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To all my colleagues, it is with great humility, pleasure and eagerness that I accept your nomination to the position of President of the PMI Southern Caribbean Chapter. I recognise that it is you the members who have elected the Board to strategically lead this Chapter in a dispensation that requires transformational leadership and democratic governance.

On behalf of my colleagues on the Board, I say that we are committed to fulfilling our roles and responsibilities without fear or favour, to promote the discipline of project management throughout the Southern Caribbean, to conduct ourselves with dignity, integrity and poise under all circumstances, to be non-political and non-partisan in our undertakings, to abide by the Code of Ethics of the PMI and to uphold the constitution and the law under which this Chapter is governed.

When I joined this PMI/PMI SCC five years ago it was under the stewardship of Mr. Nyrayan Ramtahal and from the outside looking in at the operations of the Board, I realise it was not an easy task to build an organisation such as the PMI SCC. I therefore wish to thank all previous Boards, and our legal counsel, Mrs Janice Koylass-Abraham, for their time, dedication and efforts in laying the foundation for this chapter. In 2006 I accepted nomination to the Board and was elected to the position of Vice President of Education and Certification, a position which I held for two consecutive terms. I must thank all my colleagues who served on the Board during this period for their support that enabled me to carry out my duties in this position.

I want to particularly thank Owen Field, Krishna Narine, Suzanne Hydal-Bridgemohansingh and Mark Hopkins, under the astute leadership of Michael Charles for their support and invaluable contributions on our Guyana initiative. To all my other colleagues on the Board, and I wish to acknowledge Mrs. Glynis Alexander-Tam, my sounding board, who listens and can give a critical evaluation. What can I say about Immediate Past President Michael Charles – he certainly lifted the bar in terms of strategic objectives for this Chapter. Mike exhibited the qualities of a true leader/programme manager, assigning projects to members of the Board and ensuring that they were effectively implemented. Mike you are a true champion and I do look forward to your support in your new role of Immediate Past President.

The question begs ... Where do we go from here??? Over the past ten (10) years, the PMI SCC has laid a solid foundation here in Trinidad and Tobago as an advocate for project management. We are all aware of the varying levels of success in terms of: growth in membership, increasing numbers of project management professionals, and to add to the mix other credential holders in risk and schedule management, hosting of technical sessions, international conventions, other projects as part of our corporate social responsibility.

Our Vision is to be: *"A HIGH PROFILE, WELL RESPECTED, PROFESSIONAL AND SOUGHT AFTER INSTITUTION IN THE REGION FOR PROJECT MANAGERS AND THE PRACTICE OF PROJECT MANAGEMENT."*

Our Mission is: *"TO OPERATE AS THE AUTHORITATIVE BODY FOR PROJECT MANAGEMENT PROFESSIONALS THAT FULLY CATERES TO THE NEEDS OF ITS MEMBERS AS THEY ACTIVELY PROMOTE AND PRACTICE THE DISCIPLINE OF PROJECT MANAGEMENT."*

We have come a long way in moving the Chapter forward over the last ten years. It is my belief that the time is now ripe, particularly in recessionary times, to move to the next stratum of our goals and objectives. As a continuation of our strategic plan which will be updated in keeping with our present environments, some high priorities will include:

- Growing the membership to One thousand within the next two years. Critical to the sustainability of this effort will be our ability to retain our members.
- Be a true advocacy for project management by building strategic linkages with:
 - (a) The Public Sector including state-owned-enterprises and special purpose enterprise. (b) Creating strategic links within the private sector. We are well aware that the larger companies, particularly those in the energy sector are practitioners of project management; on the other hand, we have a host of different markets and industries who are not even aware of the value of project management.
- Strategic alliance with other professional organisations
- Creating Committees of the PMI SCC in the Islands
- Development of outreach programmes including the student arm of the PMI SCC
- Monthly Technical Sessions and availability of webinars to the memberships
- Promotion of the certification programmes
- Enhancing and populating our website
- Creating a database for the records of the PMI SCC, that is, historical and current.
- Improving the Brand Image of the Chapter

What's next???? Your new Board will be storming into our first meeting (date to be arranged after consultation) where we will have a hand-over of files from outgoing to incoming President/ Vice Presidents. To keep you informed, I will suggest to the Board the development of a three-month schedule to keep all members informed of our activities. I wish to thank all members for your acceptance of positions on the Board and look forward to working with you.

