

CIPScene

Canadian Information Processing Society, Calgary Section OCTOBER 2001



ELECTRICAL DEREGULATION

A Competitive Advantage for Alberta?

CIPS **OCTOBER** LUNCH MEETING

"Knowledge Sharing and Networking"

Speaker

*Dawn Farrell,
Executive Vice
President Corporate
Development,
TransAlta Utilities*

Date

*Tuesday,
October 16, 2001*

Time

*11:30 am
Registration*

*12:00 noon
Presentation*

Place

*Calgary Chamber of
Commerce
4 Floor, 517 Centre
Street S*

Our second CIPS luncheon session this season raises an interesting and timely question. The electrical industry in Alberta has experienced significant changes in the form of deregulation. Alberta is leading Canada and many other countries in this area. Dawn Farrell, Executive Vice President, Corporate Development at TransAlta Utilities, will discuss this question, based on her extensive experiences in the industry.

Dawn will discuss how TransAlta re-invented itself within the Alberta context, what strategic decisions were made and why, and how, in hindsight, all of these decisions were the right ones. She will also address emerging environmental issues, how technologies are important in supporting/accommodating the strategic changes, and what new technology requirements are emerging as a result of the transition.

IT professionals, CIOs, business people, and their guests will benefit from Dawn's observations and insights in leading significant business changes at TransAlta.

Dawn Farrell began her career at TransAlta in 1985 as a Forecast Analyst. Over the last 15 years, she has held a number of positions including Supervisor of Forecasting and Market Research, Vice President of Business Development, and Executive Vice President, Independent Power Projects. Currently Executive Vice President Corporate Development, Dawn is responsible for identifying and developing opportunities in new technologies, eCommerce, and Mergers and Acquisition activities. Outside of TransAlta, Dawn is a Director for Mount Royal College Board of Governance, Vice Chair of the Mount Royal College Foundation, and a Member of the Calgary Foundation Investment Committee.

Please register by noon on Friday, October 12, 2001 as seating is limited. Register online at <https://secure.n12k.ab.ca/aplus/forms/cipsluncheon.html> or phone CIPS at (403) 245-0633. 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 can 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 Members - \$30.50 A two dollar surcharge will apply for all walk-ins.
(Prices include GST) Non-members - \$38.00
Students - \$21.50

➤ CIPS November Luncheon information is on enclosed insert.

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Unleashing A Monster -
The Increasing Pace of Change

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Retaining Knowledge Workers



Despite hefty responsibilities for business strategy, profitability, and sustaining the success of their companies, Canada's senior executives are often kept sleepless by the challenge of attracting, training, and retaining talented employees. David Aplin & Associates (DA&A) gathers opinions from hundreds of applicants across Western Canada and this research forms the basis of the following article.

Ten years ago, plenty of young people stood by to fill jobs as their elders retired. But not now. As baby boomers are exiting the marketplace, there are fewer young people in line to move in.

There are several reasons for this talent crunch:

- Sustained economic growth, especially in the US and Canada
- Technology having become a key enabler in gaining a competitive advantage, thereby generating significant job growth
- The demographics of the 4/3/2 scenario (a senior manager coming from a family of 4 has 3 children of his own, and each of them may have only 2 children)
- Erosion of talent to the US (partly brought on by taxes).

Whatever the reasons, employers need to *act* rather than *react*. It is easier and cheaper to retain than to recruit and train. Because most recruitment costs are not isolated and allocated to recruitment, the real cost of staff turnover is much higher than most people think. An intermediate to senior level position often costs \$50-100K to fill.

Recruiting and retention are likely the most important issues facing companies today. In 1990, the average

executive worked for three companies during his/her career. By 2010, that number will increase to seven. A comprehensive, documented strategy for "getting and keeping people" is key for recruiting and retaining a company's most important asset.

Strategies for Retaining Knowledge Workers

Management will do well to realize that the GenXers care about different things than the Boomers - (they want to "ride my bike to work", "take my dog to work", "dress casually", etc.). It makes good business sense to focus considerable resources on this issue. A "one size fits all" solution does not work, and what works today may not work tomorrow.

Retaining your talent in these times means getting the right mix of:

- Culture
- Challenge
- Career opportunity
- Training
- Exposure to new technology
- Compensation

Culture

Workplace culture is critical...you have to get it right.

- Is there open communication at all levels?
- Is there a sense of fairness in the application of rules and policies?
- Is there differentiated compensation?
- Do you hear laughter?
- Are the goals clearly stated?
- Do you understand that balancing outside needs is a "key driver" for people today?
- Is there an opportunity to be you, to be a bit different?

Continued on page 5...

Be more effective in your systems projects!



