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2009 PMI SCC 5TH BIENNIAL INTERNATIONAL PROJECT MANAGEMENT CONFERENCE
Leveraging Project Management In Today's Economy: - Innovation - Efficiency - Partnerships

15th & 16th September 2009, Joao Havelange Center of Excellence, Macoya, Trinidad

LARGEST PROJECT MANAGEMENT CONFERENCE IN THE REGION

Featuring Internationally Acclaimed Keynote Speakers - Gopal K. Kapur & Robert K. Wysocki Ph.d.

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- Resource Management: Key to Survival in an Economic Crisis
- Managing Outsourcing Risk
- Adding Value to Your Organization through Strategic Project Management
- An Updated Evaluation of the Project Management Maturity in the Public Sector of Trinidad and Tobago using the 'Kerzner' Project Management Maturity Model
- A Framework for Establishment of a PMO in a Public or Private Sector Environment in the Caribbean
- The Value Proposition for Mergers & Acquisitions (M&As)
- Excelling in a Recession Driven Economy - Project Portfolio

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President's Address

Fellow members of the PMI SCC, this year is the tenth anniversary of the Chapter. As a founding member of the Chapter I am fortunate to be able to reflect on our past achievements as well as to reminisce on our journey to our present position. It seems such a short time ago, when a few of us assembled in a

restaurant in Central Trinidad and formed the Chapter with an initial membership of about 40 persons. I would like to thank our first President Michael Narine, who was the person who provided that spark that would start up the Chapter. He has since been followed by three more Presidents, Haseeb Ali, Narayan Ramtahal, and myself.

The PMISCC has grown and matured into a Chapter with over 500 members, of whom more than half are PMPs. What a great development! Our first PMP, Leonard Gomes, had to sit the exam in Miami because there were no arrangements in Trinidad. We now have two or three exams per year in Trinidad alone, with annual exam sittings in Guyana, Tobago and St. Vincent. We have a Committee of the PMI SCC in Guyana and we are moving to set up similar committees in St Vincent and St Lucia.

Our membership has not only grown in numbers but also in Project Management maturity as well and is, therefore, and quite rightly so, demanding more services from the Chapter. In this regard, we continue to host monthly technical sessions with quality presenters on pertinent and relevant subject

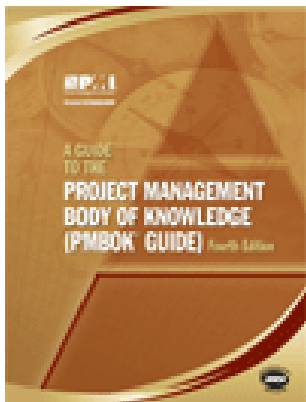
matters. We have hosted four very successful international conferences and the 5th is planned for September 15 and 16 of this year. In addition, we will be hosting a recognition function on the 14th September to celebrate our 10th anniversary. Our members attend PMI seminars world wide and are aware of the current trends in project management.

Local companies are now coming to the PMI SCC for guidance in improving their project management capabilities. To this end, a community outreach programme has been initiated to ensure that the required skills & training can be delivered when and where needed.

2009 is a major milestone for the Chapter and we are faced with our greatest challenge—the Global Financial crisis. The current economic climate is threatening just about every industry and will affect all of us in terms of career and job security. Just a few months ago, project managers were in great demand and, in a short space of time, we have found, both locally and internationally, that the slow down has affected employment at all levels. Projects are being shelved or put on the back burner all over the world. For us here in the southern Caribbean, we are not insulated for these problems but I anticipate that local organizations will now place a greater value on the implementation of good project management practices to ensure that budget and schedule overruns are minimized, if not prevented, resulting in the efficient delivery of projects. - **Michael Charles, PMP, President, PMI SCC**

PMI SCC 5TH Biennial International Project Management Conference

A guide to the Project Management Body of Knowledge (PMBOK Guide) - Fourth Edition



The 2009 PMI SCC 5th Biennial International Project Management Conference will be held on the 15th and 16th September at the Center of Excellence, Macoya, Trinidad.

The theme of the 2009 conference is **Leveraging Project Management in Today's Economy: Innovation - Efficiency - Partnerships**. This year's theme is extremely relevant, and will be for a number of years, given the current global financial crisis. In many instances, Project Managers will be expected to deliver results with reduced levels of resources. This will demand greater resource optimization, more effectiveness of and efficiency in operational processes and the creation of strategic partnerships.

