

CIPScene

Canadian Information Processing Society, Calgary Section

JANUARY 2003

CIPS Presentation

JANUARY LUNCH MEETING

"Knowledge Sharing and Networking"

CIO Panel

Ted Barnicoat, I.S.P.,
Trimac Corporation

Debbie Gillis,
Forzani Group

Dave Whitmore,
Calgary Roman
Catholic Separate
School District No.1

Date

Wednesday,
January 8, 2003

Time

11:30 am
Registration

12:00 noon
Presentation

Location

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

Technology that Works!

Often we read about the "latest and greatest" technology and how it is going to revolutionize the way companies do business and change the world. The last few years, however, have shown us that not all of the "latest and greatest" have lived up to their potentials. It seems everyone has a story about a company that spent millions on a technology that failed to deliver.

What about those *good news* stories, where organizations introduce the "latest and greatest", but actually fulfill the business case, solve the recognized problem, and create true value?

Join us at the January CIPS Luncheon and hear from three Calgary CIOs who will discuss such stories. We have asked them to relate implementations of technology in the last three years that have proven to be a great successes.

Ted Barnicoat, I.S.P. - Chief Information Officer,
Trimac Corporation

- Ted has been involved in technical and executive positions in the field of information processing since 1966. Currently, he is the CIO for Trimac, an industrial transportation services corporation. Trimac provides services in highway transportation of bulk materials, logistics, and supply chain management.
- Ted is active in the community as a CIPS member and past Co-Chair of the National Certification Council. He is a member of the boards of Theatre Calgary and Integen Technologies Inc., a wireless technologies development company. Ted is a Professional Member of the Canadian Professional Logistics Institute.

Debbie Gillis - Chief Information Officer,
Forzani Group

- Information and communication make up the glue that binds Forzani's diverse activities and initiatives. This is especially true as those activities increasingly encompass multiple

CONTINUED ON PAGE 3...

Please register by noon on Friday, January 3, 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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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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JANUARY Industry Night JANUARY Industry Night!

Focus: Oracle Collaboration Suite
Date: Wednesday, January 22, 2003
Venue: Oh! Canada Restaurant
Nexen Tower
7 Avenue and 7 Street SW
Calgary, Alberta
Time: 5:00 pm – 8:00 pm

Cost: Members – \$5.00
Non-Members – \$10.00
(Price includes munchies and one drink)

Registration Options:

Online (preferred):
http://www.associationsplus.ca/cgi-bin/cips_sig_all.pl
(Listed in "Social")

Email: calgary@cips.ca

Phone: (403) 244-4487

Registration Deadline: January 21, 2003

(Pre-registration is required by the venue for attendance numbers. Walk-ins are accepted only if space is available.)

businesses, rapid organic growth, and acquisition. Debbie Gillis joined the Forzani Group as Vice-President and Chief Information Officer in September 2001.

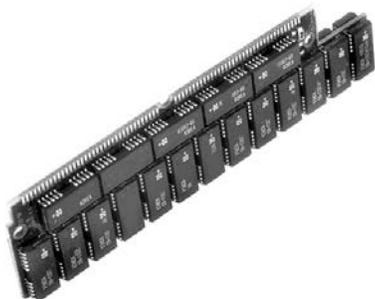
- Ms. Gillis' credentials include a career in information technology spanning more than twenty years, fourteen of which have been with major national and international retail organizations. Prior to the Forzani Group, Debbie was the Vice-President of Information Services at Staples. She holds a Bachelor of Arts in Psychology and an MBA in Marketing and Finance from the University of Alberta.

Dave Whitmore - Director, Information Technology, Calgary Roman Catholic Separate School District No. 1

- Since graduating from the University of Western Ontario in 1971, Dave Whitmore has spent his entire career working in the information technology field. He spent 24 years working in

different capacities in Information and Computing with Shell Canada in Toronto, Ontario; London, England; and Calgary, Alberta.

- Mr. Whitmore joined the Calgary Catholic School District in June 1995 as Director, Information Technology. Since joining the District, Dave has been responsible for the complete rebuilding of the District's information technology infrastructure. This rebuild included a new District network connecting the District's 97 locations in Calgary, Airdrie, Cochrane, and Chestermere; new Financial, HR/Payroll, and Student Information Systems; the rollout of over 4500 new PCs to the District's schools; the computer technology planning and implementation in the ten new schools opened since 1995. The latter included a new Senior High School in south Calgary, which has over 120 wireless laptops connecting to the school's wireless LAN. Dave is a member of Alberta Learning's K-12 Technology Advisory Group committee and has been a member of CIPS Calgary since 1995. ☛



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If you are anything like me, the one thing you desperately want to avoid when writing an article for the January issue of any magazine is being boringly predictable with references to New Year's resolutions and tips on goal setting. Blake, our newsletter editor, keeps urging me to use the Notepad as an opportunity to "rant"

on any subject I see fit. So for 2003, I did have visions of a "Sex in the City" type offering, set amongst the membership of CIPS Calgary. Mmmmm, on second thought, perhaps there's not too much material there.

My gut instinct (or perhaps my lack of creativity) usually leads me to seek inspiration for a business-related commentary. But in an effort to be more creative, I'm going to hedge my bets. Part one below is a sensible topical piece "Reflections on CIPS Calgary 2002" followed by (you guessed it!) part two – the Matthew Williams "2003 Wish List" (yes, I have succumbed to the predictable January formula; what else can you do?). Here's hoping you manage to get to the end without too much Christmas hangover yawning.

First: Reflections on CIPS Calgary 2002. Our Section has remained stable despite troubling times in the IT sector, which is a pleasing statement to be able to make. A cut in capital spending usually affects advertising dollars and indeed, we had to seek a new model for our newsletter in order to make it viable. On the positive side, this means we are going to experiment – to the end of this fiscal year – with an electronic format. Some of you may say "it's about time", while others may have a more traditional view of a paper newsletter, but bear with us while we try to perfect the new model and, at the same time, continue to increase the newsletter content.

