



Message from the President
Are We Playing to Win?
 by Herman Gonzalez, PMP



Herman Gonzalez, PMP

As the new incoming President, I am excited to be amongst such a large group of dedicated professionals who are focused towards delivering value to our members. As a member, you have a very talented and experienced board at your disposal. I would like to welcome back to the board:

- Michael Flint, our current Past-President and Director,
- Lynn Shannon, who has taken an expanded role as Secretary/Treasurer,
- Andres Diaz, Director-at-Large,
- Debra Krar, Director-at-Large,
- Felix Moshkovich, Director-at-Large,
- Shirley Kelly, Director-at-Large, and
- John Estrella, Director-at-Large.

I would like to welcome our new board members:
 Steve Theleritis, Director-at-Large and
 Murray Dalgleish, Director-at-Large.

I would also like to thank Gail Hardman and Anne Milochik who have completed their term on the board and, I am sure, will remain active one way or another.

Each year in June, the board and Chairs from our Local Interest Groups participate in our strategic planning session. This year our facilitator stretched the group by asking the question whether we are "playing to win" or "playing to stay in the game". The answer to either question drives different behaviors. I am glad to say that the board decided that we need to *play to win*. As a board, we will be starting strategic initiatives which will be explored and defined over the next couple of months.

As the outcomes of our strategic plan will not be realized immediately, we will remain focused on continuing to deliver immediate value to you. On that note, we have another exciting season starting off this September with a PMP Preparation session.

(Continues on next column)

CALENDAR OF EVENTS
<http://www.soc.pmi.on.ca/calendar.cfm>

Welcome to PMI-SOC's Calendar of Events. Click into this area to view upcoming Chapter events by month and/or obtain a list by event type and register on-line. It is as easy as 1-2-3.

To register for an event, simply go to the applicable month and click on the day of event and follow the Registration Process.



Our evening event will be kicked off by Dr. James Norrie's *Breaking Through the Project Fog* and our famous Continuing Education segment is back with *Project Finance 010*. We hope to bring back, after two sold out sessions last year, our SOC Leadership Institute Program. This fall season will be busy for those seeking great learning and networking opportunities (see page 9).

With that I wish you all a great year with the Southern Ontario Chapter and I look forward to meeting many of you at our events this year.

Herman Gonzalez, PMP
 President

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Declare your Independence from Chaos

by Michelle LaBrosse, PMP®, Chief Cheetah and Founder, Cheetah Learning



Michelle LaBrosse, PMP

It's easy to get caught up in the speed of our hectic lifestyles both at home and at work. If you're finding that stress and chaos is becoming the norm, it's time to transform the storm into calm.

caring for both your own children and your parents at the same time? Before you develop a plan, you need to pinpoint your key stressors.

2) Build a support team.

Many times, we get stressed because we've taken everything onto our own shoulders without asking for help and tapping into our support network. If you think of stress management as a project, your support team is the team helping you manage this project. When you look at the areas where you've identified your stress as coming from, this will help you pinpoint who are the people you need on your support team. They are probably already there for you, but you're not asking them for help. If your biggest stress is coming from work, think of a colleague, mentor or advocate who can talk you through it and help you come up with new strategies for approaching the challenge.

3) Catch your ZZZZ's.

While getting very little sleep may have been a badge of honor in college (or even in some companies), don't buy

into this myth. Sleep deprivation reduces your concentration and overall effectiveness. It's difficult to come up with a sound solution or keep your cool on three hours of sleep. Try to go to sleep at the same time every night as much as possible. Let your brain cool down before you go to bed and separate from challenging work a few hours before you go to sleep. Also cut back on caffeine, alcohol, nicotine and sugar, which affect some people's sleeping patterns.

4) Find joy in exercise.

If you hate the gym, you're never going to go there. So, knowing that exercise is one of the great stress-busters, you need to find joy in exercise for yourself. Maybe it's as simple as taking a walk down a favorite street or road. You may get the yoga itch and fall in love with those stretches and poses. Whatever works for you, give your brain a boost, and take a break from both the computer and whatever is weighing heavily on your mind with a frequent exercise break that becomes a routine you cherish.

5) De-stress your environment.

Do you have the right balance of quiet time for concentration and interaction with key team-members or family members? Make sure your furniture (especially at work) is designed to support you and properly adjusted. Are you working in the right light, so you are not straining your eyes? Look at your environment and see what relaxes and comforts you and what causes you additional stress.

Here are a few tips that I use to manage my stress and keep projects flowing in all aspects of my life.

1) Identify where the stress is coming from.

