



## Continuing Certification Requirements— Everything you Need to Know About PDU Hunting

By Herman Gonzalez, PMP

Director of Professional Development

### Certification Cycle



No doubt you are well aware that in order to keep your PMP status you must acquire 60 Professional Development Units

every three years of your individual Continuing Certification Requirements (CCR) cycle. Your cycle begins on the day you successfully complete the PMP exam and it ends on December 31<sup>st</sup> of the 3rd full calendar year following the year you wrote your exam. For example, an exam date of July 31, 2004 = expiration date of December 31, 2007. All subsequent renewal cycles begin on the first day after the prior cycle's expiration date. For example, the next renewal cycle would be January 1<sup>st</sup>, 2008 – December 31<sup>st</sup>, 2010.

### PDU hunting

If you find your CCR cycle is evaporating fast and you are on the prowl for PDUs, relax,

take a deep breath. There are a number of ways to go PDU hunting. The options range from attending courses to volunteering. It is all listed in PMI's Continuing Certification Requirements Handbook found on the PMI website. The highlights also appear on page 3 for your convenience, and to encourage you to start chasing those PDUs today, before it's too late.

**Category 1: Formal Academic Education** For example, an MBA in Project Management or a Project Management course resulting in a degree i.e. Ryerson University, Athabasca University, Boston University.

### Category 2: Professional Activities & Self-directed Learning

This includes writing an article/book, presenting or moderating a topic at a conference or workshop, developing content for a PM course and doing your job as a Project Manager professional. Yes, you can earn 5 PDUs for doing your job!

Continues on page 3

### Mark Your Calendars!

#### PMI -SOC Breakfast Meeting

Tuesday, March 7th, 2006

Oxygen for the Mind: Release Stress - Embrace Success with Bryan Walton

For more information and to register [click here!](#)

#### PMI -SOC Dinner Meeting

Thursday, March 23rd, 2006

Behaviours to Master When Dealing with Your Leaders, with Neal Witten, PMP

6:00 p.m. to 9:00 p.m.

For more information and to register [click here!](#)

#### PMI -SOC Full Day Seminar

Friday, March 24th, 2006

"No-Nonsense Advice for Successful Projects" with Neal Whitten

8:30 a.m. to 5:00 p.m.

For more information and to register [click here!](#)

#### PMI -ISLIG Dinner Meeting

Thursday, March 30th, 2006

Networking & Dinner Meeting IT Project Management of Logistics & Supply Chain Projects with Guri Singh, B. Tech, MBA, Plog, PMP

6:00 p.m. – 8:30 p.m.

For more information and to register [click here!](#)

### What's Inside:

Nominations to the Board of Directors (2006–2007 term) By Peter Monkhouse, PMP.....	2
PDU Hunting, By Herman Gonzalez PMP, Director of Professional Development Continues .....	3
<b>Upcoming Events:</b> .....	4
Volunteers Needed.....	5
PMI Community Transformation Project, By Peter Monkhouse, PMP .....	6-8
Successful Projects Don't Just Happen, By Neal Whitten, PMP.....	7-9
PMP Poetry.....	8
<b>Notices</b> .....	9
<b>Announcements/PMI Leadership Institute,</b> By Peter Monkhouse, PMP.....	10
Timetiger.....	11

## Call for Nominations to the Board of Directors (2006–2007 term)

By Peter Monkhouse, PMP, Past Board President



If you are looking for a terrific personal growth opportunity, why not consider running as a candidate in the upcoming the PMI SOC Board of Directors election? Carpe diem. The Nominat-

ing Committee will be supervising the annual election and they encourage you to nominate candidates or to consider running yourself. They are looking for new volunteers to hold the position of Director of the PMI Southern Ontario Chapter. Three positions are now available as well as President Elect. This is your opportunity to support the great work that is already underway, or to effect real change and make a difference if you wish.

Under the PMI-SOC By-law, Directors are each elected for a two-year term. In 2006, the terms of three Directors expire and are to be replaced by three directors elected by the Chapter membership. Current Chapter President, Michael Flint, PMP will remain in this position for the year 2006-2007.

There is also one position open for President Elect. To qualify for this position, the candidate must have been a Director or Officer of PMI-SOC for a period of one year within the past four years. Members may nominate a qualified candidate (who agrees to run) for President Elect.

### Commitment:

Any individual interested in serving as a PMI-SOC Director should be aware of the following commitments. Currently, Board members attend one Board meeting per month, typically a minimum of one committee meeting per month, and Board members are expected to attend the Chapter's monthly Dinner and/or Breakfast meeting. With these meetings and the addition of e-mails and telephone conversations, one can expect a time commitment of between 20 and 30

hours per month.