Meanwhile, less money in IT pockets could have negatively affected our membership numbers in 2002. I am happy to say, however, that our membership has remained stable and we thank you all for your continued support.

We had much success in our efforts to raise sponsorship dollars in 2002. Fiscal year 2001/2002 finished with Denise Richards, our Sponsorship Director, raising over \$29,000 in sponsorship revenue, essential to keep our Chapter operating. As we move from 2002 into 2003, I can tell you that Michelle Cariou, Denise's successor, is also on target to meet her goal, which is a testament both to Michelle's fundraising skills and the relevance of CIPS to the corporate community in Calgary.

During the summer of 2002, we did the usual 'changing of the guard' with Maria Anderson finishing her term as president, myself stepping into the role, and the appointment of new directors. Ensuring continuity as we make personnel changes is no mean feat; I can only imagine what it must be like every four years at the White House. However, I think we managed to pull it off successfully. Special thanks should go to our Treasurer, Rob Carruthers, for his diligence in pulling together another annual budget. I think he can do them in his sleep by now (and since I know he has sometimes worked on the budget until 2:00 am, it is likely that he actually *has* fallen asleep during a few line items).

Thanks to the entire CIPS board and our many volunteers, we can enter 2003 with another full program and a healthy section. My personal thanks to all of you for your hard work.

And so, to finish off, part two: The Matthew Williams 2003 "wish list", one for each month and in no particular order:

- 1) Let us hope that corporations and venture capital outfits start to spend money on IT again. It doesn't have to be like it was, but just enough so that the IT sales guys can stop drinking coffee in the +15 and actually go back to visiting clients (how much more coffee can a salesperson actually drink?).
- 2) I wish that the Flames can make the playoffs in 2003. It would be a shame for Calgary youngsters to grow up without an NHL team.
- 3) Please let the 2003 golf season start earlier than the end of May. (Was it just me or was it excruciating waiting to get back on the golf course in 2002?)

CONTINUED ON PAGE 8...

CIPS CALGARY GOLD SPONSORS



New Trends in eSecurity

Empowerment



Blake Kanewischer
Publications Director

As many of you know, the last few weeks have been particularly turbulent at Calgary City Hall and the University of Calgary Administration Building. Each of these organizations is facing what has been termed "the toughest budget in years."

It's almost as if there's a perfect storm brewing. Just as Calgary's growth continues to expand, the dollars available (from all levels of government) decline. The confluence of these two trends is causing a great deal of distress in both organizations.

Needless to say, the reaction has been predictable, almost down to the exact quotes people use to describe the situation. Union leaders are aghast; business unit leaders are concerned; and the list goes on. There's a sense that the public sector needs to examine the way business is done—to seek out the efficiencies, to trim the fat, and to get out of areas they shouldn't be in.

All of these, individually, are good initiatives. However, it almost seems to go against human nature—when times are tough, people tend to protect what they have. In bad times, there's a sense that "if I give it up, I might never get it back."

Despite human nature, there are organizations that successfully downsize and successfully emerge from traumatic budgets as winning organizations—what's their secret? The list of government organizations that have done so is a lengthy one: Visalia, CA; Phoenix, AZ; Minneapolis/St. Paul, MN; the US Air Force Tactical Air Command; and the US Air Force elements deployed during the Gulf War, among others.

The key elements here are simple: trust, communication, and empowerment. These three elements represent both a virtuous and a vicious circle. By communicating with and trusting employees, empowerment tends to increase; by empowering and trusting employees, communication tends to improve; and by communicating with and empowering employees, trust tends to improve.

If any one of those three elements isn't present, it makes it very difficult for an organization to emerge a better organization after a downsizing exercise. Let's look at each of these elements in turn.

Trust. It's such a simple word. Essentially, people learn to trust each other by putting themselves in a position of vulnerability and not being attacked. If

that doesn't seem possible, think about a cat—cats won't let you scratch their bellies unless they trust you. Similarly, a dog usually won't let you scratch behind its head unless it trusts you.

How does trust translate to people? In order to have people trust you, you must first be trusting. It's just about impossible to trust a person if s/he doesn't trust you. It means you have to make the first move; unlike chess, in the "game" of trust, if you hold the black pieces, you have to spin the board around and reach for the white pieces.

When you trust people, it feels natural to talk to them about anything, anytime. Personal, professional, successes, failures, fears, dreams – it's all "hanging out there." Try it sometime. Tell someone you've just met or don't trust something you haven't shared with them in the past – it doesn't have to be anything earth-shattering, just something they haven't heard before. That should start you on the road to a trusting relationship.

When you communicate with people, there are some things you have to hold back but, in general, unless you have a fiduciary or other responsibility, you should be able to share information more or less freely with people.

CONTINUED ON PAGE 13...

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**A Canada-wide
Program**

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

**Please note new location*

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breakfast session!

Refer to the enclosed insert for
registration information or
register online at
[https://secure.nl2k.ab.ca/
aplus/forms/cips_seminars.php](https://secure.nl2k.ab.ca/aplus/forms/cips_seminars.php)

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?
6. Can you actually get a patent for an IT idea? If not, how can I best protect it?

