

CIPScene

Canadian Information Processing Society, Calgary Section NOVEMBER 2002

Project Management's Fifth Discipline

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CIPS Alberta



Introduction

A great deal of the available Project Management (PJM) literature includes studies describing why projects fail – which is largely a waste of time. Rather, I prefer to focus on the study of why projects can *succeed* every time.

This article is dedicated to project management practitioners who are particularly concerned with securing top performance results from their team members and consistently delivering successful projects. It is the result of thirty years of study in the art of understanding people's behaviour and creating conditions for their success.

Traditionally, project success has been determined by satisfying the following factors: how much of the scope of the project was completed, how much it cost, and how long it took. These three factors may be referred to as scope, funding, and time. I normally add two additional and important factors:

does the project meet or exceed the project's original plans and does the project meet or exceed user expectations? However, where does a discussion about people and their performances in team environments fit in?

My thesis is that dealing with the traditional approaches to project management, advocated by PMI and numerous practitioners, may reduce risks and uncertainties but will never provide the foundation to achieve consistent success. Since project success ultimately depends on people, this is where the focus should be – on understanding, in simple terms, what creates the conditions for project success. Methods and practices alone, while important, will never provide the basis for securing project success.

In search of other approaches, I reviewed the laws of teamwork¹ which, frankly, are impossible to commit to memory. Therefore, I decided to continue with my approach on the four performance realization principles. Recently, I found corroboration of these principles in a book *First, Break all the Rules*. I strongly recommend you read, in particular, chapters 4 – 6².

This is the first of four articles about what I have described as **Project Management's Fifth Discipline**®.

CONTINUED ON PAGE 4...

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WHAT IS CIPS?

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



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CIPScene

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November Industry Night!

Focus: Career Services

Date: Wednesday, November 20, 2002

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:

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Registration Deadline: November 18, 2002

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





Much has changed since September 2001 and the world of insurance is no exception. You may have noticed that various insurance premiums you pay have increased. What has this got to do with the world of technology and CIPS, you might ask?

Well, if you are an independent IT contractor with your own incorporated company and you find yourself in need of obtaining or renewing General Liability (GL) or Errors and Omissions (E&O) insurance, it could have a significant impact. Insurance may be more difficult to get. Certainly, the screening process will take longer and the costs will have increased significantly. But happily, as I will explain later in this article, CIPS can definitely help. First, however, let's take a quick look at the current issues IT contractors may be facing.

First issue: In tracking this year's activity in the Calgary marketplace, my personal observation is that there is a trend in 2002 toward more companies assessing risk with respect to liability and this has a direct impact on contractors working onsite. Host companies may be far more diligent in requiring up-to-date GL or E&O insurance than in previous years.

But all IT contractors carry GL insurance – right? It would seem obvious that, if you have your own consulting practice, you need to ensure that your corporation is adequately protected. However, in talking with an insurance broker recently, I learned that the majority of IT contractors, once they discover the costs, are reluctant to purchase GL or E&O insurance for their corporations unless they are specifically required to do so by their host companies. If that is the case, they are severely exposed should anything unfortunate happen at a worksite; not only are their corporations not covered but, perhaps even as individuals, they could find themselves the targets of lawsuits, with no policy to help with the costs.

Second Issue: The harsh reality is that the cost of insurance is substantial for an IT professional. For example, as a software contractor working in a sensitive area, perhaps with firewalls and security, your premiums could be as much as \$5,000 – \$7,000 per annum. Of course, this can be built into an hourly rate; however, what if you have a five-month contract lined up but nothing else? Can you be sure that you can cover the costs of your premiums? Does it price you out of the contract?

The premiums for IT professionals can seem unfair. Compare the average cost of a one-off purchase of GL

insurance for an IT professional with, for example, the same insurance for an accountant. An IT contractor is going to pay anything from \$1,500 – \$7,000 depending on the scope of work (an IT contractor running a desktop support/break-fix business may pay the lower end). An accountant is going to pay \$500 – \$700. Why? Because, as a member of a professional association holding a designation, the accountant is perceived as a lower risk for errors and omissions, plus the sensitivity surrounding security systems is perceived as less.

Fortunately, the size of the CIPS organization has its benefits when it comes to these matters. As an example, using the CIPS group insurance plan, one small Calgary consulting outfit comprised of two people undertaking database projects was able to obtain GL and E&O insurance for an annual premium of \$2,000 – far below the price they would have had to pay with a non-group plan. So, not only is there a process in place to obtain insurance through our organization but the price is extremely competitive.

Perhaps in the future, if we can continue to increase the prestige and recognition of the I.S.P. designation, it may allow our membership to be viewed in a different light by some institutions.

What did I find out through all of this? I discovered a couple of things. First, there is some real tangible value to CIPS membership in the form of group insurance which not all people may be aware of. Secondly, there is a role for CIPS to play in representing the interests of our members to institutions in order to reshape their perceptions of the IT industry.

I wish you a successful month in your business and I look forward to talking to you again next issue. ☺

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CONTINUED FROM PAGE 1...

inspired by Peter Senge,³ which I also refer to as **Performance Project Management**®. The articles will appear each month as part of a series discussing a proven approach to ensure the success of any project.

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

- 1 Methods
- 2 Project Management
- 3 Best Practices
- 4 Expectations Management
- 5 Team Performance

To date, a great deal of interest and focus have been applied to the art of managing projects, with most practitioners usually preoccupied or experienced with the first two disciplines. The third discipline, Best Practices, is often relegated to research papers and seldom given any serious consideration – mostly because project managers and their teams believe they do not have the time allocated to do things right – the first time and every time.

The first three disciplines, however, do not deal with the foundations of project success – people. Whether it be managing the interactions of the team with the recipients of project outcomes, or their interactions and performance within a team environment, hardly anyone has studied the invisible forces that govern their interactions.

Consistently missing from the discussion is the discipline of managing expectations (not scope control and change management) along with how to secure the superior team performance needed to achieve team synergism. As I inspected my library, I found that about one-third of the books I read are focused on people issues and management in

general. People behave like matter in quantum mechanics⁴ with an exchange of subtle but important interactions (physical and verbal) defining the state of their behaviour with one another – the only states are equilibrium or chaos. Projects have one characteristic in common – they are unique undertakings and no two projects are alike. You can take one team that was successful in one project and the same team may under-perform in another – why?

