PMI SOUTHERN ONTARIO CHAPTER

Newsletter

January 2012

Got Projects Going Over Budget?

By Chris Ronak, PMP

You're not alone. Project cost overruns are common.

Statistics will tell you that over 85% of projects go over budget. But why? What are the mechanics behind project cost overruns and project schedule delays? Plenty of talented and experienced professionals engage in dialog about this very topic every day, and try to arrive at conclusions about how to stop projects from going over budget. In this article, I'd like to shed some light on the underlying workings as to the root causes of cost overruns and schedule delays. In order to tackle the problem of how to eliminate overruns, it's important to understand the main reasons why they happen.

Obviously, there's no one-sentence answer to these questions since every project is unique and the influences that trigger overruns can vary tremendously.

Luckily, however, there's been quite a bit of research and experimentation around this exact problem — since it is a pervasive issue that so many businesses, large and small, struggle with. As a result, there have emerged some key factors we can point to that are the major contributors to projects going over budget and suffering schedule delays.

A lot of project managers and business owners have their own theories; and after a good deal of listening and reading, many will have you believe that it all comes down to one thing: Project Changes. Technically speaking, project changes are arguably the biggest contributor to projects going over budget and blowing schedule deadlines, but for the purposes of this discussion, let's leave Change and Change Management out of it. I'm saying that because I don't believe changes are truly the root cause of cost overruns. I believe that if you approach a project anticipating that things will change throughout the project — and you have good mechanisms and methodology to track and account for change — Project Changes aren't really the root of the problem and should not result in a project cost overrun.

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MARK YOUR CALENDAR!

Upcoming Events

SOC Continuing Education (4 PDU's)
Lessons Learned Workshop
with Shirley Kelly, PMP
on Saturday, February 4, 2012

SOC Webinar (1 PDU)
Scheduling Management - The Gateway to Project Management *with* Roy Singh
on Thursday, February 9, 2012

PMI GTIS Branch Event (1.5 PDU)
Building Castles on Sand - Managing Change in Distributed Environments *with* George Jucan, PMP
on Thursday, February 16, 2012

SOC Monthly Event (1 PDU)
Connect! A guide to mastering the art and science of connecting with people... *with* David Barrett
on Thursday, February 23, 2012

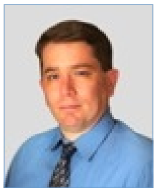
SOC 2-day Workshop (14 PDU's)
Emotional Intelligence in Conflict Management and Negotiation *with* Ardi Ghorashy
on Saturdays, February 25 and March 3, 2012

WHAT'S INSIDE

Implementing a PMO is a Project in Itself

By Gareth Byatt, Gary Hamilton, and Jeff Hodgkinson


Gareth Byatt


Gary Hamilton


Jeff Hodgkinson

When we began our collaboration on this article, we wanted to ensure that our readers didn't see it as another article on how to manage and/or define the benefits of a PMO (Program and/or Project Management Office). There are many excellent articles on this subject published by respected professionals and organizations, many of which provide very valuable information that you can adopt or adapt to your specific needs. The way in which we thought we could offer a 'niche view' was to focus on how one starts up a PMO from the perspective that it is a project in its own right.

In our own experience and in feedback discussions we have had with many project management and PMO professionals, difficulties in establishing a PMO are frequently due to the fact that some of the key tenets of treating it like a project (e.g. really focusing on senior management commitment) did not, in hindsight, receive the level of attention they warranted.

Let us first consider the two basic milestones in any project, 'Start' and 'Finish', and how they relate to establishing a PMO:

- The 'Start' occurs when the idea is in the early initiation or exploratory phase of the PMO. We'll assume that it's the point at which either you have been approached by C level executives or you're approaching them with the idea of a 'PMO', it has some merit and at least a verbal approval to continue obtaining information as to its viability.
- The 'Finish' milestone is reached when the PMO is considered to be 'established' and is now ongoing as a normal part of your business process or operations.