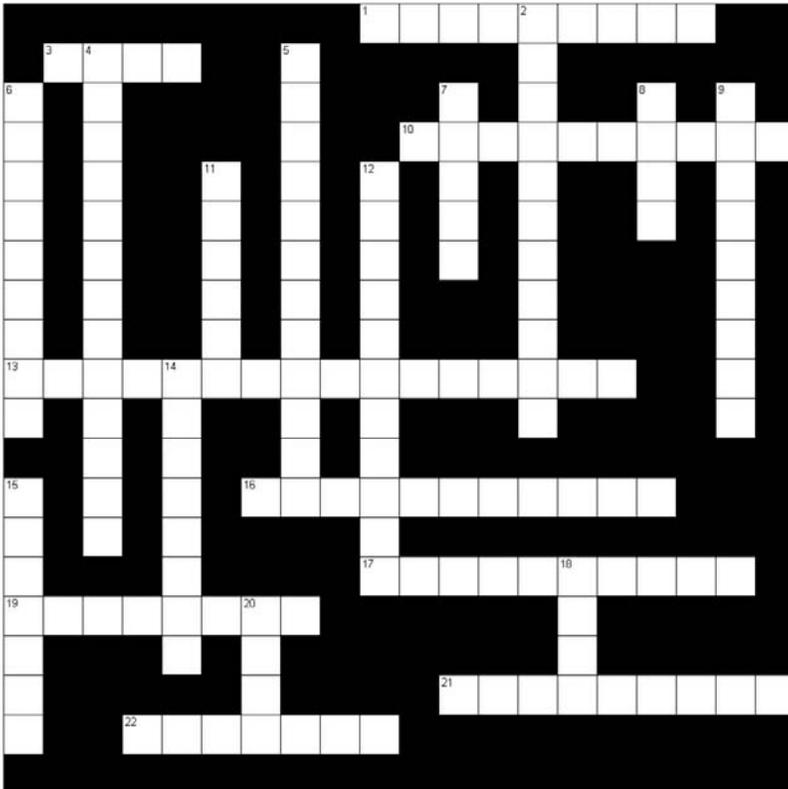
Jane Churchill is a lawyer and registered trademark agent, practicing intellectual property, corporate and commercial law, and commercial litigation in Calgary, Alberta. Before opening her own boutique IP Law firm in the Alastair Ross Technology Centre (University of Calgary campus) this September, Ms. 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

CIPS Puzzler – Happy New Year!



ACROSS

1. 10, 9, 8, 7...
3. Ceremoniously dropped every New Year's Eve.
10. Commonly broken New Year's promise.
13. MMIII
16. We make these January 1, and break them January 2.
17. A gadget that loudly blasts in the New Year.
19. Small bits of coloured paper tossed in the air.
21. Well preserved host of New Year's Rocking Eve.
22. A rest from work.
6. Party! (verb)
7. Cheers!
8. Act of affection perpetrated under the mistletoe.
9. Traditional New Year's Eve libation.
11. Penguin suit.
12. Fashion statement.
14. Common New Year's Day affliction.
15. Pull it apart with a bang!
18. An object that disguises one's facial identity.
20. Vehicle you should call if you've had too much of the bubbly.

DOWN

2. The Crossroads of the World (to New Yorkers).
4. One of a plethora of medicinal substances ingested January first.
5. Scottish tune traditionally performed on New Year's Eve.

Solution to be posted on the website by January 15, 2003

Pangaea Inc. *Platinum Sponsor*



About Pangaea: Pangaea started in 1993. Currently, offices are located in Calgary, Edmonton, Vancouver, and Victoria. Pangaea has not only grown since 1993, but also been able to position itself as one of the leading IT business solutions companies in Western Canada, in spite of the dot-com meltdown. In order to stay ahead of the game, according to Jason McIntyre (marketing manager head office in Calgary), Pangaea insists on sticking to its "strong market-driven strategy." By doing this, McIntyre acknowledges that Pangaea "has been able to increase its organic revenue growth each year." Pangaea has been vigorous in detecting any gaps in its business and, through strategic acquisition, has been able to fill the gaps and offer a superior range of services.

In addition to sticking to its market-driven strategy, Pangaea attributes its success to four guiding principles:

1. Provide consistent and uncompromising quality and value in services for clients;

2. Be creative and innovative in the utilization of current technologies and approaches;
3. Hire the best people and provide a challenging and participative environment where people can develop to their full potentials; and
4. Operate on a sound, financial, profitable basis.

Pangaea's four guiding principles have obviously worked for them as can be seen through the following recent awards:

Services provided by Pangaea:

Internet solutions for:

- Knowledge management
- Business intelligence
- Legacy migration and integration
- Portal development
- Document management
- Web content management
- Web-enabled line of business applications
- Customer self-service applications
- Electronic service delivery

- October 16, 2002 – Victoria, BC; at the Strategies for Public Sector Transformation Awards Banquet, the system Pangaea created for The Centre for Disease Control won in the special category Health Development
- September 20, 2002 – Vancouver, BC; at the Vancouver Island Advanced Technology Centre (VIATeC), Pangaea received the Electronic Service Delivery Award for their FIRE application
- February 3, 2002, Toronto, ON; at the Microsoft Innovation Awards, Pangaea won the award for best Corporate Portal Solution

Pangaea is focussed on long-term growth and, it is suspected, will weather any low points the IT sector will face. It has already proven its

ability to adapt and sustain a position of leadership in this ever-changing industry. ☛

See "Who We Are" at

<http://www.pangaeainc.com/who+we+are/default.htm>

Jolene Fleming

bfleming@telusplanet.net

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.

Sponsorship Profiles are one of the benefits of CIPS Calgary Sponsorship. If your company is a sponsor and wishes to submit or request a profile article, contact Blake Kanewischer at 268-5520 or blakek@cips.ca.

If you wish to become a sponsor, contact the CIPS office at 244-4487 or Michelle Cariou at 261-5903.

Career Skills Industry Night



The second CIPS Student Event of the year was held on November 21, 2002 at the University of Calgary and, like the first event, was a huge success! The "CIPS Systems IT Panel Industry Night" was the biggest student event so far this year and included seven IT panel members. Panel members were assigned the following IT roles: Systems Business Analyst, Project Manager, Programmer Analyst, QA, Network Analyst, Technical Analyst, DBA, Data Analyst, Post Implementation Support, Facilitator, and Customer. The panel members walked through a mock project scenario and described their duties and roles at different stages in the project life cycle. The depth of information covered, as well as the quality of the presentation, impressed many students. The Student Section would like to thank the following IT panel participants: Dave Karbashewski, Peter Whitehead, Nimira Kurji, Darren Bayda, Maria Anderson, Marion Ng, and Christian Leith. The information they presented helped many students develop a clearer picture of the different IT positions available in the workplace.