Thank you,
Cynthia Gloria Hayes, MBA, PMP

Results for the PMISCC Board Positions

For the term 2010 to 2012

POSITION	RESULTS
President	Ms. Cynthia Hayes
Vice President Finance	Mr. Magnus Wilson
Vice President Special Events	Ms. Shelly-Anne DeSilva
Vice President Education and Certification	Ms. Cynthia James-Cramer
Vice President Membership	Ms. Jacqueline Beckles
Vice President Sponsorship	Mr. Raoul John

Project Management Institute
Southern Caribbean Chapter

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

Telephone:: 1-868-658-4200
ext. 2179



**PMISCC ANNUAL GENERAL MEETING –
January 20, 2010
Marriot Hotel, Invaders Bay, Port of Spain.**

The members of the Board of Directors of the PMISCC, Miss Jemma Ramjattan Chapter secretary, Mrs. Janice Koylass Abraham, Corporate Secretary of the Chapter, PMISCC Accounting Auditors, members of the PMISCC, Ladies and Gentlemen. It is indeed a pleasure for me, as the President, to welcome you to the 7th AGM of the Chapter and to report to you on the activities of the PMISCC for the year 2009.

The focus of the Board over the last year has continued to be guided by the Chapter's Strategic Plan and which has focused on:

- Increasing membership
- Improving membership services
- Improving the management of our Certification systems throughout the region
- Developing our Committees in the overseas territories such as Guyana and St Vincent
- Collaborating more closely with training and academic institutions in Project Management Training
- Strengthening our ties with the PMI
- Implementing training programmes in basic project management.
- Hosting of PM events and technical sessions

I am pleased to report most of these objectives have been attained or continue to be work in progress. Your Board has held monthly meetings to ensure that plans were developed and implemented with positive deliverables.

In closing I would like to say thanks to all of the members of the PMISCC Board of Directors for their commitment and professionalism in managing the affairs of the PMISCC. It has indeed been a pleasure to have worked with you. Thanks to the members of the secretariat, Jemma and Michelle, without who's dedicated and conscientious contributions, would have made my job so much more difficult. Special thanks to Janice Koylass-Abraham our Corporate Advisor, whose guidance has been invaluable in ensuring we meet our legal and statutory obligations. Thanks to those many volunteers who came out and helped at the various events.

To the membership, I wish to say a big thank you for giving me the opportunity to have

served, and I do hope that under my leadership this Board has met with your expectations. A very special thanks to all of our Sponsors, in particular our main sponsors Petrotrin, Damus and e Teck, who have continued to maintain and support the Chapter, and who like the other sponsors have been generous in providing funding for our main events. Without their help our activities would have been so much more difficult.

I believe we have provided a strong foundation for the next President and Board to

take the PMISCC to a higher level of maturity and become one the leading Chapters in PMI world. To those of who you who are elected tonight to manage your Chapter over the next two year period, I am confident that you will ensure the continued growth and development of the PMISCC...

For the full speech go to URL: <http://www.pmiscc.org/Pdf/Past%20President's%20Report.pdf>

Past President's Speech



Bios of New Board Members

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



Magnus Wilson - Vice President – Finance, ACCA, PMP

Magnus Wilson is the Country Representative and Finance Manager for Maersk Trinidad Limited. He is an accountant by profession, with over ten (10) years accounting experience both locally and internationally within various industries and for varying size organizations. In addition to his accounting background, he has over 3 years project management and financial systems implementation experience; specializing in SAP implementations both locally and internationally. Magnus is currently pursuing his MBA with the Herriot Watt University.



Jacqueline Beckles - Vice President, Membership

Jacqueline Beckles has been operating in the project management arena since her graduation from the University of the West Indies in 1996. Her first exposure to project management was as a project coordinator at CariSys, an audio-visual systems integration firm and then as the developer/ administrator of the project management information systems for the Endeco Group of Companies.

During her time at Endeco, Jackie pursued a masters in project management from the Faculty of Engineering at UWI. She then moved into the energy sector to WorleyParsons Resources & Energy operating as a Project Controls Engineer.

Since becoming a member of the PMI, Jackie has been an active volunteer in the PMI SCC, serving as a committee member for two Building & Interior Trade Show conferences and as Manager of Exhibitions for the very successful PMISCC 5th Biennial Project management Conference held in September 2009. She has also been a PMP in good standing since 2006.

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.

www.pmi.org

Shelly Anne De Silva - Vice President, Special Events

Ms. De Silva is currently employed with Industrial Plant Services Ltd (IPSL) as a Business Software Analyst in the Information Technology Department and has just over 10 years experience in Information Technology with varying involvement in Project Management. Shelly-Anne holds a Bachelor of Science degree and is a certified Project Management Professional (PMP®).