In addition, all Board members will attend the PMI Leadership Meeting, typically held in the fall of each year in a North American city. With travel, expect this meeting to take up three to four days (i.e. Thursday to Sunday). Attendance at this meeting is at the Chapter's expense.

### Eligibility for Election:

To be a candidate for election as a Director, you must have been a Chapter Member since June 1, 2005. In addition, experience gained from participation as a volunteer involved in Chapter activities for a minimum of one year is mandatory. Details of the Chapter's activities are available on the website. You can read the chapter by-laws in the Members Area at [www.soc.pmi.ca](http://www.soc.pmi.ca).

You may also contact any member of the Nominations Committee about the process involved. Upon request, we will send you the required format for your biography and picture that will be made available to SOC members.

You may download a copy of the official [nomination form](#), which you may print, fill out and return by fax to the office (416-441-0591).

### Reminder:

Nominations close at the Southern Ontario Chapter Office at 5:00 p.m. March **23, 2006!**

The new Board and Officers will be announced at the June Dinner Meeting on June 1, 2006. The new Directors and Officers take office upon being declared elected.

For further information, please contact the Chapter Office or any member of the Nominating Committee listed below.

### Peter Monkhouse, PMP

Nominating Committee Chair  
416-223-1438

[peter.monkhouse@soc.pmi.on.ca](mailto:peter.monkhouse@soc.pmi.on.ca)  
or [nominations@soc.pmi.on.ca](mailto:nominations@soc.pmi.on.ca)

### Carl Sergeant, PMP

416-353-5780

[carl.sergeant@bell.ca](mailto:carl.sergeant@bell.ca)

### Gina Davidovic, PMP

905-947-8562

[gina.davidovic@bay3000.com](mailto:gina.davidovic@bay3000.com)

### The 2005-2006

Board of Directors members are:

[Michael Flint](#), PMP  
President

[Peter Monkhouse](#), PMP  
Past President

[Maggie Bengino](#), PMP

[HermanGonzalez](#), PMP

[BrianHill](#), PMP

[Rubin Jen](#), PMP

[Shirley Kelly](#), PMP

[Shawn Nisenboim](#), PMP

[LynnePoffenroth](#), PMP

[Lynn Shannon](#), PMP

Three positions are now available as well as President Elect.

### Nominations

close at the

**Southern Ontario Chapter Office**

at 5:00 p.m.

March 23, 2006



*Happy St. Patrick's Day*

"Everything" Continued from page 1

## PDU Highlights

Self Directed Learning (from Category 2) is limited to 15 PDUs per CCR cycle. Examples of Self Directed Learning include being a mentor, mentee or doing research work in the field of Project Management.

### Category 3: PMI Registered Education Providers

Registered Education Providers are organizations registered with PMI. For example, you can attend PMI-



SOC events and receive PDUs. Did you know that you can receive four PDUs for attending Saturday

morning Continuing Education events? Other PMI components within the GTA, such as PMI-ISLIG and PMI-PMOLIG, are a great vehicle to receive information that is relevant to your industry. If you don't have time to physically attend a course, you can try one of PMI's Webinars such as those offered through the [Risk Special Interest Group](#) or the [Human Resources Special Interest Group](#).

Don't forget you can also look for other excellent courses offered in the area that you live in or work offered through various providers such as IIL and Project World. Be sure to have a look at the full list-

### Certification Cycle

So to recap, PMP holders must obtain a minimum of 60 PDUs per three year cycle, beginning on January 1 following the date the certification exam is passed. So depending on what time of year you wrote and passed the PMP exam, there will be a window before that first CCR cycle begins in January of the following year. After which, the cycle just keeps rolling along chronologically in three year periods according to the calendar year - January - December.

ing of Registered Education Providers. And remember, one contact hour of learning relevant to project management = one PDU.

### Category 4: Other Providers

You can also take courses that are relevant to project management from an educational provider that

#### Things to Note:



- You can transfer up to 20 'extra' PDU's into your next CCR cycle if they were earned in the third (final) year of your current CCR cycle.
- One contact hour of learning relevant to Project Management = 1 PDU.
- You can earn 5 PDUs just from doing your job as a project manager.

is not registered with PMI. The PDUs are credited in the same manner i.e. one contact hour = one PDU.

### Category 5: Volunteer Services to Professional or Community Organizations with PMI

Volunteering to contribute in some capacity with PMI is a win win proposition. It's a great opportunity to meet new people and to give back to your PM community. Volunteering opportunities range from running projects, participating on a PMI (component or global) committee(s) or progressing to a Board member position. A maximum of 20 PDUs can be earned per CCR cycle.