Looking ahead, many CIPS student members are probably looking for employment for this summer. Well, you're in luck, because the focus of the next

CIPS student event will be on career skills! Catherine Brownlee, President of an executive head hunting firm, will be the January CIPS Student Event industry speaker and will present information critical to your success in the workplace. Ms. Brownlee is the company proprietor and CEO of Prominent Personnel, a highly successful recruitment agency, and has a focus and specialization within the Petroleum community of Western Canada. She is the driving force behind Prominent Personnel and has a wide array of contacts, covering all aspects of the industry, from exploration, through operations, field development, completion, and marketing. As a recruitment specialist, Ms. Brownlee has an outstanding track record of performance in prospecting, recruiting, interviewing, and placement, which is echoed in the continuing success of Prominent Personnel. Ms. Brownlee will discuss topics such as how to write effective resumes, how to successfully prepare for job interviews, how to network within your field, and how to improve your business presentation skills. This CIPS student event will be held on Thursday, January 23rd at DeVry at 7:00 pm. The room location will be posted on the CIPS website at www.cips.ca/calgary. I look forward to seeing many of you there! In addition, if you have any questions, feel free to contact me at: leith@cpsc.ucalgary.ca. ☛

EXECUTIVE NOTEPAD

CONTINUED FROM PAGE 4...

- 4 I think it would be really welcome if all the uncertainties in our world economy, Iraq, Kyoto, US Consumer confidence, and terrorism are put to bed by the end of Q1 and we can all move onto some fresh uncertainties (I just have a personal need to be talking about something new by April at the latest).
- 5 In 2003, I hope my RSP bounces back to where it was in 2000 (I need to get back those extra five years of having to work).
- 6 It would be a treat if my employer would buy me one of those cool Blackberry units (are you reading this Dave?).
- 7 It would be nice to visit Vancouver just one time on business having remembered my umbrella.
- 8 It would be equally nice to visit Toronto on business and just once to have someone smile back at me when walking down the street (I think I might be

scaring people there; maybe I should avoid making eye contact on Yonge Street?).

- 9 I really hope my oldest son can reach the age of "nearly 12" and not be too embarrassed to be seen with me (my friends with pre-teens and teens tell me that once they get to that age your days of being the cool Dad are just about over).
- 10 I wish that one day when I get home from work my wife says: "you've been working way too hard, why you don't take a golf vacation with some of your buddies?" (Are you reading this sweetheart? I just want to remind you that I did do a reasonable job of looking after the kids when you went back to visit your Mum in England).
- 11 Just like every other year, I am going to wish that I win the lottery (and just like every other year I will spend \$10 on a ticket for my wife on our wedding anniversary and neither of us will bother to check to see if we won).
- 12 I wish you all a safe and healthy 2003. ☛

Why Students are Having Trouble Finding Work

In the not-so-distant past, post-secondary students had their pick of intern jobs that gave them the opportunity of professional experience in their fields of study, along with a paycheck. This year, the exact opposite is taking place. Students applying for internship are rarely getting positions in companies to which they applied. The fortunate ones who do manage to land internship positions are not getting paid for the privilege. The graduate students are having just as many problems. It has become practically impossible for them to land jobs related to their fields of study.

Since September 11, 2001, the North American economy has taken a nosedive. Many companies have admitted they do not have the finances to hire inexperienced graduates. According to Statistics Canada, the unemployment rate for returning students in July was 18.4 percent, up from 17.1 percent in June and 16.3 percent in May, amounting to 247,000 students out of work.

Students in programs that require internship are now turning to jobs that have nothing to do with their fields of study. As a result, these students have a hard time finding jobs related to their degrees upon graduation for the following two reasons:

- 1) Students do not have the networks or contacts they could have developed if they worked at jobs related to their academic programs; and
- 2) Students don't have the depth of experience required by most firms when they graduate.

Brighter students, among these individuals who cannot find jobs related to their fields of study, turn to graduate studies as an alternative. This is putting a lot of pressure on universities because the number of students applying is three times the number graduating in a year. Because of the overload of students, the number of students per classroom has increased wildly, so the students who cannot find chairs to sit on have to sit on the stairs and floors of the lecture halls. To ease the overcrowding, some institutions have rented trailers into which they shift their classrooms. As a result of these recent events, universities

have started to cap some of the programs they offer. The admission board of the University of Calgary is thinking about capping all of their programs for 2003. If they decide against this action, they will probably increase admission fees.

The more academically successful students, along with those who graduate from programs in high demand by companies in the United States, are moving south of the border, where they obtain high-paying jobs. Consider nursing graduates. Because of the decrease in the availability of jobs in Calgary hospitals and clinics, these new graduates are moving to the US and some European countries. If this continues, Calgary will soon be short of nurses, which could ultimately erode the quality of Calgary's health system. If this scenario takes place in other high-demand fields, Calgary will suffer economically for the lack of workers in the city. Calgary would have to resort to hiring labour from other cities or perhaps even other countries, which definitely would not come cheap. ☛

Anindita Mukherjee

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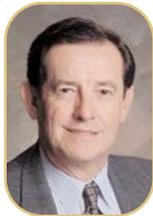
Email: calgary@eagleonline.com



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Project Management's Fifth Discipline: Part 3

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



Introduction

This is the third of four articles about the Project Management's Fifth Discipline® (PJM), also referred to as Performance Project Management®. The articles appear each month as part of a series that discuss 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

Achieving superior team performance is about leadership and establishing the working and communications environment to form the foundation for attaining team synergism. If you want to achieve success in all your projects, you also need to follow the four performance realization principles enunciated in the Project Management 5th Discipline, discussed in the previous two articles.

This paper discusses how to measure the team performance index - a vital analysis for organizing a team for success.

Rationale

When a team starts working together to produce a project outcome, wide discrepancies in the knowledge and understanding required to achieve an outcome can adversely impact team performance, unless a process to recognize and equalize these factors is put in place.