It comes down to the team's performance and its ability index, which can be derived mathematically by measuring the knowledge and understanding the team members bring, individually and collectively, to achieve a project outcome. The mix of skills and experiences needed to achieve one outcome (or deliverable) may not be adequate to achieve the same results when dealing with a different outcome. It is possible to derive a team ability index and measure it in relation to the mix of knowledge and understanding required to achieve a given project outcome. The gap between these two points will determine the ability and performance of the team each and every time. Yet most project managers have not even begun to realize or develop awareness of its importance to the success of any project.

I would like to share my professional life's findings with you.

If you want to consistently complete all your projects on-time and on-budget, and exceed expectations for results, you must start by following the four principles for Superior Team Performance (STP). To achieve such results, a new approach in the way you plan, organize, and execute your projects is a necessary condition for success. These principles are consistent with the application of Stephen Covey's *Seven Habits of Highly Effective People*.⁵

No amount of traditional project management practices or PM certification will necessarily facilitate the establishment of high-performance teams from

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the get-go. The application of project management practices outlined in *PMI's Book of Knowledge*⁶ significantly reduces risks to completing any project, yet they will not guarantee its success. What is important is *people* management, not project management certification.

The PJM's fifth discipline – Team Performance - is not about redefining project management or introducing new management practice. It is about improving team communications by changing the way project-related work activities are planned, organized, and executed to achieve superior results. It is also about project leadership and how to achieve superior team performance.

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

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

Each time I had the opportunity to apply these principles, and was not affected or disturbed by unwarranted interference by the higher lords of wisdom, "dictating how to do things by virtue of their hierarchical pecking order, or politically motivated imperatives," success was never a question in my mind – it was an inevitable outcome.

Part 1 - How to Achieve STP

Superior Team Performance is, in my experience, surprisingly simple to attain, if the following four principles are systematically applied in unison throughout the life of the project or program.

The Final Outcome Realization

If the team cannot visualize and commit to what the end looks like for a program or project outcome, it will never be achieved as expected.

In the early eighties, the IT consulting services organization I was employed with could not deliver most projects with any degree of success (measured by customer satisfaction and profitability), despite its interest in applying sound implementation methodologies (first discipline) and project management practices (second discipline). Time and time again, customers were dissatisfied; hardly anything was delivered on time; and most projects were well over budget. At the bottom of it, there was one major flaw in everything the company did – they never defined, at the outset, the rules of final

outcome ("disengagement"), the point at which a project could be deemed to be satisfactorily complete. All efforts were focused on selling, signing contracts, and beginning to realize revenues. Not spend one minute was spent defining the "contract-out" rules – that is, until it was too late. Much worse, the teams lacked a "shared vision" of what the final outcome looked like, since the salesperson making the promises was already disengaged in order to chase the next quarter's quota.

The reality of most projects is that end-user expectations are constantly changing. When they commit to a project, they make a number of assumptions, many of which are not documented. As the project evolves, their expectations evolve, change, and are redefined in their minds, altering the basis by which they will determine whether a project was successful or not – unless you establish a process to control the final outcome.



Figure 1 – Managing with the Project Outcome in Mind

Do yourself a big favour; always plan your projects "beginning with the end in mind" - as Stephen Covey suggests in Habit #2⁵. The first document you should always produce (before the project charter) is the Conditions of Project Acceptance or Acceptance Criteria – I usually label this my "contract out rules."

No matter how experienced you are and how many times you have done a project of a certain type, each project is a unique undertaking and involves a degree of uncertainty and risk. Each project has to address the expectations of many people (users and team members) with these expectations constantly changing as the project evolves. I use the analogy of exploring a cave in the mountains – the two basic tools you need are a lamp and an unbreakable cord. The lamp is your guide in, and the cord is your way out if you lose your lamp; your project acceptance criteria make up the cord. If you could not agree on the conditions for acceptance up front, would you still undertake the project?

CONTINUED ON PAGE 6...

If you cannot agree on what the end looks like, you will never know when you are done!

CIPS Presentation
NOVEMBER LUNCH MEETING
"Knowledge Sharing and Networking"

Speakers

Det. Joe Pendleton and
Det. Larry Barteski,
Edmonton Police
Service

Date

Wednesday,
November 6, 2002

Time

11:30 am
Registration

12:00 noon
Presentation

Location

Calgary Chamber of
Commerce
4 Floor, 517 Centre
Street South

Identity Theft

With a changing demographic comes a change in crime trends. Fraud is currently the fastest growing crime globally both in terms of the number of occurrences and the associated dollar loss. The fastest growing type of fraud is identity theft and account take-over. What part does new technology play in the proliferation of this new crime and what steps can be taken to address it?

At the CIPS Calgary November luncheon, Joe Pendleton and Larry Barteski will address these issues. Mr. Pendleton and Mr. Barteski are both Detectives for the Edmonton Police Services Economic Crimes Unit, which specializes in identity theft and account take-over. With over 48 years of combined experience with the police force, they have worked in many areas including forensics, case management, and special investigations. Larry has been actively involved in community services and working with First Nations people. Joe, an award winning officer, has consulted for foreign police departments in New Zealand and the United States and has lectured at universities and business schools. Recently, both officers have become closely involved in investigating the criminal activities of identity theft in Canada.

Join us as we enjoy a rare and unique look into the world of identify theft and the technologies and techniques involved. Learn how we as individuals and technology professionals can protect ourselves and the people within our companies from this emerging crime. ☛

Please register by noon on Friday, November 1, 2002 as seating is limited.

Register online at https://secure.nl2k.ab.ca/aplus/forms/cips_lunch.php or phone CIPS at (403) 244-4487. Prepayment by Visa, MasterCard, or American Express will be accepted over the phone. No-shows will be billed if a reservation has not been cancelled two days in advance of the luncheon. Alternatively, 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.**

PRICES - Pre-registered
(Prices include GST)

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

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

PROJECT MANAGEMENT'S FIFTH DISCIPLINE

CONTINUED FROM PAGE 5...

By establishing a shared vision and goals with your team of what the end looks like, and agreeing to the conditions of acceptance before you spend a minute on your project, you cannot miss securing the "Outcome Realization". Be practical. The shared vision is about meeting all stated end-user expectations (not yours or the team's) and securing a satisfactory release of your project obligations.