#### What happens if you don't meet the CCR?

If you don't meet the CCR, you will be put on 'suspended certification' status which means you cannot use the PMP title. By the way, anyone, including employers can check to see if you have your PMP by visiting the PMI website and searching on the [registry](#). You have a maximum of one year beyond the official expiration date to

meet the requirements. For example, if your cycle ends on December 31<sup>st</sup>, 2007 you will have up to December 31<sup>st</sup>, 2008 to acquire your missing requirements. Please note that although the suspension period overlaps the timeframe of your next CCR cycle, your CCR cycle itself will not be altered after you are re-instated as an active PMP. Once the requirements are met, you are then re-instated as a PMP and you will have some catching up to do to make sure you still get another next 60 PDUs in the next cycle. **A PMP who does not meet their overdue requirements during the suspension period will lose his/her PMP certification and would be required to re-certify again by re-writing the exam.**



If your CCRs are not met after this one year grace period, you must then re-qualify and re-write the NEW tougher exam. Don't forget, as a PMP, you have a professional responsibility to report anybody who is promoting him or herself as a PMP when he or she is not currently a PMP.

#### Retired?

You must formally apply for retired status by mailing a written request to PMI headquarters to the Attention of the Certification Department. To qualify for retired status, you must have been a PMP in good standing for 10 years, and you must not be receiving primary remuneration for practicing project management.

Confused? Don't hesitate to write to me herman.gonzalez@soc.pmi.on.ca and I will be happy to answer any questions or refer you to the appropriate contact at PMI.

**Happy hunting!**

## Upcoming Events

### Breakfast Meeting Tuesday, March 7th, 2006,

**Featuring speaker:** Bryan Walton, delivers highly rated seminars on project quality management through Schulich School of Business across Canada. His clients include: Motorola, Bombardier, and Bank of Montreal.

**Topic:** Oxygen for the Mind: Release Stress-Embrace Success

*Canadian CEO's rank stress and mental health as top issue costing 13% of annual profits!!* By understanding the power of the mind to make choices, you will release yourself from the impact of stress and free the creative energies to achieve

self-fulfillment and success in life.

Stress is an essential part of life, however, when stress is continuous and unrelenting, even low levels can have deadly consequences. The good news is that stress itself is not a disease but stressful thoughts are. Bryan Walton's *Oxygen for the Mind* introduces a new understanding of the way the mind works, and how we can use it to remove the barriers of stress that limit our potential.

#### You will learn:

- How unresolved stress impacts creativity and health
- To use supportive rituals as the key to success

- How the creative intuition breaks the hold of limiting beliefs
- To go for excellence using the visualization methods of champions

#### Cost (incl. breakfast & 7% GST):

SOC Members: \$15.00  
Non-Members: \$20.00

**Location:** Toronto Lawn & Tennis Club [44 Price Street](#) (East of Yonge Street, South of Summerhill Station)

1 PDU earned.

**Please note:** Reservations must be made by Monday, January 9th, 2006 at 12:00 noon.

To register click here!

### Dinner Meeting Thursday, March 23rd, 2006



**Featuring speaker:** Neal Whitten, PMP

**Topic:** Behaviours to Master When Dealing with Your Leaders

Your leaders want you to know—need you to know—the

behaviors they consistently expect from you. Just because you have a leadership role doesn't mean you are living up to their expectations. Not only will Neal identify what your boss expects from you ...but he will articu-

late what you expect from those under your direction. Topics include: don't take it personally, don't dump and run, make it brief, offer professional criticism, bring solutions with problems, wear one face, and many more. Come learn how you can enhance your image, effectiveness, and career—while making your leaders' look good.

Neal is the author of five books of which his newest book is Neal Whitten's "No-Nonsense Advice for Successful Projects."

Neal can be reached through his website at

[www.nealwhittengroup.com](http://www.nealwhittengroup.com)

**Location:** 3 Parkhome – Novotel Hotel (Yonge St. North of Sheppard Ave) 2<sup>nd</sup> floor

#### Cost (incl. dinner & 7% GST):

SOC Members: \$35  
Non-Members: \$45  
Presentation only \$0.00  
(no meal included)

1 PDU earned for each instructed hour.

**Please note:** Reservations must be made by Wednesday, March 22 2006 at 12:00 noon.

To register click here!

### Full Day Seminar - Friday, March 24th, 2006

**"No Nonsense Advice for Successful Projects"**, with Neal Whitten at the

PMI—Southern Ontario Chapter is pleased to announce an exciting full-day event with Neal Whitten.