Constant organizational change prevents leveraging the experience of teams on new projects. More often than not, each new project involves new people, bringing different habits and levels of knowledge, understanding, and experience, limiting their ability to work together as high performance teams.

Securing top performance from teams that have never worked together is one of the greatest challenges facing organizations with today's projects. No amount of traditional project management practices will necessarily facilitate the establishment of high-performance teams from the get-go.

Project managers need to understand the need to equalize the knowledge and understanding of a team to achieve superior team performance and foster synergism.

Defining the Performance Index

When team members come together, they bring varying levels of knowledge and understanding as well as experiences and beliefs. The disparity and gaps between them will determine the team's ability to perform and succeed.

If you can determine what level of knowledge is required to achieve an outcome and what level of understanding and experience is needed to apply it in order to achieve a desired result, you can derive and plot the "Ability Index" of each member of the team.

Figure 2 shows typical individual team members' ability indexes (shown by the small stars) you could find in a project, relative to the one required to achieve the outcome ("target"). The white stars represent the team members closest to the outcome's target level, which also happens to be in the performance quadrant. The largest star scores the combined "team ability index" which is derived from the individual team members' ability indexes.

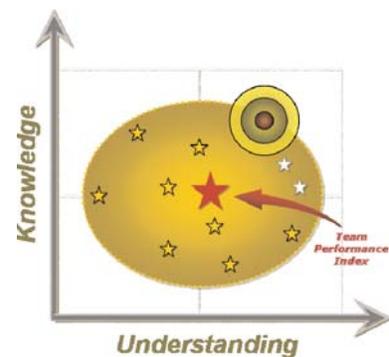


Figure 2 – Team Performance Index

Allowing a team to proceed with a dispersion of ability indexes such as the one shown is a recipe for failure. The disparities in knowledge and understanding would generate many meetings, discussions, and arguments wasting time and effort about the approach to be taken to achieve the outcome.

To achieve optimum performance by a team, the knowledge and understanding relative to achieving each project outcome must be aligned as closely as

possible to that required by the target outcome; that is, the gaps between knowledge and understanding of the entire team must be minimized.

Knowledge is "inductive" and dominated by the left lobe of the brain whereas experience and understanding is "deductive". Combined, these determine how team members will work and behave relative to a project outcome.

To determine the team performance index relative to the required outcome (target), one has to start listing the attributes of knowledge and experience (such as leading a team, and ability to work in a team environment) and assign a weight (importance) to each.

Knowledge Basic (10%), intermediate (30%), advanced (60%) expert (100%).

Understanding Indirect (20%), limited (40%), applied (60%), experienced (100%).

It is not practical or reasonable to expect that all factors needed to achieve an outcome should be at 100% (expert and experienced levels) – that would be delusional.

Once all factors have been listed and weighted, each team member, working independently, ranks himself/herself on each of the attributes required. The actual measurements, when factored together, determine the team member ability index, which can be plotted relative to the target.

The individual ability indexes of each team member, when combined with the rest of the team, determine the "Team Performance Index" depicted as the large star. In the example, this index indicates that the combined team may perform at about 60% of what is required to achieve the outcome successfully – a likely team failure. It shows three important issues:

- 1) A gap amongst the knowledge and understanding of team members;
- 2) A gap between the outcome's K&U requirement and the team's combined ability index (performance index); and
- 3) A need to determine who is best suited to lead the team to achieve the outcome.

In the example, two individuals appear to be in the best position to lead the efforts of the team (white stars) to achieve the outcome. The determination of whether experience has more weight over knowledge may assist in resolving the dilemma about who should lead the team.

Narrowing the Gaps

Determining the team performance index is of little value, unless the project manager takes direct action to ensure that the team gaps are minimized.

Each factor is analyzed to determine how best to avoid potential problems. Approaches used are training (to narrow gaps in knowledge) or on-the-job coaching (to narrow gaps in understanding) through the "buddy" approach.

If the team ability indexes spread indicate that the team may fail, the project manager must determine what is the best possible team performance index that could be achieved, through proactive actions to reduce such gaps.

The "Fit" Dimension

Personalities and working traits tend to affect the ability of team members to work together. For example, one team member may have all the knowledge and experience required but has not shown the ability to communicate and work within a team environment – the "individualistic/solitary worker." Such team qualities must also be understood and resolved by the project manager – via an intuitive ("gut") analysis, for which no deterministic analysis can be used.

The ability of team members to work together, combined with the appropriate leadership and work environment, is what creates the conditions for team synergism.

Team Synergism

As discussed above, the wider the gap between the members, the more meetings, discussions, misunderstandings, rework, and frustration the team will inevitably experience. The larger the team, the worse it gets.

Recently, I was a spectator on a program in which the disparities were so large that the organization wasted millions and about six months trying to do simplest of things. Had they listened and used this analysis, a great deal of time and frustration could have been avoided, as could costs in the millions.

The goal of the team leader is to determine what needs to be done to narrow the gaps, and to make all team members aware and responsible for doing so.

Figure 3 demonstrates the effect of not having an equalized ability index within a team versus one that is performing with a normalized ability index. In this example, a team comprised of five members starts a project, with each member having varying ability indexes (e.g., 5 represents a 50% ratio relative to the combined index of the team based on the additional effort and time required to do the work).

CONTINUED ON PAGE 12...

When the factors are combined, the performance index is derived. If the team is left alone, it is likely to fail, given the wide gaps amongst the members.

If the project manager is a good leader, s/he can marginally increase the individual performance of team members, but would not likely equalize and narrow the gaps amongst them. The best the team can do is move to the right, to the "achieve" quadrant, but way below what is required to achieve the outcome.



Figure 3 – Team Performance Index

If the project manager proactively addresses the gaps, through the combined efforts of the team members to narrow the gaps on their own, it would have the effect of equalizing their ability indexes while the team performs the work (e.g., through on-the-job coaching). It will move the team upwards to the "success" quadrant.

