

CIPScene

Canadian Information Processing Society, Calgary Section DECEMBER 2002



CIPS Presentation

DECEMBER LUNCH MEETING

"Knowledge Sharing and Networking"

Technology Market Forces

It is estimated that, by 2005, the global online population will reach 858 million people. As this online population grows, the networks, computers, applications, and skilled professionals enabling these activities will play vital roles in business success. Major companies providing the products, services, and support involved in this sector will also play a pivotal role. Strategy will be a predominant factor in how these companies continue to advance and commercialize technologies to meet the market's needs.

At the December CIPS Calgary luncheon, Mr. Mark Tolliver, Executive Vice President, Marketing and Business Development, and Chief Strategy Officer from Sun Microsystems will discuss market forces. He will share his views on current and future market forces and their impact on the evolution of Sun. This is a unique opportunity to hear from the gentleman who is responsible for strategy and business development at one of the most influential companies in our industry.

Mark Tolliver has more than 25 years of experience in the high-tech industry. At Sun Microsystems, he has held a number of positions, including General Manager of iPlanet and President of Sun's consumer and embedded division. Before joining Sun, Mark was Vice President of Marketing at MasPar Computer Corp. and spent 16 years at Hewlett-Packard Company. Mr. Tolliver holds an MBA from the University of Chicago and a BSEE from the University of Illinois.

Speaker

Mark Tolliver,
Sun Microsystems

Date

Wednesday,
December 4, 2002

Time

11:30 am
Registration

12:00 noon
Presentation

Location

Calgary Chamber of
Commerce
4th Floor, 517
Centre Street South

CIPS CALGARY JANUARY LUNCH MEETING

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Please register by noon on Friday, November 29, 2002 as seating is limited.

Register online at https://secure.nl2k.ab.ca/aplus/forms/cips_lunch.php or phone CIPS at (403) 244-4487. You may send a replacement if you cannot attend. Prepaid seats will be guaranteed until 12:00 noon, at which time they may be released for general admission.

CIPS Calgary has adopted a new payment policy for its products and services.

There will no longer be an option to be invoiced. All payments must be received before the service is provided. Payments may be made by credit card, cheque, or cash. If payment is to be made by cheque, please present the cheque at the event. **Do not mail it.** Cash payments will be taken at the door. No-shows will be billed if a reservation has not been cancelled two days in advance of the event.

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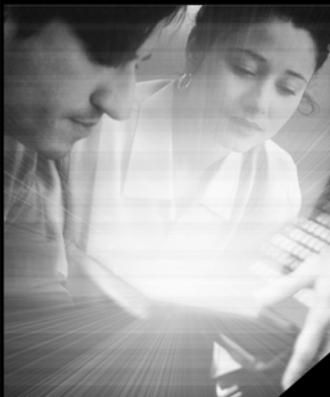
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The IT/technology market has certainly changed in the last eighteen months; blue chip corporations have reduced IT capital expenditure and infrastructure and applications projects have been severely reduced. In the high-tech market, venture capital dollars are hard to find and the unconditional love affair with anything wireless or web-based has been replaced by a more conditional kind of affection.

From a labour market perspective, this has caused some major changes. In 2000, we couldn't produce enough Computer Science graduates with Java programming experience. Non-IT mid-career employees were taking 9 months out to "re-train" as IT professionals. However, in 2002, we have an oversupply of IT skills in many areas and potential IT graduates are often considering other areas of study as they wonder if the IT bubble has burst. For the established practitioner, getting that next job or promotion may be a little harder than it once was.

While it is hard to see what the next major drivers might be in the IT world, it is safe to say that the "perfect storm" of the Internet/Telecom boom combined with Y2K will not be factors in the next technology wave. As IT professionals, it is time to realign with the new realities of the market and understand what they mean from an employment perspective.

As a person working in the Human Resource/Recruiting business, it became evident to me some time ago that there is a new reality with respect to hiring. Trends and factors are still emerging; however, I wonder if IT employees of the future will need to develop a set of skills which, while not exactly new, will become more necessary to possess.

Typically, the basis for most IT hiring is the technical knowledge and competence of the individual, and this won't change. But the major consideration in any IT shop in 2002 is ROI and the ability of the team to get work done on time and on budget (it could be argued that this has always been the case, but the reality is that right now there is far more scrutiny than ever before). So, as an employee, what can you do to fit into this world?

The following suggestions are by no means new skills; indeed they have always been important attributes. But I wonder if it's possible that, in the current climate, they have become more important.

- 1) Meeting the needs of the business and selling ideas is critical, so my suggestion is that every IT professional should, at some point, take a basic sales

training course. Why? Because the following skills are taught. (It is interesting to note that, when asked, most people consider themselves competent in the these areas, even though most have not had any formal tuition):

- Effective listening;
 - Questioning techniques; and
 - Flexible approach to finding a solution.
- 2) Since ROI is critical, increased financial awareness is needed, where we understand:
 - The critical success factors in determining ROI;
 - How a project or department budget is constructed; and
 - How to align your work habits to make a positive impact.
 - 3) Develop "Political Awareness". In the end, a system or project relies on the dynamics of the people involved and most successful people have the ability to navigate within the dynamic.

