

CIPScene

Canadian Information Processing Society, Calgary Section

FEBRUARY 2003

CIPS Presentation

FEBRUARY LUNCH MEETING

"Knowledge Sharing and Networking"

Speaker

Gail Evans, President,
The Wynford Group

Date

Wednesday,
February 5, 2003

Time

11:30 am
Registration

12:00 noon
Presentation

Location

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

Surviving the Uncertainty - Looking to the Future

A few years ago, we were complaining about IT skills shortages, not enough hours in the day, and too many IT initiatives emerging from our business development offices. We then experienced "a bit" of a downturn in IT investments and suffered the relevant impact. In the last few months, matters seem to be slowly improving; there has been a slight upturn in IT activities and spending. However, questions in many people's minds include:

- When will we experience a return to normal levels of IT demand?
- How is the current downturn affecting compensation?

Gail Evans will review economic indicators and identify the strategies that technology-based organizations are using to help soften the bumps in

the current environment. Gail's presentation will provide an overview of the following:

- Trends from The Wynford Group's *Information and Advanced Technology Survey 2002*;
- The Alberta advantage;
- Salary increases projected for 2003;
- Hot skills in demand: technical and non-technical;
- Regional pay differences across Canada;
- Critical issues for employees and employers; and
- Attraction and retention strategies for challenging times.

Gail has worked in Human Resource Management for over eighteen years. She has honed her strategic perspective and specialist skills in compensation and performance at leading energy industry companies, such as Gulf Canada and NOVA. Well-known for conducting customized and broad-based surveys including *The Information and Advanced Technology Compensation Survey*, Gail is a frequent presenter for many professional groups. Gail Evans holds a B.Ed. and MBA. ☺

Please register by noon on Friday, January 31, 2003 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.**

PRICES - Pre-registered
(Prices include GST)

Members - **\$32.50**
Non-members - **\$40.00**
Student Members - **\$21.50**

A two dollar surcharge
will apply for all
walk-ins.

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CIPScene

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200, 1603 - 10 Avenue SW
Calgary, Alberta T3C 0J7.

Telephone: (403) 244-4487

Fax: (403) 244-2340

Email: calgary@cips.ca

Website: www.cips.ca/calgary

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Welcome to the first totally electronic *CIPScene*. I am sure some will say it is about time, while others will miss their paper copies arriving in the post. Either way, we encourage you to give this format a chance to succeed so that at the end of this fiscal year a determination can be made as to its

workability.

In some ways it seems strange that, as a technology organization – the very embodiment of all things electronic – it has taken our newsletter until 2003 to experiment with the very technology that many of you have had a hand in implementing, if not creating. Do we know something that the rest of the world doesn't?

A few months ago, due to the involvement of our Vice President Mohamed Teja, I had the opportunity to speak at the Calgary Board of Education "Career Pathways" meeting, specifically the breakout IT session. This is an initiative the CBE is undertaking in order to look at ways of bringing the public education system in our city more in line with the needs of modern business and industry, and in so doing ensure that our kids have the best possible foundation for their future contribution to the world of work.

In order to prepare for this presentation I had to do a bit of research on the history of IT and was able to dig up a few facts that had escaped me in previous studies. Some of you might know the following story I am sure, but it was new to me.

Did you know that in 1820 a gentleman in England, a mathematician by the name of Charles Babbage, conceived of a design for the construction of a contraption he named the "Difference Machine"?

Imagine a colossal machine, steam-driven no less, which would be able to calculate mathematical problems to 20 decimal places. Due to various financial and political considerations his machine was never completed. In fact, he conceived of a 'Version 2' before 'Version 1' was in production. Unfortunately, the government of the day didn't buy into the

project or the cost involved, and the experiment was mothballed (sound familiar?).

Mr. Babbage is known to some as the "Father of Computing" for his contributions to the basic design of the computer through his analytical machine. In 1833, Augusta Ada Byron published an analysis of the "Difference Machine" and outlined the fundamentals of computer programming, including data analysis and loops.

Charles Babbage died in 1871. In 1899, the magazine *Temple Bar* reported that "the present generation appears to have forgotten Babbage and his calculating machine". In 1908, after being preserved for 37 years in alcohol, Babbage's brain was dissected by Sir Victor Horsley of the Royal Society. Horsley had to remind the Society that Babbage had been a "very profound thinker".

It occurs to me when reading this history that the fundamentals of the IT industry were taking root further back in time than we may sometimes think, and it's interesting to note how these early pioneers were often underappreciated in their lifetimes. I wonder how the Charles Babbages of history would perceive our little electronic newsletter experiment in 2003 (with its unfathomable technology)?

Would they think we were too early, too late, or unnecessary in the adaptation of the capability your industry has given us? Of course we can't know that, but it's fun to think about, isn't it? ☺

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New Trends in eSecurity

Formula One Plus IT Equals a Winner



What's so great about Formula One race cars? They're fast, cutting-edge machines that use IT to win the race. A driver needs to be aware of his car and the limits of the machine; since a driver can't monitor every component on a car, IT steps in to fill the gap.

Every Formula One team is allowed two identical cars which can be fitted with microprocessors that monitor components and the performance of the car (speed, velocity, temperatures, pressures, etc.). Using telemetry, a wireless transmission and reception of measured quantities of data, these microprocessors send a constant stream of data to a computer in the pit lane where the team's crew can analyze the data and instruct the driver to change his tactics accordingly. This can be as simple as telling a driver to reduce his pace if a component is too hot.

Two-way telemetry was approved for the 2002 race season, which allows teams to receive and transmit data to any microprocessor installed on a car. Prior to a race, a team can modify the program code to monitor certain parameters or components, and the team can then transmit instructions for a microprocessor to execute. Tom York writes in *Cooltown* magazine "...the crew can fine-tune air-fuel mixtures and oil pressure, as well as gear-timing, with a few clicks of a computer mouse". The team still needs to communicate with the driver and let him know about the modifications, but it allows the driver to concentrate on the driving instead of manually adjusting a setting to improve performance. When driving at speeds in excess of 200 mph, a driver's concentration is compromised when he has to divert attention to perform an adjustment, and having the pit crew do this task for him means possibly winning the race.

