

CIPScene

Canadian Information Processing Society, Calgary Section

NOVEMBER 2001



WestJet: A Success Story in Review

CIPS **NOVEMBER** LUNCH MEETING

“Knowledge Sharing and Networking”

Speaker

Clive Beddoe,
President and CEO,
WestJet Airlines Ltd.

Date

Thursday,
November 8, 2001

Time

11:30 am
Registration

12:00 noon

Presentation

Place

Calgary Chamber of
Commerce
4 Floor, 517 Centre
Street S

The North American airline industry has historically proven to be a challenging business environment where profits are lean, corporate survival is unusual, and volatility is the norm. In the midst of this dynamic business environment, Clive Beddoe has created opportunity and success in the form of WestJet Airlines. For the November CIPS luncheon, Mr. Beddoe will discuss how he has bucked the industry trend and created a profitable airline company.

During the presentation, Clive will share his experiences of growing WestJet from inception to its current form of flying over 1,000 flights per week. He will share plans on how WestJet will continue to succeed in the future, the role of information technology in the organization, and how it will support future initiatives. Clive will also discuss his views of the airline industry in Canada – its current state and future prospects.

This will prove to be an exciting and informative session as IT professionals, business people, CIOs, and their guests will have a unique opportunity to hear from the man behind one of the most successful start-up airlines in recent aviation history.

Clive Beddoe is the principal founding shareholder of the Calgary-based airline, as well as its President and Chief Executive Officer. Since the airline’s inception in 1995, Mr. Beddoe has been instrumental in developing the company’s culture, executive team, and business strategy.

In 2000, Clive and his fellow WestJet founders were recognized as Entrepreneurs of the Year, first for the Prairies and again for Canada.

.....
Please register by noon on Monday, November 5, 2001 as seating is limited.
Register online at <https://secure.ni2k.ab.ca/aplus/forms/cipsluncheon.html>
or phone CIPS at (403) 245-0633. Prepayment by Visa, MasterCard, or American Express will be accepted over the phone. No-shows will be billed if a reservation has not been cancelled two days in advance of the luncheon. Alternatively, you can send a replacement if you cannot attend. **Prepaid seats will be guaranteed until 12:00 noon, at which time they may be released for general admission.**

PRICES - Pre-registered
(Prices include GST)

Members - **\$30.50**
Non-members - **\$38.00**
Students - **\$21.50**

A two dollar surcharge
will apply for all walk-ins.

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No More Team Players

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200, 1603 - 10 Avenue SW
 Calgary, Alberta T3C 0J7.

Telephone: (403) 245-0633

Fax: (403) 244-2340

Email: calgary@cips.ca

Website: www.cips.ca/calgary

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Dancing with the Data

A Partnership Approach to Successful Data and Information Management

CIPS NOVEMBER SEMINAR

It takes two to tango. Both partners must be comfortable with each other, using the right steps at the right time. Even though each partner may have different steps and movements throughout the course of the dance, the carefully choreographed steps create

beauty in a harmonious and continuous flow of motion.

Successful data and information management requires a similar type of partnership. Corporate records management moving in well planned choreographed steps, in a harmonious flow of motion with IS and IT partners, is sure to create a continuous flow of complete, accurate, reliable information. Choreographing this dance is no different from any other dance... it has to start with the basic steps.

This seminar will take participants step by step through a lively learning session that will establish all of the basic steps necessary to choreograph their own "data dance" routines. Learn how these basic steps relate to, as well as strengthen, IS and IT implementation projects. Analyze these steps and the effect they

have on workflow, information accuracy and reliability, privacy protection, and corporate legal standing. Discover the balance these steps provide in the daily IS and IT routines.

Basic steps include:

- Inventory and metadata
- Classification
- Retention schedules
- Freedom of Information and Protection of Privacy (FOIP) compliance standards

- Personal Information Protection and Electronic Document Act (PIPEDA) compliance standards
- Vital records
- Disaster planning
- Policies and procedures
- Corporate legal counsel
- Succession planning

The presentation will finish with a case study video clarifying the legal and practical necessity of these basic steps.

Jan Hay, Vice President of Information Management Services with the Excalibur-Gemini Group Ltd., will be our instructor.