2001 Training Schedule

<p>Delivering Effective Project Presentations</p> <p>Learn to present your ideas, and projects, effectively!</p> <p>Develop and fine-tune your presentation skills in this 2-day course.</p> <p>Fee: \$875, plus GST FULL!</p> <p>Next Workshop: Oct. 23-24</p>	<p>Systems Project Management</p> <p>Learn to manage systems projects successfully!</p> <p>This 3-day course provides the fundamentals of project management for I.S. projects.</p> <p>Fee: \$1150, plus GST</p> <p>Next Workshops: Oct. 10, 17-18 & Nov. 7, 14-15</p>
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2002 Schedule Available Soon!



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Western Wisdom



It only takes one experience wrangling loose horses or cattle to teach people to close the stalls, barn doors, and pasture gates behind them. Anyone who has spent time on a working farm can attest to this.

But it has been said often, and undoubtedly will be repeated with increasing frequency in the weeks, months, and years to come: "you just never know." This fact was driven home with brutal force on September 11, 2001.

As terrorists commandeered planes to target the World Trade Centre "twin towers" in New York, work went on, blissfully unaware of the devastation and havoc about to be wrought.

Similar scenes played themselves out at the Pentagon and other landmarks in the DC region.

When the first plane hit at 8:48 am, calls were placed to disaster recovery centres within minutes of the impact. The earliest call appears to have been at 9:05 am, with nearly 500 companies having declared disaster alerts or declarations by Friday, September 14.

Many companies had relatively "run of the mill" requests – create large work areas with numerous PCs, servers, and office equipment. However, according to published reports, applications running in business continuity centres included cheque processing, claims adjustment, financial applications, and e-mail.

Perhaps the most ambitious business continuity application was a trading floor run by the New York Board of Trade, which relocated to Queens.

To all appearances, the majority of electronic data transferred seamlessly once the requests for assistance had been made. This speaks volumes for the level of preparedness of the disaster recovery planners.

Hardware vendors have similarly stepped up their efforts to bring systems into the pipeline for affected companies and organizations.

The major caveat in all this is that many records are paper-based, especially among law firms and courts. This is perhaps the only potential failure point. However, the impact is mitigated somewhat by the propensity of lawyers to copy things

and copy them again, so that the files may yet exist somewhere.

Similarly, the infrastructure used to support operations in lower Manhattan survived for the most part, failing over onto redundant circuits and using that extra capacity to its fullest. Only as the full extent of the devastation became known did the circuits become overloaded, and then only intermittently.

The message here is a simple one: provide appropriate business continuity to handle the majority of circumstances, from power failures to building collapses. Yet, all too often, these steps are not in place in many organizations.

It shouldn't take a disaster of such epic proportions to drive this point home. It just shouldn't.

It shouldn't take the spread of destructive viruses to drive this point home. It just shouldn't.

It shouldn't take accidental deletion of data to drive this point home. It just shouldn't.

It shouldn't take Y2K to drive this point home. It just shouldn't.

In short, IT is as guilty as the next profession of failing to properly handle contingencies. Undoubtedly, for each of the success stories profiled above, there are two or three C-level executives engaging in self-recrimination. Rather than engage in such an exercise, I offer the following homily:

Start by closing the pasture gate; the barn doors will follow in due course, and individual stalls soon thereafter. ☛

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Business Boosters continued from page 3...

- Do people get feedback/recognition on how they are doing?
- Do people feel comfortable speaking up at meetings?
- Are bad apples and weak managers dealt with early before they sour the culture?
- Are new ideas encouraged?
- Is management accessible?
- Is bureaucracy minimized?
- Are new employees appropriately introduced in person and in writing?
- Do you promote celebrations for staff?

Be vigilant in identifying disconnects between your desired and actual cultures. Aggressively fix the disconnects! You'll be glad you did.

Challenge

"I want more challenge" is an answer recruiters hear regularly when they ask, "What would make you leave your present job?"

- Find out what challenges will motivate each of your employees.
- Identify employee strengths and give assignments that leverage these strengths.
- Let your talented people have exposure to more senior management.
- Remember, the more talent... the steeper the learning curve needed.
- Keep your key talent focused on issues central to the business... they will dislike being on the sidelines.

Career Opportunity

"Opportunities for growth and advancement" showed as the number one reason to stay with a current employer. Balance external hiring with promotion from within. Promote your A and B employees before they are ready and invest in training and mentoring. If you make it easy to move up within your company, then staff will be less likely to look outside.

Training

There are many feelings associated with training:

- "the company values me"
- "the company is willing to invest in me"
- "I was chosen... I am important... I feel special".

Try to build an atmosphere in which *everyone* feels training is his/her job. Training doesn't have to be a one-week course in Los Angeles at a cost of \$6,000; hour-long, in-house

sessions led by a mentor-level person are great.

Exposure to New Technology

Exposure to new technology is extremely important to knowledge workers. They interpret it as a signal of management's commitment to being an industrial leader. Companies today can even lose people or fail to attract people based on the quality of their websites.

Compensation

Surveys show compensation to be relatively low in importance, but don't be the one to test the survey results! You don't need to lead... the top third is a good place to be. View benefits as part of compensation and make them as flexible as you can.