Always work from the end result backwards and decompose the acceptance criteria into discrete and measurable control milestones ("Stages") to track the project deliverables compliance with it. Then, for all work activities within a stage, identify hand-off quality control points ("Gates" that define quality plans and conditions of acceptance), to ensure that each building block of your project contributes to meeting the stated acceptance criteria. Most

importantly, the contents of this document must be shared, internalized, and believed by the team.

The next article in the series will deal with the other three performance realization principles. Following this article, I will introduce the concepts of how to measure the team ability index – the central ingredient for organizing a team for success. ☛

References

¹*The 17 Indisputable Laws of Teamwork* – John C. Maxwell – Thomas Nelson Publishing 2001

² *First, Break all the Rules – What the World's Greatest Managers do Differently* – Marcus Buckingham & Curt Coffman – Simon & Schuster 1999

³ *The Fifth Discipline, the Art & Science of the Learning Organization (and companion Field Book)* - Peter M. Senge – Currency Doubleday 1990

⁴ *The Whole Shebang* – A state of the Universe Report – Timothy Ferris

⁵ *The Seven Habits of Highly Effective People* - Stephen R. Covey – Simon and Schuster 1989

⁶ *Project Management Institute - Book of Knowledge – 2000 Edition* (<http://www.pmi.org>)



The Importance of Networking

The first CIPS Student Event of the year was held on Thursday, September 26, 2002 at SAIT. It was a huge success! The sold-out event was called "How to Network - The Secrets and Rewards of Personal

Networking". The guest speaker, Craig Elias, described how he was able to achieve meeting over two thousand people in just two years. Some of Craig's important networking points included encouraging people to "have one foot out the door", "spend 80% of your time listening when networking", and to "take action today". He went on to emphasize that people in your network should: 1) know you; 2) like you; 3) trust you; and 4) want you to succeed. Craig stressed that you must be sincere to people in your network. He stated that networking works both ways. You must give back to those who helped you in the past to maintain the relationship. During the event, students were encouraged to contribute to the content covered, as well as ask specific questions about networking. I would like to thank Craig Elias for an excellent CIPS industry speaker night that provided quality content to students.

On a similar note, I recently finished my last day of work at the EUB as a Computer Analyst in early September. As I was winding down my last week of summer employment, I realized it would be a great opportunity to talk to fellow employees about what they really did in their jobs. In that last week, I talked with a Database Project Programmer, a Project Manager, and a Section IT Manager who was in charge of hiring new consultants for projects. Each person was able to provide me with a glimpse of the tasks and challenges they faced on a daily basis. I was given a wealth of information of how it "really works" that I wouldn't have had otherwise. Through these informal interviews, I was able to gain a better understanding of their duties as well as a better perspective of what the IT industry has to offer. I encourage fellow students who are still unsure of the directions they want to pursue to talk with their fellow employees or colleagues in IT about the challenges they face, and maybe even get some helpful advice. If you're determined to be, for example, a network analyst or a future project manager, it is a good idea to talk with people occupying these current positions to make sure the

tasks and responsibilities of these positions are what you really want. If you're wondering where students can meet IT professionals, CIPS industry nights are a great place to approach them in a casual environment. The next CIPS industry night will be held on Wednesday, November 20, 2002 at 5:00 pm. Check the CIPS website (www.cips.ca/calgary) for more information.

Upcoming events this month include the Systems IT Panel Industry Night at the University of Calgary on Thursday, November 21st at 7:00 pm. The event will involve a panel of IT professionals including a Project Manager, a Systems Analyst, a DBA, and a Programmer. A facilitator will address questions to the panel concerning their daily interaction with each other in the workplace. Each panel member will describe his duties and tasks, as well as take questions from the audience. Details as to the exact location of this exciting event will be posted on our website: www.cips.ca/calgary. If you would like to contact me, feel free to send me an email at leith@cpssc.ucalgary.ca.

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Foundations are Laid for an Architecture of Understanding

While the world remains focused on conflict and destruction amidst Muslim societies, a collaborative venture in technology shows how the East and the West can together construct a world that recognizes shared heritage.

His Highness the Aga Khan, Imam (spiritual leader) of the Ismaili Muslims; Charles M. Vest, President of Massachusetts Institute of Technology (MIT); and Lawrence H. Summers, President of Harvard University, recently launched a global electronic resource designed to bridge cultural, civilizational, and digital divides.

ArchNet (www.ArchNet.org) is the world's largest online resource on architecture, urbanism, landscape design, and related issues with a particular focus on the Muslim world. The creative global community that ArchNet represents, with over six thousand members from 110 countries, joins together the academic and professional resources of two prominent universities and the Aga Khan Trust for Culture.

"Not only is ArchNet a means by which we share information on architecture and design," said the Aga Khan, "it is also a very real attempt to build an architecture of understanding between those regions of the world that might benefit from a better understanding of each other. I think there is a consensus that we need that now more than ever. ArchNet's particular importance lies in the way it informs the debate on what sort of world we seek to build." The Aga Khan also underlined the importance of locating it at "an institution whose technological competencies would underwrite its capacity to serve decades into the future."

With nothing more than a personal computer and an Internet connection, people anywhere in the world can take advantage of this extraordinary online repository. Students, faculty, and architects from Cairo to Kuala Lumpur, Ahmedabad to Ankara, and Damascus to Sarajevo are among those in some eight countries where partner institutions contribute research, images, projects, and monographs to ArchNet. Noting that about 70% of ArchNet's users were under the age of 35, the Aga Khan described it as "an extraordinarily powerful resource at a global scale which will be an ongoing living encyclopaedia of knowledge for the younger generations in the Islamic world."

"ArchNet fulfils the original promise of the Internet," said President Vest of MIT. "It provides accessibility to

teaching resources that are currently unavailable to many universities, while creating a worldwide online community that is constantly enriching the contents of the catalog. Everyone benefits. At MIT, we benefit from the upload of unique resources from ArchNet partner schools, while schools around the world have the opportunity to choose teaching materials from the combined resources of MIT, Harvard, the Aga Khan Trust for Culture, and other partner schools."

Concern for "the world in which all of our children will live," said President Summers of Harvard University, "makes it essential for universities like Harvard and MIT to not just deepen our own understanding, but to deepen our contribution to the understanding of things Islamic, to truly globalize what we are all about, because there is very little else that is as important."