It is utopian to think that a team can perform at 100% of their combined potential all the time. The larger the team working on a particular objective the less efficient it becomes. In this example, what prevents the achievement in excess of 60% relates to a loss of about 5% efficiency for each member added.

Furthermore, individual performance is also impacted by the work environment and the challenges and constraints each faces in his private life.

A Real Example

Twenty years ago, a project that did not have a chance of succeeding was in need of a fresh approach to recover it – it was late and well over budget. The team, which numbered more than twenty members, was very young; many of the members were considered misfits – no other project wanted them. Some of the members of the team

were recent immigrants and were facing serious personal adjustments. No one was adequately trained or had the knowledge, experience, or understanding to execute the work expected.

Each team member was convinced that the project would fail and acted quite defensively and critically, protecting his own interests. Yet, it became clear that each of them had one common characteristic – the will to succeed. What was needed was to redefine the work to offset knowledge and experience deficiencies, create an appropriate work environment, apply new work disciplines (based on the second and third team performance principles – Project Management 5th Discipline - instill confidence in their abilities and improve communications to ensure the work was done right the first time, every time.

When errors were made, the team collectively rose to fix them and no one was penalized – only hiding them was. The results were amazing. Productivity went through the roof – four times above industry standards – and the team managed to resolve huge knowledge, experience gaps, and adversities on its own – Superior Team Performance and Synergism were achieved.

Conclusions

In today's projects, multi-disciplinary teams are the norm rather than the exception. This requires examining new approaches to achieve team performance.

Deriving the Ability Index of each team member relative to the outcome to be produced can give you insights about how normalized your team is and who should lead it – Authority of Knowledge and Understanding.

Achieving superior team performance is about effective leadership and communications, through the application of the four performance realization principles. The equalization of the knowledge and understanding of each team member, relative to each project outcome, has a significant impact on team performance. ~

In the final article of this series, the third discipline, Expectations Management, will be introduced. This discipline will address how to avoid PJM's most dreaded situation – "The project was completed on time and on budget, but the users did not like or use the system" – in other words, a complete failure!

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

Academic Liaison

Leon Cygman, Director



The Student Section and Academic Liaison portfolios have been very busy over the past few months serving the needs of post-secondary students in Calgary. I am glad to see the student membership rising, with students attending many events and becoming more active with CIPS.

Christian Leith, the student section president, has been very active organizing events with the student in mind. For example, on September 26, 2002, a seminar entitled "How to Network - The Secrets and Rewards of Personal Networking" was presented by Craig Elais at SAIT. The November 21, 2002 event at the University of Calgary was a huge success, attracting a large number of students. The CIPS Systems IT Panel Industry Night provided the students with a valuable insight into the world of IT. You can count on seeing more such events geared toward students in the New Year.

CIPS presentations have been made to the student bodies of many post secondary institutions and more such CIPS student information sessions will be held throughout the upcoming year. The CIPS booth will be available for all student career fairs and a CIPS representative will be explaining the benefits of CIPS membership to an IT career.

CIPS student membership fees are quite the bargain at \$32.10, allowing the students to see the value of CIPS involvement at a very reasonable and much reduced price. One of the many benefits of joining as a student is that the membership fee is reduced for two years after graduation.

I firmly believe that students are the future growth of the CIPS organization. It is of vital importance that students are involved in all levels of this organization and they are supported in their efforts by all members.

Wishing you the best in 2003. ☺

EMPOWERMENT

CONTINUED FROM PAGE 5...

Communication doesn't mean rumours, nor does it mean information overload—it means providing employees and co-workers with the information that's relevant to them, their jobs, and their environment in a timely fashion from the most direct source possible.

Also, don't forget that communication is a two-way street—as a manager, listening is equally as important as sharing. Provide feedback and updates on information you've been provided to show that it hasn't gone down a black hole. Use active listening principles to improve your listening and communications skills, bearing in mind this simple tenet: those people who spend most of their time listening (i.e., letting the other person talk) are consistently rated as the best communicators.

Finally, the last key element is empowerment. What is empowerment exactly? It means giving employees the skills, tools, and mindset they need to make decisions that are "near" them. It means matching the level of authority with the level of responsibility.

Empowerment is a concept that very few people can actually apply; it's hard for people to walk the talk. Why is that? In short, there are two main reasons

empowerment can fail: the supervisor or manager doesn't want to empower his/her people, and his/her people don't have clear boundaries and guidelines within which to empower themselves.

As a supervisor, why wouldn't you want to empower your staff? Just imagine the productivity gains and how much time you could spend doing the important / non-urgent things that would multiply your productivity gains even further... but then imagine all the glory going to your staff. Simply put, if a manager can't share, he can't empower.

As a staff member, you can be "empowered" in the form of a dismissive "do whatever you need to" remark from your supervisor, but it won't work. Just as caged animals which, when released into a larger enclosure tend to stay within the boundaries of their old cages, people need to have boundaries. When they can't see or don't know the boundaries, they revert to old boundaries and old habits.

The key message from all of this is that change is possible and good, even during an economic downturn. But – if the emotional bank account is in the red before the change starts – the change is likely to fail. Build up the emotional bank account with trust, communication, and empowerment, and never again dread the perfect storm that will break the budget. ☺



CIPS Calgary Section

Future Meeting Dates – 11:30 am

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

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

CIPS Events

January 16, 2003	SEMINAR SERIES <i>Keep Good Start-ups from Going Bad</i> 7:30 am - 9:15 am Calgary Petroleum Club 319 - 5 Avenue SW Please note new location
January 22, 2003	INDUSTRY NIGHT <i>Oracle Collaboration Suite</i> 5:00 pm - 8:00 pm Oh! Canada Restaurant Nexen Tower 7 Avenue & 7 Street SW
January 23, 2003	CIPS STUDENT EVENT <i>Career Skills</i> 7:00 pm DeVry Institute – room location TBD
February 13, 2003	PROJECT MANAGEMENT SIG Topic and speakers TBD

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CIPS Calgary Office

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244-4487
pamelaw@associationsplus.ca
calgary@cips.ca
www.cips.ca/calgary

Project Management SIG

Thank you to Jim Nichols for sharing his insights into the challenges of the Registry project in our session last month. The audience appreciated his honest assessment of what worked and

what didn't and took away food for thought for their own initiatives.