Delegates attending our 2007 conference benefited from the following -

- Exposure to diverse training, Best Practices, and Global trends in Project Management
- Understanding of Organizational changes to facilitate management of

projects, management of multiple projects, and the identification of issues that affect the successful completion of projects

- Key lessons learned in Project Management
- Professional Development for a fraction of the cost of a 2-day training session
- Presentations from leading International, Regional and Local presenters on relevant topics
- Excellent networking opportunity across diverse sectors such as - Government, Financial, Telecoms, Information Technology, Engineering, Consulting and other services both Internationally and Regionally

Organisations whose employees attended the conference benefitted as their employees-

- Were able to bring Best Practices in Project Management back to the organization

- Gained exposure to the industry across diverse sectors such as Government, Financial, Telecommunications, Information Technology, Engineering, Consulting and other services and groups locally, regionally and internationally
- Received Professional Development for a fraction of the cost of one 2-day training session
- Incurred no overseas travel costs to benefit from Leading International, Regional presenters
- Represented their organisations at the premier PM conference in the region

We encourage everyone involved in the management and implementation of projects to attend this important event as the PMI SCC celebrates its 10th anniversary.

Please visit our website at www.pmiscc.org.
Contact Steve Sankar for more details.
Email: trinidadpmconference@pmiscc.org
Phone: (868)384 5693

LEVERAGING PROJECT MANAGEMENT IN TODAY'S ECONOMY: - INNOVATION - EFFICIENCY - PARTNERSHIPS

15th and 16th September 2009 at Center of Excellence, Macoya, Trinidad. W.I.
Largest Project Management Event in the Region featuring Internationally Acclaimed Keynote Speakers



Gopal K. Kapur, founder and president of the Center for Project Management consults, writes and educates in both the public and private sector as a noted authority on Business and Project Management. He has lectured at Harvard University, Commonwealth Club, the National Press Club, University of California (Berkeley, Riverside, and Davis), and The Brookings Institution. His keynote addresses and speeches have won him prestigious awards, both in the United States and abroad. He was honored as "Best Speaker" at Kennedy School of Government, Harvard, PMI conferences (San Diego, Vancouver, and Toronto), and Technology Leadership Conferences.



Robert K. Wysocki, Ph.D., has over 40 years experience as a Project Management Consultant and Trainer, Information Systems Manager, Systems and Management Consultant, Author, Training Developer and Provider. He has written 17 books on Project Management and Information Systems Management. He has made more than 100 presentations at professional and trade conferences, and meetings. He has developed more than 20 project management courses and trained over 10,000 senior project managers.

KEY TOPICS TO BE DISCUSSED AT THE CONFERENCE ARE -

- How to get 40% More Productivity from Your Team
- The Project Manager & Business Analyst Struggle
- Cashflow Management during Project Execution
- Resource Management: Key to Survival in an Economic Crisis
- Managing Outsourcing Risk
- Adding Value to Your Organization through Strategic Project Management
- An Updated Evaluation of the Project Management Maturity in the Public Sector of Trinidad and Tobago using the 'Kerzner' Project Management Maturity Model
- A Framework for Establishment of a PMO in a Public or Private Sector Environment in the Caribbean
- The Value Proposition for Mergers & Acquisitions (M&As)
- Excelling in a Recession Driven Economy - Project Portfolio

The Fourth Edition continues to reflect the evolving knowledge within the profession of project management. The PMBOK Guide—Fourth Edition continues the tradition of excellence in project management with a standard that is easy to understand and implement.

PMI SCC Vision

To be a “high profile, well respected, professional and sought after institution in the region for project managers and the practice of project management”

www.pmiscc.org



VP Marketing — Richard C. de Lima

Richard De Lima is a Business and Economic Development Consultant, project manager and graduate engineer with: advanced technical and academic training in the areas of science and technology policy planning and the technological innovation process. He holds a **B.Tech-Electrical Engineering; a MSc. Environmental Studies as well as PMP**. over thirty years of experience gained in both consulting and line management positions, in public and private sector organizations, spanning a variety of industries and business environments in Canada, the USA, Europe and the Caribbean, including Venezuela, Colombia, Cuba and the English, French and Dutch islands; a sound knowledge of the operations and functions of government, business and industry; hands-on planning, marketing, engineering, leadership, and “hard and soft” project management skills; and an acute awareness and sensitivity to the challenges of achieving sustainable socio-economic development.