Participants will receive a copy of the best seller: **Neal Whitten's No-Nonsense Advice for Successful Projects**.

#### Learning Objectives:

- Identify best practices that will

cause your behavior, decisions, and actions to become more deliberate, effortless, and natural as you lead

- Identify personal attributes—leadership and soft skills—that contribute to your success and the success of your project
- Recognize how to boost your confidence in taking charge and making things happen
- Create a culture that fosters the success of your project
- Identify ideas that promote the advancement of project manage-

ment/organizational concepts

1 PDU earned for each instructed hour!

**Location:** Courtyard by Marriott Downtown [475 Yonge Street](#)

#### Cost (incl. meals and workshop):

SOC Members: \$299.00 (plus GST)  
Non-Members: \$329.00 (plus GST)

**Please note:** Reservations must be made by **Wednesday, March 22nd, 2006** at 12:00 noon.

To register click here!



## Benefits of Volunteering with SOC

There are many benefits of volunteering with PMI-SOC. Although the rewards, for the most part, are subjective and personal, over the years here is what our volunteers have told us they enjoy the most about sharing their knowledge and time with us. In addition to **earning PDU's**, volunteering also provides an opportunity to:

- network with other Project Managers
- learn more about PMI
- apply Project Management skills

- gain more knowledge about Project Management
- give back to the profession
- flush out your resume with unique roles and responsibilities
- enjoy a personal sense of achievement and accomplishment
- have fun.

**So volunteer today and find out what you have to gain by giving.**

## SOC Newsletter Editor Needed

**Why not consider joining us as the next PMI-SOC newsletter editor?**

**Volunteer today and find out what you have to gain by giving. Why not consider joining us as the next PMI-SOC newsletter editor?**

We are looking for an energetic person to volunteer and commit in the next few months to take over the reins as



**2005-2006 SOC  
Newsletter Editor  
Diana Jonas PMP**

the PMI-SOC newsletter editor beginning in the new fiscal year. You do not need to have formal communications experience, but it is recommended. We will train/support/back up as needed. You will be required to produce approximately ten newsletters, the term (including training with the outgoing newsletter editor) runs from the summer of 2006 to August 2007.

All told, with pre and post-production responsibilities, monthly

meeting and report, along with the addition of e-mails looking for and securing approvals of content, copy editing and proof reading the draft layouts, one can expect a time commitment of between 10 and 15 hours per month.

For more information please email: [volunteer@soc.pmi.on.ca](mailto:volunteer@soc.pmi.on.ca) or [click here](#) to download more details.

**PROJECTWORLD™ BUSINESS ANALYST WORLD™**



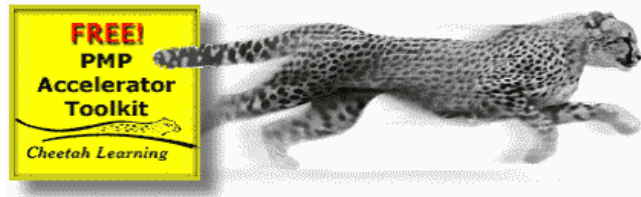
**5 days  
of PDUs**

**Canada's National Project Management / Business Analyst Conference & Trade Show **toronto****

**Metro Toronto Convention Centre, May 8 - 12, 2006**

We believe that project managers and business analysts need quality education delivered by industry professionals, - with true, real life stories of lessons learned from local organizations. Project Managers and Business Analysts are also looking for an opportunity to meet and network with their peers. AND, they need this delivered in their back yard - no travel requirements, no accommodation costs and never too far away from those mission critical projects.

This event is your opportunity to gain the critical education, best practices, and the networking you need to support your project requirements and team. We are dedicated to supporting the regional community of project professionals by providing real world case studies, essential tools and techniques, and cutting edge industry developments to allow you to successfully complete projects on-time and on-budget in alignment with corporate strategy.



### Is this year YOUR "Year of the PMP"?

Cheetah Learning provides the fastest way to become a PMP™\*. In our Cheetah Accelerator Course we've condensed 180 hours of traditional Project Management exam preparation into a unique and customized 4 day learning experience that really moves, just like a cheetah! You'll be ready to take your PMP exam in just 4 days, guaranteed!\*\*.

**Special 10% discount for PMI SOC Chapter Members! Use code 'SOC10603' when you register to have 10% taken off the price of registration. Congratulations on your Silver Anniversary, PMI-SOC!**

Go to [www.cheetahlearning.com](http://www.cheetahlearning.com) today to register! Select "Canada" from the top menu to see the complete Canadian class schedule. Your discount is good anywhere in Canada, for any class during 2006! Cheetah Learning offers courses in Ontario 12 times a year. You will always be able to find a class that suits your schedule.