That leaves a great deal of middle ground to consider. After the start, the next key milestone is met when you present the project for a 'go/no go' decision for funding approval. To ensure success, your presentation should describe the 'Establishment of a PMO' as a project in itself, albeit a temporary endeavor until the PMO is established. It will require a Project Manager who could, of course, be the designated PMO Manager once the project is complete. Therefore, like any project, the 'Establish a PMO project' will have a project Charter with clear and measurable Purpose, Scope, Schedule, Quality, Budget, Risks, CSF's (critical success factors) with suggested key points. Guidelines for each of these are as follows:

Purpose: As in any project, are you trying to solve a problem or act upon an opportunity? If project execution has historically been a problem, then your presentation will approach the subject from the aspect of how the PMO would resolve this difficulty, broken down into specific points. If an opportunity, then you are assuming a PMO will provide added benefits such as shorter project execution times, increased productivity, or lower administrative overhead.

Scope: Pare to a summary all the work to be done to set up the PMO: hiring the manager and/or PM's, centralized database, document standardization, common metrics, communications, scheduling software, etc., just as you would for a project.

Schedule: As you may know, a PMO can take time to reach the maturity level you are seeking, and it can be either a slow or a fast transition proportional to the amount of 'churn' the organization can digest and from which it will benefit. Both approaches can be successful. These days, the 'fast' track seems to be a more prudent choice; stakeholders want to see results quickly and a long transition can lose momentum. We suggest putting your phase transition times in a date range vs. a hard date so that you can manage the quality of the change management at the pace required for your organization.

Quality: Empirical data will come later; the initial establishment of the historic baseline and agreement to the PMO primary metrics should be done up front – remember that 'you are what you measure'. For the start of the project, focus on the intrinsic elements as to how your customers are viewing the change and your PM's morale managing through the transition. As the performance ranges of your metrics start to show some degree of consistency and fewer outliers, switch to more empirical focus. If timed right, the 'emotion' of the change has subsided and focus on the expected benefits will be the primary task at hand.

Budget: There is an overhead cost to initializing the PMO and a budget estimate should be established so an ROI can be provided. The trick here is to emphasize the long term benefits of a PMO versus the expectation of early ones. However, any positive results early on (even 'off the cuff' hearsay) is good backup to provide during PMO stakeholder updates.

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Seven Crucial Steps to Effective Project Risk Management

By Josh Medica, PMP

Risk Management is simply defined as identifying, analyzing and managing the uncertainties in a project - both positive (opportunities) and negative (threats). The benefits of risk management are instrumental to a project's success. By proactively addressing uncertainties, in combination with a strong project management program, problems within the project can decrease by as much as 60 or 70 %.

The International Organization for Standardization identifies the following principles of risk management.

Risk management should:

- create value
- be part of the decision making
- be systematic and structured
- be project specific
- be transparent and inclusive
- be periodically re-assessed
- be integral to the organization process
- address uncertainty and assumptions
- be based on accurate information
- account for human factors
- be responsive to change

But what are the steps to building an effective risk management program?

1. Embed risk management as an integral part of the project. Stakeholder buy-in and support is very important to achieve a successful risk management process. It is a good practice to ensure that there are demonstrable benefits to illustrate this approach and make risk management part of the day to day operations.

2. Identify Risk. This step is most effective when done very early in the project. Having a brainstorming session with team member to list out several potential risk items is a good beginning. Include all potential risks, including the risks that are already known and assumed, such as scope creep. Include threats that may stem from human threats, operational issues, procedural impacts, financial threats and natural events. Talk to the industry experts who may have experience in your project type to get a different perspective.

   Identify not only the threats, but also any opportunities that may impact your project. Opportunities may assist you in bringing the project in on schedule, perhaps with better deliverables or make it more profitable.

   Communication at this stage is crucial. Including communication of risk as part of all meetings is effective to illustrate the importance of risk management, share the risk potentials and provide a platform for discussion.

3. Assign Ownership. Who is going to be responsible for what risk? This person will be accountable to optimize a specific risk-either decrease the threat or capitalize on the opportunity. They will identify the possible triggers to their assigned risk.

   Assigning ownership is also important in establishing an effective and clear communication channel. All involved with the project know whom to call when questions arise.