In addition to "getting the right mix on the key determinants", many companies are holding their managers accountable for retention/turnover rates, supporting the view that "people don't leave companies; they leave bosses".

Smart employers have moved the retention issue high on their agendas...they'll be glad they did! ☛

David Aplin is President of David Aplin & Associates, one of western Canada's largest recruitment firms, with offices in Vancouver, Calgary, Edmonton, and Winnipeg. In the last 26 years, they have matched over 5000 people with their client companies.



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Do you remember what it was like to be a new graduate, just starting out in the IT world? New and soon-to-be grads face a lot of difficulties while trying to get started in the industry. That is why CIPS students need your help. By joining the Mentoring Program, you can share your knowledge with a student and help guide a student through this process, as well as be there to answer questions they may have about "the real world". Your stories and experiences will be invaluable to a student, which is why I urge you to consider

donating a few hours of your time to help support a future co-worker.

Another upcoming event to keep an eye out for is the Student IT Career Fair. We are teaming up with students from all across Calgary in order to organize an event that will be unparalleled!! So far, we have approached student associations from U of C, SAIT, and DeVry. We could always use more people to help us out. It does not matter whether you are a student or a professional; your input would be greatly appreciated. Please do not hesitate to contact me at shilo@cips.ca. ☛

CIPS Member Benefit Improve Your Professional Image

Over the next few months, we will be highlighting a series of speech, voice, and language services offered through a new benefit with SpeechScience International Inc. With help from SpeechScience, you can:

- Lose your accent through changes in pronunciation, intonation, and flow
- Increase your professional English language proficiency through building vocabulary, grammar, idioms, and presentation skills
- Develop superior business writing skills
- Improve your presentation skills
- Lose your fear of public speaking
- Build your self-esteem through voice training and improvement.

All courses are customized to your personal and/or corporate needs, are available in group or one-on-one settings, and are available at a 15% DISCOUNT for CIPS members. SpeechScience International was founded by Speech-Language Pathologist, Bonnie Gross. Bonnie is an instructor at the University of Toronto, former President of the Ontario Association for Speech Language Pathologists and Audiologists, as well as a writer, producer, and host of several radio and television series such as Second Chance, Giving Voice, and Conversations on Medicine. She is currently President of SpeechScience International, a company devoted to helping people speak clearly and confidently, and has spent over twenty years helping people perfect their accent, language, voice, and presentation skills. With the accent reduction

program "Pronounce it Perfectly!", you can achieve results effectively and quickly. This program has been developed through long-term scientific and practical research and is available to individuals and corporate groups. It combines traditional speech pathology techniques with interactive exercises. Here are some of the results you can expect when you take this program:

- Clearer English and overall communication skills
- Improved listening skills
- Improved intonation and accent flow
- Increased knowledge of how to master pronunciation of unfamiliar words
- Improved physical ability to pronounce difficult speech sounds
- Improved professional communication and career advancement
- Improved social skills and feelings of belonging.

For more information, visit the Benefits pages on the Members Only area on the CIPS National web site at www.cips.ca/loginarea/members/benefits/. ☛

CIPS Scholarships Awarded

We are pleased to announce that Reinderd Gordon N. Degraaf and Alexander Tchhailo, students at the University of Calgary, were recently awarded CIPS Scholarships. Each student will receive \$500 and a CIPS Student membership. Congratulations to both students and best wishes for continued success in your academic endeavours! ☛

Keeping it Sane by Refactoring and Unit Testing

CIPS OCTOBER SEMINAR

Over time, good software turns bad and bad software turns worse. The maintenance of software becomes the source of risk and increased cost. Refactoring will turn bad software good, while reducing the cost of change. Unit Testing enables Refactoring

and increases your confidence in making the changes that are expected of you. See the practice and learn

the language of Refactoring and Unit Testing.

This seminar will be presented at the Computer and Technology Showcase on October 25, 2001. To confirm final details, please visit the following URL: <http://www.techshows.com/calgary/seminars.html>. The Computer and Technology showcase is an annual event sponsored by a who's who of local and national firms. A complimentary ticket to the Computer and Technology Showcase should be in this issue of CIPScene.

Date

Thursday, October 25, 2001

Time

11:00 am

Registration

11:30 am – 12:30 pm*

Luncheon and presentation

Place

Stampede Roundup Centre

1410 Olympic Way SE

Quarter-Horse Room

Refer to the enclosed insert for registration information or register online at <https://secure.nl2k.ab.ca/aplus/forms/cipseminar.html>.

