could again get into hot water with the client.

Happy scoping!

Jeff Lapierre  
Project Manager  
Manulife Financial

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## ***Spotlight on Michelle O'Donovan, Vice President of Treasury and Finance***

Michelle is definitely one of those 'accidental project managers'. After graduating university with an honours degree in Computer Science, Math, and Economics, she moved to Kitchener to pursue a career with a small firm that produced a financial application for the DEC world.

This first opportunity afforded Michelle the occasion to work on the planning and application design of software releases. She moved quickly through a variety of positions, including client training and management of the software call-centre support team.

In 1987, Michelle realized that the PC world was expanding quickly, and joined a small PC reseller as their accounting instructor, where she trained and supported various clients.

Later that same year, having heard great things about a company called MicroAge, she investigated another career move. Michelle has been with that same organization since '87. Hired initially to manage the training and support of their accounting clients, Michelle's training expertise evolved to include network training and support, including Novell, OS/2 and Microsoft. Her technical credentials include a CNE, MCSE, MCT, and an OS/2 Systems Engineer designation.

Michelle has held several positions at MicroAge (now Metafore), including management of their human resources department, sales, and then, missing the client solutions work too much, back to professional services. Michelle has always enjoyed the client interface, and began providing project management for clients to execute major rollouts and platform upgrades.

Michelle is now Chief Project Officer at Metafore, and has a staff of 8 project management professionals providing contract services to their Fortune 500 clients. She believes that the PMP designation is a requirement for her team members, as clients are now setting the designation as the benchmark for a consistent approach to project management.

Michelle is also a mother of two young children (aged 2 and 5), and tells all that she works to live vicariously through her husband's passion in life, Ironman competitions. Brian is a 6-time Hawaii Ironman finisher, and has been a long-time athlete in triathlons, which has taken them to such great places as Australia, England, New Zealand, Mexico, Germany, and of course, Hawaii. Their annual vacations revolve around the Ironman circuit, and their two children are aptly named after their lifestyle.

When Denise Barrett approached Michelle in the spring of 2000 for her support in establishing a PMI chapter locally, it was a fantastic opportunity to bring together the area's project management professionals to share and grow their knowledge and expertise. Michelle believes this has been a great year, where interest in the chapter has grown from those few

involved in initial discussions, to the 400+ people that we communicate with each month.

Michelle is honoured to be part of this fantastic initiative, and looks forward to proving her continued support in this worthy endeavor.

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## ***So, what's the Difference?***

Tracking Risks, Issues and Action Items

March 29, 2001

What's the difference between tracking a risk, an issue, or an action item? How do they relate? Depending on where you work, issue tracking, risk tracking, and action item tracking can have different meanings. I've always been big on tracking risks, but only recently did it become clear to me how big-picture risk tracking links directly to issues and action items. In effect, any risk can give rise to multiple issues, which in turn require multiple action items. By differentiating between risks, issues and action items, you can more effectively manage risks by understanding the mapping between them and action items, more clearly track issues by understanding their root causes, and better manage action items by understanding their context.

**Risks**-are identified at the beginning of a project, and updated throughout. Risk identification and a risk management plan (mitigation, triggers, contingency, residual risk) are the focus. Managing the top 5 risks at any given moment is critical to project success.

**Issues**- arise when a specific occurrence of a risk occurs during a project. Issues may not be within the control of the project manager and therefore need to be escalated immediately. Other issues may be within the project manager's control, and can be managed accordingly. Action items may surface as a result of either course. Managing issues is also critical to project success.

**Action Items**-often appear in meeting minutes, whether they are scribbled on a personal notepad, or formally identified and tracked. They can also show up through informal communications, e-mails, telephone calls, or middle-of-the night panic attack voice mails. They can also be the direct result of issue tracking. An incidence of a risk has been

identified (issue), it needs to be managed, and action items have been created to manage that issue. It's easy to get lost in a swamp of detail, and lose track of what's critical to success. Mentally mapping action items back to their risk, and assigning priorities helps maintain focus.

Caroline Lennox  
 Project Manager  
 CheckFree i-Solutions and  
 Director of Membership, PMI-CTT