There are many companies making unsubstantiated pass rate claims – Cheetah Learning documents our pass rates so you can trust our published figures. Our clients pass the PMP™ exam on the first try more than 94% of the time! We can prove it. And we have the best guarantee in the business – either you become a PMP™ or you get your money back!

Here is how it works. If you fail the PMP® Exam after taking our course, we will pay the US\$275 re-exam fee (up to 2 times) and allow you to attend the class again for free. If you fail a 3rd time we will refund 100% of your original course fee. You can see that we bear all your financial risk!

\*Note: To be eligible for the PMP certification, you must first meet specific education and experience requirements and agree to adhere to a code of professional conduct. The final step in becoming a PMP is passing a multiple-choice examination designed to objectively assess and measure your project management knowledge. Visit [www.pmi.org](http://www.pmi.org) for full details.

## PMI Community Transformation Project – Building new PMI Communities to Deliver Value to Members

*By Peter Monkhouse PMP, PMI-SOC Past President*

For the past 35 years, the current PMI chapter model has worked well in North America. However, as PMI membership expands to the rest of the world, the chapter model is not working as well in China, Eastern Europe, Africa and other parts of the world. At the start of 2005, the PMI Board of Directors initiated a project to investigate what additional options are available for PMI to form communities that would provide value to members. Several workshops were held that resulted in the following discoveries:

- The current structure needs to be overhauled to allow for ease of access to information and resources across the organization;
- Component leaders desire a

common infrastructure for collaboration and exchange;

- Current component criteria is not working for all PMI components; and
- Component leaders want PMI to work with their organizations to distinguish PMI's unique value.

In September a report was presented to the PMI Board of Directors and the Board directed PMI Global Operations Center (GOC) to work in 2006 to develop PMI communities that will:

- Normalize value at all levels of community (i.e. trying to make sure that all PMI members have a similar experience, no what community they join. For example, a member of the

Newfoundland and Labrador chapter should have a similar experience as a member of SOC);

- Provide flexible models for community formation to encourage interaction and growth (i.e. allowing members to gather in groups that are not chapters, SIGs, or colleges); and
- Develop (PMI) communities only when the business case and the projected outcome clearly demonstrates value to the member (i.e. any group of PMI members that is formed must deliver value to members).

Continues on page 8

## Successful Projects Don't Just Happen—They Are Made to Happen

by Neal Whitten, PMP

The most effective leaders do not subscribe in:

- Destiny
- It was meant to be
- It will work itself out
- Everything will be fine.

Instead, they believe in *if it is to be, it is up to me*. Successful projects happen ...because you make them happen.

Everywhere I travel, I come across “leaders”—from project managers to senior managers to executives—who believe that they have little or no say in achieving the outcomes they desire—in changing the way things are. I hear grumbings such as:

- Management won't support me when I ask for help with a difficult project member.
- The client won't work with me in adopting a more rigorous change control process.
- The project sponsor will not support the use of contingency buffer in the project plan.
- Project members won't come to meetings on time, if they come at all.
- The client won't effectively participate in the project cycle.
- The vendor says it's on time, but continuously delivers late and with low quality
- I have little control over the culture within my project or organization.
- I have little or no control of my workday.
- I have no control over the performance of project members or staff.
- Senior management doesn't want to hear the truth.
- This organization is doomed to repeat past mistakes

- I try to trust others, but repeatedly get burned.
- When I escalate issues, people take it personally.
- I complain, but no one listens
- I have the responsibility, but not the authority.
- As hard as I try, I cannot make a significant difference in this project, organization or company.

When you encounter these situations month after month, and year after year, many “leaders” allow themselves to get beat down and become complacent and less effective. They may even begin to seek employment elsewhere, where they perceive these problems are better handled and people care more. It's called “the grass is greener” syndrome. However, when you quit your company for the new company, a gigantic revelation will occur: *The same problems exist at the new company!* Why? Because *you* are the problem! *Yes, you!*

If you were not willing to dig your feet in at your last company and correct problems that affect your domain of responsibility, you will not be willing to take the initiative at the new company. You will wait for management and others to fix the problems for you. You may find yourself waiting until the proverbial hell freezes over.

Depending on your behavior and effectiveness, you bring the problems with you. You typically are far better staying with your old company—a known entity where you have invested a lot of time and intellectual capital—and deciding to be part of the solution, instead of acting the “victim” and being the problem.

There are no victims; only volunteers. You can be the catalyst for significant change in your project, organization or company—if you want to.

