

December 2008

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President's Address



Fellow members of the PMISCCC, as we reflect on our activities of 2008, and anticipate the challenges of the New Year, we recognize that, in a very short time, the World economy has changed significantly. As project managers our task of successfully delivering projects will become more difficult. We will be expected to do more with less, and many projects around the world may face termination or reduction in scope. As a result, the importance of good Project Management will become even more critical in order for our organizations to remain viable.

Your Chapter has done a lot in 2008 as you will see covered in this newsletter. Building on our relationship with UTT and UWI, we anticipate the formation of the Student Arm of our Chapter with a view to further develop our Community Outreach Programme. This programme involves PMISCC volunteers who work with Regional Corporations, County Councils and other Community Organizations to train persons on effectively planning, executing and controlling projects. The Penal/Debe Corporation was completed in June 2008. In this way, Project Managers can be involved in community, as well as, national development.

The PMISCC will celebrate its 10th anniversary in 2009. Our membership has grown to 550+ and climbing. We are recognized in PMI's Region 14, as a mature Chapter that is vibrant, mature and developing rapidly. Our Annual General Meeting is set for Q1 2009 and six Board positions will become vacant. Following this will be our 5th, two-day international conference in September 15 and 16 in Trinidad. This event is expected to surpass the previous conference in terms of quality and attendance with international presenters already expressing interest. Our VP-Strategic Alliances, Glynis Alexander-Tam has already started planning.

The PMISCC Board continues to promote and grow your Chapter, and we look forward to serving you next year. I urge you to get involved by attending the AGM and participating in the Conference. On behalf of the Board, I wish you a happy and safe holiday season and I look forward to our interactions and deliberations in the New Year.

Michael Charles, PMP
President PMI SCC

PMISCC Guyana Committee Inauguration & Conference



PMISCC Guyana Committee: (l-r) Hubert Robertson, Tarachand Balgobin, Bernard Carter, Rawlston Adams, Patrick Thompson, Oswald Dey

On October 31, 2008, the PMI SCC formally inaugurated the Guyana Committee which consists of six sworn in officers and also hosted a first of its kind Project Management Conference in Georgetown, Guyana.

Over 115 professionals were in attendance from Guyana and Trinidad representing Public & Private Sector and Donor Funded Agencies. The feature address was given by the Honourable Minister Jennifer Webster, Minister in the Ministry of Finance in Guyana.

After the formal inauguration ceremony, participants were treated to five professional presentations:

1. Bid preparation – A contractor's perspective,
2. Project leadership – its criticality in Project success,
3. Improving IT Project Management for Regional Transformation,
4. Cash flow management for development and construction projects and
5. The importance of recognizing the need for a project approach in business operations in Guyana.

On behalf of the government of Guyana, the Minister gave her support and saw Project Management as an important mechanism which can serve as a catalyst for promoting and sus-

taining Guyana's economic, social and infrastructural development agenda.

She also challenged the private sector to become more involved in Project Management and project implementation.

The Minister emphasized some of the challenges faced by government such as Global Changes, Responsiveness, Improving Transparency, Quality and Consistency. She discussed strengthening the capacity of domestic contracting and consulting firms so as to encourage them to enter the much larger regional and global markets.

She reminded participants that public sector projects have long gestation periods, for example in the case of education, it takes about 25 years before you begin to see the rate of return. Such projects are deemed key and critical for private sector development since human resources are the cornerstone of any country's development. Therefore private-public partnerships must be encouraged.

Special thanks to our Guyana based Sponsors CEMCO, Terry Anderson of Fazies Collections, Courtney Benn Contracting Services, The Business School, and Trinidad based Sponsor APR Associates and Exhibitor The Arthur Lok Jack Graduate School of Business.

Marketing Update



PMI Global Congress, Denver 2008

On October 17, 2008 — a contingent of 26 PMI SCC members departed Trinidad bound for Denver, Colorado to attend the Project Management Institute Global Congress in North America.

The Contingent stood out in their PMI SCC Black Polos sponsored by ILLUMINAT (Trinidad and Tobago) Limited. The contingent was joined by members from the PMI Chapter from Jamaica.

Assembling this contingent was the effort of the PMI SCC to expose its members to a PMI Global Conference.