We also want to thank our sponsor for the session, WNS Emergent. Headquartered in Calgary with offices across the country, WNS Emergent is a professional services organization with focus on providing web-based project collaboration software and integration services for enterprise business solutions in imaging, data capture, document management, and infrastructure.

Our next session is tentatively scheduled for Thursday, February 13, 2003. At press time, we are still confirming speakers and availability. Check the CIPS SIG website for further information: <http://www.associationsplus.ca/cipsig/>

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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Greg King
wgking@cips.ca

Project Management

Ken Wiens
(403) 813-7973
Ken.Wiens@kgw-consultants.com
Karen Wright
(403) 234-8960
kwright@ethierassociates.ca

Visual Basic

Bob Morton
(403) 237-5740 x 304
bobm@wardvinge.com

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

CIPS Informatics Conference

Working Here, There, and Anywhere

May 4 – 7, 2003

Charlottetown, PEI – Delta Prince Edward Hotel

One of the challenges of deciding whether to attend a conference is the decision as to whether there is 'anything of value for your role or organization'. A look at the conference streams described below indicates there is something for everyone. In addition, this is a 'call' to the Public Sector. This year's conference is held in an area of Canada that has a very strong and active Public Sector, so there is a special stream dedicated to this area.

Program information is continually being updated as speakers and schedules are confirmed. The finalized schedule will be available next month. For further information on programs, venues, registration details, or visitor information, please visit <http://local.cips.ca/info2003>. If you are interested in being a Informatics 2003 Sponsor or have other conference questions, you can contact us at informatics@cips.ca.

Organization Stream

The Organization Stream will look at issues that organizations encounter and address as they evolve through changes in business and organizational structures intended to meet the demands of the Connected Organization. The development of truly connected organizations has allowed traditional working structures to be dismantled and reassembled in ways that could not have been imagined even ten years ago. This has created opportunities for organizations to gain efficiencies and operate in geographic areas that were not previously possible. Workers can take their desktops anywhere; communication can happen anytime, anywhere; work groups can effectively function across great

distances; and technology improves exponentially on a daily basis. Anywhere, anytime creates unlimited opportunity. Yet, the pace of change is so great that individuals and organizations struggle to keep pace. Some issues that organizations are dealing with are:

- decisions that could once be pondered for days must now be made in minutes;
- "always on" technology makes it hard for workers to get away from it all;
- effective organization structures must be developed to maximize the impact of IT contributions;
- technology changes have forced workers onto a treadmill of change and training; and
- large investments today are sometimes obsolete tomorrow.

This stream will assist business and governments to adapt to the sometimes overwhelming pace of change and maximize the opportunities created by building a truly Connected Organization.

Manager Stream / Industry Stream

Managers in connected organizations face human resource issues never before faced. Teams are virtual: how do you manage someone you can't see face-to-face; how do you ensure they are working effectively; how do you establish and maintain the social fabric of an organization so often required to be successful. These are the challenges faced by managers at all levels in all organizations. Managers must also predict and react to change and ensure that their employees are able to do the same. The goal for managers has always been to find the best way to weave together the available resources in order to achieve organizational goals. Those resources have been solid and real. In the new connected organization, many of them will be virtual.

IT management is challenged to control the maze of technologies and maintain order over it all. With multiple projects delivering increased opportunities for efficiency and improved service, the manager of today must ensure that each project is coordinated with the others in order to avoid conflicts for resources and dollars. In this increasingly complex field of IT, managers too are struggling to ensure



operational and organizational effectiveness. In an era of downsizing, rightsizing, outsourcing, insourcing, and reorganizing with the industry's continually evolving tool sets and approaches for delivering solutions, the effectiveness of IT shops has suffered. Now, as we go through a period of "industry adjustment", focus has come on the IT service provider to deliver effective solutions in an efficient manner at reasonable costs. IT managers are struggling, to varying degrees, with some or all of these aspects of service delivery.

Public Sector Stream

The Public Sector is facing the dual challenge of adopting and using connective technologies themselves, while acting as a leader and catalyst for the adoption of those same technologies in the local, regional, national, and international economies. The goal in connecting entities is to create efficiencies in service delivery, while increasing convenience to the consumers of those services. A contradiction often arising is that not all consumers want or can access the new modes of service delivery, which in turn can limit the potential savings and the adoption rate. When the inherent challenge of introducing significant organizational and cultural change to a complex and multi-layered public sector is also factored in, it becomes apparent that strong leadership is required.

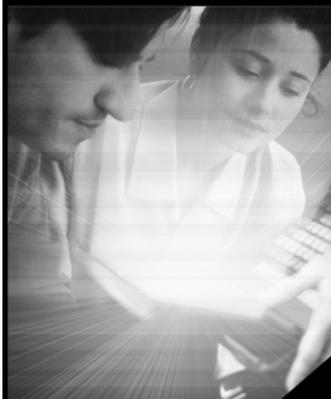
The service delivery of the public sector has been altered as much as any industry by the advances in technology. Public sector organizations are prime examples of connected organizations. Delivering services to the people of a city, a province, a

country, or the world, perhaps through international organizations, requires the use of the most efficient communication and IT technologies. Public sector organizations work for the people and the people are expecting more and more from their elected officials and the departments and ministries that provide the services. Real-time service is a basic requirement in our connected world. Companies have been forced to provide that kind of service. Now the public is coming to expect the same kind of responsive service from the public sector that it funds. This demands a radical transformation from the traditional bureaucratic mind set. The required internal changes will be large. Our public sector organizations have a collective responsibility to make sure appropriate infrastructure is developed to serve all Canadians and all Canadian organizations.