Case in point: If you were to go on a sabbatical for three years—possibly even one year—you would not easily recognize your organization when you return. Many positive changes would have taken effect in areas of processes and procedures, tools, training, technology, roles and responsibilities, and personnel. Someone's driving these changes. It can be you as well as anyone else.

If you work for me and come upon an obstacle, don't ever say, “But there is nothing I can do!” or “It's not my fault!” I hear these professionally immature, thoughtless phrases—or a variation of them—a thousand times a year. “Leaders” who say it, often believe it to be true. And it is said with a confidence and conviction that is intended to win over the listener. But it is rarely true.

What are some actions or behaviors that you can adopt when you run into obstacles such as those listed earlier?

- Ensure a plan is in place from which progress can be routinely tracked.
- Hold people accountable for their commitments.
- Escalate the issue to closure.
- Clearly state the impact if you do not get the help you require.
- Enlist a mentor.
- Re-evaluate your project plan when new news is available.
- Articulate the problem; propose the solution; and be very specific what you are asking others to do.
- Demonstrate the “benevolent dictator” leadership style.
- Don't dump problems upward; be willing to personally champion their closure.

Continues on page 9

## Congratulations PMI-SOC member John Estrella, PMP, winner of The Gaylord E (Gary) Christle Scholarship



**John Estrella PMP** is no stranger to the PMI- Southern Ontario Chapter. You may remember that he is currently a member of the Pro-

gram Committee and he has also spoken at various chapter dinner meetings. So it is wonderful to learn that he earned this distinguished reward: The Gaylord E (Gary) Christle Scholarship awarded through the PMI College of Performance Management.

The award was created in honor of the distinguished government service career of a founding member of the Performance Management Association, now known as the PMI College of Performance Management, to support scholarly studies and scientific advancement in the fields of acquisition, program and project manage-

ment.

John is the President of [Agilitek Corporation](#) an IT project management consulting company that specializes in methodology, strategy, and technology. He is the author of technology and management courses that are offered in Canada, U.S., U.K., France, Sweden, and Japan. John holds industry certifications from PMI, Microsoft, and Sun. He earned his Master of Science degree in Computer Science with a perfect 4.0 GPA while on a teaching fellowship and scholarship at the University of Detroit. John is currently working on his Ph.D. in Organization and Management. On the personal side, he is a husband, father, Scout leader, martial artist, marathon runner, triathlete, and an avid outdoor person.

**Congratulations John!** SOC is proud to have you on our team.

### "PMI Community" continued from 6

To do this PMI GOC created a Community Transformation Project Action Team (CPTAT) comprised of 18 Presidents, Past Presidents, and Directors who are members of Chapters, SIGs, and Colleges from around the world. In fact, there are 15 countries represented on the CPTAT (two from each of Brazil, Canada, and the USA). I am honoured to have been selected to be one of the team members.

For 2006, the CTP Project Goals are as follows:

- Develop additional community models based on the Community Continuum derived during the 2005 project that will meet the needs of PMI members, where ever they may be;
- Validate the additional community models through proof-of-concept testing with current potential component applicants and other identifiable PMI com-

munities;

- Develop implementation plans for the rollout of these models to form new communities, including appropriate training and mentoring; and
- Draft a roadmap for subsequent work in a follow-on phase.

I believe this project will allow PMI to offer a variety of additional communities to PMI members around the world that will allow Members to obtain more value, whether it is being able to connect easier to other members, to find the latest in project management knowledge, or to get support from GOC in your language of choice when you want.

If you would to find out more about the CTP, pick up the July 2005 issue of PMIToday, or visit the PMI web site under component leadership or contact me at

## PM Poetry

### Shakespeare for Project Managers By Michael Hatfield, PMP



Shakespeare

*Most of the project managers I have met have a background in either business or engineering and may be unaware of the breadth of human interactions captured by William Shakespeare. As a service to these readers, I offer the basics of what every effective manager needs to know about the Bard's works.*

Starting with: **Hamlet.**

Hamlet was the proposal leader for a huge contract, but once it was awarded, vice president Claudius ruined the career of Hamlet's mentor and seized the project manager slot. The entire project team knows that Hamlet is the rightful project manager, but Hamlet himself is reluctant to confront Claudius. While Hamlet equivocates, Claudius' ambition, combined with his ineptitude, systematically drives all of the original proposal team away from the project. By the time Hamlet finally prepares to have Claudius removed, Claudius has already arranged to have Hamlet removed. With nobody left who can perform the technical scope, the Fortinbras company steps in to execute the project.