There were over 4,100 delegates at the conference which was opened by Keynote Speaker, Retired General, Colin Powell.

In his opening speech, Powell shared with the attendees that he had only just realized that he had been practicing Project Management throughout his 50-year



PMI SCC Contingent arriving in Denver

career. He emphasized “achievement of mission” and “support for the team” as two critical tenets for Project Managers. Our Caribbean contingent met peers as far reaching as Nigeria and as near reaching as Canada and Costa Rica.

Special thanks to our Congress Committee; Cynthia James-Cramer, Amra Srdanovic, Clinton Howell, Juliet Abraham, Verna DeSilva.

“
Do you
need high
performing
project
teams?”



IIL Caribbean & Latin American Summit



On September 10, 2008

- The International Institute of Learning [IIL] and its Caribbean Division, headquartered in Trinidad, hosted the IIL Caribbean & Latin American Project Management Summit 2008. The key-

note speaker, a leader in modern day Project Management, Dr. Harold Kerzner - a world renowned expert in the areas of project management and strategic planning.

Dr. Kerzner's spoke about "Project Management - The Key to Business Leadership in the 21st Century." The Summit also featured leading US experts in the areas of Business Analysis, Six Sigma and Microsoft Project and IIL's Vice President of Global Learning Solutions, John Winter who focused on "Developing Project Management Curriculum for Today's Business Needs."

PMI SCC President, Michael Charles opened the Summit and provided an overview of PMI and congratulated IIL on the establishment of their Caribbean office. He noted IIL is a registered education provider with PMI, which means they have met PMI's stringent quality requirements and emphasized PMI certification. He said "In today's globalized world, employers need to know that their project managers have had formal training based on international standards. Employers are recognizing that corporate maturity growth of Project Management processes will be much more rapid and successful if their organizations have certified professionals driving their project management systems."

Over 120 professionals attended. The PMI SCC secured members with a \$125 US discount. *The PMI SCC also assisted the organizers of the event with 4 volunteers; Cynthia James-Cramer, Kerdell Brereton, Sparkle Ann Morris and Joanne Gibbs Joseph.*

Marketing Update cont'd



Project Management Best Practices Conference



Business Management Consultants
Specialists in Global Project Management

On October 7, 2008 the PMI SCC President opened the Project Management Best Practices: Achieving Project Management Excellence Conference hosted by BMC/ASB Consulting at the Crowne Plaza Hotel in Port of Spain, Trinidad. Mr. Charles addressed over 140 attending professionals and emphasized capturing best practices and lessons learnt as the engine for growth in any organization that is intent on maturing its project management processes. He stressed that organizations that do not have a means of capturing best practices and lessons learnt will stagnate and starve for growth. "The development of their PM processes will be slow and in some cases painful as mistakes are repeated when new projects come on stream with the wheel being invented many

times over." Mr. Charles continued to say "Identifying lessons learnt is one challenge and it is another challenge to package the information in a timely manner and get it out to your project teams in such a way that is an effective and useful tool."

"Project Managers MUST learn that their primary function is to influence the outcome of their project and to do so they must use sound established project management tools and techniques. One such tool is having a good source of best practices and lessons learnt which will surely help to improve their chances of project success."

The PMI SCC also had an exhibit booth at the event which attracted many participants. The PMI SCC also made arrangements with the organizers so that PMI SCC members received \$100 US discount. *Special thanks go out to Shivanand Maharaj and Janine Carasquero who volunteered that day to assist with the PMI SCC Exhibit Booth.*

Third Public Seminar on Project Management Practices in the Caribbean

October 4th, University of the West Indies, St. Augustine Campus

The PMISCC co-hosted the Third Public Seminar on Project Management Practices in the Caribbean in conjunction with the IEEE Technology Management Council and the Association of the Professional Engineers of Trinidad and Tobago [APETT]. This was the first time that PMISCC played such an active role in collaborating with the IEEE Technology Council and the Chapter looks forward to future collaborations that will actively promoting the discipline of project management.