CONTINUED ON PAGE 16...

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Introspectus



Blake Kanewischer
Publications Director

Shakespeare, Cicero, Socrates, Anton Chekov, Marcus Aurelius, and Henry Wadsworth Longfellow all agree on something. But what is that something?

The fact that you can get six of history's most noted thinkers and writers to agree on something is pretty unique in and of itself...so it must be profound, right?

I would venture to say that it shouldn't be profound—but it is. "It" is knowing yourself.

What is knowing yourself? Self-knowledge is more than a superficial evaluation of one's strengths and weaknesses. It is a careful evaluation of yourself through a number of different lenses to gain a full picture of yourself.

What types of lenses exist to know yourself? Although I'm not a psychologist or human behaviour specialist, I know of several assessments and techniques to learn more about yourself:

- **IQ (intelligence quotient) tests** – these tests typically measure logical reasoning, general knowledge, mathematical aptitude, and the ability to see connections or patterns among (seemingly) disparate items;
- **EQ (emotional intelligence) tests** – these tests typically evaluate self-awareness, goal orientation, empathy, and interpersonal skills;
- **Locus of Control tests** – these tests typically evaluate whether or not you feel you are able to control the things that happen to you versus incidents being ascribed to fate;



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- **Moral reasoning tests** – people make decisions with moral overtones based on various criteria. These types of tests help to define the criteria you use to make moral judgments;
- **Myers-Briggs personality tests** – this test will describe your personality based on four axes: introversion/extraversion, sensing/intuitive, thinking/feeling, judging/perception. The combination of traits is then analyzed, as are subscores;
- **"True Colours" personality test** – this test will describe your personality in terms of dominant to less-dominant colours (or behavioural orientations). The CIPS board has done this, and it works wonders;
- **Type A / Type B personality tests** – these tests will help to define your underlying personality type – goal-oriented versus laissez-faire; and
- **Stress tolerance tests** – these tests will evaluate your underlying responses to stress and provide insight into your personality when faced with a stressful situation.

In short, it's clear that there is no lack of objective, evidence-based information out there that can be used to evaluate oneself. The emphasis on objectivity and evidence-based testing is critical here, as there are numerous pop-psychology texts that purport to provide critical insight without being fully validated.

So, you've taken a battery of tests, evaluations, and insight-providing materials. What do you do with them?

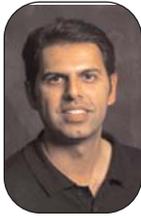
There are some schools of thought that suggest that introspection and reflection on the results alone will guide you towards the changes necessary to improve your performance in your work and personal life.

However, Abraham Maslow (of Maslow's hierarchy fame) provides a cautionary note. Maslow suggests that we have a "sensitive line," or a self-concept of ourselves that is fairly ingrained. Once this line is tested or otherwise challenged by others (or by oneself through test scores), people tend to become defensive and react negatively to feedback in these areas.

A rather superficial example of this is public speaking – many of us feel we do an adequate job of public speaking. I know I'm fairly confident in my own abilities, given my previous success at national and provincial levels. But when I'm evaluated on my public speaking skills, I become slightly ruffled when my proficiency is cast in a negative light.

CONTINUED ON PAGE 5...

CIPS and Career Pathways



Mohamed Teja, I.S.P.
External Liaison Director

CIPS Calgary and the Calgary Board of Education are teaming up to establish a summer internship program in Information Technology. This is the first initiative of its kind in Canada and CIPS

Calgary is proud to be part of it.

A Career Pathway is a multi-year sequence of career guidance, related coursework, and work-based learning experiences that supports students of grades 10 to 12 in their exploration of career choices. Designed by the Academy of Applied Academics at the Calgary Board of Education, the program will assist students in developing meaningful educational plans that will lead to productive, fulfilling futures beyond secondary and post-secondary schooling.

Having enjoyed tremendous success in historic industrial and manufacturing sectors, this program is expanding its wings to prepare students for the challenges and opportunities of the modern world. Many students are keenly interested in planning a fulfilling career in Information Technology and this

program will allow them to validate and directionally align and focus their learning goals.

The program is rooted in a skills-based curriculum that provides the students with sufficient and effective skills to carry out basic IT functions within the corporate environment. They will not be fully productive professionals of course, but will have enough capabilities to add value to the workplace while developing a taste for their long-term goals.

I believe this program not only benefits the students involved but contributes a great deal to corporations and IT businesses in Calgary by enabling them to be involved in preparing and shaping the future IT workforce through:

- the direct development of the students;
- providing feedback to the CBE to help continuously improve the curriculum content; and
- influencing career-based educational directions.

We are in the early stages of developing plans to help the CBE place students for six-week internships next summer. If you are interested in helping with this initiative, please contact me at m.teja@cips.ca and I'll be happy to meet with you to discuss your interest further. Meanwhile, enjoy the holiday season and stay tuned for an update as we progress with this initiative. Cheers! ☺

INTROSPECTUS

CONTINUED FROM PAGE 4...