Since joining the PMI SCC, Ms. De Silva has been involved as a volunteer in PMI SCC events such as the Eventology Conference in September 2009, as well as the “Project Management Practices” Seminar that was held recently at the University of the West Indies, St. Augustine Campus. As a volunteer for both of these events, Shelly-Anne worked closely with the outgoing VP Special Events. In addition Ms. De Silva also served as a volunteer on the Publications Committee.

Exam results

The following are the preliminary results for the December 19th PMI Credential Examinations:

PMI CREDENTIAL	NO. Of CANDIDATES	No. OF PASSES
PgMP	05	
SP	03	01
PMP	105	51
CAPM	17	02

Date for New Exams

PMI'S APPROVED EXAMINATION DATES FOR 2010

COUNTRY	EXAM DATE	DEADLINE FOR PAYMENT	EXAMINATION VENUE	SITE CODE	GROUP EXAMINATION No.
Trinidad	April 10	March 05	Premier Quality Services Ltd Trinidad & Tobago Bureau of Standards 2 Century Drive Trincity Industrial Estate	0607	0607041010
Trinidad	June 05	April 30	Premier Quality Services Ltd Trinidad & Tobago Bureau of Standards 2 Century Drive Trincity Industrial Estate	0607	0607060510
Trinidad	September 11	August 06	Premier Quality Services Ltd Trinidad & Tobago Bureau of Standards 2 Century Drive Trincity Industrial Estate	0607	0607091110
Trinidad	December 04	October 29	Premier Quality Services Ltd Trinidad & Tobago Bureau of Standards 2 Century Drive Trincity Industrial Estate	0607	0607120410
St. Vincent	July 26	June 21	Sunset Shores Beach Hotel Ville 849 Villa Beach Road Villa	0564	0564072610
St. Vincent	January 30	December 30	Sunset Shores Beach Hotel Ville 849 Villa Beach Road Villa	TBD	TBD
St. Vincent	December 11	November 05	Sunset Shores Beach Hotel Ville 849 Villa Beach Road Villa	0564	0564121110
Guyana	February 13	January 08	DFLSA Building 78 Church Street Georgetown	0661	0661021310
Guyana	May 08	April 02,	DFLSA Building 78 Church Street Georgetown	0661	066050810
Guyana	October 30	September 24	DFLSA Building 78 Church Street Georgetown	0661	0661103010

Congratulations to successful candidates

PMI has just announced the results of the 2009 Credential Exams, and we are proud to congratulate all our victorious candidates on their ongoing success in the future!!



**Best Wishes from
The Project Management Institute
Southern Caribbean Chapter!!**

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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”

"A Case for the Systematic Application of Project Management Techniques/Methodologies for Successful Social Programming in the Public Sector"

PMI SCC Mission

To “operate as the authoritative body for Project Management professionals that fully caters to the needs of its members as they actively promote and practice the discipline of project management.”



With Mrs. Antonia Popplewell

Antonia Popplewell holds a Msc. Project Management from the University of the West Indies, St Augustine. She has worked in the public sector in Trinidad and Tobago for several years and has vast experience in the area of social sector policy planning, programme and project implementation. This presentation is based on her project thesis for the Msc. Programme.

Presentation Outline:

Projects are increasingly being recognized as methods for operational and strategic change as today’s organizations strive for excellence in performance and for client satisfaction. To this end project management is fast becoming a necessary and powerful management approach across organizational functions. In the public sector in Trinidad and Tobago, and especially in the social arena, projects have been used, especially over the past two decades, to achieve government’s growth and development plans. In her presentation Mrs. Popplewell describes her study of the use of project management principles, tools and techniques by some government social sector ministries and the lack of a consistent application of project management methodology and systems as a partial explanation for the low levels of project implementation success. She suggests that there is need for project management to be used as a strategic management approach across organizations; and concludes that enhanced performance of government’s public sector investment programme and achieving greater value for public funds could best be achieved through the development and application of appropriate organization-wide project management methodologies.

Date: *Wednesday 13th, January, 2010*
Venue: *Cascadia Hotel, Port-of-Spain, Trinidad*

Motivation, Conflict Management & Leadership

Abstract: The presentation on motivation, conflict management and leadership will discuss traditional theories and current theories in these areas. On motivation, the Abraham Maslow’s Hierarchy on needs, Douglas McGregor’s Theory X and Theory Y, Fredrick Herzberg’s two factor theory, Victor Vroom’s expectancy theory, The Equity Theory, Goal-Setting theory will be discussed. With respects to conflict management, the value of conflicts will be discussed, the sources of conflict, and conflict resolution will be addressed. Details of addressing conflict on projects will be discussed. The classical leadership styles, autocratic, participative, democratic or team, laissez-faire, situational, charismatic and current theories of transactional and transformational will be addressed. Finally, two examples of successful leaders will be reviewed.