VP Special Events — Cynthia James-Cramer

Mrs. James-Cramer is currently employed with ILLUMINAT (Trinidad & Tobago) Limited as a Manager in the Project Management Services department. Cynthia has over 20 years experience in Information Technology with over 10 years project management experience. Prior to her current position, she managed the Maintenance Solutions Department at ILLUMINAT where she led a team of Consultants responsible for key implementations in Trinidad, Grenada, Barbados and Jamaica.

Cynthia holds an Executive Masters in Business Administration (EMBA) from the University of The West Indies, a Masters Certificate in Project Management (MCPM) and is a certificated Project Management Professional (PMP). In her current position she has worked on key projects throughout the region in the Public and Private sectors representing Government, Oil and Gas, Retail, Utility, Education, Banking and Finance. Cynthia has also served on the Board of the Caribbean Oracle User Group (COUG) as Secretary and President and was a founding member of the Caribbean Maximo User Group (CMUG).



VP Sponsorship—Raoul John

Raoul John is a certified Project Management Professional (PMP®), the **Partner-in-Charge** of Advisory Services for **KPMG** in Caricom and the Service Line Leader for IT Advisory Services for KPMG in TOG, a sub-region comprising the Bahamas, Bermuda, Caricom, Cayman Islands, Channel Islands, Dutch Caribbean, Isle of Man, Malta and the Turks & Caicos Islands.

A computer scientist by profession, **Raoul** has, throughout a career spanning more than thirty-five (35) years, been focused on providing solutions to organizations’ performance & technology issues through services in IT Project advisory, IT Strategy & Governance, and IT & Business Process Sourcing advisory, Business Process Improvement and Change Management at the local, regional and international level. **Raoul** is a former President of the Trinidad and Tobago Chamber of Industry and Commerce, Chairman of its Dispute Resolution Centre and a member of the Project Management Institute, its Information Systems and its Information Technology & Telecommunications Specific Interest Groups and the VP-Sponsorship of its Southern Caribbean Chapter. **Raoul’s** academic qualifications include an **H. N. C. in Mechanical Engineering**, a **B. Sc. (Hons.) in Mathematics**, an **M. Sc. in Computing** and a **D. I. C. in Computing Science**.

Welcome our new Board Members

VP Technical Sessions — Harricharan Harnarine Maharaj



Mr. Maharaj is a founding member of the PMISCC. He holds a BSc in Civil Engineering (First Class Honours) and a Diploma in Management Studies from the UWI, St Augustine. He is a PMI certified Project Management Professional, a member of the Association of Professional Engineers of T&T, a Registered Engineer with the Board of Engineers of T&T, a member of the Society for the Advancement of Value Engineering and a member of the Construction Specifications Institute.

He is the Senior Director of C.E.P. Ltd, a firm of Consulting Civil/Structural Engineers and Project Management Consultants where he leads the Project Management Division. He has practiced as a professional in the construction industry for over 25 years with the last 10 years spending the majority of his work life in the provision of Project Management Consultancy Services.

Anniversary Message — Kyron Barker

I convey congratulations to the Project Management Institute Southern Caribbean Chapter (PMISCC), and celebrate with the body on this the occasion of its tenth anniversary of existence. I do so on behalf of the PMI SCC membership and wider project management fraternity here in St. Vincent and the Grenadines.

We are indeed delighted to have been partnering with the PMISCC in establishing our local committee which provides the required backstopping for members in SVG.

We applaud the diligence and exceptional support of the same PMISCC in ensuring all the required tools and support for the operation of the committee office for its own outreach are always available. We do look forward to the continued support and a very long-lasting relationship.

From all of us in St. Vincent and the Grenadines; enjoy the celebrations and once again "Happy Anniversary PMISCC".

*Kyron Barker
St. Vincent and the Grenadines*

Visit
www.pmiscc.org

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- Innovation - Efficiency - Partnerships**

Distinguished PMP Visit to St Lucia

For Project Management Professional (PMP) Mr. Mark Hopkins, Executive Vice President, Project Management, Fujitsu Caribbean, a visit to Saint Lucia proved two fold. Firstly, it was an opportunity to take in the sights and sounds of Saint Lucia during the awesome 18th Celebration of the Jazz Festival and secondly, on Monday May 11, 2009, as the Vice President, Compliance of the PMI Southern Caribbean Chapter (PMISCC) to share with Project Management Professionals of Saint Lucia, his expertise in project management. The purpose of the visit to the Ministry of Commerce, Industry and Consumer Affairs was to give some insight on managing an Information Technology project and the project management in the Caribbean.