However, there are two important ways to sidestep around the "sensitive line." One is to use reliable, valid, and objective measures—such as the instruments and measurements I've recommended above. A second way to step around the sensitive line is to have the feedback come from a respected or otherwise credible source.

For example, when other individuals who have achieved success in the international arena critique my public speaking, I'm more than willing to listen, because I know they've been there and done that—and their abilities (and results) speak for themselves.

If we were to simply reflect on our own results and attempt to work constructively to improve ourselves, we may find ourselves hindered by our sensitive line. The information coming in may be inconsistent with our opinions and views of ourselves.

By using a trusted colleague or friend as a sounding board to reflect back on some of the potential results, you may be able to transcend your sensitive line to continue to grow and mature as a person.

So what's the end result of all this growth and maturity? Many people would suggest that it's not going to be worth a whole lot to be introspective and reflective.

However, there have been several studies done that suggest there is an extremely strong correlation between emotional intelligence (of which self-awareness is a significant part) and workplace performance.

Since emotional intelligence can be taught and learned, it is possible to improve your self-awareness and thus, you may find that your workplace performance improves. While it can't be stated that emotional intelligence is a causal factor for improved workplace performance, it is related.

Instead of asking yourself, "Self, how much garlic do you want in here?", as Emeril Legasse is wont to do, ask yourself, "Self, how much knowledge do you want in here?" See how your results shift you toward increasingly operating in your comfort zone – and toward knowing why you operate in the zone you do. ☺

Project Management's Fifth Discipline: Part 2

Edgardo Gonzalez, CMC, I.S.P.
CIPS Alberta



Introduction

This is the second of four articles about what I have described as **Project Management's Fifth Discipline**®, or referred to also as **Performance Project Management**® (PJM). These articles appear each month as part of a series that discusses a proven approach to ensure the success of any project.

Performance Project Management® is the systematic and coordinated application of five supporting disciplines:



Figure 1 – PJM 5th Disciplines

The PJM's Fifth Discipline – Team Performance Management – is not about redefining project management or introducing new management practice. It is about improving Team Communications by changing the way project-related work activities are planned, organized, and executed to achieve superior results; it is also about Project Leadership and how to achieve superior team performance.

Based on three decades in the IT sector, dealing with knowledge workers and observing why so few projects succeed, I have found that, to consistently deliver projects on time and on budget, the strict and uncompromising application of the following four team Performance Realization Principles® is the key to success.

- Outcome Realization
- Knowledge Realization
- Verification Realization
- Communications Realization

The Outcome Realization Principle was outlined in the last issue. This article discusses the next three principles, which form the core ensuring that the right things are done right the first time, every time.

2nd Principle - Knowledge Realization

If you cannot explain it, You cannot do it!

When a team is assembled to deliver a project, assuming that its members were selected with the appropriate knowledge, skills, and experience to do the job, project managers usually make a fatal assumption – that it will be able to work like a well-oiled machine from the start. WRONG!

We always assume that all team members understand what needs to be done to execute a given task, and how. Yet, more often than not, they are not able to explain in convincing detail how they plan to go from position A to achieve outcome B, ensuring that everyone understands it and goes along for the ride. The analogy here is going on an expedition through a desert for the first time – if your guide cannot explain everything about the trip, the route, the risks, and what to do about them, would you trust the guide?

One of the most troublesome traits I have observed in the IT sector is a lack of listening and communication skills. No sooner does a user begin to explain his needs than the minds of the business analyst or programmer are already on the keyboard and have decided how to approach the problem based on their past experience or context-reference.

There is also a human tendency, innate in all of us, to always gravitate to what is comfortable, based on our past knowledge and experience. People tend to behave like water, always seeping through the cracks. Usually, each team member will try to influence everyone else on how the project needs to evolve and, frequently, imposes his wisdom and experiences on the rest of the team.

The knowledge realization principle can only be achieved prior to the execution of each task about to be undertaken, so all team members and stakeholders part with a shared and agreed understanding of what each outcome looks like.

Once a plan has been prepared and the required work dissected into discrete work elements (activities and tasks), each activity's outcome thereof, including methods and practices to be employed, must be understood and agreed upon by the entire team before work commences.

As project manager/leader, your duty is to ensure that each team member is accountable for executing each task:

- study and understand the information required to execute it (inputs) and define what they will produce (outcomes);

- explain to the team members directly and indirectly impacted by their work – in minute detail – how the outcomes of the activity will be achieved and verified; and
- produce a "Quality Review" plan.

The goal here is "seeking first to understand and then to be understood" (Stephen Covey's Habit 5).



Figure 2 – Knowledge Realization

Since every project is usually a unique endeavour, a key consideration in this approach is that most of us will never bring complete knowledge or have the necessary experience to tackle each problem or challenge that comes our way. We must encourage team members to disclose their weaknesses, as we recognize their strengths. When a team member realizes that s/he cannot explain in detail how to get "from here to there" or does not have a necessary experience or skill, the team must supply the support and knowledge necessary to do the job right, and define the task's conditions for success. This way, you will ensure that the work will be done right the first time, every time. Do not find this out down the road, as this is one of the primary causes of project failure.