Presenter: MR. DONALD BARRUS



Bio: After earning an engineering degree from Tulane University, Donald Barrus enlisted in the US Navy serving as an officer aboard nuclear submarines. In 1974 he joined Bechtel Power division as a nuclear engineer. In the 1980’s he

continued his engineering profession in the petrochemical industry as a registered mechanical engineer. In the early 1990’s Donald Barrus accepted the challenge of project management in the petrochemical industry and continues to serve as a project manager and recently completed qualifications as a Project Management Professional. Donald Barrus has managed grass roots construction projects and shutdowns for the petrochemical industry over the last eighteen years. Highlights include serving as the project manager for the erection of mechanical equipment and piping for all four Atlantic LNG trains and a similar scope for a 720 MW combined cycle power plant.



Date: *Wednesday 24th February, 2010*
Venue: *Kampo Restaurant, Chaguanas, Trinidad*

Tips on earning PDUs

www.pmi.org/Pages/Ten_Ways_to_Earn_PDUs.aspx

PMISCC Conference 2009 – A Lesson in Relationship Management

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)



The 2009 conference is now behind us and by all indications it was a resounding success. The conference was really the classic example of a project that uses all of the skills of the designated project manager and ratifies the methodologies outlined in the PMBOK. The traditional scope, time and costs triangle was fully in place, since there was a fixed budget, fixed conference dates, and fixed scope of the conference but that did not guarantee the success of the conference. It was the management of those three constraints and together with the management of all the other elements integrated with those three that made it happen: Human Resources, Communications, Quality, Risk, Integration and Procurement.

Human Resources and Communication management were key activities for this event. As a professional, non-profit organization, there was a heavy reliance on volunteers, who had a good appreciation of what was at stake and who were willing to give time and energy after working hours. This conference committee volunteered their time every two weeks and then later, in July and August, every week for meetings and other conference-related activities – I dubbed them the “dream team” of volunteers. Every one was a specialist in their own right and gave 100+% to the cause. Complementing this effort, were those services that were outsourced, in particular, the event coordination resource synergized with the team giving a win-win relationship for the nine month duration

In an effort to share the work load, sub-committees were created off of the main committee, each with its own team leader acting as a project manager for that assigned activity (objectives, scope, cost, etc., all apply) so that detailed, clear, frequent and easy communication was available. This helped to keep the sub-

teams on track and in sync with the main organizing body and with the overall expectations of the Executive sponsor (this where technology steps in). Managing a team of volunteers, all of whom, are professionals with commitments that include employers and family, will not be successful without the supporting communication tools and the commitment to use these tools. (e. g. you can send email and no one responds). Emails flew around the group with proper responses occurring within a few hours of being sent, so decisions were made in record time, without having to convene impromptu meetings or delay important decisions until the next scheduled meeting.



Communication was also important with respect to feedback from the Executive Sponsor (PMISCC board) whose role was that of Executive Sponsor. No project would be successful without the complete support of the Executive Sponsor. The project manager answers to the sponsor with respect to any changes that would affect the product set and/or will increase the cost of the project. Those decisions should not stay in the hands of the project manager alone, and, as described above - this was another area where technology was adequately used.

With the main product set delivered, the Conference committee held a close out meeting to review the project, document lessons learnt and prepare a project conference template for future activities, inclusive of the analysis of the many attendee evaluation forms that were collected. The final challenge will be to follow up to ensure that all closeout activities are completed as the excitement of the conference is now over.

*Glynis Alexander-Tam, Project Manager,
2009 Conference Committee
VP Strategic Alliances, PMISCC*

Eventology Conference & Expo Event (HYATT Regency, Sept 24-26, 2009)

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The **Eventology Conference & Expo Event** was hosted by the UNLIMITED Functions and Xceptional Events over the Republic day week end September 24th to 26th. This was the first event of its kind in Trinidad & Tobago. Delegates to this conference comprised marketing representatives from large and small businesses, professionals and individual persons who support this expanding and thriving industry locally and internationally. This growth has led to the establishment of the International Special Events Society (ISES) of which a local chapter is currently in formation.



Given the obvious area of overlap between event management and project management, the PMI SCC Board decided that this was an ideal opportunity to reach out to a group of professionals who can benefit, in a direct way, from project management methodology and processes. It was also an excellent opportunity to promote the Project Management Body of Knowledge, enhance networking and professionalism and possibly expand our local membership.