**(Editor's note: Stay tuned next month for Romeo and Juliet!)**

*This is an extract from an article that first appeared in PM Network, Variance Threshold, by Michael Hatfield PMP, in January 2006, Project Management Institute, PM Network, Project Management Institute, Inc., 2006. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI.*



### "Successful Projects" continued from page 7

- Recognize that you are accountable for the performance of those under your direction as it applies to your project/organization.

Francis Bacon, English philosopher and statesman, fittingly said, "A wise man will make more opportunities than he finds." If you really want to make something happen, you can almost always find a way; if you don't, you will find an excuse. Your job is to lead. Leadership is not about the ability of those around

you to lead, it's about your ability to lead, regardless of that which is happening around you. Leadership is about making things happen. Become the change you want to see. If it is to be, it is up to me.

*Neal Whitten, PMP, president of The Neal Whitten Group, is a speaker, trainer, consultant, mentor, and author. His latest book is Neal Whitten's No-Nonsense Advice for Successful Projects. Neal will be in Toronto presenting the "No-Nonsense Advice for Successful Projects" seminar on March 24, 2006.*

## PMI'S Revised Code of Professional Conduct Released for Comment

The exposure draft of PMI's revised Code of Professional Conduct has been released and is available to members for comment only until March 10th. So take a moment now to download a copy. The new code is intended to replace both the PMP code of ethics and the PMI member code of ethics.

According to Debbie O' Bray, Chair of PMI's Ethics Standard Development Committee: "As stewards of our organizations' precious resources and ambassadors for the project management profession, we proudly hold ourselves accountable to the highest standards of ethics and professionalism. For the past three years PMI volunteers have been working on a revised code of professionalism, a code that reflects

the needs of a globally diverse membership, and a code that reflects best practice in the field of ethics, addressing the realities of today's business environment."

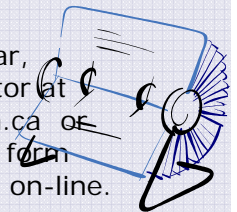
The Ethics Standard Development Committee comprised 13 PMI members from Costa Rica, USA, Bulgaria, Canada, South Africa, Israel, Poland, Hong Kong, and Germany. According to PMI, the code "was developed based on substantive input from hundreds of PMI members and stakeholders in two global surveys and eight focus group interviews, and from best practice insights collected from 24 professional organizations."

## New Members

Kirk Bean, **BMO**  
 Christopher Beard  
 Sean Beharry, **CIBC Asset Management Inc**  
 Lina Boehnke, **MDS Inc**  
 Andrew Cain, **DMG World Media**  
 Michael Clarke, **Fidelity Investments Canada Limited**  
 Charles Edwards, **Kuehne + Nagel Ltd**  
 Barry Gane  
 Robert Grohs, **Valiant Machine and Tool Inc**  
 Demetra Kourtis, **Hewlett Packard**  
 Frank Leong, **Cybermation Inc.**  
 Jeff Madgett, **Rogers Communications Inc**  
 Asif Malik  
 Samantha Ng Qui Sang, **Morneau Sobeco**  
 David Owen  
 James Parsons, **Endpoint Research**  
 Mohan Roshan  
 Shabbir Salemwalla, **Rogers Communications Inc.**  
 Natarajan Shunmugavelu  
 Wayne Sippel, **Rockwell Automation**  
 Richard Swift, **Informed Consulting Inc**  
 George Tashos  
 Anita Van Heerden  
 Tammi Visano, **A.F. Visano Inc**  
 Angela Yao, **Bell Canada**  
 Benedict Yiu, **BMO Financial Group**  
 Johnny Yu

**Want to become Involved?**  
**Want to learn more about PMI-SOC?**  
**Want to expand your PMI experience?**  
**Volunteer!**

Contact Debra Krar,  
 Volunteer Co-ordinator at  
[volunteer@soc.pmi.on.ca](mailto:volunteer@soc.pmi.on.ca) or  
 access the volunteer form  
 which can be completed on-line.



## PMI Leadership Institute – Boosting Volunteers' Personal Growth in PMI Knowledge, Association Governance, and Personal Leadership

*By Peter Monkhouse PMP, PMI-SOC Past President*

For a number of years, PMI has been working hard to improve the training that is available to its volunteers. PMI realized that as the organization and the chapters grow it could no longer rely on good luck and the whims of external employers of volunteers to develop the skills volunteers require to run an organization of this size and complexity.

As a not-for-profit volunteer organization, of course all the benefits provided to members are either done or directed by your peers and fellow volunteers. In SOC, over the past two years, we have had over 100 volunteers engaged in chapter activities.