Therefore, before you authorize the start of any task, those with delivery accountability for a given outcome - "The Hot Seat" - must make a convincing presentation, to the team members and stakeholders indirectly or directly impacted, about what needs to be done and how, and seek input from all members of the team impacted by the work. This will maintain the focus on the Shared Vision for the project as well as maintaining Principle 1 – Outcome Realization.

3rd Principle - Verification Realization

If you are at the receiving end of an activity your work depends on, it would be quite unfair to reject or critique the output, if the conditions for successful delivery of a task were not specified

If you cannot demonstrate it, You have not done it!

before it was undertaken. But if all stakeholders directly and indirectly impacted have participated in the formulation of the Quality Review Plan for the activity on whose

deliverable you depend to do your work, would you accept the outcomes just produced without verifying that it was done correctly? Probably not.

That is why in Figure 3 the individual accountable for executing the next task must agree to the conditions for quality and acceptance of a task's outcome. I use the analogy of American football, with quality plans representing the agreed-to strategy used at each play from a quarterback to a receiver – the receiver must know exactly where to be and how the ball will be sent to complete a pass. Similarly, the team member receiving the output from another must agree to the conditions of acceptance to "verify" that the work is completed in accordance with the quality plan for that activity; hence the term Verification Realization.

Quality plans are prepared for each control point (or gate) which defines the conditions of acceptance of the gate. At the completion of each gate, (or hand-off), a quality review is conducted to verify that the work was completed in accordance with the team expectations.

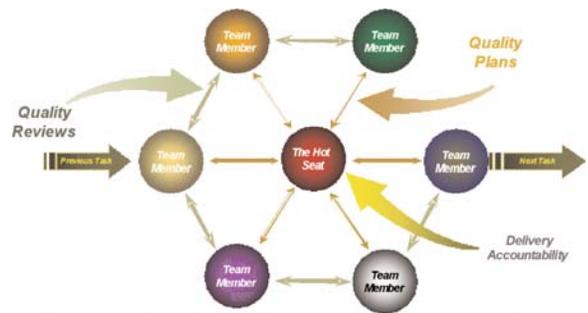


Figure 3 – Verification Realization

If this Integrated Quality Management process is applied to each activity and outcome in your plan, all team member activities take the form of a continuum of relationship building and agreements, each step of the way leading to "thinking in terms of win-win outcomes" (Covey's Habit 4) – one of the critical ingredients for achieving trust and integrity.

This approach also supports my fundamental principle for quality management – "do the right things right, the first time, every time".

CONTINUED ON PAGE 8...

In several projects where these two principles were applied, this process was criticized as too expensive. However, I have proven that this approach leads to little or no re-work in the project. In the understanding that most projects do not have enough time to do the required work, why is this approach objectionable if they do not have enough time to correct mistakes?

4th Principle - Communications

A shared vision is the basic building block for good communications. Next is sharing information and knowledge to learn from one another. This is

If the team does not communicate effectively, superior team synergism will not happen!

represented by the arrows in Figure 3. It takes empathetic communications and team interaction to fuel action and connection amongst team members and the project stakeholders.

Achieving superior team performance is about effective communications and empowerment of team members. Good communications (even in the face of adversity) improves morale, trust, and integrity. This principle is particularly

critical when dealing with virtual team environments. Effective teams have teammates that are constantly communicating with each other, either verbally or in writing.

Communication matters. When team members do not share information on a timely basis, or communicate succinctly and effectively, it can lead to a loss of trust and integrity of the project's outcomes – doers and thinkers are inevitably punished, the lazy and opinionated are rewarded, and every decision made is arbitrary and without foundation.

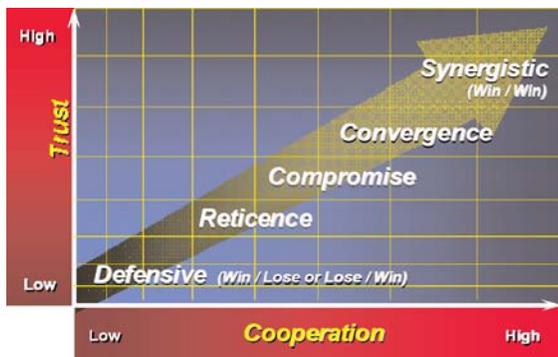


Figure 4 Levels of Communication

Effective team communications builds trust and cooperation. It moves a team from defensiveness and protectiveness (not everyone wins) to team synergism (everybody wins).

The second and third principles discussed above are about building trust and cooperation. I have seen teams where teammates seldom let one another know what is going on ("need-to-know" syndrome). The team gets stuck since no one knows who is doing what or what the current project agenda is. Important tasks remain uncompleted because it is assumed that another team member is taking care of it. Work is duplicated or is counter-productive, often impacting the stakeholders through organizational fights instigated by a belief of mutual self-sabotage.