Public sector organizations are increasingly using and promoting the use of IT within their organizations and jurisdictions. As the complexity of IT products and services increase so does their management complexity. Taxpayers are becoming more knowledgeable and less tolerant of poor management of information and service provision. The Public Sector stream will examine these and peripheral issues that will be of interest to the public sector delegates and also of importance to Canadians, businesses that interact directly with the governments, and with other government organizations that must cooperate in collaborative activities. 

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SADness in the New Year?

It is that time of year when the sun disappears for days at a time – and sometimes – the joy of life goes with it. Seasonal Affective Disorder (SAD) affects a great many people and some do not even know that this is what they suffer from. Light deprivation and its effects are being felt daily by IT professionals, shift-workers, and business people who travel across time-zones. Just ask Larry Pederson, President of The Litebook Company and a self-proclaimed SAD sufferer. The lack of sunlight in Alberta as compared to California, where he used to live, gave Pederson the inspiration to create a personal light therapy device called The Litebook™.

Pederson created The Litebook™ because he was tired of the stigma that came with using conventionally large light boxes. He set out to invent a sleek, compact unit that delivers the same amount of light in less time to alleviate symptoms. Pederson was able to create this smaller unit thanks to light

emitting diode (LED) technology. Because LEDs do not give off heat or UV rays, they work well within a compact device like The Litebook™. In addition, white LEDs emit bright, white light that helps to suppress the hormone melatonin, which is responsible for sleep

disorders. The white LEDs are an appropriate means to help set the sleep cycle and to alleviate other common SAD symptoms such as: excessive tiredness, difficulty concentrating, irritability, carbohydrate cravings, weight gain, social withdrawal, depressed mood, and decreased libido.

Pederson has been building his device and his company from the ground up — a true technology start-up which came “to light” after he worked as a distributor for a Quebec-based manufacturer of light boxes. Pederson was flooded with responses to this product from people like himself, but he was not satisfied with the large size of the existing units and decided it was time he designed something more discreet and portable. By October 1999, Pederson had a functioning prototype.

Pederson downsized the prototype to the size of an electronic day planner. Now, SAD sufferers, whether in the office, at home, or on an airplane, can take their light therapy without attracting unwanted attention to themselves. The Litebook's™ sleekness, made possible by LED technology, represents the key to the company's future success, according to Pederson. Without this technology, the light box would be cumbersome and potential users would probably just remain... SAD. ☹️

Jolene Fleming
 bfleming@telusplanet.net

About the Technology:

- By using LEDs, the risk of UV exposure is eliminated.
- In addition, LEDs (specifically white LEDs) have been shown to emit blue wavelengths of light, which have been suggested as being the most effective wavelengths for suppressing melatonin, the hormone linked to circadian and sleep disorders.



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FYI: the following websites are just a few of the available online resources dealing with Seasonal Affective Disorder:

The Litebook Company
www.litebook.com

National Mental Health Association
www.nmha.org/infoctr/factsheets/27.cfm

SAD Association
www.sada.org.uk/WhatisSAD.htm

Journal of the American Medical Association
www.websciences.org/sltbr/jama.htm

On behalf of the Board of CIPS Alberta, I hope that you all had a safe and happy holiday season and wish you a healthy and prosperous 2003.

The CIPS Alberta Board met in Red Deer on December 1, 2002 to plan its work for 2002-2003. The Board confirmed its goals:

1. Manage the I.S.P. designation in Alberta;
2. Support national standards for the I.S.P.;
3. Continue to raise the visibility of the I.S.P. in Alberta; and
4. Participate in the re-modeling of CIPS.

A number of opportunities to support and further those goals were identified. Projects were selected from these opportunities based on viability and resources available. Individual board members have accepted responsibility for the projects selected and have started work on them. Some activities relate to works in progress. Some are new and require plans, budgets, and further Board approval for allocation of resources.

Ongoing activities include:

- Representation on the national Certification Council
- Representation on the national I.S.P. Criteria Review Committee

- Representation on the national Societal Transition Committee
- Presentation of the I.S.P. Professional of the Year 2003
- Maintenance of the "IT Consumers" database
- Review of the By-laws to reflect changes in the I.S.P. regulation
- Maintenance of articles for Section newsletters.

Projects include:

- Host a CIPS National workshop on Societal Transition in Alberta jointly with the Sections;
- Look for media opportunities to place articles, stories, etc.;
- Set up personal meetings with senior business people to foster understanding of the I.S.P.;
- Acquire rights to information services focussed on the application of best practices for the benefit of I.S.P. holders;
- Conduct a survey of the CIPS Alberta membership to learn more about needs and concerns and to gain feedback on the work of the association;
- Conduct a survey of "IT Consumers" to learn about needs and about understanding of the I.S.P.;
- Look for opportunities for representatives to speak about the I.S.P. at appropriate meetings and gatherings;
- Seek out partnerships with relevant organizations to increase visibility of the I.S.P.;
- Upgrade the CIPS Alberta website; and
- Support efforts of Sections that promote professionalism.

These activities continue to strengthen the value of the I.S.P. designation and raise its visibility. Please take the opportunity, whenever presented, to talk with friends and colleagues about professionalism and the I.S.P.

If you are interested in helping with any of these activities, please contact the CIPS Alberta office at (780) 420-6923 or alberta@cips.ca.



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Standing left to right: Micheal Harris, Richard Thompson (President), Peter van der Kloot, Michael Byrne, Martin James Phillips, Ken Fung, Edgardo Gonzalez (Vice President), Don Burdeyney, and Mark Olson (Past President).

Seated left to right: Dawn Ringrose, Devki Nair, and Marilyn (Marnie) Juel Shaw

Not present: Robert Bedet



with a new delivery strategy!

Starting with the **February 2003** edition, 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 do not currently receive E-Bytes, you are not on our email distribution list and, therefore, will not 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.

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