If you find yourself regularly saying, "I'm stressed," but not doing anything to change your environment or behavior, you may be running at full speed without thinking about where the stress is coming from. For example, are you saying, "yes" to everything and overloading your calendar? Are you working long hours without a break and feeling cheated because there is no personal time? Are you part of the sandwich generation

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Program Details

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Credits: 14 PDUs 1.4 CEUs

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PMI's PDU Secrets

By Cornelius Fichtner, PMP



Cornelius Fichtner, PMP

A project manager has to be many things. To name just a few, a PM has to be a great communicator, a leader, a visionary, and be able to both build and inspire the team. First and foremost, however, a project manager has to be

proactive. We employ strategies to plan the future in order to proactively minimize risk on our projects so that we can deliver on time and on budget. Why then is it that when November comes around you can hear a collective groan rise from the worldwide community of PMPs as they ask, where they could quickly get 20, 30 or even 40 or more PDUs before the year is through? Is this simply a case of the cobbler's children having no shoes? No. I think that this is an acute case of the PMP community not even trying to proactively understand the PMI's recertification requirements. I am writing this in May of 2008, there are seven more months in the year, and I want to help you understand how you can very easily gain all the PDUs you need before the year is through.

The authoritative source when it comes to your PMP recertification is the PMI's Continuing Certification Requirements Handbook. This 10-page document can be found on www.pmi.org in the Career Development

section. It contains everything you need to know about your recertification. Like so many PMI documents, it is (a) very well hidden on their website and (b) rather dry and needs some explaining. In a nutshell, you can gain PDUs in five categories and I will highlight them today to show you how easy it is.

Category 1 is called Formal Academic Education. If you are currently enrolled in an academic course that includes classes on project and/or program management then you can claim 15 PDUs for a typical 15-week semester. To calculate Category 1 PDUs I recommend that you speak with your university as well as the PMI to ensure that you claim the correct amount.

Category 2 offers a number of opportunities to claim PDUs based on your Professional Activities and Self-Directed Learning. There are many sub-categories that make collecting PDUs easy.

- Claim up to 40 PDUs for authoring a book.
- If you work 1,500 hours per year as a project manager, you can claim up to 15 PDUs. Yes, you get PDUs just for being a PM.
- Teaching a project management course gives up to 10 PDUs
- Be a speaker at your local PMI chapter dinner meeting and claim 5 PDUs.

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PMI News... Important Information about PMP Credential Expiration Dates

What is happening to PMP expiration dates and why is PMI making this change?

PMI is dedicated to maintaining and administering world class credentials on behalf of the global project management profession. As the number of PMP credential holders grows every year, we are assessing our processes and systems so we can better serve our customers.

Many PMP credential holders are aware of the large volume of PMP renewals that PMI processes at the end of each year. To better meet customer needs, PMI will change all PMP credential holders' expiration dates. Currently, all PMP credential holders expire on 31 December of the third year after they earn the credential. PMP credential holders will be assigned new PMP expiration dates that correspond with the anniversary date of the bestowal of their credential. The result is a simplification of the PMP certification cycle.

The transition to the new system will begin taking place in late August 2008. Current PMP credential holders will have months added to their renewal cycle based on the anniversary of earning their credential — **no one will have time taken away.**

The chart on [page 11](#) illustrates how the transition will work. Substitute your own credentialing anniversary date for the one shown on the chart. This date can be found on your PMP certificate.

How does this affect PMPs who have earned their credential prior to 2005?

If you have earned your PMP prior to 1 January, 2005, you will need to know your current credential expiration

date and the initial date in which you earned your PMP in order to determine your new PMP expiration date. Once this change takes place, your PMP credential will expire on the anniversary of the month and day in which you initially earned it, in the calendar year following the expiration of your final active credential cycle. For example, if you earned your credential on 14 June, 2003, your initial expiration date was 31 December, 2006. You have renewed your credential and your current PMP credential cycle currently ends on 31 December, 2009. When this change made in the PMP cycle, your new expiration date will be 14 June, 2010.

To whom does this change apply?

It applies to all active PMP credential holders.

Does this change in my PMP expiration date shorten my PMP cycle?

No. This change includes a transition period that provides all PMPs with a partial year that extends beyond their current 3-year cycle. Thereafter, all PMPs will be on a standard 3-year cycle.

If I have aligned my PgMP expiration date and certification cycle with my PMP®, does this change my PgMP expiration date?

Yes. Your new expiration date will be the aligned with the anniversary of the bestowal of your PMP® credential.

When will my NEW expiration date be effective?

The change to your expiration date becomes effective late August 2008.

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Project Management & Small and Mid-Size Businesses!

by Rahmat Ushaksaraei, AIInst IB, P.Eng., PMP



Rahmat Ushaksaraei

When the phase of Project Management is mentioned in a dialogue, often enough, it is automatically presumed that the scope is a large scale activity, which entails an enormous capital, multi-disciplinary functional or matrix organizational system with various layers of individuals and/or teams interactions, and a long term

achievable objectives. Perhaps the essence behind this perception is that such full scale body of knowledge has been often assumed as an essential tool in the toolbox of project entities in the corporate world.

Although this may be either a conscious or subconscious perception about the broadly accepted definitions of the "Project Management", in today's evolving and ever-changing economy, the global market landscape is witnessing a drastic shift. This change entails an exponentially increasing emergence of small and midsize business entities ranging from entrepreneurial set up to more structured business apparatuses. Considering this undeniable socioeconomic phenomenon, the essential questions will be:

1. If Project management body of knowledge is to remain a superior, standardized, and comprehensive solution to address all projects in various business sectors, are its fundamentals flexible and scalable enough to address the needs of small and mid-size business entities?
2. Will the inherent elements, definitions, and terminologies of Project Management body of knowledge be applicable without any further change to their methods of application?
3. Is it possible to redefine and repackage the main elements of Project Management body of knowledge as a Business Model, where macro level fundamentals of Project Management are customized to address the necessary aspects of a small and mid-size business?