Another phenomenon I have witnessed is poorly structured project documentation archives, without appropriate standards and revision controls. Also, key information is kept mostly on workstations or laptops, not on the servers where it can be shared. Effective communications involve:

- 1) Communication directive – states "Information must be horizontally and vertically shared across the team, unless it is unethical, illegal, or can harm the interests of others."
- 2) Documentation management – the setting of standards, archiving, versioning, and change controls to ensure that team members have access to the latest information.
- 3) Communication practices – appropriate rules for effective listening and communications via email, meetings, telephone messaging, etc.

References

The Seven Habits of Highly Effective People - Stephen R. Covey – Simon & Schuster 1989

In the next article, I will introduce the concept of team synergism and how to measure the team ability and performance indexes – the central ingredients for organizing a team for success. ☺

Edgardo is the Managing Consultant with PRSL and Vice-President of CIPS Alberta.

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I.S.P. Professional of the Year Award (2002)

Last year, the Alberta Board decided that it was time to recognize those individuals that make the I.S.P. a designation worth having.



Ron Sohnle, I.S.P. of the Year

As such, the Board launched a campaign to seek nominations from Alberta organizations, to identify I.S.P.s that had made a difference... not only as superior professionals but as major contributors to raising the bar of excellence in the fields of technology and information systems. We sent over one thousand brochures to private and public organizations.

As chair of the selection committee, I could not be more pleased with the outstanding quality of the nominations we received. The I.S.P. Professional of the Year award, selected by an independent jury, and presented at Edmonton's ICE 2002 conference went to **Ron Sohnle, I.S.P.**

Ron leads the IT Planning and Resource Management function with Alberta Health and Wellness. He is a charter I.S.P. and has been a strong supporter and

advocate of both CIPS and the I.S.P. as a recruitment criteria in job advertisements and candidate selection. Ron has been an active member of the NAIT Computer Systems Technology Advisory Committee for the past 20 years, and its Chairman for the past 15. Ron says a highlight of his career was the groundbreaking work achieved by his Branch at Alberta Education during the 90s, which culminated in the receipt of a national CIPA award in 1998, and as a bonus, selection as "best in class" within the government sector that year. Ron has an Honours BSc in Computing and a Masters in Computing from the University of Alberta.

I must say that the jury was sweating bullets, to not only arrive at the short list of three nominees, but also to select the recipient for 2002. The other two finalists, who were no less deserving of receiving this distinction, were: **Helen Banks, I.S.P.** and **Ken Chapman, I.S.P.**

I would like to express my gratitude to Pat Glenn (who has done so much for CIPS and was in the thick of things when the I.S.P. designation was born), Ron George, Paul Sorenson and Tony Marsland, for their participations as jurors; in addition, to the ICE 2002 Organizing Committee for providing CIPS Alberta with an outstanding forum to announce the award. ☺

*Edgardo Gonzalez, I.SP.
Vice President CIPS Alberta Chair, Award Committee 2000*



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If you pay for your conference registration in full by December 31, 2002, not only do you win with reduced registration rates, but your name will be entered into a draw*. You could then win one of:

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* The draw will be held January 2, 2003. All recipients of any prizes associated with this offer will be notified in writing. Our online registration system will not be available until November 2002. If you would like more information on themes, venues or visitor information, visit or to register early to take advantage of the reduced registration fees, please visit informatics@cips.ca

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CIPS Calgary Section

Future Meeting Dates – 11:30 am

Wednesday, December 4, 2002 Wednesday, March 5, 2003
 Wednesday, January 8, 2003 Wednesday, April 2, 2003
 Wednesday, February 5, 2003 Wednesday, May 7, 2003
 Wednesday, June 4, 2003

*All meetings are held at the
 Calgary Chamber of Commerce
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CIPS Events

December 3, 2002 **PROJECT MANAGEMENT SIG**
VIPTR Project Update
 12:00 noon - 1:00 pm
 Fifth Avenue Place Conference Centre
 2nd Floor, West Tower
 237 - 4 Avenue SW

December 4, 2002 **CIPS CALGARY ANNUAL GENERAL MEETING**
 11:30 am
 Calgary Chamber of Commerce
 4th Floor, 517 Centre Street South

January 16, 2003 **SEMINAR SERIES**
Keep Good Start-ups from Going Bad
 7:30 am - 9:15 am
 Calgary Petroleum Club
 319 - 5 Avenue SW
 Please note new location

January 22, 2003 **INDUSTRY NIGHT**
Focus: TBD
 5:00 pm - 8:00 pm
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Project Management SIG

Our next session is scheduled for Tuesday, December 3, 2002. It will feature a return by Jim Nichols, Director of the Volumetric and Infrastructure Petroleum Information Registry (VIPIR)

Project. The VIPIR Project involves the development of an electronic shared-information registry and re-engineered business processes. The registry will facilitate the exchange of data between upstream oil and gas partners and between industry and the Alberta Ministry of Resource Development.