4. Estimate or Prioritize Risks. Once the risks are identified, the next step is to assess the likelihood of the threat being realized. Some risks will have a much higher impact. One approach to estimating the risk is to make a best estimate of the probability and multiply this by the amount it will cost to set things right, if it happens. This will provide an impact value associated with the risk. Another approach is to assign each risk a numerical rating, such as a scale from 1 to 5. Do you have any potentially large events that can cause huge losses OR gains? These will be the number one priorities. Ensure that your priorities are used consistently and focus on the biggest risks first and the lesser priority risks as applicable.

5. Analyze the Risk. What is this risk about? What are the effects of this risk? What causes will make this risk occur? List the different causes and circumstances that affect the risk likelihood; doing a simulation to illustrate how likely the project is to finish on a specific date or at what cost. Gaining a sound understanding of the risk is a solid foundation for an effective proactive response and provides insights to manage the risks.

6. Manage the Risk. Plan out and implement a response for each risk. Typically you will have four options – Transfer the risk (subcontracting scope or adding contractual clauses), risk avoidance (eliminating the source of the risk, such as changing a vendor), risk minimization (influencing the impact) and risk acceptance.

   Create a contingency plan for the largest risks. This would encompass all actions taken if a risk were to occur.

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Can I Earn PDUs for Writing Project Management Articles?

By Cornelius Fichtner, PMP

Yes you can! Ever since the Project Management Institute (PMI) published the new Category and Structure for Professional Development Units (PDUs) in March of 2011, earning PDUs has become much easier. This ease is especially visible in Category D "Creating New Project Management Knowledge": Every hour that you spend creating and/or presenting new project management knowledge counts as one (1) PDU.

This means that if you decide to write a project management related article and you invest three hours in writing it then you have just earned 3 PDUs. (Please note that there is a maximum of 45 PDUs that you can earn in Categories D, E and F, therefore these 3 hours would count toward that maximum).

Are you thinking that this way of earning PDUs isn't for you because you have nothing to write about? Think again! Let me give you three simple ideas:

One: Write a white paper about your last project. Describe what and how you managed it, focusing on project management best practices.

Two: There isn't one project meeting that I have attended where I don't learn something new about being a PM. Think back to your last 3 meetings and describe what you have learned.

Three: Discuss a particularly difficult area on your project with one of your colleagues at work and then write an article about what the problem is and how you decided to do to solve it. And of course in one month down the road you can write another article describing how well/badly your actions worked.

But beware... there are some topics that won't count toward earning you Professional Development Units. For example an article that talks about the latest and greatest features of a project management software won't earn you any PDUs. Similarly, articles on how to prepare for the PMP exam or articles on earning PDUs like the one you are reading right now don't count either. These three topics don't count, because any article written about them isn't creating new knowledge - it is just describes a "product". So be safe and write about what you learned in your daily work as a PM managing your projects.

Once you have your first article completed you need to publish it. But where?

From my past discussions with PMI I have learned that they do not have a list of specific publication channels where you must publish. The important point to keep in mind is that the article must discuss project management topics and that it is published where other project managers are likely to find it.

Here are some ideas for where you could publish your PM articles:

- Send your article to your local PMI chapter for inclusion in their newsletter. PMI chapter newsletters usually welcome contributions from guest authors.
- Start your own blog at any of the free online blogging platforms. Having your own blog gives you credibility as a PM and it will also encourage you to write more and earn more PDUs.
- If you are not ready to start your own blog, then simply contact another blogger and ask her/him if they might be interested in publishing your article on their website as a guest blogger.
- Publish it on a Project Management Community website like Gantthead or The International Community for PMs.
- Send the article to the publishers of one of the many online PM newsletters for inclusion in the upcoming issue.
- Create an account at an article directory website like Ezinearticles and publish the article here.

Also remember to always keep records of your articles, so that you can show to PMI during an audit that you truly deserve to have earned these PDUs. As a best practice you should keep a copy of your original article, print out a screen shot of the website where your article was published and keep a copy of the magazine where your article was printed.

In my view, every project manager has something to say and share with others in our worldwide community. So pick up that pen... I mean keyboard... and start writing.