** Please note the change in time. Seminars will resume usual time and venue in November.*

Kelvin Cookshaw is a software development professional with Red Wagon Solutions, and has been helping Calgary businesses with their technical solutions since 1990. While solving problems using Unix, Linux, and Java technologies, Kelvin has been looking for ways to "keep it sane." When not involved in a development project, he may be found in front of a classroom full of programmers, or instigating projects like the ithorn.org community for Calgary technology workers. ☛

Participants Required for UML Focus Group

Brian Dobing, an Information Systems professor at the University of Lethbridge, is looking for systems analysts and project leaders to participate in a focus group discussion on their experiences with UML. The session would be held sometime from October 9th to 19th over lunch (free!) on a Tuesday, Thursday, or Friday. The final date and location will be set based on participant availability. If you are interested, please contact Brian at brian.dobing@uleth.ca or (403) 329-2492. ☛

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CIPS Calgary Section

Future Meeting Dates – 11:30 am

Tuesday October 16, 2001	Wednesday March 6, 2002
Thursday November 8, 2001	Wednesday April 3, 2002
December 2001 (TBA)	Wednesday May 1, 2002
Thursday January 10, 2002	Wednesday June 5, 2002
Tuesday February 5, 2002	

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

CIPS Events

October 10, 2001	PROJECT MANAGEMENT SIG <i>Oaks and Palms - Flexibility in Project Management</i> 12:00 noon Fifth Avenue Place 1790, 425 – 1 Street SW
October 11, 2001	PROPELLER HEAD PUB NIGHT 4:00 pm – 6:00 pm Brewsters Brewing Company Eau Claire 101 Barclay Parade SW
October 12, 2001	E-BUSINESS SIG <i>The Adventure of e-Travel</i> 12:00 noon Lunchbox Theatre +15 Level, Bow Valley Square
October 25, 2001	2002 SEMINAR SERIES <i>Keeping it Sane by Refactoring and Unit Testing</i> (In conjunction with the Computer and Technology Showcase) 11:00 am - 12:30 pm Stampede Roundup Centre 1410 Olympic Way SE Quarter-Horse Room

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It's tough being an IT professional. Not only is the industry changing constantly, but expectations are that we will stay current in more than just our area of specialization. Something that I believe will become more important as the IT industry matures is the issue of a professional designation. Currently, CIPS

offers a professional IT designation in Canada called the Information Systems Professional (or I.S.P.). The I.S.P. was first introduced in 1989 and it is an internationally recognized designation. It has been quite a journey getting to where we have a designation that is regulated by provincial bodies within CIPS across the country. The I.S.P., however, is not a mandatory certification for IT professionals. Other professions, such as engineering and accounting, have had certification or a professional designation in place for many years to the point where it is a requirement to be able to practice in the field. The IT industry is still relatively young in comparison and so we have not yet reached this stage. Is this what the IT profession should be striving for?

The I.S.P. Designation

The I.S.P. designation is awarded to IT professionals who apply for it, and meet the specified criteria for education and experience. Opinions vary widely on the topic of whether one designation for all IT specializations is practical. This, however, should not be an issue – what we need to remember is that the I.S.P. is a work in progress. We must start from a common body of knowledge and then specialize. I am certain that not all engineers agreed with the first draft of the P.Eng designation, yet the P.Eng designation today is a requirement for all practicing engineers.

To increase awareness of the I.S.P. professional designation, October 21st through to the 28th has been chosen by CIPS National as I.S.P. week. Throughout the country, local sections are planning events to make IT professionals more aware of the designation. Here in Calgary, we have Mark Olson from CIPS Alberta presenting on the value of the I.S.P. in conjunction with the Computer and Technology

Showcase on October 25 at the Roundup Centre. If you have any questions about the designation, or just want to find out more, be sure to attend Mark's session. As well, there is a wealth of information about the I.S.P. designation on the CIPS National website at <http://www.cips.ca>.

I believe that the I.S.P. designation is a very worthwhile pursuit. So much so, that I am currently working towards the certification by writing the ICCP exams in the near future to satisfy the educational component. Nothing would please me more than to see other IT professionals do the same.

Life-long Learning

Continuous learning is something many of us strive for and, at the same time, struggle with on a daily basis. New products, programming languages, or software packages surface on a daily basis. We, as IT professionals, must sort through these products to determine what is worthwhile learning about and which products will benefit our clients.

Continued on page 11...

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Project Management SIG

2001/2002 Season Opener

Welcome to the new 2001/2002 PMSIG season. Our fall session will feature Robin Hornby, a senior IT consultant with Tempest Management Inc., presenting *Oaks and Palms - Flexibility in Project Management*.

Project management is essentially a problem solving activity and yet, too often the less experienced project manager is hindered rather than helped by the rules handed down. There are times when bending with the breeze is both expedient and wise. Similarly, there are times when a heart of oak is required. The presentation will explore the circumstances and criteria for applying either judgment to achieve project success. Aspects considered include style and politics, process, and technique. It will amplify these lessons with examples drawn from experience and will appeal particularly to those project managers who have faced the gathering storm and wondered whether to bend or stand firm.

Robin is a dynamic and experienced public speaker as well as a respected, practicing IT professional. His last presentation to the PMSIG two years ago was very well received.