Jan has twenty years experience in the oil and gas industry, implementing professional Records and Information Management strategies and processes. Jan presently chairs the Public Petroleum Data Model Association (PPDM) Reference Values Workgroup, as well as the Canadian Society of Exploration Geophysicists (CSEG) Recommended Industry Standards Committee. She is also an active member of Association of Records Management Professionals (ARMA) International. In 1999, Jan was elected as Treasurer for the CSEG.

Currently, Jan is endeavoring to have all three of these professional organizations work together on one common goal: to create, recognize, and accept standardized oil and gas Industry Reference Values and Standard Information Management Practices.

Jan and her team at Excalibur-Gemini have successfully moved over fifty companies from the Mosh Pit to the Ballroom Dance Floor. Join us as we learn to "Dance with the Data". ☘

CIPS breakfast seminars are catered by Second Cup, Fifth Avenue Place.



Date

Thursday, November 22, 2001

Time

7:30 am

Registration and continental breakfast

8:00 am – 9:00 am

Presentation

Place

Fifth Avenue Place
1790, 425 - 1 Street SW

Join us for this invaluable breakfast session!

Refer to the enclosed insert for registration information or register online at <https://secure.nl2k.ab.ca/aplus/forms/cipseminar.html>.

Seminar Series
2001-2002

"Knowledge Sharing and Networking"

Provincial News

Greetings from your new Board and Executive of CIPS Alberta. As your new president, I plan to use this column to provide regular updates on the issues, challenges and, hopefully, accomplishments of CIPS Alberta over the next year. Some of these dispatches will be dry discussions of finances and procedures. Others will be expressions of opinion and examinations of issues. I will try to keep these items short, to the point, and relevant to all CIPS members.

To begin, I would like to acknowledge the individuals who have committed their time and energy to serve on the CIPS Alberta Board in the upcoming year. We are very fortunate to be able to draw on this great depth of experience.

The first person I need to recognize is our Past President, Sabina Posadziewski, I.S.P. Sabina has accomplished many things during her presidency, including a revitalization of our marketing efforts and an improvement of our relationship with, and Sabina's processes within, the CIPS Alberta office. In her new position as Manager with the Office of the CIO for the Alberta Government, we will continue to draw upon her extensive knowledge and network of contacts.

Also continuing on the Board is our Vice President, Richard Thompson, I.S.P. Richard is part of the Information Technology Management Team for the City of Edmonton, where he is IT Business Partner for Community Services and Human Resources. Richard has participated extensively at the national level of CIPS for many years, including Director-at-Large on the CIPS National Board with responsibility for the

Professional Standards portfolio. Richard was the recipient of the CIPS GALA award in June 2000.

We have two new members joining the Board of CIPS Alberta. Michael Harris, I.S.P., is a consultant with HIS Harris Information Systems Ltd. Also joining the Board is Michael Bryne, I.S.P. For the past five years, Michael has held the position of Director of Computing and Network Services at the University of Alberta. His interest in joining the Board is to help strengthen the reputation of Information Technology practitioners via professional certification and involvement in policy issues locally and nationally.

We have four other individuals who are continuing with the Board of CIPS Alberta:

Mike Fletcher, I.S.P. will continue as our representative on the national certification councils. Mike is the principal of Optimal Resources, which provides consulting services to corporate clients in project management and information systems security and control. In addition to a long history of involvement with CIPS Alberta, Mike has also been actively involved on the Board of the Calgary Section since October of 1993, including serving a term as the section President.

Edgardo Gonzalez, I.S.P. is continuing as Chair of the Professional Practices and Discipline committees. Edgardo is the principal of Projects Recovery Specialists Ltd., whose focus is ensuring that projects perform to expectation through the application of leading-edge delivery methods. His objective in participating on the Board of CIPS Alberta is to begin

CONTINUED ON PAGE 5...

2002 Training Schedule



Delivering Effective Project Presentations

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Jan 14-15
Apr 22-23
Oct 29-30

Systems Project Management

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Jan 30, Feb 6-7
Mar 13, 20-21
May 22, 29-30
Sep 11, 18-19
Nov 13, 20-21

Discover Business Process Innovation

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FEE: \$1250, plus GST

Apr 9, 16-17
Oct 2, 9-10

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How's YOUR Disaster Recovery Plan?



The horrific events of September 11 have made disaster planning a major priority for business executives and IT managers. For a surprisingly large number of companies, preparing for disaster will be an entirely new undertaking.