To embark on such journey of establishing relevance and analyzing the applicability of the Project Management body of knowledge as a comprehensive, coherent, and flexible macro level solution to everyday issues of small and mid-size businesses, firstly, let us conduct a simple comparison analysis and review the common model among small and mid-size businesses.

To comply, one may start by defining common patterns among small and mid-size businesses. In this regard, when an in-depth analysis is conducted, abiding by the following short and long term objectives is a commonality among all small and mid-size businesses:

Short Term Objective:

1. To define and/or establish a competitive and marketable presence.
2. To survive the market fluctuation by securing their market presence beyond the first year of operation via either meeting the breakeven financial status or surpassing it.

Long Term Objective:

1. To ensure the continual and profitable presence in the market.
2. To be able to diversify their approaches in order to sustain growth.

Furthermore, these well defined objectives are captured in a document referred to as the **Business Plan**. Normally as a roadmap prior to a business start-up, the main purpose of this structured document is to justify the viability of a business and specially its inherent objectives.

To continue with our comparison, let us take a closer look at a Business Plan.



(Continues on Page 12)



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PMI SOC New Career Development Mentoring Program Fall 2008

The PMI Southern Ontario Chapter is offering a Career Development Mentoring Program that is scheduled to start in September 2008.

The career development mentoring program is a one-on-one relationship and will focus on developing and enhancing project management careers, while earning PDU's. Issues/situations discussed during the course of the mentoring program are strictly confidential between mentor and mentee.

The program will run for three months and is planned to be completed in the middle of December. A mandatory, two hours, mentoring training is planned for middle of September 2008. As part of the program, mentors and mentees will be required to complete nine (9) hours each of a face-to-face mentoring. The program will have a mid-term session and we will try to bring-in a speaker on the subject relevant to career development.

Please visit the SOC web site, after logging in, go to the Members Services area, and check out the [Mentoring](#) page, which offers very extensive FAQ section, where you could find answers to most questions related to the Career Development Mentoring Program. Or simply go to the [Career Development Mentoring Program](#) page for full details.



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Declare your Independence from Chaos... Continued from Page 2.

6) Break for relaxation.

You know that person that you admire because s/he is always at ease and seems like a Zen master? If you ask that person, how s/he does it, you'll usually unearth a couple of golden nuggets tucked away. I've always used deep-breathing techniques to relax me – especially when I'm getting ready for an important meeting. Meditation and imagery work well too. It's amazing how just five minutes of closing your eyes and going to your favorite beach or location will completely take you away and bring you back refreshed. In our classes, we incorporate breathing techniques, yoga stretches and relaxing music. Our students always tell us what a difference this made for them as they were studying and preparing for the PMP exam.

7) Make Fun a Part of your Life.

What is really fun for you, and more importantly, when was the last time you had fun? If fun is relegated to a handful of times a year, you need to make a commitment to enjoying yourself more and making that part of your Stress Management Plan.

8) Design your Stress-Less Management Plan.

Use the seven tips above to develop your Stress-Less Management Plan. These tips will help you get your ideas formulated and pinpoint what you need to work on to lower your stress level, increase your relaxation time and most importantly – have more fun with the people you love.

Now, put your computer to sleep for five minutes and visualize yourself in your favorite spot drinking a bottle of water and smiling. May your visions bring you peace, prosperity and the ability to create a stress-free space no matter where you are!

About the Know How Network and Cheetah Learning

The Know How Network is a monthly column written by Michelle LaBrosse, the founder and Chief Cheetah of Cheetah Learning. Distributed to hundreds of newsletters and media outlets around the world, the Know How Network brings the promise, purpose and passion of Project Management to people everywhere. Visit www.cheetahlearning.com to learn more about Cheetah PM, the fastest way to learn about Project Management and get your PMP. You can also get your career in gear with CheetahWare, free Project Management tools from Cheetah Learning.

About the Author

Michelle LaBrosse, PMP, is the founder of Cheetah Learning, and author of Cheetah Negotiations and Cheetah Project Management. The Project Management Institute, www.pmi.org, recently selected Michelle as one of the 25 Most Influential Women in Project Management in the World, and only one of two women selected

from the training and education industry. She is a graduate of the Harvard Business School's Owner President Managers (OPM) program and also holds engineering degrees from Syracuse University and the University of Dayton. Cheetah Learning is a virtual company and has 100 employees, contractors, and licensees worldwide.

Her articles have appeared in over 100 publications from around the world. Her monthly column, the Know How Network is carried by 400 publications, and her monthly newsletter subscription list includes more than 50,000 people.

To date, more than 30,000 people have become "Cheetahs" using Cheetah Learning's innovative Project Management and accelerated learning techniques.