"As trustees of God's creation," observed the Aga Khan, "we are instructed to seek to leave the world a better place than it was when we came into it. If ArchNet can help bring values into environments, buildings, and contexts that make the quality of life better for future generations than it is today, it will have served its purpose." Pointing to environmental design and landscape architecture, an area in which he said "historically, the Islamic world has stood out," the Aga Khan acknowledged the commitment of the Harvard Design School to the academic program that he had endowed in these fields.

"MIT has a distinguished history of educating design and planning professionals and working with institutions in the developing world," said William Mitchell, Dean, School of Architecture and Planning at MIT. "We are proud to continue this tradition through the support we offer ArchNet's electronic community."

ArchNet is an example of MIT's OpenCourseWare initiative that makes course materials available on the World Wide Web, free of charge, to any user anywhere in the world. Schools in the developing world suffer continuing cost pressures, the perennial lack of teaching materials and very limited access to publications, images, and research. ArchNet provides myriad strategies for leapfrogging beyond cost or other constraints including the provision of hardware and software, training, and infrastructure support. Participants establish "workspaces," facilitating the sharing of projects and research. Other site features include job listings, a digital calendar of events and directories.

Cambridge, Massachusetts, USA, September 27, 2002

Speakers

Caroline Angus and Aaron Hughes,
MONTAGE.DMC

Date

Thursday, November 12, 2002

Time

7:30 am

Registration and breakfast buffet

8:00 am – 9:00 am

Presentation

9:00 am - 9:15 am

Question and answer period;
wrap-up

Location*

Calgary Petroleum Club,
Devonian Room
319 - 5 Avenue SW

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CIPS **NOVEMBER SEMINAR**
"Knowledge Sharing and Networking"

Web Content Management: Essential Elements for Successful Deployment

Web Content Management (WCM) solutions have matured since the mid-1990s when the concept first began getting the attention of IT decision makers. Now, in 2002, more and more of those same decision makers are taking the next step – deploying a Web Content Management solution.

Though the technology has matured, the implementation strategy seems to remain the wild card. What are the risks? What can we do to mitigate them? What are the components that need to be considered? Who needs to be involved? And simply - where do we start?

The November seminar will feature a presentation from Carolyn Angus and Aaron Hughes of MONTAGE.DMC, who will share some of their WCM experiences. MONTAGE.DMC has provided WCM solutions to customers across Canada including Nortel, Honda, National Oilwell, and many others, using products such as Microsoft CMS, ePrise, and MONTAGE.DMC's own IdeaObjects.

Carolyn Angus is currently the Microsoft Practice Manager for MONTAGE.DMC. She has been in the industry since 1981 and has worked around the world to provide solutions for the oil and gas industry, the financial sector, and many others. Aaron Hughes is a Consultant Manager within the Microsoft Practice at MONTAGE.DMC. Aaron earned his stripes as MONTAGE.DMC's content management expert as the Project Manager for Nortel's project, which converted over 22,000 pages. 

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CIPS Calgary Section

Future Meeting Dates – 11:30 am

Wednesday, November 6, 2002	Wednesday, March 5, 2003
Wednesday, December 4, 2002	Wednesday, April 2, 2003
Wednesday, January 8, 2003	Wednesday, May 7, 2003
Wednesday, February 5, 2003	Wednesday, June 4, 2003

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

CIPS Events

November 12, 2002	SEMINAR SERIES <i>Web Content Management: Essential Elements for Successful Deployment</i> 7:30 am - 9:15 am Calgary Petroleum Club 319 - 5 Avenue SW Please note new location
November 20, 2002	INDUSTRY NIGHT <i>Focus: Career Services</i> 5:00 pm - 8:00 pm Oh! Canada Restaurant Nexen Tower 7 Avenue & 7 Street SW
November 21, 2002	GIS SIG <i>Evaluation of ESRI' ArcSDE and Oracle's Oracle8i Spatial</i> 3:30 pm Ceili's Irish Pub and Restaurant 513 - 8 Avenue SW
November 28, 2002	DATA WAREHOUSE SIG <i>Giga, Tera, Peta, and Yotta... the Byte Sisters</i> 12:00 noon - 1:00 pm Aquitaine Tower 540 - 5 Avenue SW 2 Floor Auditorium
November 28, 2002	E-BUSINESS SIG <i>Improving Health, Safety and Environment through the Web with .NET at Talisman Energy</i> 12:00 noon - 1:00 pm Metropolitan Centre Grand Lecture Theatre 333 - 4 Avenue SW
December 3, 2002	PROJECT MANAGEMENT SIG <i>VIPIR Project Update</i> 12:00 noon - 1:00 pm Fifth Avenue Place Conference Centre 2 Floor, West Tower 237 - 4 Avenue SW

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Project Management SIG

On September 26th, we had our opening session for the season. Over ninety people attended to hear Robin Hornby, a senior IT consultant with Tempest Management Inc. Robin's

presentation was entitled, *PMBOM! A Guide to the Project Management Body of Mistakes*. We were very honoured because this was a preview of the talk that he presented the following week at the PMI Symposium in San Antonio.

Robin provided an informative and entertaining presentation on the ten most common mistakes made by project managers. The mistakes were then voted upon by the audience to determine which one we thought happened most often. The winning (or at least the most common) mistake was "setting unrealistic expectations". For more details on how this mistake presents itself, and what the other nine are, you can get a copy of the associated research paper by emailing Robin at tmi@telusplanet.net.

We want to thank S.I. Systems for sponsoring this event.

Our next session will feature a return by Jim Nichols, Director of the Volumetric and Infrastructure Petroleum Information Registry (VIPIR) Project. The VIPIR Project involves the development of an electronic shared-information registry and re-engineered business processes. The registry will facilitate the exchange of data between upstream oil and gas partners and between industry and the Alberta Ministry of Resource Development. The system is scheduled for implementation this month.

Jim first spoke to us in June 2001 about the Project Management challenges he faced with this complex

initiative. He has agreed to come back to the PM SIG in December to give us an update on these challenges, now that he is on the other side of the implementation!

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

His upcoming talk will focus on:

- Stakeholder readiness
- Training Issues
- Governance
- Testing strategies

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

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

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

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

Should you wish further information please contact:

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 Partner, Ethier Associates
 Phone: (403) 234-8960
 Email: kwright@ethierassociates.ca

Ken Wiens
 President, KGW Consultants Ltd.
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MORE SIGS SPOTLIGHT ON PAGE 12...