According to Compass data (global database), only 25% of UNIX midrange data centres have any disaster recovery strategy in place. Moreover, one-third of those organizations that do have a recovery plan have never tested it. Since most Calgary companies rely on UNIX based servers for the majority of their corporate systems, there may be an immediate requirement in this city for Disaster Planning specialists.

Other findings:

- Only 15% of midrange data centres are able to recover more than 30% of their applications in any time frame;
- 3.8% can recover their applications within the same day; and
- 2.5% can recover within four hours.

“Many managers of midrange data centres either feel the applications involved are not mission critical, or they simply don’t see disaster recovery as enough of a priority to spend the money,” says Compass senior consultant Doran Boroski. “It’s a lesson the IT world learned in the mainframe environment that the UNIX and NT people haven’t yet absorbed.”

Findings are based on detailed performance analyses of approximately 100 midrange data centres over the past year. ☛

CIPS ALBERTA ACTION
CONTINUED FROM PAGE 4...

the process of formalizing the professional practices and guidelines for I.S.P. holders.

Steve Hoskin, I.S.P., has committed to continuing as Treasurer of CIPS Alberta. Steve is a Systems Consultant with ATCO ITek in Edmonton. In 1996, Steve was Facilities Chair of the CIPS Edmonton Conference, and is a Charter I.S.P. holder.

George Thomson, I.S.P. has been a CIPS member since 1978, participating on the Section Executives in both Winnipeg and Edmonton. George is also a Charter I.S.P. holder and is currently an Account Executive with Xwave Consulting in Calgary.

Please join me in thanking these individuals for their commitment of time and energy to the advancement of the profession. ☛



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Economics 101: Supply and (Manufactured) Demand

Think back. Think *way* back, to those dark days when you took Economics 101 in university. The first chart the professor put up on the overhead projector was a deceptively simple line graph. One line went upwards and to the right. The other went downwards and right.

One line was magically labeled "supply"; the other, "demand". The demand for good X was insatiable if it was free. The supply of good X at a price of zero dollars: none. This is, admittedly, an oversimplification. But it worked well – until relatively recently.

Scarcely eight years ago, new advances in computing power were infrequent and significant enough that it was worthwhile upgrading Wintel hardware and software when the latest processor or operating system came out. This fit rather nicely with the supply and demand curves as we knew them.

Looking at the timelines for processor introduction, we can see that this holds:

- **June 1978:** Intel releases the 8086 chip, with a top speed of 10 MHz;
- **February 1982:** The 80286 chip is released, with a top speed of 12.5 MHz;
- **October 1985:** A 32-bit leap into the future happens this month, as the 80386DX is released, with a blazing 33 MHz top end;
- **April 1989:** The Intel486DX CPU is released, with the unprecedented speed of 50 MHz;
- **March 1993:** 66 MHz Pentiums make their debut this month, with a new instruction set and a 64-bit bus;
- **November 1995:** Pentium Pros hit 200 MHz, marking the first forays past the 100 MHz barrier;
- **May 1997:** Pentium II processors take it up a notch to 300 MHz;
- **February 1999:** Pentium III processors hit 500 MHz;
- **July 2000:** The gigahertz barrier is shattered as the Pentium III is released at 1.13 GHz;
- **November 2000:** The gigahertz barrier looks rather passé as the Pentium 4 is introduced at 1.5 GHz;

- **August 2001:** Pentium 4 chips are released, powering along at 200 times the speed of the fastest 8086 chips, with a clock speed of 2 GHz.

Up until 1993, chip releases were on about a 3¹/₂ to 4-year cycle. Since then, the cycle has accelerated to eighteen months to a year between releases. Also, in the "early" days the incremental improvement was generally significant. As an example, if you had a 486/33 in 1993 when the 66 MHz Pentiums came out, you doubled your processor speed, to say nothing of the internal mechanisms in the chip that optimized your computing experience.

However, the difference in speed between a 2 GHz and a 1.5 GHz machine is only 33%, which is relatively insignificant for most applications.

Thus, hardware manufacturers needed a new carrot. No longer was raw performance enough. Compelling reasons needed to be found to "entice" consumers and businesses to upgrade.