Michelle has been running her company virtually for the past 20 years. She has grown the company 100 fold in the past 20 years, and she credits her success to using the Cheetah Project Management method to better manage both people and technology. Michelle's mission is to help people achieve great results, FAST, by making it fast, easy and fun to learn and do Project Management. She lives in Nevada with her family and likes to rejuvenate in Alaska where you'll often find her kayaking, golfing or hiking.

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PMI-SOC UPCOMING EVENTS

THURSDAY, AUGUST 21, 2008

[PMI-GTISLIG Dinner & Presentation](#)

Title: How to Market Yourself to Corporate and Agency Recruiters *with Neeta Sharma*

Overview: Neeta will show how do put together an effective and marketable key word friendly resume, how to work with top IT recruiters, how to choose projects, and avoid common problems during your job search. Recognizing that recruiting varies from firm to firm, Neeta would like to address key characteristics that get your foot in the door while the panel members will share valuable industry statistics and experiences they have faced over through their recruiting careers.

SATURDAY, SEPTEMBER 6, 2008

[PMI-SOC PMP Review Sessions](#)

Overview: This set of Review Sessions are scheduled to start on Saturday, September 6th to November 22nd, 2008. All sessions will be from 8:30 a.m. to 12:30 p.m. for the duration of 11 weeks. Location is University of Toronto downtown on St. George Street. Course Attendees are provided with copies of the Powerpoint presentations in a loose-leaf binder together with a copy of PMP Exam Prep: by Rita Mulcahy.

WEDNESDAY, SEPTEMBER 10, 2008

[PMI-Healthcare LIG Speaker's Presentation](#)

Title: Mohawk College Project on the Implementation of the Canada Health Infoway Electronic Health Records System (EHRS) *with Derek Ritz.*

SATURDAY, SEPTEMBER 20 2008

[PMI-SOC Continuing Education](#)

Title: Project Finance 010 *with Neil Sharma*

Overview: The effective tracking of project costs is more than just a mathematical exercise. Project finances tracked effectively can monitor project success or highlight potential problems requiring further analysis. From a control perspective it may also enable cost-scope-time tradeoffs. In a world of continual scope "creep" and moving goalposts project finances and controls are becoming an integral part of Project Management. This session looks to provide a overview of the Finance function as it relates to Project Costing; Differences between Project Costing and Financial Accounting; and The benefits and uses of KPI's.

THURSDAYS, SEPTEMBER 25, 2008

[PMI-SOC Monthly Dinner and Meeting](#)

Title: Breaking Through the Project Fog *with Dr. James Norrie*

REGISTRATION

For more details and to register
For any of the listed events,
visit www.soc.pmi.on.ca



Tel: 416.381.4058



Email: AskGreg@soc.pmi.on.ca
or info@soc.pmi.on.ca



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PMI - SOUTHERN ONTARIO CHAPTER



LEADERSHIP INSTITUTE PROGRAM (SOC-LIP III)

What is the PMI SOC Leadership Institute?

- It is a customized executive leadership program
- It is a year long journey being offered to members and non-members
- It will teach strategic and tactical leadership skills and methodologies
- It provides new skills that will help adjust to new positions and responsibilities in the global market
- It provides valuable leadership feedback from an objective 360-degree (Benchmarks®) basis
- It reflects leadership development programs that have been offered by 500 companies providing personal leadership assessment, skills building, peer networking, discussion and mentoring
- It will provide comprehensive coaching and feedback skills to future global leaders

Who should attend:

- Senior project managers with at least 10 years of experience, PMP preferred, currently working as a project or program manager

Benefits for participants:

- Provides opportunities to learn, expand, and polish leadership skills
- Incorporates on-going, customized personal development activities so that it is not just a one-time classroom event
- Creates opportunities to practice leadership skills and methodologies for a globally diverse world
- Earn 60 PDUs

Benefits for participants' companies:

- Provides a local venue through which the company can augment the participant's skills using proven program models that seek to develop emerging organizational talent
- Offers a leadership development program that costs significantly less and requires less time away from work than the typical executive development program

Program dates:

- Classroom work 3x2 full day sessions on:
 - Friday & Saturday – October 24th and 25th, 2008
 - Friday & Saturday – January 23rd and 24th, 2009
 - Friday & Saturday – April 24th and 25th, 2009

Fees: (limited to 25 attendees only) Location: Toronto, Ontario

- SOC Members – \$2,250 + GST
- PMI Members – \$2,300 + GST
- Non-members – \$2,500 + GST

Program structure:

- **Classroom work, 3x2 full-day sessions within 7 months**
 - **Session 1 – Foundations: Leadership Can be Taught and Can be Learned!** - an introduction to many leadership aspects including understanding of self, knowing personal and organizational values, creating shared vision, developing successful strategies, systems thinking and many more.
 - **Session 2 – Discovering the Leader Within** – participants will begin to build effective and meaningful leadership development plans in addition to going deeper into different leadership aspects.
 - **Session 3 – Towards Leadership Wisdom** – participants now become involved in action learning where they will be able to apply newly discovered skills acquired and learned throughout the program.
- **Coaching**
 - This portion of the program builds on face-to-face training through one-on-one coaching and development. In addition, participants support and mentor each other on an on-going basis.
- **Graduation**
 - This final portion of the program formally recognizes the PMI SOC Leadership Institute participants on their successful completion on the program, as well as their family, employers and friends for supporting the participants' growth as leaders.