Title	<i>Oaks and Palms - Flexibility in Project Management</i>
Speaker	Robin Hornby
Date	Wednesday, October 10, 2001
Time	12:00 noon (sharp) to 1:00 pm
Location	17th Floor Conference Room Fifth Avenue Place 1790, 425 - 1 Street SW
Cost	Free

This session will be sponsored by Intergraph Canada Ltd. which develops, markets, and supports complete solutions for industries around the globe, offering engineering, mapping/GIS, and IT professionals open, enterprise-wide, web-enabled, interactive graphics software and hardware.

Refreshments will be provided and you are welcome to bring a bag lunch. Anyone with an interest is welcome, so please forward this invitation to your associates.

You can register for the event at the PMSIG web site found at www.jobcafe.ca under the Special Interest Groups section. Should you require further information please contact Bill Bentley or Karen Wright (see SIGs listings). ☛

e-Business SIG

The Adventure of e-Travel

Starting up a new technology-enabled services company is a challenge anywhere. Starting Tripeze in Calgary, in the online travel industry, where giants such as Sabre's *Travelocity* and Microsoft's *Expedia* dominate, is even more daunting.

Tripeze has gained satisfied clients and respect for its innovative approach to building a successful New Media company to become a consequential player in the online travel industry. Tripeze focused on developing unique technology, which simplifies online transactions for broader customer appeal, and personalization capabilities, enabling Tripeze to deliver a superior level of customer care.

Doug Walker will share his experience of how he and his team overcame the problems inherent with developing new technology, negative reaction in capital markets, and competitive threats from major international firms to become Canada's premier online travel services firm.

Title	<i>The Adventure of e-Travel</i>
Speaker	Doug Walker
Date	Friday, October 12, 2001
Time	Noon (Check-in starts at 11:45 am)
Location	Lunchbox Theatre, +15 Level Bow Valley Square, Calgary
Cost	Free

Register for the CIPS Calgary e-Business Special Interest Group by visiting: www.eBizCalgary.org

Note: Seating is limited. Pre-registration is required for this event

e-Business SIG Mission Statement:
Showcase leading edge e-Business initiatives for Calgary IT Community leaders.

e-Business SIG Audience:
IT Executives • Project Managers • Architects ☛

CIPS Special Interest Groups (SIGs)

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Network Management

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Executive Notepad

CONTINUED FROM PAGE 9...

This month, there are a number of exciting initiatives aimed at promoting life-long learning and helping IT professionals determine what is important for a successful career in the information technology industry. On October 24th and 25th, the Computer and Technology Showcase is in Calgary at the Roundup Centre. This is your chance to see many new products and speak with vendors from many companies in one location. CIPS Calgary is hosting one of our seminars in conjunction with the Computer and Technology Showcase on October 25. Kelvin Cookshaw will present on the topic "Keeping it Sane by Refactoring and Unit Testing" (see page 7).

Aside from the Computer and Technology Showcase, there are many other opportunities throughout the year to learn about new technology trends and products. Attending monthly luncheons and seminars coordinated by CIPS Calgary is one way to learn about what's new in the industry. Each month, different

topics are chosen to appeal to the many areas of IT specialization so, whether you are an application developer or a project manager, there are bound to be sessions that will interest you. Another way to stay current is to attend the CIPS Calgary special interest group sessions. There are special interest groups that cover from networking to project management to database administration. For more information, visit the CIPS Calgary website at <http://www.cips.ca/calgary>. At the University of Calgary, the Professional Development Consortium offers a series of seminars that focus on business topics for experienced professionals. For more information on these seminars, visit <http://www.ucalgary.ca/mg/edp>.

In closing, I would like to wish all CIPS members a safe and happy Thanksgiving holiday. This is a time to spend with family and friends, enjoying some good food and, hopefully, mild weather, before winter hits us. ☘

Unleashing a Monster

The Increasing Pace of Change

Alan Greenspan and the Federal Reserve Bank in the United States have cut the benchmark prime rate by 400 basis points in eight separate cuts in just under a year, beginning on January 3, 2001 with a 50 basis point cut and, most recently, a 50 basis point cut on September 17, 2001. However, the economy has not responded as it was expected to.

Stephen Hawking, the eminent British theoretical physicist, has posited, that within a few years, computers (or silicon life) will be more intelligent than human life. To quote Professor Hawking, "At the moment, computers show no sign of intelligence. This is not surprising because our present computers are less complex than the brain of an earthworm. But it seems to me that if very complicated chemical molecules can operate in humans to make them intelligent, then equally complicated electronic circuits can also make computers act in an intelligent way."

Biosphere 2 was designed with the input of literally hundreds of renowned scientists, environmentalists, and ecologists. However, their carefully balanced ecosystem became oxygen-deficient at least three times during the duration of the two-year inhabitation of the Biosphereans. In addition, many of the populations introduced into the biosphere became extinct during the experiment.

Genetic programming is a concept whereby competing algorithms are simulated against a problem domain literally millions of times, with the most successful algorithms being "allowed" to survive and mutate and reproduce. In many cases, the resultant algorithms bear little or no relation to the input, and are even inscrutable to human experts.