Noting that Information Technology (IT) is critical to economic growth, competitiveness and innovation, its management therefore becomes critical to organizational success, and to national competitiveness. Consequently the relevance of proper project management on IT projects is essential for national and regional development. The presentation therefore considered IT programme and project delivery from the perspective of corporate governance. The presenter Mr. Hopkins asserted that the failure of IT projects to meet expectations was largely attributable to ineffective IT governance. Failed projects held back national and regional development, particularly when proper IT governance was missing in an enterprise, and when the project Initiating Processes did not conform to project management best practice. These consequently worked against

the possibility of a successful project outcome when measured by quality, schedule, cost and customer satisfaction.

In the mission of the Small Enterprise Development Unit (SEDU), within the Ministry of Commerce, to promote the project management philosophy, a number of qualified Project Management Professionals and prospective candidates were able to participate and discuss with Mr. Hopkins on the aspects of the managing an IT project. Additionally participants profited from the opportunity to highlight the issues facing the PMP in the Saint Lucian environment. In light of this, the audience sought to solicit greater collaboration with the PMI (Southern Caribbean Chapter) based in Trinidad and Tobago.

The general view of PMPs present, was that Saint Lucia stood to benefit immensely from the shared experiences and technical expertise of colleagues within the Southern Chapter. A "peer assistance" programme akin to a standard peer review, may well establish increased credibility in the adherence to the Project Management Institute (PMI) standards, by providing much needed technical support. The recognition of projects and programmes which demonstrate compliance with the Project Management Body of Knowledge (PMBOK) guidelines is yet to become visible and realized. While professional certification carries international status, being a PMP must be maintained for more than just a quest for PDUs over a three year cycle. Therefore both SEDU and the local Project Management Association (PMA) in

Saint Lucia continue in the drive towards a system of professionalism that establishes more than the individual status, by a recognized world class standard of excellence and teamwork in the undertaking of any project management initiative.

Having a strong and respected credentialing programme is extremely valuable to the profession, and this further solidifies the significance of the PMP training programme offered by SEDU. The purpose of which is to provide the public and other stakeholders with the means by which to identify training programmes that serve their competency assurance needs.

PMPs in Saint Lucia were therefore happy to welcome Mr. Hopkins to our shores and were even more pleased to hear of his willingness to seek further opportunities to collaborate with Saint Lucian colleagues. In particular, the Small Enterprise Development Unit (SEDU) of the Ministry of Commerce, Industry and Consumer Affairs, looks forward to the continued cooperative efforts of all PMPs in Saint Lucia in strengthening ties with our regional colleagues and in resolutely advancing the project management profession.

Roycelyn St. Hill Howell
Business Development Officer, Ministry of Commerce, Industry & Consumer Affairs, St. Lucia

Project Management Office (Article One)

The first lesson learnt in the formation of the PMO at my company (an IT consulting firm) was:

Every Project Management Office differs from the other. There is no blueprint! So figure it out!

This realisation was a double edged sword I have to admit; it allowed us the freedom of creating what we saw fit for the organisation and also challenged us to 'do it on our own' almost. Approximately 3 years later (we started in Sept 2006) and having survived various setbacks, it seems we have our share of triumphs to look back on.

In a series of short articles, I will share with you a few insights on what it took to bring us to a functioning office at present. By no means take this as a testament that we have 'reached!' Far from it. I can, however, say we are relatively comfortable. I hope the experiences I share are useful. They are of course my experience and views and I am sure you may have a differing approach to some situations; I'm sure I would identify some things to do differently as well, as I look back.