PMI News... PMI Celebrates Milestone - New Facility

A celebration and ribbon-cutting ceremony were held at PMI's new facilities in Newtown Square, Pennsylvania, USA on July 24th.

PMI Chair Philip R. Diab, MBA, PMP, in congratulating both staff and members, said the new building was a critical event and milestone in PMI's success.

PMI President and CEO Gregory Balestrero emphasized the global role of PMI. "We're about helping bring positive change, around the world."

Special guest Jim Snyder, PMI Fellow and a founder of PMI, said "we've come a long way over a long number of years. This building is not the end of the line but just a beginning, another step on the long road of hard work that brought us here today."

The new office, which is leased, is a renovated building located on the same street as the previous sites. It includes a state-of-the-art information architecture and other features needed to support today's environment and growth.

PMI members are also assisted by service centers in Brussels, Belgium; New Delhi, India; and Singapore. Representative Offices operate in Beijing, China and Washington, D.C., USA.



From left: PMI COO Mark Langley; PMI Fellow and founder Jim Snyder; PMI Chair Philip R. Diab, MBA, PMP and PMI President and CEO Gregory Balestrero

PMI-SOC held its Annual Board Retreat & Planning Session on June 20th and 21st, 2008 – Toronto, Ontario



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Provides an objective process to
and deal effectively with issues

Do I still need to renew my credential?

Yes. The renewal process remains the same. To maintain your PMP credential within your certification/CCR cycle, you are required to:

- Earn a minimum of 60 professional development units (PDUs).
- Report a minimum of 60 PDUs online at PMI.org.
- Fill in your renewal form and submit renewal fee using the online certification system.

The chart below illustrates how the transition will work. Substitute your own credentialing anniversary date for the one shown on the chart. This date can be found on your PMP certificate.

What year did you earn your PMP credential	SAMPLE* date of earning credential	Current expiration date	SAMPLE* New expiration date	SAMPLE* Expiration date after renewal
2008	14-Jun-2008	31-Dec-2011	14-Jun-2012	14-Jun-2015
2007	14-Jun-2007	31-Dec-2010	14-Jun-2011	14-Jun-2014
2006	14-Jun-2006	31-Dec-2009	14-Jun-2010	14-Jun-2013
2005	14-Jun-2005	31-Dec-2008	14-Jun-2009	14-Jun-2012
2004	14-Jun-2004	31-Dec-2007	14-Jun-2008	14-Jun-2011

**Substitute your actual date for the sample date given in this chart.*

How does this affect PMPs who have earned their credential prior to 2005?

If you have earned your PMP prior to 1 January, 2005, you will need to know your current credential expiration date and the initial date in which you earned your PMP in order to determine your new PMP expiration date. Once this change takes place, your PMP credential will expire on the anniversary of the month and day in which you initially earned it, in the calendar year following the expiration of your final active credential cycle. For example, if you earned your credential on 14 June, 2003, your initial expiration date was 31 December, 2006. You have renewed your credential and your current PMP credential cycle currently ends on 31 December, 2009. When this change made in the PMP cycle, your new expiration date will be 14 June, 2010.

To whom does this change apply?

It applies to all active PMP credential holders.

May I still carry over 20 PDUs to my next Certification/CCR cycle once I renew my PMP® credential?

Yes, you may still carry over 20 PDUs into your new cycle, even though your current cycle has been extended.

When will I know my new expiration date?

You will receive a series of notices on PMI.org, articles in PMI publications and direct communications from PMI over the next several months that will provide information and guidance on your new expiration date.

By late August 2008, you will be able to view your new expiration date using the online certification system and on PMI.org when you log in as a user.

You also will receive a series of communications from PMI over the next several months that provides information and guidance on your new expiration date.

- By July 2008 – you will receive an e-mail with information about the date change
- By September 2008 – you will receive an e-mail with your new expiration date
- By October 2008 – you will receive by postal mail a new PMP certificate printed with your new expiration date.

Who can help me better understand how this change affects me?

We understand that you may have questions and are happy to provide the support you need. E-mail questions to customercare@pmi.org. Because this change affects all active PMP credential holders, please allow adequate response time.

PMI's PDU Secrets... Continued from Page 3.

The absolute easiest way to claim PDUs in this category, however, is the sub-category for Self Directed Learning. Here you can claim another 15 PDUs for a number of simple, self-study activities. The ones that I recommend are to read a project management book or - even better - listen to a project management Podcast. You can find free Podcasts at www.thempodcast.com or www.controllingchaos.com.