What do all four of these vignettes, drawn from such disparate spheres, have in common? They are all too complex to be understood by humans, either collectively or individually.

This phenomenon is clearly illustrated by Thomas Homer-Dixon, a professor at the University of Toronto, in his provocative book, *The Ingenuity Gap*. Professor Homer-Dixon suggests that optimism and faith in human ingenuity may be misplaced – and not because ingenuity is not occurring.

Ingenuity takes two basic forms: technological and societal. Technological ingenuity is all around us – the

Golden Gate Bridge, the Internet, lighthouses, irrigation systems, and the automobile, to name a few. In fact, it is what we generally think of as "innovation." It has an impact on society, but not to the same extent as societal innovation.

Societal innovation is a rare beast. Such innovations could include the constructs of democracy, dictatorship, free markets, urbanization, work, or even money as a medium of exchange.

Ingenuity, per se, is neither positive nor negative. Rather, it simply is. In general, the positive effects of a given intellectual leap, along with their attendant negative consequences, are rarely, if ever, known in full.

For example, the rapid innovation in lighting technology over the years has had numerous unforeseen consequences. First, though, a brief review: Peking man first created light with fires, and today, we use our halogen lights merely by flicking a switch. This represents about a 1200-fold increase in lighting efficiency in a mere blink of an eye, in evolutionary terms.

The impact of lighting efficiency on society is hard to quantify – but it has undoubtedly revolutionized education, labour, leisure, and agriculture. But the deleterious effects of the lighting revolution are more insidious. In industrialized nations, many people today suffer from serious sleep deficiencies, which are a leading cause of accidents and injuries. People work harder and longer today than they ever have prior to the widespread use of light. We can no longer appreciate the stars and other cosmic bodies as readily as we once could.

If you had asked Peking man what the impact of (relatively) readily available light would have been, nearly 500,000 years ago, do you think he (or she) would have been able to articulate this?

Similarly, Alan Greenspan was once quoted along the lines that, up until the 1980s and 1990s with the advent of computerized brokerage systems, there was a clear relationship between interest rates and economic performance, measured by any number of indicators. In brief, prevailing wisdom suggests that, as unemployment falls below some magic number (the "natural rate of unemployment"), interest rates will rise until unemployment returns to its "natural" rate. In general, interest rates and unemployment rates are inversely related – or so we thought. With the advent of computerized brokerage systems, among other innovations, this has collapsed, because more and

more factors are outside the locus of human control.

So, not only can we not understand current innovations and ingenuity – we can't predict the impact of our current innovations on the future. Does this mean we retreat into caves and resort to grunting and painting on walls (highly advanced communication for its time)? No.

Does it mean we need to have a healthier respect for the milieu in which we find ourselves as agents of technological (and thus, in the long run, societal) change? Yes.

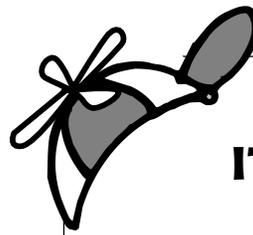
Is it too late to arrest the undoubtedly cataclysmic changes we have wrought on our environment, both natural and societal? Possibly.

What concrete steps can we take? Simply put, if we treat this as a problem in economics, we can either, to borrow liberally from Homer-Dixon, reduce the requirement (i.e., the demand) for ingenuity, or increase the supply of ingenuity. We have tried for many thousands of years to increase the supply of ingenuity. Undoubtedly, many significant changes have occurred in the past two centuries, with the rate of change increasing. However, it has not resulted in a stable equilibrium.

Thus, to find a stable equilibrium, we need to focus on reducing the requirement for ingenuity – we need to work within the constraints of our existing world more, and stretch it less. What does this mean to IT professionals? At a simplistic level, do we really need to have a new thingamajig gracing our desk? Do we really need version 23 of GalaxyOffice? On a broader scale, do we really need to hold a bucket under the tap to take a single drink of water? It all boils down to one question: Is this making our lives simpler and easier?

If the answer is 'no', then you have contributed to the ingenuity gap – you'd best turn on that halogen lamp and consult your desktop computer/psychic whilst you ponder the answer late into the wee hours of the morning.

The Ingenuity Gap, Thomas Homer-Dixon, is published in paperback by Vintage Canada and should be available at your local bookstore. ☛



**IT'S ANOTHER
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**Thursday
October 11, 2001**

4:00 pm - 6:00 pm

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**(To eat! To drink!
Perchance to...
network?!)**

Contact the CIPS Calgary office
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Leading the Way - Athabasca University's New MBA in Project Management

Introduction

Increasingly, companies are turning to project management education to improve their knowledge-based competencies in the global market place. Data collected as part of one of the largest international survey of project managers, executives, and consultants to date suggests that project management education is in high demand. The 2001 survey entitled "Selling Project Management to Senior Executives" received 1,867 responses from over 40 countries with many respondents from North America (35% Canada, 55% US). The study is considered accurate to within +/- 2.27 percent (19 times out of 20). 53% identified themselves as project personnel, 26% as project management consultants, and 21% as executives with project responsibilities.