About the author

Cornelius Fichtner, PMP is a noted PMP expert. He has helped over 17,000 students prepare for the PMP Exam with The Project Management PrepCast at: *http://www.pm-prepcast.com* and he helps certified PMPs to earn PDUs with The PDU Podcast at: *www.pducast.com*

Is Your Culture by Default or by Design?

By Jim Clemmer

"Do you believe an organization has one type of culture throughout the entire organization/ company, or do you believe an organization has differing cultural bubbles according to each department or management team because of varying people's behaviour, management and leadership style?"

Depending on the size, geographic spread, and structure, we've found organizational culture exists at three levels. The first level is the immediate work team. This is where everyone working in an organization has his or her up close and personal contact with culture.

We define culture as "the way we do things around here — especially when the boss isn't around." How do we treat our internal/external customers? How much and when do we work together? Are our daily conversations full of doom and gloom, petty gossip, and 'we-they' acrimony? Or are we mostly positive, supportive, and full of can-do spirit? Do meetings and emails drain energy and waste time or are they key tools leveraging our effectiveness?

All of these team behaviors are most heavily influenced by the leadership skills of the unit or team's immediate supervisor. He or she can build a strong team culture inside a larger negative culture or can make a mockery of the larger organization's peak performance culture. The way to change a team's culture is to change the supervisor's leadership approach — or to change the supervisor.

Each team leader or supervisor gets his or her direction, support, skills, leadership example — or lack thereof — from the larger department or division he or she is part of. Some team leaders or supervisors are exceptionally strong leaders and build thriving peak performance local cultures even if the bigger culture they're part of, and leader they report to, are weak. We've seen some very powerful and inspiring examples of these "islands of excellence in a sea of mediocrity" over the years.

The vast majority of supervisors reflect the values, skills, and behaviors of the department or division. This points straight at the managers' cultural leadership skills. Are they racing from meeting to meeting, buried in emails, and personally putting out many fires? Or are they building strong capabilities in their teams, delegating daily operations, and coaching supervisors and team leaders toward higher performance? Do they relentlessly focus everyone on customers, service/ quality, safety — or whatever the department/ division's "strategic imperatives" might be? Are vision, mission, or values just words from above or do they vibrantly live in all key people decisions like hiring, promotions/ succession planning, recognition/ appreciation/celebration practices, and tough actions like discipline or letting someone go? Departmental or division managers can shape their culture (leading), sit back and wait for direction from above (following), or throw up their hands in frustration at executives' lack of culture leadership (wallowing).

The organizational culture ripples out from the executive team leading it. The research shown in the Leading a Peak Performance Culture webcast is overwhelming and very clear: The single biggest key to transforming an organization's culture starts with executives defining and developing their own behaviors. This must then cascade down the entire organization. Anchored around core values (no more than five), behavioral descriptions are the foundation for competency models, training programs, hiring/promotion criteria, reward and recognition, and such.

Every team and organization has a culture — a routine or habitual "way of doing things around here" — especially when no supervisor, manager, or executive is around. Whether you're focused on a unit/ team, department/division, or entire organization, the key questions asked in Leading a Peak Performance Culture are:

- What's your culture?
- How do you know?
- Is it by design?

About Jim Clemmer

For almost thirty years, Jim's 2,000+ practical leadership presentations and workshops/retreats, seven bestselling books, columns, and newsletters have been helping hundreds of thousands of people worldwide.
www.jimclemmer.com

Implementing a PMO is a Project in Itself… Continued from Page 2.

Risks: As in any project, there are risks. We often hear that a primary risk is the initial stakeholder and customer expectations of results to be achieved versus the long term benefits of success. Continual communication with your stakeholders and customers is crucial. So is the establishment of a PCG that includes senior management. Keep in mind that no matter how well you manage the change transition to a PMO, there will most likely be an impact on your customers. Address their concerns in a proactive way with positive communications. Hold a Project Success Plan (PSP) meeting at the start.

CSF's (Critical Success Factors): We generally like to use an 'AS IS' and 'TO BE' format wherein you list the existing challenges and/or potential opportunities on the left side; on the right, itemize the expected benefits once the PMO is fully established (which need to be tracked and monitored). You could consider breaking these benefits into increments expected at the end of each phase or timeframe. It is prudent not to oversell the results prematurely. All success factors should be measureable, obtainable, and agreed upon upfront with your sponsor/decision makers.