This brings us to **Category 3**, which refers to attending educational programs offered by one of PMI's many Registered Education Providers (REP). A cost effective way is to talk to your local PMI chapter. Most offer a monthly dinner meeting (1 PDU) or monthly seminars (1 PDU per seminar hour) at a very low cost to you. Some PMI Chapters and PMI Specific Interest Groups (SIGs) even offer online webinars with PDUs. And then, there are of course hundreds of training companies that have the REP status and offer qualifying in-person and online classes.

You also receive 1 PDU for each hour attending project management related trainings by non PMI REPs. This is part of **Category 4**: Other Providers. For example: if your employer offers internal project management training then you can claim 1 PDU for each hour. This is true for almost any PM related seminar. Keep all your receipts and documentation on the topics discussed in the class just in case the PMI audits you.

And finally, there is **Category 5**: Volunteer Service for your PMI Chapter. Granted, this category will not make you "PDU rich" but volunteering is extremely rewarding. The maximum number of PDUs in this category is 10 PDUs for elected officials and 5 PDUs for regular volunteer. So the main goal of volunteering for the chapter is clearly not gaining PDUs. The more important reasons are networking with your peers, being involved in local PM community and learning about all the PDU offerings that your chapter has. For me personally, the PDUs that I receive for volunteering in my chapter are the most gratifying and the most satisfying PDUs of them all. So contact your membership director and ask about the available opportunities.

By following the ideas outlined in this article you can gain all the PDUs you need in just a few months. It really is that easy. The trick is to know that you have a multitude of ways available to you. So be proactive and start earning your PDUs today!

About the author

Cornelius Fichtner, PMP is an international project manager and noted PMP expert. He is the host of The PM Podcast at www.thempodcast.com where you can hear his free interviews with project management experts from around the world. His PM PrepCast at www.pm-prepcast.com has also helped over 2,000

Project Management & Small and Mid-Size Business... Continued from Page 5.

Typically, a Business Plan includes:

1. Business Overview:

- Description of the business
- Major demographic, economic, social and cultural factors
- Major players (suppliers, distributors, clients)
- Nature of the industry
- Trends in the industry
- Government regulations
- Market segment
- Products & services
- Pricing and distribution
- Market trends
- Implications or risk factors
- Competitors and type of competition
- Competitors' strengths & weaknesses
- Competitive advantage

2. Sales & Marketing Plan:

- Sales & Marketing Plan
- Customers
- Suppliers
- Advertising & promotion
- Pricing & distribution
- Customer service policy

3. Operating Plan

- Business location & requirements / advantages / lease details

- Equipment / technology / R&D / environmental aspects

4. Human Resources Plan

- Key employees

5. Action Plan

- Action plan & timetable

6. Executive Summary

- A brief description of the project, and the required financing.

7. Financial Plan – Appendix

- The business's financial performance, both historical and projected.

From the comprehensive list of subjects that are captured by a Business Plan, it is evident that it encompasses almost all necessary essential steps in success and profitability of a business entity. Within the structured, streamlined, systematic, and rigorous process practiced in the concept of drafting a Business Plan, it is paramount that objectives are defined realistically and therefore have the same relevance that a Scope has in a large scale project. Moreover, sensitive criteria are to ensure that only activities with the highest probability of success in reaching these objectives are selected, promoted, and budgeted for.

(Continues on Page 13)

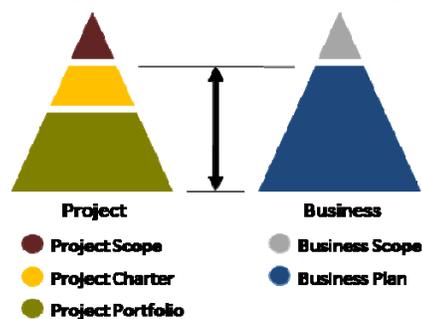
Moreover, although the interaction with stakeholders in a business entity may be slightly different from the one in a large scale Project, efforts in justifying the viability of a Business Plan and especially its financial aspect to key stakeholders, if not equal, are not anything less than a large scale project.

From this simple comparison, it is evident that steps undertaken in drafting and justifying the content of a Business Plan are reminiscent of the initiatives spear-headed by the Project manager of a large scale project. Considering this important factor, if compared, a Business Plan could easily be considered as the scaled down equivalent of a broader document known in the Project Management as Project Portfolio.

On the other hand, for small and mid-size business entities, a Business Plan plays a key role in translating forecasted objectives in tangible macro level activities, where all interaction between resources and inter-dependencies are well defined and scrutinized. This is to ensure that from all existing possibilities, the most coherent and realistic business objective has been selected. Additionally, a Business Plan is required to encompass an achievable scope and the required roadmap in reaching it.

Dwelling on this point, a simple comparison with a large scale project indicates that a Business Plan resembles the customized and miniaturized version of a Project Charter. The analogy and comparison between a Business Plan, Project Portfolio and Project Charter are depicted as follows:

As a dynamic living document, a Business Plan is designed to continually evaluate the progress of a business against its original goals, measure its possible deviations, and to be utilized as a guideline in adapting necessary modifications in returning on the right path.



After establishing the preliminary similarities between a Business Plan and Project Portfolio and Charter, now, let us place a typical small and a mid-size business under a microscope, and review its affairs to

see whether or not its conducts may represent a Project.