The key to getting the PMO off the ground was twofold: 1) Getting executive buy-in and; 2) finding a champion that had reasonable organizational power and authority. The executive team had identified a need for a focussed and established common approach to the delivery of projects and most importantly they found a practitioner and champion of this vision; the new VP Operations. The new VP Operations unfortunately departed from the organization in Nov 2006 and so his direct involvement in the venture only lasted 3 months. During that time, I got

tapped on the shoulder to step up and work with him in setting up the PMO, and taking the position of PMO Team Leader. At the time, I was (the only official Project Manager) working within one of the other teams and PMP certified. Losing the champion of the PMO posed an initial challenge to the approach of the setup. Luckily, for the PMO team (which had grown to 3 PMs strong), the executive was still invested in their vision and gave the support needed to forge forward:

- The Executive spurred us to communicate the vision of the PMO to the organisation.
- A presentation was done introducing the general body to the idea of the PMO – a general overview on what a PMO can be and what ours was going to be about, the short term plans, and long term vision. This helped in spreading an understanding of the imminent changes to project delivery.
- The CEO appointed himself the executive sponsor of the PMO and directly reported to him. This gave us a voice to the right ear!
- The executive also confirmed the PMO as a new delivery team and my position as PMO Team Leader; this gave us equal presence to every other delivery team.

- They included the PMO in the organisation's processes e.g. we were a review point for proposals; this ensured we were taken seriously immediately.
- My confirmation in the Team Leader role meant I was present at management meetings and could ensure project management language and rigor was tabled and discussed and included in relevant matters.
- Executive management also set a basic structure in place that ensured the PMO was given certain types of projects to manage; this meant we almost immediately became operational.

Executive sponsorship and practical support proved to be a valuable success factor in launching the PMO. Having crossed this first and early hurdle, the PMO team then set about formalising its operations. Without our champion and with no immediate replacement for him, this was our next challenge.

In the next article I'll share some of the simple things we did in the face of that challenge.

Devena Kangal
Project Manager, INFOTECH Caribbean
Trinidad and Tobago

Project Management Practices in the wider Caribbean

PMI SCC Mission

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Recently, my company submitted a tender for a multimillion dollar project. Nothing unique here, except that we found it necessary to offer Project Management as a value added in an effort to remain competitive.

This approach to successful tendering begs the questions:

- Are project practitioners in the Caribbean really conscious about the value of applying the principles, practices and processes of Project Management to “real” projects?
- Is applying project management best practices to real projects a value added or should it be recognised as an integral part of delivering client expectation?

My experience, having tendered for, designed and managed projects throughout the Caribbean for the past two decades, is that Project Management remains a largely unspecified part of the project initiation and deliverable package. The project teams operate largely in isolation except during coordination meetings or when a coordination issue arises.

The project leader (overall, and I am deliberately using the word ‘leader’ and not manager) usually acts on behalf of the Main Contractor. As such, he carries the additional role of employer to most of the project team components. This mix of function is frequently used in the project environment as an unfair leverage in establishing the Project Leader as dictator. Component team members are then driven by the dictates of the Project leader, who more often than not, has no obligation to provide a structured approach to managing his project and seeking stakeholder (team members) participation and buy in along the structured lines of Project Management as outlined by PMI in the PMBOK or other Project Management authorities.

The end result of projects run along the course we too frequently see in the Caribbean, in addition to budget, time overruns and quality issues, is compromised delivery of design intent and client expectation. Projects continue to be tested, adjusted, balanced and commissioned well after turn over to the client. The checks and balances that will dictate proper hand over of project deliverables, are not prominent at initiation and not in clear focus throughout the project lifecycle. The project team is too focused on its own deliverables and the team effort comes in a distant second.

How do we change the culture of Project Management in the Caribbean place? How do we influence our employer on the project to adopt Project Management best practices to ensure project success? My experience and formal training in the field of Project Management allows me to provide the following opinion:

- PMI needs to reach out to project stakeholders and decision makers who hold the highest offices in influencing project success. PMI accreditations and other industry recognised accreditations must form the basis of project leadership on “real” projects.
- The value of Project Management must be recognised at project initiation. Project Budgets always clearly detail cost of the building super-structure. Similarly, detailed budget cost of Project management at the helm, the level of main contractor and sub-contractors are necessary inclusions at project initiation. It is my hope that cost associated with effective Project Management will soon evolve into a necessary percentage of the overall equipment, plant, materials and personnel resources budget on a project.

My advice to the project enthusiast who functions in the current environment and may even be certified to apply the tools of Project Management, yet sits near the bottom of the Project Org Chart without a voice? Let your silence be heard! Stay on course with your application of Project Management best practices. Where chaos or laissez faire is being leveraged, let your positive influence be felt through the organised approach you practice.