Conclusion:
In conclusion, we hope that you feel these ideas for establishing a PMO by approaching it like any project, therefore giving it the same discipline and rigor, is a good strategy. A PM needs to own it, work effectively with all key stakeholders, set milestones, determine CSI's, manage resources, purchase tools, and report results. Such actions need to continually serve the needs of your stakeholders and the organization as a whole. The benefits and success of establishing a PMO will come at regular intervals and, just like any other project, they will not be fully realized until after it is launched – plan the benefits out and report against progress in achieving them.

About the authors

Gareth Byatt, Gary Hamilton, and Jeff Hodgkinson are experienced PMO, program, and project managers who developed a mutual friendship by realizing they shared a common passion to help others and share knowledge about PMO, portfolio, program and project management.

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SOC Professional Mentoring Program 2012

PMI Southern Ontario Chapter is once again offering its Mentoring Program that is scheduled to start in April 2012.

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

What is a SOC PM Mentor: "A mentor is a professional, with at least seven years of experience practicing the project management consistent with PMI practices & ethics, which voluntarily provides a friendly manner advice to less experienced project management practitioners"

What is a SOC PM Mentee: "A mentee is a newcomer to project management profession or somebody with a limited experience in project management, who is looking to obtain an advice from a seasoned professional, in accordance with PMI practices & ethics.

Some important dates to remember:
- Registration closes for mentors/mentees: **February 24, 2012**
- Notification of matched mentors/mentees: March 5, 2012
- Mandatory training session for all mentors/mentees: March 24, 2012

For registration, please visit the SOC web site, in the Members Services area under Mentoring: *http://www.soc.pmi.on.ca/msmindex.cfm*. The Mentoring page offers very extensive FAQ section, where you could find answers to most questions related to the mentoring program. Here is the link to the Mentoring page: *http://www.soc.pmi.on.ca/displaycommon.cfm?an=1&subarticlenbr=199*.

Got Projects Going Over Budget?… Continued from Page 1.

Let me repeat that another way: Project Changes may alter the original budget and schedule, however, if you have appropriate tracking and change-management processes in place, they shouldn't result in a project cost overrun. They'll just shift the size and duration of the project.

That's all fine in theory, of course, and I know that in reality nothing works quite that smoothly; but rarely does anything in a project work as smoothly as originally planned. The changes and addendums that get added and removed to a project should be viewed as merely extensions of the original plan. Therefore, your ability to handle change management is directly related to your ability to plan and negotiate on the fly. So, yes, if you can't do this very well, it's going to lead to some serious cost overrun and schedule delays. My take on it is that if you're ok with looking at it that way, it's truly the controls, planning and estimating pieces that are the root of the change-management dilemma.

So, leaving Change out of the equation, what then causes project cost overruns and schedule delays?

First, it's key to understand that cost overruns and delays don't just suddenly happen: they in fact happen all the time, every day in every phase, mostly in small incremental chunks. They happen in Planning, Execution, Close-out and Reflection phases along with every stage within those. To get to the bottom of why, let's look at the four major triggers for cost overruns and schedule delays, which I'll explain in more detail further below:

1. Inaccurate Estimates

2. A lack of real-time visibility and control

3. Poor methods to determine project progress

4. Insufficient historical information

These four items relate directly to the major phases of a typical project: Planning, Execution, Close-out and Reflection.

Project Planning

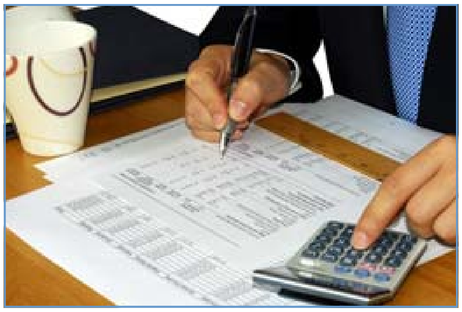
So, let's talk about the first one, Accurate Estimating. This is probably the most obvious culprit since if you're running a $10-million project that was estimated to be a $7-million project, well you're pretty likely screwed to come in on budget and on schedule. Overly optimistic estimates and those done in a hurry are common. Project estimators that rely a little too much on gut-feel without documenting and qualifying their numbers can also cause estimating snags. I'm a believer in gut-feel, by the way — my only qualifier on that is with the communication and transparency around quantifying where those gut-feel numbers come from. I'll get to that more when discussing the value of good historical information.