Sun Microsystems is a partner of the McLaren Mercedes team, and has developed the Java platform that the team uses to display data received from the

microprocessors. This interface allows the pit crew to selectively view and analyze data. Without Sun's Java platform, the crew would suffer information overload viewing and interpreting all the streaming data as it is received. Wind River Systems has developed the commercial VxWorks operating system "used by the Ferrari, Renault, Toyota, and Minardi [Cosworth] teams".

The VxWorks operating system and the Java platform can network using TCP/IP to send data to a team's engineers anywhere in the world. This allows designers to develop the next season's technology from home base, such as designing a better braking system, enabling Bridgestone and Michelin perfecting their tire compounds.

Ford has tapped into this technology by installing microprocessors on some of its passenger cars and trucks (with customer consent). These can track the performance of a vehicle throughout different seasons and environmental extremes. The microprocessor receives instructions from and transmits data to a host computer via two-way telemetry through a wireless service provider. Ford wants to know how customers really drive their cars, and the feedback received from microprocessors is valuable to engineers because it allows them to monitor the durability of components. ☛

Suzanne Kaprowski

Check It Out!

Driver Fitness in F1 racing. (2002).

<http://www.formula1.com/news/headlines02/08/s10257.html>

Java Technology: A Formula for Formula One. (2002).

<http://java.sun.com/features/2000/09/win.html>

McCraw, J. (n.d.). Watchdog On Wheels.

http://popularmechanics.com/automotive/auto_technology/1998/7/formula_one_ford/index.shtml

Sun's Java "Data Lap" Technology To Make U.S. Debut At Formula One Race In Indianapolis. (n.d.).

<http://www.sun.com/smi/Press/sunflash/2000-09/sunflash.20000918.2.html>

Telemetry – a whatis definition. (2002).

http://whatis.techtarget.com/definition/0,289893,sid9_gci821067,00.html

Wind River Speeds To Victory With Formula One. (2002).

<http://www.windriver.com/news/press/20020515.html>

York, T. (n.d.). Two-way telemetry puts Grand Prix pit crews in the driver's seat. <http://cooltown.hp.com/mpulse/0702-formulaone.asp?print=yes>

Speaker*Craig Elias, MBA***Date***Thursday, February 20, 2003***Time****7:30 am***Registration and continental breakfast***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***Please note new location***CIPS FEBRUARY SEMINAR**
"Knowledge Sharing and Networking"**The Secrets and Rewards
of Personal Networking**

Effective networking can help you get the upper hand in a tight job market.

Knowing how to network also allows you to walk into a room full of absolute strangers and walk out with a collection of new friends that want to help you succeed.

February's session will provide information on what networking really is and how you can master it for personal and professional results. Come and join us as Craig Elias shares his experiences and insights on this timely topic.

An internationally successful sales professional, Craig Elias' passion for people has lead to things never imagined. Craig learned the secrets of networking the hard way... by doing it. He has used his networking concepts and expertise to meet almost 3,000 people in the last three years! Craig loves to share his experiences and secrets with those who want to develop relationships that will positively impact their careers.

Note: To make the most of this session, Craig STRONGLY suggests you come prepared with a list of things you want to learn about networking and what is stopping you from practising it. ☺

Join us for this invaluable breakfast session!

Register online at
https://secure.nl2k.ab.ca/aplus/forms/cips_seminars.php
or see page 21 for a fax and/or mail-back form.

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Publications

Blake Kanewischer, Director



I have mixed feelings as I write this editor's note – this is the first ever issue of *CIPScene* to be entirely digital. I enjoy getting my copy of *CIPScene* in the mail as much as anyone, so it was a tough decision to make. However, in light of the fiscal situation, we felt it was the best move.

It is also a move that may end up being permanent. After all, CIPS is an information technology professional organization – so shouldn't it stand to reason that we leverage information technology to its fullest potential?

I hope you enjoy receiving *CIPScene* a little earlier than usual every month, now that we're not at the mercy of Canada Post. I also hope you take the time to forward *CIPScene* to people who aren't CIPS members and show them first-hand one of the best benefits of belonging to CIPS.

On another note, January marked the debuts of two new writers for *CIPScene*: Anindita (Anna) Mukherjee and Jolene Fleming. Anindita and Jolene are both students in Mount Royal College's journalism program and I look forward to their continuing contributions. You will also notice two articles in this issue by Suzanne Kaprowski, also at Mount Royal.

Suzanne and Jolene are participating with *CIPScene* through the work experience program component of their applied degrees. I want to take the time to encourage any *CIPScene* readers in a hiring role to consider taking a practicum student from Mount

Royal, SAIT, the University of Calgary, or DeVry. These students have been outstanding to work with and they're gaining valuable real-world experience in the art of writing magazine feature articles.

The energy, enthusiasm, and drive they bring to the position makes my job a lot easier and the time I spend working with them to polish their skills and articles is time well-spent.

Finally, this year will mark the end of my two-year term on the CIPS Calgary Board. I will be stepping down in June to refocus on some other important areas in my life – my education and ongoing work commitments, as well as my family and friends.

I'd like to extend an invitation to those readers out there who would like to gain first-hand experience managing a coterie of writers and keeping the newsletter content flowing. The editor/publications director role encompasses many things, from working with contributors and practicum students to editing the issue before it goes to press every month.

Because *CIPScene* operates on an earlier cycle than the CIPS Board proper, I would like to bring an interested candidate into the fold by early March. There are many decisions made in the latter part of our fiscal year that affect next year's operations, such as advertising rates, budgeting, and other factors. It's simply much easier to absorb all this information with someone helping you through it for the first while.

If you're interested in learning more about this opportunity to serve your professional community, meet some interesting people, and unleash your inner Shakespeare, call me at (403) 268-5520 or email me at blake.kanewischer@gov.calgary.ab.ca.



An Evening of Comedy...



Thursday
March 20, 2003

(same performers as the weekend)

Doors open at 7:00 pm – Show starts at 8:00 pm

Yuk Yuks - Blackfoot Inn at 5940 Blackfoot Trail SE

COST

Members & Guests: \$7.00 per person
Non-members & Guests: \$10.00 person
Spouses are welcome!