The session was opened by Professor Kit Fai Pun, Chairman IEETT and remarks were made by Mr. Michael Charles - the President of PMISCC chapter, Mr. Ahmin Baksh - President of the Association Professional Engineers and Professor C. A. C. Imbert - Deputy Dean, Faculty of Engineering. The three hour session was at no cost to attendees and the high calibre of speakers didn't disappoint the packed Room 101 of the Faculty of Engineering.

Mr. Mark Hopkins of Fujitsu Transactions Solutions/ PMISCC VP Compliance, delivered "IT Project Management: Lessons learned on the Coal Face", which examined the relationship between the potential success of IT programme and project delivery, with the existence of good corporate governance.

Mr. Devon Ouditt of Associated Brands followed with a case study of the project management practices used in the successful end to end project delivery of conception, selection, design, testing, installation and commissioning of a BOSCH 2 axis robot in "Automation of Secondary Packaging at Charles Candy".

Mr. Kishore Jhagroo, senior mechanical engineer and Head of the Reliability Engineering Department at Petrotrin, summarized the strategies used in his company's Reliability Thrust. His presentation, "The Improvement in the Reliability in the Heavy Industry Concentrating on Implementation Strategies" looked at the implementation of theoretical models that are straightforward and usable in an environment that is resistant to change. He further proposed that this would be the foundation for the continuity of newly introduced methodologies and subsequently more focus could be placed on performance and performance measurement.

Professor Winston Suite presented "Project Managing of Extreme Events" which dealt with the special issues that disasters bring to the forefront and the application of focused project management strategies in those extreme conditions.

"Trends in Project Management: Risk Management ensuring project success by managing undesirable outcomes" was the focus of Mr Steve Lezama. He stressed the importance of Risk Assessment, Analysis, mitigation and control on construction projects.

The final speaker was Mr. Srinivasan Partheeban whose "Practical Approach on Project Management: Planned versus Crisis" compared the project manager's role in both type of events looking at the different skill sets needed under these two conditions.

"Are you starting a career in project management?"





Education Update

Certifications

PMPs

February 10, Trinidad

Ansarie Ali
Richard Boodoo
Carylye Clarke
Emerson Joseph
Rosamond Lyn Keith
Hayden Allan Poon
Oswald Fitzherbert Dey
(Guyana)
Nigel Dharamlall (Guyana)
Darindra Ramkissoon

March 17, 2008

Rowena Nisa Ramphal
Lydia Franco
Taramatie Manick
Jason Elcock
Rajesh Hardial
Sherisse Huggins
Roberta Gaskin
George Ford
Nadia Byer-Thomas
Oresa Charles
Sharlene Gittens-Francis
Sherwin Ragoonanan
Kevin Mohammed
Bhushan Singh
Danford Mapp
Nesha Kochhar
Renissa Matthews
Akil Alphonse
Gerard Richards
Charmaine Thomas
Kit Kennedy

April 25, Trinidad

Cheryl Anne Dubay
Kenneth Winchester
Polyana Chong Tai
Nowshad Solomon
Travis Gunness
Tarek Hosein
Nadeem Hydal
Christopher Pilgrim
Ricardo Fraser
Valmiki Seepaul
Sharon Samjitsingh
Vishal Seerattan
Magnus Wilson
George Robinson
Feeraz Hosein
Wendell Diaz
Junior Craigg
Stanford Beckles
Jason Vieira
Hollis Andrews
John Hackett
Tamara Da Breo'
Stephen Rewan
Ryan Roper
Sherwyn Cambridge
Luke Edwards
Valarie-Ann Campbell

April 21, St Vincent

Brain George
Garfield Henderson
Lucille Grant
Nicole J Bonadie-Baker
Kedahli Crichton
Karol Velma Douglas

Timothy E. Douglas
Malcolm Clayton Wilson
Bishen John
Mwandp Kamara Dennie
Desmond Pompey
Timon Stephens

June 07, Guyana

Rawlston Anthony Adams
Mohamed Khan
Kwame Leland-Pinder
Ricardo McKlmon
Arun Richard
Shahara Burch-Smith

June 30, Trinidad

Javed J. Adams
Hafiz Ali
Marilyn Bachan
Brian Beckles
Don Bennett
Byron Bishwah
Clancy Charles
Charlene Coa
Elizabeth Howe
Zwade Jackman
Natalie Jaimungal
Trevor Matthews
Shiraz Mohammed
Kivon Mohan
Junior Patrick
Erica Prentice-Pierre
Deane Ramroop
Youland Robinson
Hayden Ross
Michael Sankar