*Dev Maharaj, Director/AC Manager,
Electric Sales & Service Ltd.,
Barbados*

2009 PMI SCC 5TH BIENNIAL INTERNATIONAL PROJECT MANAGEMENT CONFERENCE

**Leveraging Project Management In Today's Economy:
- Innovation - Efficiency - Partnerships**

The Distressed Project

**EARN
14 PDUs**

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5th Biennial International

Project Management Conference

September 15 & 16, 2009

Centre of Excellence

Macoya, Trinidad

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Special Discounts:

- **US\$450 Early Bird**—register by July 31st
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- **US\$450 Group Rate** (10 or more persons from the same Company)
- **US\$375 Full-Time University students** (ID required)
- **US\$350 One Day only**

Price includes Lunch, Snacks, Beverages and Conference Materials

Whenever the performance of a project falls outside nominal values, it will be judged to be a project in distress and likely to fail unless some intervention strategy brings it back under control. How it got to that state is certainly a question that needs answering. But more important is how it can be returned to a state of normalcy -- if at all. A distressed project will have one or more of the following characteristics:

- **A project that has exhibited a performance trend that, if continued, will result in its failure.** When the cumulative history of the project exhibits certain trends, it suggests that the project is out of control and the reason for the trends needs to be identified.
- **A project whose performance has exceeded one or more metric values and is at a high risk for failure.** When any one of those metrics exceeds its trigger value, this sets off a series of activities designed to identify the source of the anomaly and a decision has to be made as to what action needs to be taken.
- **A project that has recently experienced some significant change that may result in failure.** Oftentimes, these changes are related to personnel changes or other major organizational shifts. Even though the project performance metrics do not indicate any problem, the environmental change may be sufficient to throw the project off course.

Why Projects Become Distressed or Fail

There have been many studies done over the years that attempt to discover the reasons for project failure. The failure rates for IT projects are documented to range from 70% and higher (such as in the Standish Group's *Chaos Reports* {1}). We must find a way to reduce those numbers. Many of those reasons can be tied back to the methodology that is being used.

The Standish Group has tracked the reasons for project failure for several years now. A recent *Chaos Report* listed the top 10 reasons why IT projects fail in order of importance:

1. Lack of executive management support
2. Lack of user involvement
3. Lack of experienced project managers
4. Lack of clear business objectives
5. Minimized scope
6. Lack of standard infrastructure
7. Lack of firm basic requirements
8. Lack of formal methodology
9. Lack of reliable estimates
10. Lack of skilled staff

To obtain additional data on this topic, I recently conducted an informal survey with a number of my clients. Several factors emerged as possible reasons why their projects become distressed or eventually fail. They include:

- Poor, inadequate, or *no* requirements definition
- Requirements complexity not recognized
- Lack of executive support; no one making the tough calls on the project in a timely fashion
- Lag time between estimate and kickoff too great
- Project conducted after a 20% -30% cut in resources/time with the original time and estimate constraints kept
- Estimates done with little planning or thought
- Customer sign-off not consistently done
- No credibility in the baseline
- Scope becomes unmanageable

Strategies for Dealing with Distressed Projects

In general, there are two types of strategies for dealing with distressed or potentially distressed projects: prevention and intervention.

Preventing distressed projects is certainly a high priority, but we must face the reality that not all prevention strategies will work. Therefore, some of our projects will become distressed. Recognizing them and intervening before it is too late to correct the problem is thus also a high priority. Unfortunately, the majority of the project management community isn't dedicated to figuring out how to get out of trouble -- quite the opposite. However, project managers should be focusing up front on building a sound project foundation along with a team whose mission is the success of the project. This is not to say that we won't get into trouble, but it will be much less trouble, and we might even have a mitigation plan handy for those situations.— *Dr Robert K. Wysocki, Senior Consultant, Cutter Consortium*

This article originally was published as part of the [Agile Project Management](#) advisory service. For more information, contact Cutter Consortium at +1 781 641 9876, fax +1 781 648 1950, or e-mail service@cutter.com.

**Want to present at a PMI SCC Technical session?
Or, just want more information on PMI SCC?**

Visit: www.pmiscc.org
Email: jemma.ramjattan@petrotrin.com
Call: 1-868-658-4200 ext. 2179

Education Update: Certification/Exams

Maintain your credential

You are required to participate in the Continuing Certification Requirements (CCR) program once you are a PMI credential holder. Your certification/CCR cycle begins the day you pass the exam and/or multi-rate assessment (for PgMP credential holders) and ends the same date three(3) years later.