Pre-registration is REQUIRED by March 10, 2003 at
<http://www.associationsplus.ca/cipsig/>
(click on "Social")

Teamwork



Are you a team player? Many computer professionals in the workplace today must work with other employees in teams to complete their tasks and projects. Although the pressure on companies to integrate teams in the workplace has decreased recently, teamwork still remains vital, especially for IT professionals. I have been involved with many teams in my University courses and during my work term as a Computer Analyst. In Computer Science, teamwork is especially important in Software Engineering classes, where groups can be as large as fourteen people.

As teams develop, conflict is expected to arise. A team's survival and the quality of its performance depend on how the team manages conflict.

One way of enhancing team development is by encouraging *cognitive* conflict, where teams focus on issues. In cognitive conflict, team members examine, compare, and reconcile their differences to promote acceptance of a team decision. When members are given the opportunity to speak their minds on a decision, they are more likely to "buy into" the final decision.

Teams should try to avoid *affective* conflict, where members focus on the feelings and personalities of other members rather than the issues at hand. Affective conflict can destroy team unity by involving emotional content and personal criticism. The role of conflict in team environments is essential in discouraging "groupthink" mentality. I have seen many teams who agree on all the issues during a meeting without examining alternatives or considering contingency plans. Groupthink can be avoided by striving for team diversity, one of the characteristics of successful teams.

Characteristics of successful teams include the following:

1. Small size, diverse makeup. These teams include members with complementary skills and result in more creative solutions.
2. Agreement on purpose. Effective teams begin with a common purpose.
3. Use of good communication techniques. The best teams provide a relaxed environment where members can exchange information and contribute ideas freely. Feedback is essential in clarifying points and encouraging understanding.
4. Ability to confront conflict. Although it may feel awkward at first, direct constructive confrontation saves time and enhances team commitment over the long haul. The best decision is made when ALL group members agree on the issue.
5. Ability to collaborate, rather than compete. To achieve the team purpose, members must share information with others in a cooperative effort, rather than competing with each other.
6. Shared leadership. Team members with the most expertise should lead at various times during a project's evolution.

I encourage students to embrace team situations during their post-secondary education and learn from these experiences. As an IT professional, you will be required to take on many team roles. How you react and adapt to certain situations will be critical to your success. Knowing what you can bring to a team project is just as important as what you can take away.

For details about upcoming CIPS events, check out our website at: www.cips.ca/calgary. In addition, if you have any questions about the CIPS Student Section, feel free to contact me at: leith@cpsc.ucalgary.ca.

References:

1. *Business Communication (Process & Product)* – Mary Ellen Guffey – Nelson Thomson Learning 2001
2. *Canadian Organizational Behaviour* – Steven L. McShane – McGraw-Hill Ryerson Limited 2001

CIPS CALGARY SILVER SPONSORS





CIPS Calgary Section

Future Meeting Dates – 11:30 am

Wednesday, February 5, 2003

Wednesday, May 7, 2003

Wednesday, March 5, 2003

Wednesday, June 4, 2003

Wednesday, April 2, 2003

*All meetings are held at the
Calgary Chamber of Commerce
4th Floor, 517 Centre Street South*

CIPS Events

- | | |
|-------------------|--|
| February 4, 2003 | PROJECT MANAGEMENT SIG
<i>MS Project 2002</i>
Fifth Avenue Place Conference Centre
2 Floor, West Tower
237 - 4 Avenue SW |
| February 20, 2003 | SEMINAR SERIES
<i>The Secrets and Rewards of Personal
Networking</i>
7:30 am - 9:15 am
Calgary Petroleum Club
319 - 5 Avenue SW |
| March 19, 2003 | INDUSTRY NIGHT
<i>TBD</i>
5:00 pm - 8:00 pm
Oh! Canada Restaurant
Nexen Tower
7 Avenue & 7 Street SW |
| March 20, 2003 | CIPS SOCIAL
<i>An Evening of Comedy</i>
7:00 pm - Doors open
8:00 pm - Show starts
Yuk Yuk's
5940 Blackfoot Trail SE |
| May 1 - 2, 2003 | PMI-SAC 2003 SYMPOSIUM
<i>Project Management: The Human
Touch - Success Through People</i>
TELUS Convention Centre |
| May 4 - 7, 2003 | CIPS INFORMATICS CONFERENCE
<i>Working Here, There, and Everywhere</i>
Charlottetown, PEI |

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CIPS Informatics Conference

Working Here, There, and Anywhere

May 4 – 7, 2003

Charlottetown, PEI – Delta Prince Edward Hotel

Meet, Share, Learn

These three words can be used to describe the experience you will have in Charlottetown, PEI, as you attend INFORMATICS 2003: Connected Organizations. The opportunity to meet 300 to 500 other IT professionals from across the country and the chance to share your knowledge with them - these are great reasons to attend any cross-country event.

However, the main reason to attend any conference is learning – getting information that you can take back to work and apply immediately. INFORMATICS offers that kind of knowledge with its exceptional line-up of tutorial sessions, keynote addresses, and its four streams of seminars covering Organizations, Managers, Industry, and the Public Sector. You can't afford to miss this superb four-day professional development event.

Tutorials

Want applicable knowledge you can use the moment you get back into the office?

- Get taken through an introduction to Enterprise Architecture by John Zachman, one of the field's top experts;
- Find out about the latest in eLearning tools by a leading eLearning developer;
- Learn about competitive intelligence from Dr. Jonathan Calof; or
- Discover what's in the Occupational Skills Profile Model from the Software Human Resource Council.

Attend these or other full- and half-day sessions about the .NET platform, project management, and the latest in wireless technology, and leave the conference with valuable, practical knowledge.

Keynote Addresses

Jonathan Schwartz of Sun Microsystems kicks off the conference, whetting your appetite for more on the latest industry advances showcased throughout the week. Those who don't attend Zachman's tutorial on Sunday will be able to catch him later in the week as he helps us all understand the collaborative possibilities of enterprise architecture.

Other keynote addresses include:

- A dinner address by former New Brunswick Premier, the Hon. Frank McKenna, P.C., Q.C.;

- A talk on distributed technology in the new army by Col. Mike Ward of the Canadian Armed Forces CTC Gagetown;
- A look at professionalism in IT from within and external to the industry;
- A lunchtime presentation on recruitment and retention in the new millennium by business researcher, Linda Duxbury;
- A panel discussion with the Atlantic Provinces CIOs; and
- Addresses from EDS Canada Inc., HP Canada, and more!