Volunteer development began in earnest when PMI created a year-long program called the Leadership Institute Master Class. This program was designed for experienced PMI volunteer leaders in order to

grow their leadership skills. This year the program will be expanded to 48 participants (from 24), with group of 24 based in Europe and another group of 24 based on North America.

In September 2005, at the North America Congress in Toronto, PMI announced a major expansion of the Leadership Institute. PMI has purchased a learning management application and will be rolling it out as PMILearn in the next few months. PMILearn will support a curriculum designed for all PMI volunteers to provide knowledge and skills in three areas.

- PMI Knowledge,
- Association governance, and
- Personal Leadership.

This curriculum incorporates four different levels of volunteer leadership. PMI Learn will hold the cur-

riculum for a volunteer to progress through the various levels in each of the areas.

Last year, Peter Monkhouse participated on the PMI Advisory Group to guide PMI in the development of the Leadership Institute program. Clearly, the PMI Leadership Institute is a tremendous and well-deserved asset that will benefit all those who volunteer with PMI. Please watch the PMI web site, PMIToday, and this newsletter to find out when PMILearn will become available. If you would like to get started as a volunteer, the first step is to volunteer with SOC. Visit our website to find out how.

If you would to find out more about the PMI Leadership Institute, pick up the September 2005 issue of PMIToday (which you can get online at [www.pmi.org](http://www.pmi.org)), or contact Peter Monkhouse at [pet.monkhouse@soc.pmi.on.ca](mailto:pet.monkhouse@soc.pmi.on.ca)

## Announcements

### Learn and be inspired! Project management case studies are on PMI's Web site.

Those passionate about successful project management can now access the growing roster of case studies on the PMI Web site. The studies detail the tools, techniques and best practices that produced the successful projects. Ranging in size, scope and location, the studies include 2005 PMI Project of the Year—[Quartier Internationale de Montreal](#)—a massive urban revitalization project, to those producing smaller-scale changes, such as [AAA of Northern California](#). The studies offer a wealth of information in one place, and can be found on the PMI Web site in the [News Room](#).

### PMP® named one of "10 Hottest Certifications for 2006"

The Project Management Professional (PMP®) certification was recently ranked fourth in CertCities.com's [10 Hottest Certifications for 2006](#). Winners were announced Wednesday, 14 December 2005, on CertCities.com.



The PMP debuted on the CertCities.com list last year and has since moved from 10<sup>th</sup> place to fourth place.

CertCities.com looks for certifications it thinks will be the most influential in the upcoming year, will grow the fastest and will show the true future of IT certification.

Final results are based on CertCities.com's annual reader survey, which asks a diverse group of information technology professionals which certification titles they plan to achieve within the next year. The reader interest score is combined with a "buzz score" from industry experts and contributing editors. View the entire story online at [CertCities.com](http://CertCities.com).

### Call for nominations for 2007 PMI Certification Governance Council (CGC)

The nomination period for the CGC is open until midnight (EST) **Friday March 24<sup>th</sup>, 2006**. Council members lead and govern some of the Institute's most vital certification functions in support of the PMP<sup>®</sup> and CAPM<sup>®</sup> credentials and examinations, and supervise the nomination and selection of CGC members. For more information about qualifying for this important opportunity visit the volunteer opportunities web page.

## TimeTiger

We are pleased to announce that PMI-SOC volunteers will now be able to submit their hours worked on volunteer activities using a simple, easy to use software solution called TimeTiger.

TimeTiger provides an Earned Value based snapshot of project status and powerful custom reporting engine that will help PMI-SOC better manage its projects and credit volunteers for their hard work.

We are pleased that Indigo Technologies has provided us with access to this well designed tool and look forward to continued support from Indigo.

You can learn more about TimeTiger at [www.timetiger.com](http://www.timetiger.com) or by contacting Shawn Nisenboim ([snisenboim@indigo1.com](mailto:snisenboim@indigo1.com)).



## Upcoming PM Training Classes in the Toronto Area

### PMP® Exam Prep

May 4th - 5th, 2005, Toronto, Canada

2 days, 16 PDUs

"Pass the PMP® - Guaranteed!"

Or...

### Try e-Learning!

New from RMC Project Management

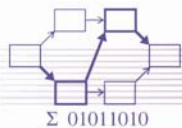
Study on your own time—you control the schedule! Group discounts available.



### Rita Mulcahy,

world-renowned PM expert and best selling author, helps take the worry out of passing your PMP Exam. Her techniques have been helping students pass the PMP Exam on their first try since 1991.

"PMP" and "PMBOK" are registered certification marks of the Project Management Institute, Inc.



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*If you need help on a PMI matter,  
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