Jim first spoke to us in June 2001 about the Project Management challenges he faced with this complex initiative. He has agreed to come back to the PM SIG in December to give us an update on these challenges, now that he is on the other side of the implementation!

Jim has been managing projects for twenty years. Prior to the VIPIR project, some of Jim's notable successes included heading up the Area Code Change project (780) for Telus, the Student Information System for the Athabasca University, and the Learning Resources Distribution System for Alberta Education.

His upcoming talk will focus on:

- Stakeholder readiness
- Training Issues
- Governance
- Testing strategies

Our sponsor for this session is **WNS Emergent**. Headquartered in Calgary with offices across the country, WNS Emergent is a professional services organization with a focus on providing web-based project collaboration software and integration services for enterprise business solutions in imaging, data capture, and infrastructure.

Topic: *VIPIR Project Update*
Speaker: Jim Nichols, VIPIR Director
Date: Tuesday, December 3, 2002
Time: 12:00 noon (sharp) to 1:00 pm
Location: Fifth Avenue Place Conference Centre
 2nd Floor, West Tower
 237 - 4 Avenue SW

MORE SIGS SPOTLIGHT ON PAGE 12...

To register, visit the CIPS SIG website at:
<http://www.associationsplus.ca/cipsig/>

Although the PM SIG events are free, we appreciate your taking the time to register so we can plan sufficient seating for the session.

Please note: If you would like to be on the PM SIG Membership list to receive emails about upcoming events, please sign up by registering for the "SIG Membership" event listed first in the events section.

Should you wish further information please contact:

Karen Wright – Partner, Ethier Associates

Phone: (403) 234-8960

Email: kwright@ethierassociates.ca

Ken Wiens – President, KGW Consultants Ltd.

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To post your upcoming SIG events, contact Nguyen Tran by phone at (403) 514-4004 or email ntran@cips.ca.

Project Management Institute: Upcoming Symposium

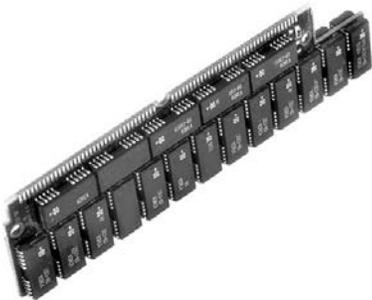
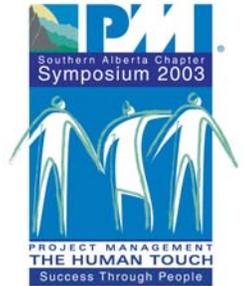
Project Management: The Human Touch – Success Through People is presented by the Project Management Institute – Southern Alberta Chapter (PMI-SAC) May 1 & 2, 2003 at the TELUS Convention Centre in Calgary.

The PMI-SAC 2003 Symposium will provide activities and learning experiences related to project management topics that are substantially consistent with the knowledge areas and processes as outlined by the Guide to the PMBOK® and involve appropriate expert resources. As a result, attendees will earn Professional Development Units (PDUs) that can be credited towards certification or maintaining certification as a Project Management Professional (PMP). Typically, one PDU is earned for every one hour spent in a planned, structured learning experience or activity. For more information on PMP certification, visit www.pmisac.com.

Project Management: The Human Touch – Success Through People will provide you with the opportunity to hear the experts share their experiences, to collaborate with your colleagues, and to earn valuable PDUs towards PMP certification.

Don't miss the opportunity to network with your associates and other professionals and hear the insights and experiences of today's leaders in project management.

Visit <http://www.pmisac.com/symposium/2003/index.htm> for more information about the Symposium. We will be updating the website as information becomes available! ☺



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Technology: Help or Hindrance?

Several weeks ago, I read an article which put forward the theory that the use of technology was not helping to save time but was actually increasing workloads. The basis of the argument was the large number of people who were using computers at home in the evening and on weekends for work-related activities.

Although the arguments were compelling, the conclusions bothered me and consumed quite a lot of my thought processes for some time. Fortunately, I think I now have the answer!

Today I saw the announcement of more impending layoffs at one of the large technology companies. Not that the news was very surprising, as it is a fairly common event these days, but it provided the right data to solve the problem! One of the dilemmas for public companies is the quarterly pressure to produce results that the Board of Directors can take to the shareholders, the most important feature usually being the amount of profit that was made.

The biggest cost item for a company is usually employee costs. When the level of profit falls below an acceptable level or becomes a loss, the easiest solution quite often is to shed members of staff. This exercise in itself can be expensive, particularly if done in an equitable fashion, but will provide some breathing space since the shareholders see measures being taken to reduce costs, and the write-off for the severance packages will hide any bad numbers for at least the next quarter.

What is lost in these situations is that there is no correlation made between the amount of work remaining to be done and the number of employees left in the company. The company needs to make \$X million more profit which equates to Y employees being laid off. Volume of work just does not come into the equation. An exception to this is the closure of a manufacturing plant but, even then, production is quite often moved to another facility.