Project Execution

The second item, real-time control, is easily the most insidious of the four. It's all about having accurate, up-to-date information about what's going on in the project. Of course, part of this control thing is covered by the old-school methodology of being physically present on the jobsite. The even bigger control factor, however, really boils down to project tracking. When you track all your labor, equipment, materials, subcontractors, suppliers, etc., you're able to view daily reports on everything that's happening on your project. You're empowered with a wealth of information, which is the ultimate key to 'control.' You don't have to wait until the end of the month to find out what happened weeks ago and that currency of information becomes the critical element of managing successful projects. Here's an interesting fact: when something goes wrong on a project, the size of the impact it will have on cost and schedule is exponentially related to how fast you can apply corrective action. In other words, every day that goes by without fixing a problem that's occurred on a project will accelerate the budget impact.

I hate to say it, but real-time control is also about keeping your suppliers and subcontractors honest. If you don't have a good tracking and control system in place, getting overcharged and double-invoiced is going to be a huge contributor to project cost overruns.

The third item, determining Project Progress, is also a nasty contributor to cost overruns during the execution phase. If you don't constantly take the pulse of where you're at with your project, how can you possibly know if you're on budget or on schedule? You may have spent 50% of your budget, but if you're only 30% complete, you might have a pretty big problem. The earlier you can find out that you're facing a potential cost overrun in your project, the more chance you're going to have to correct it.



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For Project Close-Out

Having agreed-upon project progress milestones and sign-off is absolutely vital to being able to control costs and get paid. This is partly covered early on during the planning and negotiation phases when you're defining what it means to be finished, but it obviously has to also be viewed as a continuous evaluation during the life of the project. Being able to seamlessly close-out a phase, level, task and the project as a whole enables you to stop spending money and squandering valuable time. You need to do regular forecasts on your project to get a financial and schedule picture of how far along the project is, and whether you're ready to achieve closure on any piece of the project. Again, I know this all sounds great in theory; but the thing is, if you don't do it, that's where the insidious overruns creep gradually and dangerously into your projects.

Project Reflection

Looking back on a completed project (or even a partially completed project) to examine where things went well and where things didn't go so well is an indispensable part of running consistently successful, profitable projects. Otherwise, you're doomed to repeat the same mistakes over and over. A project retrospective is more than just having a big group-hug with your team and your subcontractors (although, a little love-collateral can help keep the peace and smooth any hiccups). A reflection is also about examining the numbers, and using that information to feed future projects. First, however, you need to actually have those numbers — and the metrics, and the reports — and this means you need to have executed on project tracking and earned value management during the execution phases of your project.

Insufficient historical information plagues many businesses trying to run profitable projects. Sadly, it's often the case that very little data is collected during a project, so very little is known about what happened. All that's typically available to many project managers is the summary totals contained in the corporate ERP. This is only marginally helpful, as it's missing so many crucial details that help planners and estimators get better at their job. Equally tragic is when information is tracked, but it's stored in a series of spreadsheets. As we all know, the reporting and metrics you can achieve from spreadsheets is terse, vague and time-consuming to obtain.

About the Author

Chris Ronak draws from over 20 years working with project-based businesses in management, project management and consulting positions. He is currently the CEO and founder of 4castplus, a web-based software solution that delivers full project cost management, estimating, forecasting and real-time tracking to keep complex projects on budget and on schedule.

www.projecttimes.com

Seven Crucial Steps to Effective Project Risk Management… Continued from Page 3.

7. Create a Risk Register. This will enable you to view progress and stay on top of each risk. A good risk register or log will include a risk description, ownership, and the analysis of cause and effect. This register will also include the associated tasks. A good risk register is a valuable tool in communication project status. It should be easily maintained and updated. By remaining current and up to date, the risk register will be viewed as a relevant and useful tool throughout the project lifecycle.