Dexter Sealy
Devendra Seebarabsingh
Shivani Seunarine
Monica Sharma
Pacita Stewrattan
Shamila Singh
Ravi Sookdeo
Ronnie Spencer
Robert Superville
Anthony Guerra
Viddur Dubrie

October 20, Trinidad

Shazid Ali
Rhette Burris
Ross De Chi
Shelly-Ann De Silva
Janet Dennis
Rajesh Despot
David Drakes
Mark Govia
David Harvey
Dexter Ifill
Ancil Jones
Andy Jones
Ayannah Mills
Nicole Mitchell
Barry Mohammed
Angelique Najib-Antoine
Joann Prosper-Quintyne
Chad Roberts
Shawn Salandy
Don Samuel
Anthony Thorne
Jocelyn Rudder Jacobs

December 08, Trinidad

Allan Anil Ablack
Zanim Ali
Dalia Jamila Anthony
Tricia L Balthazar
Delisa Corrinne Bisram
Roshelle Castro
Patricia Chin Cheong
Leon Cooper
Marissa Stacey-Anne
Edwards
Anthony Damian Garcia
Dwayne Gibson
Brent Hector
Marissa Jugmohan
Davis Kanju
Angeli Maharaj
Damien A Manbodh
Shyam A Manrakhan
Marina E Modeste
Michael Faley Mohammed
Seema Narinesingh
Kerry Moodie
Nathaniel Jude Nidhan
Carol Noel
Sheldon Peters
Justin Warren Rahamut
Kamal Ryan Ramnath
Marcia Rampersad
Troy Mikhail Roberts
Sonia Roopnarine
Margaret Rosemarie
Roper Wiltshire
Peter Reginald St. Bernard
Michael T. Wayne

CAPMs

February 10, Trinidad

Darindra Ramkissoon

June 30, Trinidad

Jisan Thorpe
Hassan Aleem

October 20, Trinidad

K'ron Clarkes
Sonja Maria Jardine
Desha Nadira Khan
Romesh Singh

December 08, Trinidad

Nigel Christopher Campbell
Kurland Eliston Duke
Michelle Analise Kandasammy
Jillene Lowhar
Zuhurah Mungrue
Donna Patterson
Analissa Rasheed
Amelia Lois Samai
Mark Woon Sam

Exam Schedule

PMP/CAPM EXAMS

EXAM SCHEDULE

| | |
|-----------|-----|
| Trinidad | |
| Mar 2009 | TBA |
| June 2009 | TBA |
| Sep 2009 | TBA |
| Dec 2009 | TBA |

Tobago

| | |
|------|-----------------|
| 2009 | Date & Time TBA |
|------|-----------------|

Guyana

| | |
|------------|------------------|
| March 2009 | Date & Venue TBA |
|------------|------------------|

AWARDS

UWI Awards & Prize Ceremony

PMISCC prize was awarded to Mrs Antonia Popplewell for best overall final year student – Research project, MSc Project Management.

Students from Guyana, Savitri Jetoo and Levi Floyd were also awarded prizes for their Project Management research projects.

Best Research Project in Project Management

Daren Cenac, St Lucia Ports Authority, was awarded the Henley Management College "BEST RESEARCH PROJECT" in project management at the MBA level for his paper entitled "An Investigation into the Critical Success Factors required of Engineering Construction Projects in the Port Industry - St Lucia".

The award was presented at the graduation ceremony held in the month of November in Trinidad & Tobago.

The Board hopes to capitalize on this achievement to build another PMISCC Committee.

Technical Sessions

30th September 2008



Managing Integrity: Life Experiences in Delivering Safer Operations



Mr. Ken McLennan, GM,
SOCA PROJECT—Neal &
Massey Wood Group Ltd.

Integrity Management incorporates an integrated set of theories, practices and techniques for reducing and managing risk and ensuring optimal performance on operating facilities.

Group Limited, boasts 29 years experience within the Oil and Gas Industry in the UK, Angola and Brazil, has had both Project Management and Engineering Management responsibilities and has also been responsible for Procurement and Subcontractor Management in the North Sea for nine (9) major offshore facilities.