To adhere to the CCR program, you need to participate in professional development activities where you earn professional development units (PDUs). PDUs are used to quantify approved professional development activities. Typically you earn one PDU for one hour (60 minutes) spent in a planned, structured professional development activity.

Each credential requires a certain number of PDUs per three year credential cycle.

(Further information about the CCR program can be found in your respective handbook)

PMPs

December 8 2008 <u>Trinidad & Tobago</u>	Dwayne Gibson	Nathaniel Jude Nidhan	December 15 2008, St .Vincent and the Grenadines
Allan Anil Ablack	Nichole C. Greaves	Carol Noel	Marthina Jacintha Dow- ers
Zanim Ali	Brent Hector	Sheldon Peters	Cornelius Arthur Richards
Dalia Jamila Anthony	Marissa Jugmohan	Justin Warren Rahamut	
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Delisa Corrinne Bisram	Angeli Maharaj	Marcia Rampersad	
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Patricia Chin Cheong	Shyam A. Manrakhan	Sonia Roopnarine	
Leon Cooper	Marina Farley Moham- med	Margaret Rosemarie Roper Wiltshire	
Marissa Stacey-Anne Edwards	Seema Narinesingh	Peter Reginald St. Ber- nard	
Anthony Damian Garcia	Kerry Moodie	Michael T. Wayne	

CAPMs

December 8 2008 <u>Trinidad & Tobago</u>	Analissa Rasheed
Nigel Christopher Camp- bell	Amelia Lois Samai
Kurland Eliston Duke	Mark Woon Sam
Michelle Analise Kan- dasammy	
Jilene Lowhar	
Zuhurah Mungrue	
Donna Patterson	

Exam Schedule

PMP/CAPM Exams

- **March 14th 2009**—T&T Bureau of Standards, Macoya, Trinidad and Tobago
- **June 13th 2009**—T&T Bureau of Standards, Macoya, Trinidad and Tobago
- **September 12th 2009**—T&T Bureau of Standards, Macoya, Trinidad and Tobago
- **December 19th 2009**—Arthur Lok Jack Graduate School, Mt. hope, Trinidad and Tobago

Tips on earning PDUs

www.pmi.org/Pages/Ten_Ways_to_Earn_PDUs.aspx

Upcoming Events

Project Management Institute Southern Caribbean Chapter

4 East Street
Petrotrin Pointe-a-Pierre
Trinidad & Tobago, West Indies

Telephone:: 1-868-658-4200 ext. 2179
Email:: jemma.ramjattan@petrotrin.com

www.pmiscc.org

ABOUT PMI SCC

The PMI Southern Caribbean Chapter (PMI SCC) is a chartered component of PMI since 1999 and was registered as a non-profit organization in Trinidad and Tobago in 2001. There are currently over 550 members representing energy, banking, insurance, manufacturing, government, training/education and services and consulting. At least 60% of our members are PMI Credential holders.

ABOUT PMI

The Project Management Institute (PMI) is the leading membership association for the project management profession for almost 40 years, with more than 500,000 members in over 170 countries, 30 Specific Interest Groups representing a range of industries and 250 Chapters around the world.

PMI SCC PUBLICATIONS

Editor-in-Chief: John Lewis, VP Publications

Co-editor: Shelly-Anne De Silva

Contributors:

Glynis Tam-Alexander

Cynthia Hayes

Roycelyn St. Hill Howell

Devena Kangal

Dev Maharaj

Dr. Robert K. Wysocki

For more information, or to submit content to the PMISCC Newsletter, please contact John Lewis, VP Publications at publications@pmiscc.org

- **Technical Sessions**
 - July 22nd 2009 (to be advised)
- **PMISCC International Conference 2009**
 - 15th and 16th September
 - Center of Excellence, Macoya
 - Trinidad & Tobago
- **PMI Global Congress 2009**
 - 10th to 13th October 2009
 - Gaylord Palms Resort & Convention Centre
 - Orlando, Florida, USA

Recent Events

- **AGM & Elections**
 - March 4th 2009—Kam Po, Chaguanas
- **Technical Sessions**
 - February 11th 2009—Cascadia
 - May 27th 2009—Cascadia
 - 24th June 2009—Cascadia
- **Other Events**
 - May 2009—Visit to St. Lucia



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