Seminars

We all have areas of interest that we never seem to pursue, or have responsibilities in our jobs that we wish we understood better. At INFORMATICS 2003, so many seminars are being presented that we are certain you will find many such pieces of missing knowledge covered. With presentations on human resources, new tools and technologies, managers' issues, and public sector concerns, you will come away from the conference filled with new knowledge.

We have doctors speaking on new distributed medical technologies, military officials talking about technology challenges for the Canadian Armed Forces, and human resource professionals discussing how to manage virtual offices and virtual teams. As well, the conference looks at the next wave of the Internet, skills management and profiling, corporate data management, new wireless technologies, and so much more!

Simple Registration: One form, one click...

INFORMATICS 2003 makes it easy for you to register. The online form is simple and straightforward, with only one page of information for you to complete and submit.

Visit the INFORMATICS 2003 website at <http://www.cipsinformatics.ca>. Check out the program and the descriptions of Charlottetown and PEI; then click the "Online Registration" link available on every page. Make your conference choices, tell us who you are, click the Submit button; and PRESTO! you're registered.

Payment be made either with Visa, Mastercard, or American Express cards online as you register, or you may choose to follow up your registration with a cheque mailed to the address provided on the registration form.

We look forward to seeing many of you in Charlottetown in May! ☺



Project Management SIG

Our next speaker will be Patrick Bohan of Microsoft who will speak to us about the new features in MS Project 2002 and how they address current project management

challenges. Microsoft Corporation has been supplying Project Management software to Project Managers and the industry for over a decade. Mr. Bohan is Microsoft's Business Productivity Advisor for Western Canada. Microsoft suggests that Project 2002 addresses some of the most asked-for features from Project Managers around the globe. In addition to describing these enhancements, Mr. Bohan will provide a live demonstration. Some of the items covered include:

1. Team Challenges around Project Intelligence (Learnings and pain points)
2. Work Group interaction (Status reporting, collaboration, issues management)
3. Executive Access to Project data (Portfolio management and data views, cost management)

We want to thank Microsoft Corporation for also being the session sponsor. Although the PM SIG events are free, we appreciate you taking the time to register so we can plan sufficient seating for the session.

Topic	<i>MS Project 2002</i>
Speaker	Patrick Bohan
Date	Tuesday, February 4, 2003
Time	12:00 noon (sharp) to 1:00 p.m.
Location	Fifth Avenue Place Conference Centre 2 Floor, West Tower, 237 - 4 Avenue SW

Check out our website and sign up as a member of the SIG. All members will receive email notifications of upcoming events. Membership is free of charge.

To join, visit the CIPS SIG website at:

<http://www.associationsplus.ca/cipsig/>

Should you wish further information, please contact:

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Phone: (403) 234-8960

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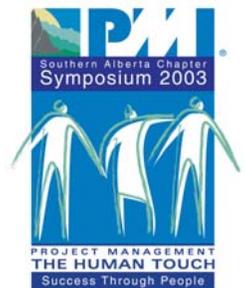
Email: Ken.Wiens@kgw-consultants.com

Project Management Institute: Upcoming Symposium

The Project Management Institute – Southern Alberta Chapter (PMI-SAC) 2003 Symposium *Project Management: The Human Touch – Success Through People* is only weeks away. The event kicks off with an entertaining networking evening at the Calgary Tower on April 30, 2003 and the official program begins on May 1, 2003.

The Symposium is pleased to announce that internationally recognized speaker Ruby Newell-Legner, CSP is a part of the 2003 program. Ms. Newell-Legner offers teams, supervisors, and front-line employees a "magical" formula for building valued relationships. Her high-energy keynote presentations and training sessions combine encouragement and skill-building strategies that participants can implement right away. Her expertise comes from over twenty years as a coach, manager, and professional speaker.

Early bird discounts are available until February 28, 2003 and can save attendees up to \$150 off the full price of the 2003 Symposium. Please visit <http://www.pmisac.com/symposium/2003> for more information and to register for the event. We are updating the website as information becomes available!





As a new member of the CIPS Alberta board and the one now responsible for the CIPS Alberta articles in the CIPS Calgary and CIPS Edmonton newsletters, I thought I should introduce myself to you.

I was born in Cold Lake, Alberta as an "air force brat". I attended school in Hull, Quebec; North Bay, Ontario; Pacific

Palisades, California; Bracebridge, Ontario; and Ottawa, Ontario. I have a B. Math Honours majoring in computer science in the cooperative program from the University of Waterloo and an M. Math majoring in computer science, also from the University of Waterloo. As well, I have an MBA from the University of Calgary.

I have worked at many places in Calgary, either as an employee or on contract. I have worked at, or done work for, Imperial Oil Limited, Esso Resources Corporation Limited, Alberta Wheat Pool, Encor Energy Corporation Incorporated, Gulf Canada Resources Limited, Canada Systems Group, Petro-Canada, RIS Resource Information Systems Incorporated, PanCanadian Petroleum Limited, Nova Corporation of Alberta, Shell Canada Limited, Credit Union Central, Canadian Pacific Railway (CPR), and the Southern Alberta Institute of Technology (SAIT).

I was a student member of CIPS whilst at the University of Waterloo. Back then, there was no

graduated fee structuring following graduation and I left my CIPS membership lapse. A few years later, I rejoined when Esso agreed to pay for my CIPS membership fees. I am now paying my own fees again, but I still believe it to be worthwhile. I have been a CIPS Calgary volunteer for several years, primarily as a proofreader for *CIPScene*, but also in other capacities such as CIPS Calgary's volunteer coordinator. Although I have been involved as part of a church council, this is the first time I have agreed to be on a board. CIPS is not the only place I have volunteered. I have also been a Big Sister while attending the University of Waterloo and helped out with Calgary's Winter Olympics in 1988.

Being on the board for CIPS Alberta is a two-year commitment. I consider the first year to be largely one of listening to and learning from the others on the board, especially those who have already been on the board for one or more years. However, it is nonetheless important for me to contribute when and where I can, as soon as I can and as much as I can. Next year, the odds are I will be given - and will accept - my own portfolio. For the time being, I will be assisting in smaller areas, such as ensuring that someone on the board writes an article for the newsletters each month. Please rest assured that it will not always be me!