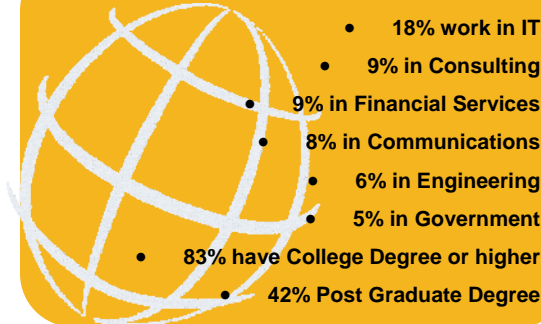
Ken, who recently held the position of Management Coach, is currently the General Manager for Neal & Massey Wood Group's SOCA Project – a contract agreement for Project, Maintenance and Minor Modification

work activities on bpTT's onshore and offshore facilities.

The discipline of Integrity Management therefore involves a collection of Management elements and Technical applications which, when coupled with the right people having the right capabilities, aims at continuously providing operational solutions in the areas of health, safety, security and the environment. A keen focus on managing integrity allows facilities to measure compliance and ensure management accountabilities for results in these areas.

Presented by Ken McLennan, General Manager, "SOCA Project" Neal & Massey Wood

PMI GLOBAL STATS



“GET INVOLVED WITH PMI.”

2008 in Review

13th Feb 08: **Definition of Project Scope Critical to Project Success**

Presented by Rick Dow, ABT/Bechtel

30 April 08: **Cash Flow Management**

Presented by Mitra Rampersad, Rivelin Consulting

28 May 08: **Case Study: Extreme Schedule, Critical Project**

Presented by Tim Coughlin, Worley Parsons

25th June 08: **The Politics of Procurement**

Presented by Winston Riley, Endeco Trinidad Limited

9th July 08: **Earned Value, What is it & Why do it.**

Presented by Charles Slaven, Max Solutions

26th August 08: **Going beyond the Project Life Cycle: Contrasting the Role of the Business Analyst and the Project Manager**

Presented by George Bridges, International Institute for Learning

30th September 08: **Managing Integrity, Life Experiences in Delivering Safer Operations.**

Presented by Ken McLennan, Neal & Massey Wood Group.

Please see www.pmiscc.org for more details on the above listed Technical Sessions.





New Appointments to the Board of Directors



VP Publications

John J Lewis MSc, PMP, FLMI

John J Lewis, joins the PMI SCC Board with 27 years in the IT industry, across a variety of sectors. He holds a MSc in Computer Science from the UWI and is also a Fellow of the Life Management Institute (LOMA) as well as a member of PMI. He is currently the Group IT Manager for HADCO Group of Companies, Past employers included Crown Life, Guardian Life, CCS Technology, Fujitsu Trinidad, Fujitsu Jamaica, NHA and Min of Agriculture

Past President Information Technology Professional Society

Past Chairman, Information Technology Industry Training Organization

UWI Alumni Association, St Augustine Chapter - Mentor/ Life Member

Young Mens' Christian Association (YMCA) - Life Member, Mentor

Past President, Rotary Club of Arima (2005/2006)



VP Membership

Krishna Rampersad, PMP MBA, MSc. BSc Mech Eng.

Krishna Rampersad, joins the PMI SCC Board of Directors with 26 years experience in the Power Generation industry. He is currently Department Manager Operations at the PowerGen Point Lisas facility and has been a member of the PMISCC since 2001. Krishna previously served as a member on the board from November 2002 to December 2007.

Members' Update

Regional Stories—Barbados Chapter



ESSCO, St. Michael, Barbados

Following their recent participation in the "PM Best Practices Seminar" held at the Crown Plaza,

Trinidad on October 7, 2008, Devanand Maharaj (Elec. Eng. P.

Eng., PMP) and Rohit Coonjah (M. Eng., MSc. PM & E) were motivated to establish a Project Management Office (PMO) at ESSCO (www.essconline.com). Rohit is spearheading this strategic move to a fully projectized com-

pany.