So what has this got to do with technology? The remaining workforce,

in fact, normally ends up having to work harder. Without those notebooks or home computers, it would mean staying in the office until 7:00 pm to 8:00 pm or later most nights. Through the use of technology, an employee gets to go home and see the family, s/he can have a meal with them and relax a little before logging on and finishing up the work at home. Although not ideal, this certainly adds a great deal to their quality of life and to the quality of life for their families.

So in my view, working at home is not caused by the use of technology in a business, but is caused by the need of a business to make more and more profit in an ever increasingly competitive environment. Having technology available to facilitate the work-at-home concept is a big help in improving the quality of our lives and does not add to the amount of work to be done (except perhaps email)! ☺

*Keith Payne, President
Renown Consulting Inc.*

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Marketing and Web Presence

Greg Miller, Director

One of the roles of CIPS is to provide opportunities for our membership to connect with one another. This year is no exception, thanks to a full schedule of events that includes:



- Breakfast and Luncheon Seminars
- Industry-focused Pub Nights
- "CIPS on Campus" events, bringing CIPS to Students
- Joint events, like our recent dinner co-hosted with ARMA, featuring Dr. Tom Keenan.

Add to this our ongoing advocacy of the IS Professional through our support of the I.S.P. designation and, hopefully, you'll find CIPS is focused on its membership.

What is on the top of the minds of Calgary CIPS members? Supposedly, our local economy is strong. New home starts in 2002 are pointing to a near-record year. Our unemployment rate is still below the national average. And yet – don't we all know people who've been hit by the downturn in IT? How many of us hold out hope that, within a few months, things will return to "normal"? When will we know that "normal" has returned?

Before I answer that, a glimpse into my personal life: When I lured my French-Canadian wife to Alberta a few years ago, I had to agree to many return trips to visit her hundreds and hundreds of aunts, uncles, and cousins out East. This year's visit sent us to Ottawa during Thanksgiving. I imagined Ottawa in October - Parliament buildings, Gatineau Hills, Rideau Canal, fall colours, etc.,

etc. Now picture this year's reality: rain, grey skies, rain, cold weather, and - oh yes - rain. Being a Calgarian, I of course blamed it all on the Federal Government, and smugly reminded myself of all the August blue sky days in Calgary... when it isn't snowing.

As we trudged through the damp streets of our Nation's capital, it struck me that Ottawa must have gone through a lot of changes. After all, giants like Nortel, JDS Uniphase, and Corel, to name a few, have laid off thousands of IS professionals. How are our fellow high-tech workers doing?

Well, they must be doing OK, because they all seem to be competing for places to live – and shop! Residential real estate in Ottawa is still very expensive. Even during wet weather, you're still fighting crowds at the Byward Market or at one of our Capitol's countless National Museums-of-Something-Important.

But there is another indicator of economic health: the Ottawa Senators (the hockey team – not those unelected politicians we Albertans "love") are experiencing their lowest attendance in years. Some believe small crowds are directly related to a lack of corporate entertainment dollars. When times are tough, the tough stay away from hockey games. I wonder then, if we can draw our own conclusions here in Calgary: when the Flames sell out consistently, we'll know we've pulled through.

OK, maybe that's a stretch. But until then, CIPS is here for you. Check out our calendar in CIPScene or on the web. You'll find many opportunities to connect with fellow IT professionals, learn a thing or two, and keep abreast of what's happening within the local community. ☺

WHAT IS CIPS?

CIPS is a group of professionals from all areas of IT. We offer the only IT professional designation (the I.S.P.) in Canada. Our events, including regular seminars, luncheons, and conferences, are dedicated to promoting continuous learning and networking opportunities. Through learning from other like-minded professionals, we are able to stay ahead in this fast-paced industry.



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Membership

Stephanie Hiebert, Director



Hello. My name is Stephanie Hiebert and I am the new membership director for CIPS Calgary. I have worked on membership activities for several years and worked with a great group of people during that time. Our mandate is to increase CIPS membership in our Calgary section and also to retain our current members. We are very interested in working to retain our student members, who are an important part of our organization's future.

Our thanks must go out to Marion Ng, our outgoing director, who has decided to pursue other challenges in CIPS. She has been dedicated to furthering the value you receive by being a CIPS member and has worked very hard with a number of portfolios to make our events a success.

Membership activities are in full swing. Our focus this year is on member retention and working with members to understand their needs and wants in the future. We had an extremely successful membership campaign last year and will be planning an exciting membership drive for next year. In the meantime, I

encourage each CIPS member to take the time to talk to two or three non-members in your office about CIPS and the advantages they would derive from membership.

We are interested in hearing feedback from you on the value you receive from your CIPS membership. Please feel free to comment via email at shiebert@cips.ca. Is it the networking time with your peers at the lunches and dinner sessions? Is it the educational opportunities you otherwise wouldn't hear about? Or is it the I.S.P. Certification that IT professionals work so hard for, and show with pride. How about the social events that CIPS offers? These are just a few ways CIPS Calgary works for you and that doesn't even include the benefits that CIPS National offers you as a national member.