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Virtual Reality: IT in Flight Simulators



Montreal-based company CAE constructs simulators and trains civil aviators. It builds nuclear power plant simulators, ship automation systems, and weapons and vehicle simulators for combat situations. The weapon training systems include air-defense weapons and tank simulators, and artillery observation technology to create 3D environments that simulate combat zones. These systems can be delivered as upgrades to existing systems, desktop trainers, or full-scale training environments. In some instances, the simulators can be networked, and internet accessible programs allow some simulation training to be accomplished from almost anywhere.

CAE's most extensive market is in aviation. Its civil and military flight simulators immerse pilots within the cockpit environment that they will encounter in a real aircraft. Flight simulators are used extensively as a training tool, and have two distinct advantages over training in a real aircraft: reduced risk and reduced cost. Simulators allow pilots to become familiar with cockpit instruments and practice emergency handling. Captain Eric Philippouci of the Canadian Air Force says that training in a CC-130 Hercules simulator helped him practice emergency responses to engine and fuselage fires, hydraulic systems malfunctions, landing gear malfunctions, structural problems, and smoke in the flight deck.

CF-18 Hornet pilot Major Greg Shepherd estimates the cost of a session in a flight simulator to be one-tenth the cost of a real flight. With a transport aircraft (like a C-130 Hercules) that requires up to 10,000 liters of fuel, one flight can cost around \$5000, not including maintenance costs. He also says that fighter pilots use simulators for weapons training and to practice responding to radar, adding that simulators are valuable in their ability to allow



all pilots to be trained to a certain standard.

Some large civilian airlines and training centres invest in full flight simulators with sophisticated motion actuators, visual displays, and cockpit designs that are exactly like the aircraft type they are meant to simulate. Pilots can be trained and qualified to fly an aircraft type before actually flying the real thing.

A basic simulator is comprised of the replica cockpit with instrument panels, a graphic visual display, the simulator computer, and the instructor's computer. The simulator computer takes analog input from the pilot's manipulation of the flight controls (ailerons, elevators, and rudder) and provides a digital input to the cockpit instruments (altimeter, compass, etc.) to reflect the position of the aircraft. It calculates how pilot manipulation would change the view outside of the windscreen, and generates the graphics so that the pilot can see the result of his or her actions on the aircraft in relation to the flying environment. The simulator computer can also receive input from the instructor's computer to reflect any number of problems, emergencies, or weather patterns so the pilot can practice emergency responses and become familiar with flying in adverse weather conditions.

The task of building and maintaining a full flight simulator requires a team of engineers and IT professionals. CAE employs multimedia designers, systems analysts, hardware designers, software designers, software developers, software programmers, and database designers to develop the programs and graphics needed to operate a full flight simulator.

Suzanne Kaprowski

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Nuclear Threat Affects Software Development

The escalating tension between the two nuclear powers, India and Pakistan, is prompting United States and United Kingdom outsourcing clients to review their outsourcing options. There is no indication that the situation has caused any major US corporations to pull out of projects in the region, but they're putting contingency plans in place.

"We are critically concerned, especially by the nature of the conversation regarding the use of nuclear weapons," said Jim Beattie, chief technology officer at CCC Information Services Inc., a Chicago-based company that provides IT services to the automotive claims and collision-repair industries. CCC is currently working on a multiparty application development project in India with Cognizant Technology Solutions Inc., a Teaneck, New Jersey-based vendor with operations in that nation. As a result of the escalating tensions, CCC has had discussions with Cognizant about backup and recovery schemes and its ability to move people to locations in the US, including CCC's facilities, if there is a need to do so on short notice.

Despite increasing concern, no companies have yet publically announced decisions to withdraw from projects in India. "People are more keen to understand our business continuity and disaster recovery plans," said Phaneesh Murthy, a vice president at Infosys Technologies Ltd., an India-based company whose clients include Fidelity Investments, Visa International Inc., and J.C. Penney Co.

"Many companies depend on low-cost, high-quality labour, and now need an alternate supply if India's viability is reduced. European companies are now looking to Russia, Bulgaria, the Philippines, Spain, the Ukraine, Ireland, and Northern Ireland."

The concern of safety and the potential loss of business are prompting a flurry of activity by Indian vendors, which are seeking to reassure nervous US and UK clients about fallback plans in case of an all-out war. Elaborate contingency plans have been drawn up by many foreign vendors in India, such as Cognizant, that outline specific steps to quickly move people and processes to safe locations if nuclear war breaks out.

India is one of the most popular destinations for offshore software development work. Numerous US-based companies have ongoing projects in the country, while some, like General Electric Company, have full-fledged software development centres. According to India's National Association of Software and Service Companies, there are currently about 500 software development companies in India and more than 220 Global 1,000 companies outsource technical services to India. ■

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Project Management's Fifth Discipline: Part 4

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



Introduction

This is the last of four articles about the Project Management's (PJM) Fifth Discipline®, with this one being focused on the fourth discipline - Expectations Management.

The PJM 5th Discipline, also referred to as Performance Project Management®, is a systematic and coordinated application of five supporting disciplines:



Figure 1 – PJM 5th Disciplines

Most project managers are concerned with the first two disciplines and seldom apply the third, Best Practices, with the excuse that the project has no time to apply them. These first three disciplines do not deal with the foundations of project success – people, which are the focus of the fourth and fifth disciplines. Whether it be managing the interactions of the team with stakeholders or their interactions and performance within a team environment, hardly anyone has studied the invisible forces that govern such interactions.

The last three articles addressed the four performance realization principles supporting the fifth discipline – to achieve superior project team performance, and an approach to measure its performance index – to measure the strengths and determine the gaps that may impede team success.

Rationale

The Project Management Institute's definition of project success states: "A project is successful when it meets or exceeds the expectations of the stakeholders".

Yet, most project managers usually call a project a success when they deliver their projects on time and on budget, and if they also delivered the functional requirements. Yet, the reality is that most projects

end up not meeting stakeholders' expectations, rendering them as failures; this is the only relevant measure that determines project success!

The Stakeholders Compass

For centuries, the magnetic compass has been one of the most reliable navigation instruments still in use today. It always points north, providing navigators with a fixed reference point. Using a compass and a map or chart, a skilled, careful navigator can direct a craft from one destination to another, even in fog or at night.