Devanand Maharaj, Director at ESSCO, commented that they finally achieved stakeholder buy-in at the corporate level - Company Chairman Geoffrey Noel is firmly on-board as well as the Directors and Management. Roll out is set for January 2009. He further remarked "This will be a red-letter day for us as a company, as we seek to take the lead in Project Management in our region".

ESSCO has been in business for 72 years based in Clapham Court, Wildey, St Michael, Barbados.

Community Outreach



President Michael Charles presenting a Certificate of Attendance to Premnath Boodoosingh, Councillor of the Penal/Debe Regional Corporation.

PMISCC has launched a Community Outreach Programme whereby this organization can contribute tangibly to the development of our com-

munities and the Nation as a whole. Project Managers and PMISCC volunteers will work with Regional Corporations,

County Councils and other Community Organizations to work alongside and train persons on effectively planning, executing and controlling projects.

The PMISCC President has already delivered one such training programme to the Penal Debe Corporation during the month of June 2008 - see photo. Plans are already under way for follow-up sessions/programmes.

Congratulations



Dr. Iqbal "Bob" Noor, P.E., CCE, PMP

Dr Iqbal Noor was the 2008 recipient of the AACE International Technical Excellence award for exemplary performance in the field of Total Cost Management. AACE International is headquartered in West Virginia, USA and is the world's premier professional organization for cost estimators, cost engineers, schedulers, project managers, and project control specialists. It was founded in 1956 and has over 5,500 members throughout the world.

Dr. Noor is a renowned author and internationally recognized expert on Project Risk Management and is currently employed as Projects Risk Integration Leader for GE Infrastructure by the General Electric Company (GE) based in New York. Prior to joining GE, he was the Risk Manager at the US Department of Defense, Space and Naval Warfare Information Technology Center in New Orleans, and Risk Management

Consultant for the Worldwide Engineering and Construction Group of AMOCO.

Dr. Noor is a former student of Naparima College, San Fernando and hails from Phoenix Park, California, Trinidad and Tobago. He is PMP certified and is a licensed Professional Engineer (PE) in the states of Florida and Texas. He holds a B.Sc. (Honors) Degree in Civil Engineering from the UWI. Completed his Ph.D. Degree in Civil Engineering at the University of Dundee (Scotland) and was awarded an Overseas Research Studentship by the British Committee of Vice-Chancellors and Principals (CVCP) for his Ph.D. research. He was awarded a post-doctoral travelling fellowship to the University of Zagreb, Croatia by The British Council.

Dr. Noor maintains a keen interest in the developments in the Caribbean area and has presented at joint AACE/PMI meetings in Trinidad. He continues to stress the importance of robust and pragmatic project risk management principles in view of the complex and high-risk projects being executed in the Caribbean region.

How to manage the “Bad Apple”

By George Bridges, Senior Consultant/Trainer
Published on Oct 31, 2008 at allPM.com



Every fall my family and I plan a trip to visit one of the many apple orchards in Southeast Michigan. Our day is spent on a tractor, going to the many fields of trees to pick some of the finest apples in the world. We fill our basket full of good fresh apples. In choosing our apples, we generally will pick the best looking apples. These

apples are mostly on the tree and in some cases they have already fallen to the ground. Any blemished or bad apples we will not pick.

After carefully picking lots of apples we take them home to juice them, eat them and even make apple pie. Sometimes, we have too many apples and after a few days we discover some apples go bad. If a decaying apple is left in the same position and allowed to stay with the other apples it will affect the apples around it and they will start to decay, as well. If not careful, you could end up with a whole bunch of bad apples.

The moral of this as we know, one bad apple can spoil the entire bunch. This is the same on project teams and in many organizations. We get people who are like “bad apples. They are people who have developed bad attitudes. A person with a bad attitude can be disgruntled, know it all, or someone who is having a bad day. Whatever the case, the bad attitude prevents them from getting along with the team members, project manager, other stakeholders and advancing the project team. What do you do as a project manager when you encounter a “bad apple” on your team?

First, document the problem or symptoms as attitudes begin to show up. Make sure you have all the facts and have done a complete inspection of the problem areas. In other words find out the facts and write them down. Look for and isolate areas that may be the cause of the person’s behavior. Are they going through some life changes? Are they having any health challenges? Has the attitude changed during the course of the project?