To do so, numerous studies show that in reaching both short and long term objectives, normally a business entity is required to concurrently attend three specific macro levels elements of CSA, respectively:

1. Cash; 2. Sales; 3. Administration

These macro level fundamental elements form the very basic 3-legged structure that a business is built on. Furthermore, any disruption, either positive or negative, will jeopardize the overall balance. In the more technical terms:

1. **Cash:** encompasses all financial aspects of the business such as assets, liabilities, and equalities. In a broader perspective, this macro level element is the equivalent of a Cost aspect a project.

2. **Sales:** Underlines all structured approaches in communicating effectively the aspects of the business, which are bundled in promoting the viability of its product and/or service towards its market of interest. Inevitably, the success of this aspect of the business is based on nature of the communication between all stakeholders specifically the end user of a product / service; i.e. heavily invested on the effective internal and external communications.

At its extension, one may view this issue as delicate balance of two sensitive elements of Communication among stakeholder in a business such as business owner, staff, and customers and control of Cost a product and/or service in order to secure a desired profit margin.

3. **Administration:** It is an umbrella for all related activities supporting a business such as management structure, hierarchy, internal process and external interactions, individual and team relations, short term and long term individual and group activities, continual quality loop, check points, gates, feedback mechanism procurement, and time, etc.

In a broader scope the above mentioned issues that are normally present in all small and mid-size businesses, represent macro level elements of Time, Quality, HR, Risk, and Procurement applicable in large scale projects.

In summary, it is evident that among small and mid-size businesses a self regulated business model of Business Plan has been adapted to fill the existing gap of a more comprehensive yet scaled down version of Project Management body of knowledge. Furthermore, although the adopted strategy may have been customized and structured differently from what is norm in the large scale projects, it mimics all essential and fundamental elements prescribed by Project Management as a professional management body of knowledge.

Finally, until a more systematic approach in taken by Project Management Professionals to address the needs of the new era of economy, other complementary business models are to dominantly define the direction.

About Rahmat Ushaksaraei

As the President of accrete, The Business Excellence Realization www.accrete.ca, and the Co-Founder of GeBTL, Global executive Business & Trade Links www.GeBTL.com, and pioneer of Diamond Total Management and Human Intelligence Management methodologies, Rahmat Ushaksaraei is an Senior Executive Accredited Associate of the Institute for Independent Business (AInstIB), a Project Management Professional (PMP), and a Professional Engineer (P.Eng.). Rahmat Ushaksaraei may be reached at: Rahmat.Ushaksaraei@accrete.ca.

Welcome to our June and July 2008 New Members

Rifaat Abdalla		Jacqueline Gauvreau	
Shanti Adabala		Robert Gidisu	Rogers Communications Inc
Aqil Ahmed	Kuhnezug Hoist & Cranes Inc.	Peter Gilmor	IBM Canada Limited
Zaid Alatrash		Margarida Giradi	Pontif - PUC-Rio
Tang Ali	Region Of Peel	Marsha Glionna	TD Waterhouse
Janet Allison	RBC Royal Bank	Stratis Gogosis	Bell Canada
Luis Alvarez	Alcatel-Lucent	Jamie Gonzales	Soheil Mosun Limited
M. Reza Aminmansour	RezaAmin	Pablo Gonzalez Linares	Freelance
Gilberto Antonini		Mark Gowland	PAR Springer-Miller Systems
Michel Athanathious		Ross Graham	
Monica Baichan	Triton Electronik	Marlon Greaves	ADBASE Inc
Nivedita Bajaj	Smart Systems for Health Agency	Irina Gurevich	
Mehboob Bangash	Petroff partnership Architects	Sakr Hamadeh	Region of Peel
Lucy Bellissimo	York University	Feresheh Hamidian	TTC
Hamlet Benyamen	ADP Canada	JB Hanley	
Lisa Blackburn	Bayer Inc.	Avi Hascalovici	Multimatic
Alexandre Boitsov	ALVB Consulting Ltd.	Felix Hau	Government of Ontario
Colin Briggs		Mohamed Hilowle	Rogers Communication Inc.
Karl Bundy	IT Project Management	Jad Hreibe	PricewaterhouseCoopers
Rob Burt	Target Line Communications	Rolando Huezo	Bell Canada
Andre Cardoso	VIVO RJ	Mujahid Hussain	THALES
Richard Cartwright	RSHIP	Vic Iwaszczenko	Government of Ontario
Elvis Celic	Cogeco Cable Inc.	Saad Jasim	
Volkan Celik	Citigroup	Jadran Jelin	UEM Consulting
James Chan		Sarvesh Kak	Standard Chartered Bank Singapore
Cyril Chiu	Nortel Networks Ltd.	Suresh Kannan	Sunwing Vacations
Pradip Choudhuri		Praveen Kaplish	
Justin (Lustinel) Codreanu	Compass Group	Ayaz Khan	Montpelier Re
Sean Collins	Labyrinth Project Management	Mohamed Khartabile	Cable News Network
Ovidiu Comaniciu	BMO Financial Group	Karla Klein	
Terry Comeau	Cansult Maunsell	Calvin Knights	Xenos Group Inc.
Dorcas Cox	Scotia bank	Philip Knox	Smith Knox & Associates Inc.
Sean Cox	CIBC	David Konkin	
Linden Cress	Distinct Identity	Tammy Koo	Morneau Sobeco
Mirela Cucinschi	Teskor Enterprise	Jack Kuzuian	9thsphere
Rafael D.L.C. Moctezuma	BMO Financial Group	Carson Kwan	Visiprise
Ashish Deb	GO Transit	Sarabjit Lachar	
Charles Defend	Project Control Group Inc.	Elizabeth Lazarou	CIBC
Ramez Demian	Prima Tech Canada Inc.	Maxim Legkodimov	
Bevan Derkson	Bell Canada	Lisa Leong-Poi	RBC Dexia Investor Services
Liliana Diaz Olavarrieta	Business Greenhouses	Allan Leung	Quad Infotech Inc.
Milena Dimitrova	SSHA	Robin Levesque	Ministry of Agriculture and Lands
Janice Ding		Kirk Lewis	MTS Allstream
Ryan Doherty		Qian Liang	Earth Tech Canada Inc.
David Dove		Eric Liu	Nexolink Inc
Karen Dudzinski	Acklands Grainger Inc.	Michael Long	Ontario Lottery & Gaming Corp
Laura Ene	Bank of Montreal	Peter Hin-Nyan Loo	Peter Loo & Associates Ltd.
Michael Evdassin	Cisco Systems Inc.	Hai Luong	
Vlastimil Fabian		Edson Maciel	PRIN
Vivian Farag	TD Bank Canada	Jane Macijauskas	Infrastructure Ontario
Darlene Forget	Forzani Group Ltd	David Mancini	CIBC
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Jessica Fry		Tim Markow	Markow & Associates
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Freddy Garaban	Alcatel-Lucent de Venezuela	Elizabeth Maxton	BMO Nesbitt Burns