This research initiative is being led by Dr. Janice Thomas (Program Director, Athabasca University) and supported by the research team (Connie Delisle and Kam Jugdev). Athabasca University Center for Innovative Management (CIM) and the Project Management Institute (PMI®) are key sponsors and PMI-SAC sponsored Phase I of the study. This summary presents highlights of the study specific to education demands and then profiles Athabasca University's newest MBA program – a graduate degree in Project Management.

Study Demographics Specific to Education

In general, project personnel are well educated. 75% report some university education (26% undergraduate, 16% some post graduate, 31% graduate degree, 2% PhD). However, only 6% of total respondents have graduate level project management education. Over half (54%) the respondents have taken some project management training and 18% had attained project management professional designations.

Interestingly, 8% report having no project management education. Responses to other study questions on support for project management confirm

that the "accidental project manager" syndrome is alive and well. This syndrome refers to employees/contractors who receive a promotion because they are at the right place at the right time. Is this acceptable? Overall, 58% of respondents believe that project managers receive inappropriate levels of training.

Demand for Project Management Education

Three quarters of those responding expect to either participate in, or send staff to, project management courses in the near future. Overall, 51% of participants were already enrolled in project management education and 45% expected to enroll in the next 12 months.

Nearly two-thirds (63%) stated that one of the main criteria for selecting a program would be PMI certification. The next largest criteria included cost (45%), quality of instructors (37%), company approval (32%), instructor experience (28%), instructor reputation (19%), online courses (17%).

32% of those interested in pursuing further project management education are interested in taking a post-graduate degree (e.g. MBA, MEng, PhD).



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Demand for Part-Time Education

Most of those responding are interested in part-time project management related education. In fact, 73% of respondents report being willing to invest in three or more years of part-time project management education. Full-time project management study did not appeal to most respondents because of work demands (51%), personal obligations (35%), and courses not being available or offered at a convenient time (69%). Additionally, 65% expect their employers to pay all or some of their expenses and 69% of these expect their employers to cover 76-100% of the costs.

Growing Interest in Online Graduate Level Education

The survey supports the shift in preferences for online Masters level education. Overall, 40% of respondents (the greatest proportion of participants) report being interested in a combination of online and classroom courses, with an additional 17% interested in strictly online courses. Only 6% prefer a traditional classroom setting. The findings of this study support the trend that there is growing interest in online project management education and that companies are interested in different delivery options to support staff in their efforts to improve project performances.

These findings are consistent with the observed benefits of online education. Asynchronous online learning has many advantages – more time to think, quickly gather research material, make contacts, and assimilate everything before responding. It also provides the opportunity to develop key synergies among students as they debate and discuss topics with each other while being located across countries.

Athabasca University Launches the New MBA in Project Management

In June, 2001 Athabasca University received formal acknowledgement from Alberta Learning to launch the MBA in Project Management program as part of the Center for Innovative Management's (CIM) line-up of MBA specializations. The two-year degree accredited program, which focuses on a particular form of management – the management of temporary organizations or projects – addresses the growing global demand for professionals with graduate level education in project management. In addition, since the program involves a strong online component, it meets the needs of many practitioners who cannot always get to a traditional university environment to take courses.

The MBA in Project Management will move beyond traditional boundaries by integrating the knowledge areas of project management as set forth by the

Project Management Institute (which are typically studied independently within the process of project management).

The program is designed for managers and professionals from all industries who have a fundamental understanding of the basics of project management, and wish to develop a more complex level of understanding of project management theories and issues by examining their integration over the course of a project.

Dr. Janice Thomas (Program Director, Project Management MBA Program and Associate Professor of Project Management at CIM) has developed this exciting program in collaboration with leading researchers and content experts in the field. Janice has seen the scope of project management increase in all industries: "Today's project managers are called upon to be much more than experts at the 'tools and techniques' of project management. They must learn how to interpret and manage all aspects of their company's business intent – including how to merge the human and business needs of their organization's projects. Overall, the new MBA in PM will offer a unique and focused online learning experience that transcends the limitations of geography and time".

CIM is a branch of Athabasca University. Athabasca University is a progressive online Canadian Institute providing undergraduate and graduate level programs to an international clientele. It already has 25% of the Executive MBA market in Canada, and 15% of the world online MBA market. A typical Athabasca student is 40 years of age, comes from one of 23 countries, is working in a middle to senior level manager position, and has an average nine years of managerial experience across all sectors of the economy. For further details, contact Dr. Janice Thomas at JaniceT@athabascau.ca or check out Athabasca University's programs at <http://www.athabascau.ca/mba/>. ■~



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CIPS CALGARY SECTION PRESENTS

Seminar Series

2001 - 2002

"Knowledge Sharing and Networking"

Cutting-edge speakers present exciting new trends in the Information Processing industry.