I use the compass as an analogy to describe the role that expectations management must play in the project lifecycle to meet stakeholders' expectations.



Figure 2 – Project Stakeholders Compass

North "Gives you a fixed reference point" represented by the organization's goals concerning your project, documented in the Business Case and supporting Project Charter, whose compliance is entrusted to the individual accountable for its success – Project Sponsor.

East The rising sun, represented by those whom you need to engage and will play key roles in supporting your project endeavours (e.g., business unit managers, IT advisors, vendors, etc.) which complement your skills to be successful – External Community.

West The setting sun, the end of the day and results everyone measures, where the aspirations of the end-users rest – Internal Community.

South Unless you are in the southern hemisphere, the South is where it is comfortable and predictable – Project Team.

Chart The map that describes where things are and how to recognize them – Expectations Map.

Navigator The individual that can direct a craft from one destination to another, even in fog or at night – Project Manager.

The problem with this model is that maps and charts (such as business requirements, designs, technology) only deal with the obvious (needs). In reality, all participants in a project – stakeholders – come with vested interests (expectations), which can make it or

break it. Stakeholders' expectations are like the weather - unpredictable and constantly changing. The fact that you have successfully navigated a route is no guarantee that you will do it again, successfully.

Expectations Management Model

A major component of any project involves the interaction of many stakeholders, those individuals with a stake in your project.

Expectations management is about recognizing the subtle but important "weather" indicators that can help "steer the ship away from a storm." The model I use (Figure 3) outlines the process that must be followed to align stakeholders' interests and value perceptions as a project evolves. Expectations are "inductive" elements (shown in italics) that always remain in the "back-of-the-mind" of stakeholders and usually are fluid and in constant evolution or adjustment relative to their particular interests as the project progresses.

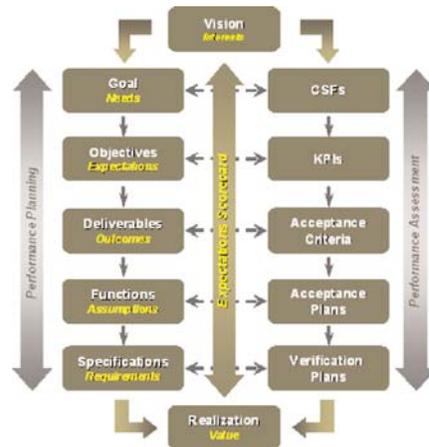


Figure 3 – Expectations Management Model

The goal is to ensure that expectations are always aligned with all stakeholders and their set of interests and value elements that inevitably dominate their actions during the project execution.

A project manager must be accountable for converting the inductive elements (italics) to deductive elements via an "Expectations Convergence Process" involving dialogue, understanding, documentation, and commitment (sign-off), and for ensuring that a governance process is implemented to meet the business objectives.

Managing expectations is performed via two pillars of project governance: planning and assessment. The planning processes permit achieving convergence of stakeholders' interests, whereas the assessment processes provide the governance continuum

necessary to ensure that alignment is maintained with the business and end-user expectations.

Expectations Scorecard

Expectations are fluid yet connected between their interests and perceptions of value expected. The only means a project manager has to manage expectations is to align and connect the scope elements defined in the planning processes (left) with the evaluation elements/indicators defined for the assessment process (right).

Stakeholders seldom forget or put aside the interests (triggers) which sparked them into action - to promote, support, and/or participate in a project. These interests can be of a personal or organizational nature, and always remain firmly connected with the "value" elements that will be the reference to determine their level of satisfaction with the project's outcomes.

Project managers often fail to understand that the root cause of why it is difficult to get stakeholders to sign-off project documents is that there is a disconnect between stakeholders' interests and the value they want to realize as interpreted from the information in the deliverable(s) they are supposed to have agreed to. During the numerous presentations, discussions, meetings, and reviews, stakeholders' interests always remain connected to their own personal views of what the project's final outcome realization should be.

It is quite surprising to see that most project managers never consider producing, at the start of the project, a comprehensive analysis of stakeholders' expectations ["The Expectations Map"]. The goal is first to understand and then monitor how the project is delivering value to them – individually. Moreover, even when something is being delivered, no effort is spent in determining whether the deliverable supports or diverges from the stakeholders' perceived value considerations, so adjustments can be made in time.

There is a phenomenon that sets in the minds of stakeholders when an outcome is perceived as not being in alignment with their perceived or expected value considerations – defined here as the "Delayed Value Realization." Stakeholders tend to put on hold their judgments about whether the outcome requested for sign-off supports their value perceptions – which are fixated in the future – or "Final Outcome Realization". Even if the outcome is signed off, giving tacit agreement of acceptance (but not commitment), they will place heightened expectations at the next value verification point (the

CONTINUED ON PAGE 16...

next sign-off) and, if at the next point there are shortcomings in meeting their expectations, it will be increasingly difficult for one or more stakeholders to become convinced that their interests are being adequately served.

From Interests to Vision

Stakeholders' interests (inductive) identify opportunities and promote ideas that lead to establishing a vision (deductive) of what needs to be done or accomplished. The vision is the foundation of action within any organization and drives parties sharing similar interests into aligning their efforts along a common direction.

The reality of organizational life is that, for a vision to be converted into action, it needs to be shared (owned) with others to gain support for its execution. A shared vision, whether it is politically motivated, supported within the organization or not, is the seed that drives the organization into action and the establishment of new initiatives, business transformation programs, or the development of new ideas. The ways in which these initiatives are implemented take the form of programs or projects. This is why a "Shared Vision" is a key element that must be understood by all those accountable for the project results.

Expectations Scorecard

The center arrow denotes that no matter what process you subject the stakeholders to, their expectations always remain locked in their original interests - because many of the stakeholders have had to make compromises along the way. This center line is the "Expectations Scorecard" and usually dominates the acceptance process of individual stakeholders unless the elements on the right are also addressed and documented to ensure alignment with organizational objectives.

Shared visions notwithstanding, different stakeholders always maintain different interpretations of what (interests) will be realized, and the expected impact (value) will have on them personally and their organizational units. During the length of the project, stakeholders' expectations are in a constant state of transition, and usually remain tuned to their original interpretation relative to their interests and the expected value they would like to get from the project. Most project managers miss this point entirely, often leaving stakeholders dissatisfied with the results.