IIL 2008 Kerzner's International Project Manager of the Year™ Award Call for Nominations

In an effort to acknowledge the contributions made by project managers possessing the Project Management Institute (PMI®) Project Management Professional (PMP®) credential, International Institute for Learning, Inc. (IIL) created the Kerzner International Project Manager of the Year™ Award. In its 3rd year, IIL is now accepting 2008 nominations for project managers who have exemplified superior performance and outstanding project management methods, skills, and techniques, and their important contributions in business, industry, government community or not-for-profit environments.

All nominations are due in to IIL by September 12, 2008. The winner of the award will receive a variety of amazing prizes including an all expenses paid trip to New York city where he/she will be honored and presented with the award at an evening banquet sponsored by IIL, the opportunity to showcase their winning presentation during IIL's global webcast, "Leading Projects in a Changing World," as well as a \$5,000 course voucher for any IIL training course. For full details, [click here](#).

June and July 2008 New Members ... Continued from Page14.

Paul McCleave	Formet Industries	Dave Shingler	Bank of Nova Scotia
Robert McConkey		Khalid Siddique	Canadian Diabetes Association
Necole Miller	Telus Communications	Rob Simpson	Canadian Tire
Diavin Miller	Rogers Cable	Kerry Singer	Loblaws
Margarita Minceva	CIBC	Jason Sooley	TD Securities
Pasha Ferouz	Yum! Restaurants Int'l (Canada) LP	John Spanik	CIBC
Patricia Moreno	CIBC	Jay Srinivasan	SunGard HE
Ronald Nakagawa	DealerAccess Canada Inc.	Teresa Steljes	
Chandran Nambath Ravunny	Dalhousie University	Amanda Stone	Environment Canada
Zoltan Nemcsek		Jacqueline Summers	TD Bank Financial Group
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Robert Ogirri	Cadbury Nigeria PLC	Nicolas Tamayo	Cogeco Cable Canada Inc.
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Olivia Poon	QMI-SAI Global	Edgar Torres	Direct Energy
Kent Poots		Hoi Tsang	Dynamic Funds
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Nisheeth Saini	Brain Wave Inc.	Bonnie Walls	
Nazila Salmasi	CBRE	Tin Chih (Gloria) Wang	AMD
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Carlos Sanchez	Biapro Information Solutions	Magdalena Wichezycki	ITProMaC
Niroshan Santhiramohan	CGI	Margaret Williams-Clayton	
Samuel Sapping-Kumankumah	Foresters	James Wishart	Royal Bank of Canada
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Iliia Sergev		Paul Wu	Analytics Consulting Inc.
Urmish Shah	Metso Automation (Canada) Ltd.	Yuki Yamada	Fairmont Raffles Hotels Int'l
Nancy Shalno	Agave Business Solut	Ross Yoshida	excendis Inc.
Vijay Sharma	CSA Group	Michael Zajmalowski	Deloitte-Touche LLP
Farah Sheikh	Ernst & Young	Zhijie Zheng	Bell Canada
		Yahui Zhu	Tata Consultancy

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