Time: 11:00 am Registration
11:30 am - 12:30 pm Luncheon and Presentation

Place: Stampede Roundup Centre, Quarter-Horse Room, 1410 Olympic Way SE

For pricing details and to register, visit us at <https://secure.nl2k.ab.ca/aplus/forms/cipseminar.html>, call the CIPS Calgary Section office at (403) 245-0633, or fax the back page of this form to (403) 244-2340.

Seminar Dates

THURSDAY, October 25, 2001* <i>*This seminar will be held as a luncheon in conjunction with the CTS conference.</i>	"Keeping it Sane by Refactoring and Unit Testing"	Kelvin Cookshaw
THURSDAY, November 22, 2001	"Dancing with the Data"	Janice Hay
THURSDAY, January 17, 2002	"Business Process Re-engineered"	Gord McDonald
THURSDAY, February 21, 2002	"Wireless"	To Be Announced
THURSDAY, March 21, 2002	"IT Security"	To Be Announced
THURSDAY, April 18, 2002	"e-Business"	To Be Announced
THURSDAY, May 16, 2002	"Project Management"	To Be Announced



Each seminar counts as one hour of education toward I.S.P. re-certification requirements.

Note: Only pre-registrations will be accepted. Because of space limitations, each seminar is limited to 60 people. Register early to avoid disappointment!

For pricing details and to register, visit us online at <https://secure.nl2k.ab.ca/aplus/forms/cipseminar.html>

For more information call the CIPS Calgary Section office at (403) 245-0633.

Registration Form - Seminar Series 2002

Name _____ Company _____

Company address _____

City _____ Province _____ Postal Code _____

Telephone (_____) _____ Fax (_____) _____

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Individual ticket(s)

Member _____ @ \$40.00 = \$ _____

Non-member _____ @ \$50.00 = \$ _____

Student _____ @ \$20.00 = \$ _____

Total = \$ _____

Seminar Series Packages (members only)

Attend 7 Seminars _____ @ \$182.00 = \$ _____

Total = \$ _____

Attend 6 Seminars _____ @ \$168.00 = \$ _____

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Attend 5 Seminars _____ @ \$150.00 = \$ _____

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Attend 4 Seminars _____ @ \$128.00 = \$ _____

Total = \$ _____

Attend 3 Seminars _____ @ \$102.00 = \$ _____

Total = \$ _____

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

"Keeping it Sane by Refactoring and Unit Testing"
October 25, 2001

"Dancing with the Data"
November 22, 2001

"Business Process Re-engineered"
January 17, 2001

"Wireless"
February 21, 2002

"IT Security"
March 21, 2002

"e-Business"
April 18, 2002

"Project Management"
May 16, 2002

All prices include GST.

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CIPScene

Canadian Information Processing Society, Calgary Section NOVEMBER 2001



WestJet: A Success Story in Review

CIPS **NOVEMBER** LUNCH MEETING

.....
"Knowledge Sharing and Networking"

Speaker

*Clive Beddoe,
President and CEO,
WestJet Airlines Ltd.*

Date

*Thursday,
November 8, 2001*

Time

*11:30 am
Registration*

*12:00 noon
Presentation*

Place

*Calgary Chamber of
Commerce
4 Floor, 517 Centre
Street S*

The North American airline industry has historically proven to be a challenging business environment where profits are lean, corporate survival is unusual, and volatility is the norm. In the midst of this dynamic business environment, Clive Beddoe has created opportunity and success in the form of WestJet Airlines. For the November CIPS luncheon, Mr. Beddoe will discuss how he has bucked the industry trend and created a profitable airline company.

During the presentation, Clive will share his experiences of growing WestJet from inception to its current form of flying over 1,000 flights per week. He will share plans on how WestJet will continue to succeed in the future, the role of information technology in the organization, and how it will support future initiatives. Clive will also discuss his views of the airline industry in Canada – its current state and future prospects.

This will prove to be an exciting and informative session as IT professionals, business people, CIOs and their guests will have a unique opportunity to hear from the man behind one of the most successful start-up airlines in recent aviation history.

Clive Beddoe is the principal founding shareholder of the Calgary-based airline, as well as its President and Chief Executive Officer. Since the airline's inception in 1995, Mr. Beddoe has been instrumental in development of the company's culture, executive team, and business strategy. Clive is also the founder and owner of The Hanover Group of Companies, which is based in Calgary, Alberta.

In 2000, Clive and his fellow WestJet founders were recognized as Entrepreneurs of the Year, first for the Prairies and again for Canada. The founding team traveled to Monaco where they received a worldwide award for teamwork at the world Entrepreneur of the Year celebrations. 🇨🇦

Please register by noon on Monday, November 5, 2001 as seating is limited. Register online at <https://secure.n12k.ab.ca/aplus/forms/cipluncheon.html> or phone CIPS at (403) 245-0633. 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 can 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 - **\$30.50**
Non-members - **\$38.00**
Students - **\$21.50**

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

This event and other CIPS projects are managed by Associations Plus Inc.