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e-Business SIG

The area of health, safety and environment is serious business for a major oil and gas producer. Incident recording, follow-up, and reporting from operations must be timely and accurate.

Talisman wanted to proactively manage loss control activities and needed applications in the field where most incidents occur. What started as a legacy system rewrite grew into a Web-enabled distributed .NET application called TITAN (Talisman Incident Tracking Action Notification).

Carlos Ledesma of Talisman and Jim Stuart of Sierra teamed up to deliver an application that hits the mark with field and head office users.

Carlos Ledesma is the Senior Safety Specialist at Talisman Energy. Carlos has been working in the Health & Safety environment for over 25 years and is responsible for establishing and maintaining Talisman's Safety and Loss and Control policies. Prior to Talisman, Carlos worked with Hudson Bay Mining and Cyprus Anvil Mining Corporation.

Jim Stuart is a Principal with Sierra Systems and a proven technical project leader with over sixteen years' experience in the industry. Jim's last three engagements have successfully implemented web-based solutions utilizing Microsoft .NET and J2EE technologies. Most recently, Jim has been managing the delivery of B2B and B2C e-Business solutions.

Topic: *Improving Health, Safety and Environment through the Web with .NET at Talisman Energy*

Speakers: Carlos Ledesma, Talisman Energy Inc.
Jim Stuart, Sierra Systems

Date: November 28, 2002

Time: 12:00 noon – 1:00 pm
(registration starts at 11:30 am)

Location: Metropolitan Centre
333 - 4 Avenue SW
Grand Lecture Theatre

Join us as we share the challenges and rewards from this successful .NET project. We will explore how the field was engaged, the business benefits, the technology strategy, and the use of Rational Unified Process methodology to mitigate risk. A brief demo of the application will conclude the presentation.

Sponsors: Microsoft www.microsoft.com
Rational www.rational.com
Sierra www.sierrasys.com

Data Warehouse SIG

Digitizing data and delivering it online with secure connectivity is a commonly accepted method of doing business. This session will look

into what it takes to adopt these methods when moving large volume data. Kelman Technologies' archive solution has been in place for over six years. A historic review, a present day analysis, and an exciting twist to the future will be covered in this innovative and interactive presentation.

The hardware, firmware, and software growth continuum will continue to breed efficient tools for a vast number of processes, eventually progressing toward an on-demand one-click society. This premise has been apparent in numerous examples throughout recent time. As information becomes increasingly digital and appropriate accessibility follows suit, the results should drive doing more-with-less. In this working smarter not harder, anti-zero-sum economic e-topia world, the extra time will allow everyone to enjoy life more fully.

Three pivotal areas influencing this growth continuum in the oil and gas profession are digital desktop delivery, secure accessible storage, and economic advantages for digital assets. Software tools, infrastructure platforms, and live demonstrations will be included.

As the Vice President of Business Development at Kelman Technologies in Calgary, speaker Greg Hess' vision focuses on the use of the best technology to meet the needs of a growing computing populace.

In the wake of an impressive competitive athletic career, Greg's shift to the business sector has lead to a series of successful executive coaching endeavours. From an imaging and workflow specialist to a change management leader, Greg has had the opportunity to be involved in large projects and organizations since acquiring his MBA. He has held positions in sales support; management positions in the sales, training, development, marketing project, customer service, and contract arenas; workflow architect; technical engineer; analyst; and the list goes on.

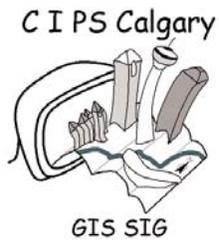
Topic: *Giga, Tera, Peta and Yotta... The Byte Sisters: Large Volume Storage – Flexible Delivery*

Speaker: Greg V. Hess, Vice President Business Development & Technology, Kelman Technologies

Date: Thursday, November 28, 2002

Time: 12:00 pm – 1:00 pm
(check-in starts 11:30 am)

Location: Aquitaine Tower, 540 – 5 Avenue SW
2 Floor Auditorium



November's GIS SIG presentation describes an evaluation of the spatial storage capabilities of ESRI's ArcSDE and Oracle's Oracle8i Spatial. The prime objective of this evaluation is to understand how to implement and manage a spatial store in an Oracle DBMS using ArcGIS as the client. The evaluation was completed through the implementation of the SEQUOIA 2000

Storage Benchmark and Paradise Geo-Spatial DBMS Benchmark.

The benchmarks provided insight into performance differences between ArcSDE and Oracle8i Spatial storage and indexing options, in addition to overall functionality of the ArcGIS client in completing the queries.

Jon Connick, our presenter, is GIS Special Projects Manager for Nexen Inc. Jon has worked with geospatial data for the oil and gas, mapping, and environmental industries for the last seventeen years. He has worked in the past with The Orthoshop as a CAD Operator, Geophysical Services Inc., for EDCON Exploration as a Geophysical Technician, and with IRIS Environmental Systems as a GIS Analyst.

Jon joined Canadian Occidental in 1993 and began working on the international mapping projects of which the Yemen Republic was the most visible. Other positions held include Team Lead - GIS Services

for the Nigeria Business Unit and the West Africa Business Unit.

Jon currently maintains the International ArcSDE GIS database, supports Nexen's remote sensing initiative, and heads a Special Projects group for Corporate Data Analysts.

Jon is a recent M.GIS graduate of the University of Calgary.

Topic: *Evaluation of ESRI's ArcSDE and Oracle's Oracle8i Spatial*

Presenter: Jon Connick, GIS Special Projects Manager, Nexen Inc.

Date: Thursday, November 21, 2002

Time: 3:30 pm

Location: Ceili's Irish Pub and Restaurant
513 - 8 Avenue SW (corner of
5 Street and 8 Avenue SW)

Please register by sending an email to abenvin@gds.com or go to the following website: <http://www.associationsplus.ca/cipsig>.

As with all the GIS SIG events there is no fee, but attendees will be responsible for purchasing their own food and drink.

MORE SIG SPOTLIGHT ON PAGE 14...

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

Project Management Institute: Upcoming Symposium

Project Management: The Human Touch – Success Through People is the Project Management Institute – Southern Alberta Chapter's theme for its 2003 Symposium. The Symposium is being held May 1 – 2, 2003 at the TELUS Convention Centre in Calgary.