Are you looking for more ways to take advantage of your CIPS investment? Please consider getting involved in CIPS Calgary's membership committee and help us do more for you, the members. This has been a big plus for me, and has been a great way to learn more about CIPS. I am keenly interested in talking to as many members as I can during the year and in hearing your great ideas toward growing and retaining our membership. ☺

Social

Shilo Beechinor, Director



Hello, hello! This is Shilo Beechinor, filling you in on what's been happening in the Social department of CIPS Calgary. If I look familiar to any of you out there, think back to last year's Student Section and the bells should start ringing. By now, you should have noticed a few changes taking place in the Social Portfolio. The first change you will have noticed is that Rob Koski stepped down and I have taken his place. Rob was the first ever Social Director and did a fantastic job setting the standard. My plan for the coming year is to build on the successes from last year and try a few new things.

The second thing you may notice is a new format for the "Pub Nights". This year, Industry Focus Nights will be held every other month. Each event will focus on a hot topic in today's IT world and we will have resources there to answer questions and stimulate conversation in an informal atmosphere.

These events are scheduled for January, March, and May. Topics have not yet been finalized, so please contact me if you have any suggestions. Look for us at our new venue, the Oh! Canada Restaurant, located on 7th Avenue SW. This restaurant is more accessible, with room to accommodate more people comfortably, than our previous venue. Industry Focus Nights now also have a small entrance fee, so that we can give everyone a drink and provide them with some munchies to tide them over until they get home.

Other events to look forward to are the Golf Tournament, which will be coming to a golf course near you in just six short months. I would also like to try a new event, something that CIPS Calgary has never seen before. Look for it around February. I'm not sure what that event will be and, once again, I am open to any and all suggestions. Have a fantastic holiday and I'll see you at the Industry Night in January! If you have any feedback at all for the Social Committee, do not hesitate to contact me at shilo@cips.ca. ☺

Speakers

Jane Churchill, B.Sc. (Agr.),
M.Sc., LL.B.

Date

Thursday, January 16, 2003

Time

7:30 am

Registration and breakfast buffet

8:00 am – 9:00 am

Presentation

9:00 am - 9:15 am

Question and answer period;
wrap-up

Location*

Calgary Petroleum Club,
Devonian Room
319 - 5 Avenue SW

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Keep Good Start-ups from Going Bad

This seminar will attempt to address some common - and often costly - mistakes and omissions which IT start-ups typically make. In particular, the following issues will be discussed, with reference to some real-life examples of what happens when good ideas go bad:

1. To incorporate or not to incorporate, that is the question;
2. Confidentiality and document management are important;
3. Getting it "in writing" is crucial. Who should do the writing?;
4. If I registered my trade name, why am I being sued for trademark infringement?;
5. Questions of ownership and inventorship - will too many cooks spoil the broth?; and
6. Can you actually get a patent for an IT idea? If not, how can I best protect it?

Jane Churchill is a lawyer and registered trademark agent, practicing intellectual property, and corporate and commercial law, and commercial litigation in Calgary, Alberta. Before opening her own boutique IP Law firm in the Alastair Ross Technology Centre (University of Calgary campus) this September, Ms. Churchill practiced corporate/commercial and intellectual property law with a firm in Calgary and one in Edmonton. In 1999 and 2000, she served as Patent Counsel for Angiotech Pharmaceuticals, Inc., a biotechnology and medical device company founded and headquartered in Vancouver, BC. Angiotech is listed on the TSE (ANP) and Nasdaq (ANPI).

Ms. Churchill is an associate member of the Intellectual Property Institute of Canada (IPIC) and a member of the Canadian and American Bar Associations. She is licensed to practice law in Ontario, Saskatchewan, Alberta, and BC. ☛

CIPS CALGARY 2002-2003

SEMINAR SERIES

EXECUTIVE NOTEPAD

CONTINUED FROM PAGE 3...

- Understand the different personality styles you deal with (there are various books and courses available) – especially that of your boss. What is her/his leadership style? How can you best work with that style to get the job done?
- Learn how to separate personality issues from the need to get the job done.
- Look for and understand the agendas of the company or the leadership as they relate to the project you are working on. This will help you

align with and make decisions about the "true nature" of the direction your area is taking.

Sometimes, it is difficult to articulate to an employer in an interview that you possess these skills. Your peers or managers may not describe them as I have, but it is likely that in an employment reference these qualities will surface through comments relating to your general effectiveness and ability to "get things done". This is important because, in the new IT market, having the *reputation* of being effective may ultimately mean more to career success than merely being the most technically competent.

I look forward to talking to you again next issue. ☛

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Starting **February 2003**, CIPS Calgary will be relaunching its newsletter in **PDF format ONLY**. It will be distributed to CIPS Calgary members via broadcast email. The email will provide a link to the CIPS Calgary website where the newsletter can be downloaded.

Please note: if you don't currently receive E-Bytes, you aren't on our email distribution list and therefore, won't receive the newsletter. To update your email information, log in to the **Members Only section** of the CIPS website at **www.cips.ca**.

If you do not have web access, you can request a photocopy or fax version of the newsletter by contacting the CIPS Calgary office at 244-4487.