In most projects, the agreed-to "shared vision" tends to depart somewhat from the one set by its originator (usually the project sponsor). Notwithstanding the stakeholders' shared vision agreement, the individual interpretations of the vision will remain in the back of their minds for the length of the project. They are manifested in a form of assumptions which, if not understood and documented, can lead to misunderstandings and not satisfying the "perceived" value expected at the end of the project.

From Value to Realization

No amount of project documentation and acceptance testing will change the fact that, if expectations were not managed during the life of the project, it is likely that the realization of results may not connect with the value each stakeholder had expected.

Well-managed projects recognize that time and budget limitations have a direct impact in the value stakeholders get from the project outcomes. These discrepancies are often noted and agreed to in the form of agreed-to future requirements that may be released in subsequent versions or releases - or "Delayed Value Realization" - which must be managed and documented in the Expectations Scorecard.

Expectations Continuum

In Figure 3, the track on the left is driven by the combined knowledge (inductive) and experience (deductive) of the stakeholders accountable for realizing the original vision, once the community of interests of the organization has been mobilized to action. The project manager is expected to direct each stakeholder, individually, through a systematic convergence process to achieve the realization of his personal vision, by translating his thoughts and aspirations into specific directives. These directives drive the planning continuum and, in turn, the definition of the project's scope.

Converting Needs to a Project Goal

A well-defined project has a single Goal clearly expressed and agreed to by all stakeholders



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accountable for the project success. A Goal is a one-sentence definition of specifically what will be accomplished, while incorporating an event signifying completion.

During the discussions leading to defining the project scope parameters, stakeholders' interests evolve into needs relative to the shared vision. Each individual goal is to ensure that each individual's needs are recognized and translated to define the project "Goal." The goal must clearly define what needs to be achieved.

If a project has more than one goal (whether explicit or implicit), it may lead to conflicts, as stakeholders would tend to align to the goals unequally, depending on which goal protects or aligns with their individual interests. As such, the Executive Sponsor must ensure that the goal so described satisfies the interests of all stakeholders and is consistent with the shared vision.

From Expectations to Objectives

When the Goal for the project has been established, stakeholders seldom forget their initial interests and needs. Notwithstanding the defined Goal, these two remain and will influence the definition of the project objectives.

Stakeholders' needs evolve into expectations, regardless of how a goal has been defined. The project Goal is a shared agreement of what the project is to achieve, whereas expectations are the "personal interpretation" of that goal back to the stakeholders' individual interests.

A project should not have to achieve more than three objectives and each objective should be aligned with the project goal. Objectives are the predetermined results toward which effort is directed, and must be clearly defined in terms of thresholds and must be measurable.

From Outcomes to Deliverables

During the discussions that lead to defining the project's scope, every stakeholder determines a set of outcomes he expects to see, irrespective of the objectives defined. These outcomes remain firmly connected to their interest baselines, the foundation for providing support to the project.

The ensuing negotiations lead to the identification of deliverables. The word "negotiation" is used here insofar as the identification of project deliverables is a process used to align expectations regarding expected outcomes.

A seasoned project manager captures the needs and expected outcomes from each stakeholder and ensures they are in complete alignment with the identified deliverables their scope and high-level requirements.

From Assumptions to Requirements

As soon as the deliverables have been defined, stakeholders usually begin to develop assumptions regarding expected functionality, and how this functionality will satisfy their interest baselines.

The process of defining functional requirements is the most critical in any project. Many continue to use unstructured processes to capture functional requirements, which is a source of most project disconnects with stakeholders' interests and value determinations. The use of a structured process that asks the right questions and is focused on capturing requirements and stakeholders expected outcomes, is a foundation for assisting them in defining their specific requirements relative to their interest baselines.

From Requirements to Specifications

The definition of project specifications – not to be interpreted as the solution architecture or design -

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describe the details and any other scope attributes of the work about to be undertaken. It is the second convergence point in the life of any project that aligns all the inductive and deductive needs from the stakeholders, describing what is required and not how it is to be achieved.

As such, this document represents the foundation for determining the project scope, its budget (in terms of time and financial resources), and the baseline for managing stakeholders' expectations and assessment of the project outcomes.

Assessment Continuum

In Figure 3, the right column (performance assessment) establishes the hierarchy used in translating high-level project definition parameters to elements that can be used in tracking project performance. It is based on interpreting both inductive and deductive elements and converting them into measurable performance assessment elements against which every outcome of the project will be assessed.

Most projects have very poor formulating performance indicators and methods for reporting

their status. These indicators are usually documented in a project charter but seldom incorporated into the project plans, or referred to in status reports.

Critical Success Factors (CSFs)

John F. Rockart introduced the concept of CSFs, which were directly related to achieving organizational goals and nothing else. CSFs are those factors that the organization needs to do well to succeed. It is where management needs to focus its attention to ensure the project goals are met. CSFs are also used as a foundation to establish accountabilities for project outcomes.

CSFs can be categorized as either "monitoring" or the "building/adapting" type. CSFs must be expressed in terms of how the project will meet the business needs and not in terms of what the project requires to accomplish such outcomes. They must be based on objective measures and not prone to subjective interpretation. Typically, a project should not have any more than five CSFs defined. The project status reports must clearly indicate the progress regarding each CSF based on key performance indicators defined for each CSF.

Key Performance Indicators (KPIs)

Project managers usually report status on the wrong things - such as effort against plan, or expenditures against budget. Seldom do status reports state how the project is meeting the specific project objectives or aligning with business goals. Also, most projects assumptions (such as CSFs and KPIs) are virtually ignored as soon as the project starts, and are seldom incorporated into the project plans and team accountabilities.

KPIs are the measurable thresholds assigned to each CSF and must be aligned with the objectives set for the project. They need to be assigned to a team member or stakeholder in a form of project accountability for monitoring purposes.

Project objectives are usually broken down into subsets assigned to each project deliverable. As such, KPIs must also be decomposed to establish the KPI hierarchy aligned to sub-objectives for use in formulation project status reports.

Acceptance Criteria

Acceptance Criteria must be stated for each project deliverable and must be defined within days of starting the project. Each deliverable must have conditions of acceptance in terms of scope, content, and performance thresholds clearly defined and agreed to by all stakeholders.