Based on a survey of Project Managers, the following potential tracks for the 2003 Symposium have been identified: stakeholder management; cultural issues; success beyond time, cost, and quality; and teams, technology and people

The Symposium begins with an entertaining networking evening at the Calgary Tower on April 30th, followed by two days of speakers, dialogue, and learning. *Project Management: The Human*

Touch – Success Through People will provide you with the opportunity to hear experts share their experiences, and collaborate with your colleagues on the various aspects of project management. The previous Symposia held in Calgary in 1993 and 1996 were enormously successful professional learning experiences.

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

Visit www.pmisac.com/symposium/2003/index.htm for more information. We will be updating the website as additional information becomes available!

Managing e-Business Projects Risks, Issues & Solutions

Workshop Description

e-Business projects are placing new pressures on IT project managers. In this one-day workshop, Yogi Schulz will describe effective techniques for successfully delivering e-Business projects. The techniques address the unique risks of e-Business projects and reinforce the best practices from project management experience.

Date & Time

Thursday, November 7, 2002
8:30 am - 5:00 pm
(Lunch is included with workshop)

Instructor

Yogi Schulz
For more details and to download a registration form:
www.corvelle.com

Location

Bow Valley Conference Centre
Bow Valley Square +30 Level

Workshop Fees

CDN \$395.00 + \$27.65 GST



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The Value of Conferencing in Professional Development

Marion Ng, I.S.P.
Ethier Associates



Every now and then it is good to just pause and think back to what motivated and excited you to enter our profession and what, during the course of your career, kept or accelerated the momentum of your career. I wager one of the common elements we would all land on is the fact that our profession is dynamic, fast-paced, and rarely dull. There is always a fresh challenge, some new learning, and in some cases, exhilarating adventures into unknown territory. The pace in itself is a challenge, as inherent in our profession seems to be 'jam-packed' days with too much to do and too little time. So how do we keep moving forward and keep 'fresh' in our knowledge and outlook? Enter - professional development!

I had the opportunity to speak with many prospective and new CIPS members in my recent CIPS volunteer activities. One of the common laments was that there was not enough time for professional development and, in many cases, there is only limited funding in today's economy. Professional development can take many forms. Obviously, one form is our day-to-day work, but that does not expose us to what others are doing. Other forms include lunch forums, seminars, SIGs, and courses. These are all valuable as they focus on one topic area, but are generally constrained by a very limited time frame (e.g. lunch hour) and then we have to race off to our normal lives. Offline networking is effective, but it takes effort and the know-how to find the people who have the experience or information you are seeking. Many are not willing to take the time to do this research nor have the time to do the networking. Although I fully support taking in as many of these venues of professional development as possible, my favorite venue has to be attending a conference.

Assuming the conference is not so close to your office that you are running back and forth between sessions (either physically or by phone/cell - sound familiar?), conferences become mini-cultures where one can experience whatever one wants to pursue with respect to information and/or knowledge. In the course of my career, I have had the opportunity to attend a number of conferences. Initially, I attended because the topics were directly related to the current work I was doing and thus, encouraged and funded by the employer (the good ol' days). Since then, I have found the

experience and benefits so valuable that it is worth my investment of time and provides value for my dollar, even if I have to pay for the experience myself.

Following are some of my observations concerning the benefits of conferences and some of my favorite tips for getting the most value out of attending.

Diversity of Topics

Most conferences run a combination of main speakers and two to three diverse subject streams (e.g. project management, technical, etc.). Within each stream are many topics and speakers with varying perspectives. One has the opportunity to pick and choose which topics to attend. My biggest dilemma tends to be that I would like to be in multiple sessions at one time, making it difficult to choose. I have learned that, for the ones I cannot attend, there are a few backup strategies. One of these is to borrow the notes from someone who attended the missed session. Another is to ask the conference organizers for copies of the presentations.

Skill Set Development

Many conferences offer the option to attend tutorials as a pre- or post-conference alternative to the main conference. A tutorial is conducted like a mini-course with the objective of educating you in a particular skill set. It is a chance to 'dip the toe in the water to see if you want to jump in', whether it be a skill set improvement area or a soon-to-be acquired skill set.

Conference Networking

I can't say enough about this! There are two approaches I utilize when networking.

I start with a specific topic (e.g. "broaching a new project" or "needing leverage support for project justification" or "vendor action"). At this point, I am seeking to find anyone who has already traveled down that road. I am out to discover the good points, why they were good (i.e. critical success factors), and the pitfalls. With respect to pitfalls, I look for learned lessons - what they did and should not have done; what they did and there is no way around; what they did not try. It gets my mind going around possibilities in an environment where I have experienced sounding boards who can relate. The exchange of ideas is terrific.

The other approach is just to be a 'sponge'. One learns very quickly that success in IT is not just about the technology, but also about the people, project(s), approach infrastructure, change infrastructure, dynamics, and support that make life more comfortable for all involved and help to hedge success. For some topics, an emotional, intellectual, and work-experience readiness (e.g. a soft skill) is needed before IT becomes

CONTINUED ON PAGE 16...

an interest. The breakout sessions allow opportunities to experience both mainline skills/topics and soft topics. Those already accomplished in certain skills are there, willing and able to talk about their experiences. One "plus" of our profession is that practitioners are usually willing to help other practitioners. I have had coffee and dinners with many people from other regions of North America and we have all helped each other, not only at the conference, but by supporting each other with our respective projects after the conference. Some have become friends and some have lead to potential work opportunities.

Most times, conference networking is a combination of the above.

Getting Away From It All

They say a 'change is as good as a rest'. The act of being away from the day-to-day routine in a highly positive, professionally charged environment is a great break, as well as professionally healing and fun. The conferences allow me not only to gain professionally, but often provide an opportunity for me to visit places that I otherwise would not get to. At conferences, time is short, but weekend travel is cheaper and allows at least half a day and some evenings to explore a city. Although it is only a brief taste of the local life, it is enough to give me inspiration for future vacation spots.

More importantly, I truly believe the IT practitioner needs to professionally "time out" every now and then, to appreciate what s/he has, what s/he want to do, and where s/he wants to go from here. Although I believe attending lunches, seminars, and courses are critical and necessary to keep up to date, I find I do not really get the opportunity to regroup professionally until I am in the hyped-up environment which exists at a conference. I always come back full of ideas (usually too many) and full of contagious momentum. I experience, once again, the excitement I felt when I originally entered the profession.