The next step is to meet one on one with the individual to provide some counseling and advice on how to improve the noted problem. Usually, as a PM you will try to get to the root of the problem and find out what can be done to correct the situation.

Once you have agreed on the problem, next agree on a correction plan to solve the problem. As a PM you should document the course of action discussed and you and the person should sign off on this plan.

Finally, after these steps are taken, the person will need a prescribed length of time to make the agreed upon changes to correct the problem. Visible results should be seen and documented.

However, if no change is observed and the behavior continues, the PM must start the process of removing that person from the team.

It is obvious to everyone on the team that the bad attitude can affect the project, and the team members are waiting for the PM to take action.

Dealing with difficult people is not a new problem in management. Many authors have written books about how to deal with difficult people. John Maxwell has included “The Law of the Bad Apple” as one of the seventeen laws. John points out that not everyone who starts with a team or start out on a journey will be there until the end. Some will leave voluntarily and some will have to be let go.

A project manager should keep the lines of communication open with the functional managers where the people resources come from. Letting the functional manager know the issues with the employee, can facilitate the negotiation to remove the “bad apple” from the project team.

A few years ago, as Director of IT, I experienced a “Bad Apple” on our project. The person was consistently going around the chain of command and caused a lot of confusion on the project. The person was eventually let go. After a few years the IT manager asked me if he should re-hire this person. I was against that idea, but the manager hired him anyway. The manager encountered the same type of issues with this person. After much time and frustration the manager had to let that person go. Sadly, the bad behavior and bad attitude of this person did not change after many years.

Start strong and end strong with your project. Getting rid of the person with a bad attitude creates a new synergy within your team, by helping to improve the attitudes of the remaining team members. You will find that you will rise to new heights and the performance will be noticed by everyone.

Remove the “bad apple” and boost the confidence of the team.

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George Bridges, PMP is a senior Consultant for International Institute for Learning. He is a trainer and Senior Consultant for the Business Analysis Certification Program and the Project Management Certification Program for IIL. George has an extensive background in Systems Development and Operations Research. He has participated in analyzing and developing business systems for Major corporations such as Ford Motor Company, Unisys Corporations and later for a large Mid-West Church in the Detroit Area.



Southern Caribbean Chapter

Making project management indispensable for business results

Project Management Institute Southern Caribbean Chapter

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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, training/education, and services and consulting. 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 269,000 members in over 171 countries, 30 Specific Interest Groups representing a range of industries and 251 Chapters around the world.

PMI SCC PUBLICATIONS

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Publisher: Girl Friday Marketing

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PMISCC International Conference 2009

PROJECT MANAGER

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Infolink Services Ltd.
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Date: Sept 15 & 16

Venue: TBD

COMMITTEE MEMBERS

Owen Field, VP Marketing
Cynthia Hayes, VP Education &
Certification
John Lewis, VP Publications

COMMITTEE VOLUNTEERS

Sparkle Ann Morris
Steve Lezama
Cynthia James Cramer
Joan Gibbs-Joseph
Jacqueline Beckles
Colvin Peters

We would like to extend a Special Thanks to members of the PMISCC. This news update is designed to provide you with information that reflects the PMI's activities in your communities. In order to serve you better, please feel free to send us your ideas or comments on what you would like to see covered at publications@pmiscc.org.

Upcoming Events

❑ **AGM & Elections - TBD 2009**

Look out for more information on 2008 AGM. Members are encouraged to come out and be take part in the electro rial process. Board positions available will be announced.

❑ **PMISCC International Conference 2009 Update**

Mark your calendars This year's conference will host great speakers and host a series of interesting seminars!

❑ **Guyana Technical Session**

We're expanding! Coming next year, Guyana will begin hosting their own technical sessions! Guyana members look out for more information on your first own Technical Session.

❑ **Next Technical Session (Trinidad & Tobago)**

The next Technical Session is carded for Jan 2009.

❑ **Updated Website**

Beginning Jan 2009 our website will become a dedicated resource to providing members with updated and relevant information! Be sure to check for updates at www.pmiscc.org

❑ **Webinars**

Also in 2009 we will be pleased to be starting Project Management webinars! Stay tuned for more details!