Project managers typically confuse acceptance with testing and have mistakenly addressed the criteria for acceptance, if considered at all, well into the project

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execution, and after key documents such as detailed designs have been prepared.

Developing acceptance criteria is not an event but a continuum used to maintain alignment with the initial business needs and project approvals as the details of the project are known and its scope refined. The most critical element is to offset the assumptions (inductive) with high-level acceptance criteria statements (deductive) to prevent misunderstandings creeping in at the end of the project.

Acceptance Criteria forms the core to manage the fulfillment of end-user expectations. They are the project's "contract/way-out" conditions and pave the way for establishing a structured approach to verify that all project deliverables meet stakeholders' expectations. It must evolve and be refined at each stage of the project. For each stage, the acceptance criteria are decomposed into an acceptance hierarchy detailing the conditions for acceptance for each subordinate outcome. Acceptance criteria must be reviewed and signed off by all stakeholders and internalized by the project team.

Acceptance Plans

While Acceptance Criteria establishes the thresholds (what), Acceptance Plans describe the required processes for verifying that the criteria has been met (how). This is not to be confused with the preparation of testing plans (e.g., unit, system, and integration) and must be aligned with each function of the system. The plans are formulated with the end-users in mind, from the business point of view, in their own language, and devoid of technical lingo.

Acceptance plans define how stakeholders will be trained to support the new processes, prepare test data, conduct user acceptance tests, manage exceptions and, most importantly, perform issue escalation and resolution processes. It also states the accountabilities of the team for defining integration testing based on precedence testing diagrams modelling the business cycle the system is expected to support.

Verification Plans

Once the system specifications have been completed, based on user requirements, acceptance plans are refined to determine how the functionality of each requirement will be tested and accepted via verification/certification plans.

Typically, specifications include use case analysis describing the interaction of end-users with the system under design. It determines specifically what test cases need to be considered and the preparation of test data to support the tests.

This information is the foundation for conducting design walkthroughs to verify that the design being proposed by the team is aligned with the documented requirements and business goals. The walkthroughs are also the foundation towards the preparation of test plans to be executed by the team, before their outcomes are turned over for user acceptance testing.

Conclusions

The formulation and approval of acceptance criteria at the outset of any project, combined with the hierarchy of acceptance thresholds, such as KPIs for all project outcomes, facilitates the implementation of performance monitoring and the end-user acceptance process.

Understanding stakeholders' psychology and behaviour about needs and expectations, so they can be managed via a process of convergence as the project evolves, paves the way to ensuring their satisfaction and acceptance of project outcomes, the most valid measure of project success.

Is anyone listening? Did you find the past four articles of some value? Have you put the principles into practice? Were they useful (or not)? I would like to hear from you and would appreciate it if you drop me a note.

*Edgardo Gonzalez is the Managing Consultant with PRSL and Vice-President of CIPS Alberta.
ed.gonzalez@prsl.ca*

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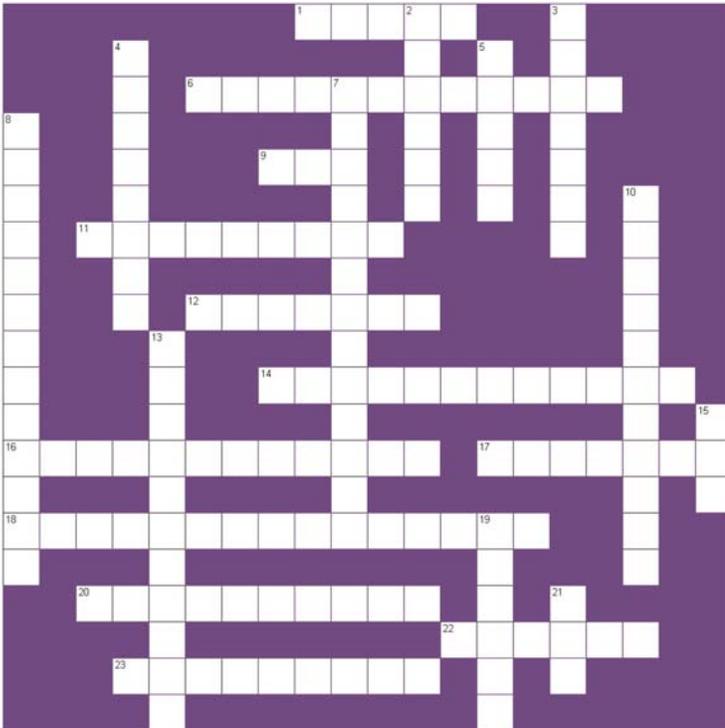
understanding of how networks can be used to give every citizen secure access to electronic interfaces to government. The ICDL community is actively evolving its program to meet developing user requirements in areas such as the web and awareness of Internet security in order to provide citizens with the necessary knowledge and skill base to participate in the Information Society.

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ACROSS

1. Team communications builds _____ and cooperation.
6. Goal: to meet or exceed these.
9. Project Management (abbrev.)
11. An uninterrupted ordered sequence.
12. Save records for future use.
14. Those who have a vested interest in a project or venture.
16. The act of establishing the truth, accuracy, or reality.
17. Measured by customer satisfaction and profitability.
18. Authored Project Management series (2wds).
20. Skills necessary for the project manager.
22. Foundation of project success.
23. A vehicle for measuring success.

DOWN

2. Measurable control milestones.
3. Combined action or operation.
4. Work done by several for a common goal.
5. Reduce _____ and uncertainties.
7. Necessary skills for a successful project.
8. Used to verify that work was completed to expectations (2wds).
10. Moving towards uniformity.
13. Superior Team _____.
15. Critical Success Factors.
19. To go above and beyond.
21. Key Performance Indicators.

If you have read the Project Management's Fifth Discipline Series featured in the November through February CIPScenes, you should have no trouble solving this puzzle!

Registration Form - Seminar Series 2002-2003

Name _____ Company _____

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Individual ticket(s)

Member _____ @ \$40.00 = \$ _____

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Seminar Series Packages (members only)

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Please indicate seminar choice(s) according to package selection:

The Secrets and Rewards of Personal Networking

February 20, 2003

To Be Determined

March 20, 2003

To Be Determined

April 17, 2003

To Be Determined

May 15, 2003

Check our website at www.cips.ca/calgary for updates on speakers and topics as they become available.

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