Conference Credits

As conferences are educational presentations, it is an opportunity for I.S.P.s to put in time toward their education credits for their annual re-accreditation.

Among the many excellent conferences available is CIPS Informatics 2003, to be held May 4 - 7, 2003 in Charlottetown, Prince Edward Island.

An advance brochure is included with this newsletter, indicating an early bird deadline of December 31, 2002 for registration discounts. Additional copies will be available at lunches and seminars. The full conference agenda should be ready by the beginning of 2003.

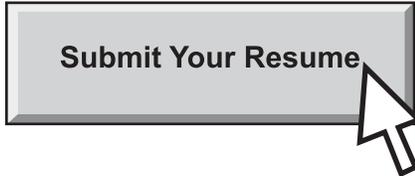
As all Canadians know, Charlottetown is steeped with history and should be a very interesting and beautiful place to explore! Planning now will give you lots of time to seek out the cheapest travel, get approvals if your employer is sponsoring your attendance, or even plan a family vacation around it.

Consider This!

I went to a memorable IT presentation where the speaker's topic was 'are you a dinosaur?' The focus of the presentation was the very fast pace at which information technology changes and the energy that is necessary to keep up-to-date, especially as information systems professionals are considered agents of change. It further stressed that, due to the pace of new information, the dinosaur 'lifespan' of an information systems professional is six months to a year, possibly less. Thus, I challenge you to ask yourself, are *you* starting to feel like a dinosaur? If your answer is yes, do not be alarmed – you can do something about it.

Happy conferencing!

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CIO Liaison

Stuart Quinn, Director



As the CIO Liaison for CIPS, my role is to ensure that the IT senior management community understands what CIPS can do for them and their staff. Getting this audience interested and involved in CIPS is not an easy job, as the demands on their time continue to grow. One of the benefits we are trying to

provide is the opportunity to network with their peers here in Calgary. Last year, we held five CIO functions to encourage open communication and to provide value through the introduction of new ideas both from our speakers and the participants. We intend to hold similar functions this year, so if you think the senior IT leader in your organization should be getting more involved in CIPS, let me know.

An event of interest to CIOs and senior IT managers is being held in Toronto on November 11 – 12, 2002. This is the Toronto version of the very successful CIO Summit that was held in Calgary two years ago. The theme is Managing Complexity - Strategies for growth in times of uncertainty. More information on the speakers and agenda can be found at www.ciosummit.com. The CIO Summit will be offering a special rate for organizations associated with CIPS so, if the CIO in your organization is considering attending this event, have them contact me at stuartq@shaw.ca.

External Liaison

Mohamed Teja, I.S.P., Director



Parti-CIPS-Action!

Key to a Healthy Career

As past boards have steadily built up and sustained the local chapter, there is a very strong foundation this year's board can continue to build on. CIPS Calgary board members have identified a number of opportunities available to further the capability of the institution to serve its members in a variety of ways. These are exciting times indeed, as we are challenged with making a meaningful contribution to the Calgary IT community, which is overwhelmingly broad and diverse in so many ways. It is a rich community in every sense; it is technically broad, spanning all industry sectors, culturally diverse; it involves individuals' wide career aspirations; it has a local and global orientation; it is comprised of students to executives,

those formally educated to talented transitions and corporate professionals to entrepreneurs.

It is gratifying to be part of a group of individuals who share the same values and commitment to the IT profession. With almost one thousand members in CIPS Calgary, many of whom are very active, it's exciting to think of the opportunities and capabilities of our Calgary CIPS community.

This year, I am particularly excited to work with a very talented group of individuals who are equally committed to providing opportunities for the membership to excel in their careers. We offer the breakfast seminar series for technology depth, luncheons for business breadth, social events for networking and informal learning, and volunteer opportunities to help strengthen CIPS Calgary.

With much enthusiasm, energy and focused deliverables aimed at providing members various opportunities, it seems we are on a good road to a successful year. As with any professional institution, CIPS Calgary relies on the energy, dedication, and skill of volunteers. It equally relies on your participation at planned events. As in past years and months, our events have been successful because of your tremendous support and involvement. We sincerely look forward to your continued support and participation this year. Check out the event schedule online and pre-register for any event at www.cips.ca\calgary and click on Local Events.

If you are interested in volunteering on an ad hoc basis with board activities, please contact your volunteer co-ordinator Marnie Juel Shaw (hpbayda@cips.ca). You will be informed of opportunities as they develop. If you have any input, ideas, or general feedback, please contact me (m.teja@cips.ca) or any other board member.

Special Interest Groups in Calgary

Nguyen Tran, Director

Professionalism has always been an important mandate of CIPS. Special Interest Groups (SIGs) provide the means of bringing together like-minded professionals in both formal and informal settings to further the dialogue on emerging topics and trends in IT today. Continuous learning is an absolute must in this industry, whether it occurs in the classroom, the workplace, or amongst a network of our peers.

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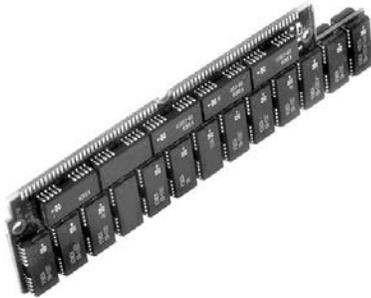
With the recent economic slowdown, there are many questioning their careers right now, along with future job prospects. It's important to know that there is a grassroots network of professionals meeting regularly to discuss topics of relevance to you.

Take a moment and think back to the time before you became specialized in your careers, a time before you became "for this" or "against that". Our careers are shaped by more than just the doors that are opened; we are equally affected by the doors we leave closed. I like to think that life is a progression. We are constantly shaped by experiences and events as we move forward in our lives. Let's not make the mistake of dismissing opportunities because they are somehow not within our respective disciplines. I have noticed that in my short career thus far, I have taken numerous turns and I am far from the comfortable little niche where my professors told me my degree would take me.

In order to bring more value to CIPS members this year, SIGs will be involved with providing informative articles in your monthly newsletters. These will provide insight into important developments in technology from a learning perspective. SIGs volunteer these articles as a reminder of why we continue to choose a career in information technology.

Scan the newsletters, take in the e-Bytes, and view the online calendar postings to see what events are going on in and around town. You'll find a committed set of individuals who are keen on discussing the subject matter at hand, and can provide a wealth of experience on IT in Calgary. As a part of my mandate this year, I want to stress that SIGs are an integral part of the IT scene here in Calgary, and are an important resource that all IT professionals should be taking advantage of.