Once a solid risk management process is established, it forms the basis for crisis prevention and cost effectiveness. Risk management involves adapting the use of existing resources, contingency planning and resource allotment. This process does not need to be complicated. By implementing a project risk management process at the beginning of each project, the team can prepare for whatever may occur and maximize the project results.

About the Author

Josh Medica, CEO and President of Integrated Consulting. Josh's passion and commitment to project excellence has established him as a project management/project controls industry expert. He transferred that passion and knowledge into executive level master training classes on all topics related to project management and project controls. Josh has facilitated risk workshops on projects ranging from id="mce_marker"0 MM to $2 BB. His dynamic and thought provoking presentation style has positioned him as a leading trainer/educator. His speaking circuit also includes house training for large EPC companies, engineering companies, and major oil companies across the globe.

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Welcome to our December 2011 New Members

Sasha Abrams	OLSON
Jessica Agnelo	student
Aizad Ahmad	Scotiabank
Mubarak Masood Ahmed	
Mustafa Aksut, PMP	
Fares Alzoubi, PMP	ShawCor Ltd
Andrea L. Atkinson, PMP	Yellow Pages Group
Nader Behnod, Sr., CAPM	CIBC
Neha Bhandare	
Danielle L Blaze, PMP	RBC
Howard Bosis, PMP	Compuware
Ange Cabral	CGI
Mehboob M Charania	eHealth Ontario
Ronald Cheng	Brisk Mobile
Melinda W. Cheng	Unitech Solutions Group Inc
Joseph Chirayath, PMP	TTC
Kevin Dawson, PMP	H.H. Angus and Associates Ltd.
Mark De Hooge	
Daniel De Oliveira	Humber College
Santanu Debnath, PMP	Bank of Montreal
Daniela Deus	Atento
Paul Dewan	Symcor
Nelo Dimaculangan, PMP	Dahl Brothers Canada Limited
Sebastian Dobre	MISEDO
Pamela Carol Dornan	Pamela Dornan & Associates Ltd
Tom Du, CAPM	INESCE Environmental Consulting
Sahba Eftekhary	University Health Network
Janet Lee Evans	6591388 Canada Incorporated
Anya Faingersh, PMP	Rogers Commuincations Inc.
Marlon Ferguson, PMP	Procase consulting
Regan Forsyth	Barrick Gold Corporation
Karen Foster	Capco
Sabine R Friedrich, PMP	Schulich School of Business
Susan V. Fukushima, PMP	1531305 Ontario Inc.
Doug Geldart	Timbercrekk Asset Management Inc.
Swapnil Kumar Giri, Sr., PMP	
Joel Gnanayutham	
Christina Gulesserian	Local Health Integration Network
Mohammad Haque	Jakhu Inc
Aamer Nazir Hasham, PMP	GO Transit
Robert Hornblow	City of Brampton
William Hsia	University of Toronto
Barbara Ibarguchi	GSK
George Illaszewicz	AECOM
Adnan Isakovic	
Ahmad Jamal	TD Bank
Behrouz JamShahriari	McMaster University
Prabhas Kumar Jha, PMP	Tata Consultancy Services
Inayath Khan	TD Bank
Omar Farooq Khandaker, PMP	nPoint Consulting Inc.
Jeffrey R Kinch, PMP	Performance Analytics Corporation
Maxx Kochar	Greater Toronto Airports Authority
Mukul Yashodhan Kshirasagar	
Milenko Kuljanin, PMP	General Mills Canada
Venessa Lawson, PMP	CIBC
Stella O Lee	
Hin Lun Lee, PMP	Government Of Ontario
Mabel Lee	
Ariela Levy, CAPM	CAMH
Trudy B. Lingham, PMP	QLT Inc
Ujjwal Malhotra, PMP	RBC-Capital Market
Manvir Kaur Mann, PMP	Rogers
Morteza Mashayekhi	Hamgaman Saman Pars
Tracy McQuire	University Health Network
Ashley Victoria Miller	Kinross Gold Corporation
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