A committee was formed, chaired by VP Special Events, Cynthia James-Cramer and the PMI SCC hosted a booth at the Conference and Expo. PMI SCC saw this as an opening to al-

low both entities to establish synergies in the promotion of their profession.

Visitors to the booth were a mixture of those who heard about project management and needed to know more, those who heard about PMI SCC but were not sure what was our mission and those who never heard about PMI SCC or project management. There were also some students from a secondary school in the south who took our information back to their school to inform their teacher of our existence. PMI SCC wants to thank the ten volunteers for giving of their time and expertise to ensure that adequate visibility was given to the Chapter.

Committee: Cynthia James-Cramer (Chair), Colvin Peters, , Cynthia Hayes, Joan Gibbs-Joseph, John Lewis, Juliet Abraham, Shelly-Anne De Silva, Steve Sankar, Tamara Da Breo and Verna De Silva



For more... <http://www.trinijunglejuice.com/tijnnews/articles/582/1/Event-industry-practitioners-to-learn-the-art-and-science-of-events-at-inauqural-Eventology-conference/Page1.html>

Cynthia James-Cramer
VP Special Events

Tips on earning PDUs

www.pmi.org/Pages/Ten_Ways_to_Earn_PDUs.aspx

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In May 2007, Mervyn Extavour was selected by PMI from a global collection of Project Management Experts with experience and expertise in project management operations, software and scheduling – to provide input into the Role Delineation Study for the Project Scheduling Professional, as part of PMI's reaching out for the development of specialty credentials.

The certification exams, being developed by PMI in conjunction with nationally and internationally recognized 'subject matter experts' and under the guidance of psychometricians (professional test development specialists), to ensure both content and format are accurate and valid, to meet the demands of 'industry knowledge',- we were required to conduct an on-line survey and undergo a rigid evaluation exercise on knowledge of the main sources of PMI knowledge – 'PMBOK' and other approved material.

This exercise was conducted over a two-week period in the initiating stages and involved critical issues of: 'Definition of Terms' - 'Demographics' - Domain Evaluation - Task Evaluation'. Also covered were responsibilities

The First PMI-SP Professional For The PMISCC

under the performance domain – such as 'Schedule Mission Management' - Schedule Creation - Schedule Maintenance - Schedule Analysis - Schedule Communication and Reporting.

In April, 2008, the final team of experts were summoned to participate in the scheduled 'Project Scheduling Cut Score Study' and were engaged by PMI at Valley Forge Suites – Chesterbrook, Pennsylvania, USA, as certification development consultants, from the 13th to 16th August, 2008. The requirements of the team, under the guidance of the Psychometric Division, were to 'review and assign difficulty ratings for the scheduling examination, and at the same time to be exposed to an established test for the certification, while evaluating the performance of the first batch of candidates worldwide.

Some of the key inputs to the certification involved – Float Management – Critical Path Management - Resource Management - Network analysis - Stakeholders input.

Each Expert/Consultant were required to provide a concluding statement – my philosophy/conclusion maintained the following:

"The process of scheduling within and for projects was extremely necessary and the certification is critical to the process of scheduling and management of projects; however, the examination need not only be PMI-PMBOK specific, but include other scheduling provisions, including software; and should take into account practical and location specific criteria, as we move from one country/environment to another"- M. Extavour – Aug. 2008@'

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

Visit: www.pmiscc.org

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Upcoming Events

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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: Dawn Lewis & Simone De Souza

Contributors:

Glynis Tam-Alexander
Cynthia Hayes
Cynthia James-Cramer
Donald Barrus
Antonia Popplewell
Michael Charles

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

- **Upcoming Technical Session** - Wednesday 24th March 2010, Kenrick Burgess - details to be announced.

Recent Events

- **Technical Session** - Presenter: Mr. Donald Barrus, Topic: **"Motivation, Conflict Management & Leadership"** to be held on Wednesday 24th February, 2010 at Kampo Restaurant in Chaguanas.
- **Technical Session** - Presenter: Mrs. Antonia Popplewell - Wednesday 13th January 2010, Topic: **"A Case for the Systematic Application of project management Techniques/methodologies for Successful Social Programming in the Public Sector"**.
- **PMISCC Annual General Meeting** ("AGM") held on Wednesday, 2010 January 20 at the Marriott Hotel, Port-of-Spain.
- **Technical Session** - Presenter: Mr. Anderson Gordon , Topic: **"A Systems Approach to Project Monitoring and Control"**, held on Wednesday 18 November 2009.



www.pmi.org/BusinessSolutions