I urge you to take the time and take in an event. Special interest groups are a cost-effective way of maximizing the value of your CIPS membership.



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International Computer Driving Licence™



CIPS Staff Acquires Certificate

ICDL Canada is an exciting new initiative for computer literacy in Canada.

Responding to the need for a uniform 'base qualification' in computing skills,

ICDL Canada has been set up under an exclusive licensing arrangement to promote the ICDL concept in Canada. The International Computer Driving Licence™ is a certificate verifying computer user skills in both the home and office environment. The concept is governed internationally by a Foundation based in Ireland, which updates the standard regularly and monitors the licensees worldwide. The Information Technology Association of Canada and the Canadian Information Processing Society have endorsed ICDL Canada.

The ICDL builds upon the successful development of the concept in the European Union over the past four years. Already, 1.25 million Skills Cards have been issued around the world, with a 90% increase in new participants expected this year. The value of the licence is recognized in both the public and private sectors for identifying skills in the workplace, and for supporting teacher training for in-service and personal development.

Alex Fayle, Coordinator of Membership Services for CIPS National, is the first CIPS staff member to complete the seven modules required for the ICDL certification.

Shortly after receiving the Skills Card, ICDL posed the following questions to Alex:

Q. How effective do you feel the ICDL certification program is in testing core IT skills?

A. I think it is an excellent program to test core skills, especially as the IT skills divide becomes more and more apparent. Basic computer skills are being taught to children before they can read or write and these skills are almost expected of kids today. With the older

generation, it is not inherent to have core IT skills and the ICDL certificate is an invaluable piece of evidence allowing them to demonstrate they have the skills.

Without the ICDL program, employers have no verifiable proof of how much an individual really knows in terms of computer desktop skills. Some people who use word processing for just typing can't really say they are proficient in word processing applications, but do! Another fantastic benefit of the ICDL program is that it measures skills rather than knowledge of a specific piece of software.

Q. Who do you think could benefit from the ICDL certification program?

A. I think everyone can benefit from having their ICDL, students, teachers, employees, and those returning to work. However, I think companies benefit the most. By having employees taking the ICDL program, they ensure a base level of knowledge and an increased level of productivity. Without basic skills, employees can waste a lot of time correcting mistakes and redoing computer work.

Q. Can you share one key skill you have improved on after completing your ICDL certificate?

A. Since successfully completing my certificate, I have an increased interest in pursuing more advanced skills in databases. The ICDL process has provided an excellent foundation from which to move forward. I have begun to investigate the programming side of the MS Access application, reducing my reliance on built-in features that don't do what I need them to do.

More information about the ICDL program can be found at <http://www.icdl.ca>.

CORRECTION: *Re: What's Hot, October CIPScene: The photo placed with the ICDL article on the front page is Bryn Jones, ICDL president, NOT the article's author Bob MacDonald. Our apologies for any confusion, annoyance, or irritation that may have occurred as a result of this error.*

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CIPS and the Calgary Corporate Challenge

Stuart Quinn, CIO Liaison



Intrepid CIPS-Cyclists Take the Finish!

The first-ever Calgary Corporate Challenge with a CIPS team involved managed to make it to the finish line. As with all of these types of events, the fun is in the participation and not just the victory line, although one of our teams came pretty close.

The mountain biking team of Derek Manns and Chris Hilty took first and second place in their races. Unfortunately, there wasn't a female rider to complete their team, so only bragging rights were won. But what a great show! Here's the description of the event as portrayed by Derek:

"We rode on Saturday (September 14th) and it was actually quite a nice day, and did we ride! It was really unfortunate that we didn't find a third (rider) because Chris Hilty and I ended up taking first and second! There were 29 other two-lap riders and 13

single-lap riders, the course was entirely single track and wound along the base of COP, up to the base of the ski jump, switch-backed up the face of the ski hill, and then descended through a single track cut through bush at the west side of the ski hill. Chris and I started mid pack and quickly moved up into the top five. After the first lap, I had moved into second place and Chris was coming on strong. Shortly into the second lap, I took the lead and moments later, Chris was right on my wheel. We had one other rider that was chasing, but we managed to hold him off through the climb and were still first and second heading into the downhill through the bush.



CIPS Calgary mountain biking team of Derek Manns (left) and Chris Hilty (right) are evidence that IT specialists don't spend ALL their time behind computers.

I think it was either out of pity or courtesy that Chris didn't take the lead from me and we finished at 19 minutes 43 seconds and 19 minutes 44 seconds for the 7 km course. The conditions were good and the event was very well organized. Next year, we will find a female rider and bring home the gold!" The Mountain Bike team originally had a third male rider, Graham Kinmond, but he injured himself prior to the event and wasn't able to participate.

The CIPS Scavenger Hunt team, consisting of Marnie Juel Shaw, Vinnie Purba, Shauna Curry, Crystal Coprian, Lisa Shaw, Diane Davis, and Karen Hawke (team captain), hunted high and low for the hard-to-find items on the list. This event ran for the entire two weeks of the Challenge and finished up on Sunday the 22nd, which was probably the coldest day of the two weeks. The team leveraged their numerous contacts to help gather the items. Everyone from sisters to friends to bosses and co-workers were called upon to search their garages and attics for those elusive items. Numerous tactical planning sessions were conducted at the downtown Tim Horton's location where team members met to drink coffee, eat doughnuts, and wonder how in the heck the organizers came up with this list. In the end, Team Scavenger Hunt did CIPS proud by finding a number of the items (some of which didn't quite meet the criteria, but hopefully the scorekeepers didn't notice). Many of the items collected by all of the teams involved were donated to the Food Bank and various charities through the auspices of the United Way.

The Corporate Challenge story would not be complete without mentioning another group of folks who were also involved – our volunteers. As part of the games CIPS provided volunteers to help with the Slo-Pitch tournament. Bill and Rose Lynn Petty, Dave and Bernie Fletcher, and Dani Cusi all got themselves out of bed at a ridiculous hour on Sunday, September 15th and pitched in to make the games a big success. Bill said they got in some excellent visiting and watched some good slo-pitch, while Dani says that, next time she's bringing a toque and gloves. Thanks again for your efforts.

A big thank you goes to all of the participants and we hope that 2003 will see an even bigger CIPS team take on the Corporate Challenge.

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