Those compelling reasons were found in bloatware. Two notable examples of this come from Microsoft. Windows 3.1 was released in 1992, and it required 8 MB of your hard drive, along with 4 MB of RAM and a 386SX/25 processor. Windows 2000 (admittedly, not directly comparable) requires approximately 650 MB of your hard drive and at least 64 MB of RAM. It needs to be hitched to a Pentium/166 processor to be happy.

Access 2.0 was a relative hog by the standards of the day, requiring up to 23 MB of your hard drive, with a minimum of 6 MB of space. It demanded 6 MB of

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CIPS Calgary Section

Future Meeting Dates – 11:30 am

Thursday
November 8, 2001

December 2001
(TBA)

Thursday
January 10, 2002

Tuesday
February 5, 2002

Wednesday
March 6, 2002

Wednesday
April 3, 2002

Wednesday
May 1, 2002

Wednesday
June 5, 2002

*All meetings are held at the Calgary Chamber of Commerce
4 Floor, 517 Centre Street S.*

CIPS Events

November 8, 2001 **E-BUSINESS SIG**
*The United Way of Calgary:
From e-Business to e-Care*
12:00 Noon
3rd Floor, Bow Valley Square II
205 - 5 Avenue SW

November 22, 2001 **2002 SEMINAR SERIES**
Dancing with the Data
7:30 am - 9:00 am
Fifth Avenue Place
1790, 425 - 1 Street SW

November 22, 2001 **INDUSTRY PUB NIGHT**
5:00 pm – 9:00 pm
Brewsters Brewing Company
Eau Claire
101 Barclay Parade SW

**For the latest information on CIPS SIGs events,
please refer to the contact listings on page 11.**

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Times have certainly changed in the IT community. It doesn't seem that long ago that contractors were "naming their price," students out of local institutions were finding work at a rapid pace, and long-time IT professionals were open-mouthed at the job opportunities crossing their desks each week. The period from

March 2001 onward, however, seemed to mark a turning point in the local IT/hi-tech sector.

This year we have witnessed a sharp decline in the fortunes of technology companies and in IT shop spending. The result: some significant closures of previously "hot" technology firms, prodigal IT sons and daughters returning from their dot com experiences to the relative safety of the large corporate outfits and, for the first time in five years, abundant job opportunities are no longer... well... abundant.

However, there are many bright spots on the horizon. Alberta is once again set to lead growth in Canada in 2001 and, despite the gloomy outlook on many fronts, the rich resources of the economy and attractive business climate mean that Alberta will outperform most other areas and likely bounce back more quickly. Also, there are still many technology firms having much success, and our energy sector is holding up.

But for the IT professional who, perhaps for the first time, is facing some career uncertainty, musings of future good times gives hope, but may not overcome the short term jitters associated with stress at work. Most of us want to "do" something we believe is constructive. This is where CIPS can help. The networking, learning, professional designation, and volunteering opportunities with the local chapter will keep you busy, help make future connections and, who knows, maybe even open doors for the future.

At the recent CIPS golf tournament held at the Elks Club in Calgary, a wide variety of IT professionals, and representatives of the vendor community spent a day on the links and immersed themselves in things other than bits and bytes. However, I personally witnessed future contacts being made, project plans compared, and perhaps even a couple of deals being struck. This is what CIPS Calgary is all about.

The desire to provide value to our members is as strong as ever, and was never more evident than at our recent "Kick-Off-the-Year" Board meeting.

A long afternoon of brainstorming and presentations by each portfolio director helped build a dizzying mind map of countless initiatives for the year ahead. Following is a selection of initiatives, established and new, that demonstrate the many ways that CIPS Calgary plans to keep the IT community engaged this year as we go through a period of change that will inevitably lead to better times ahead.

Luncheon Series – Our Program Director, Matthew Hillhouse, has done a terrific job already in lining up a host of great speakers. So join us every month for networking, education, and a great lunch.

Seminar Series/I.S.P. Designation – Once again, Matthew's group has organized an excellent portfolio of topics all designed to help IT professionals keep abreast of a variety of topics whilst earning credits for their I.S.P. designation.

CONTINUED ON PAGE 9...

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The Portfolio Approach to Application Management

CIOs seeking a quick and easy way to manage myriad software applications might look to the stock market for guidance.

Serious investors do not necessarily track each of their 200 stocks. Rather, they develop a share portfolio, grouping together holdings expected to yield fast growth, those that are “safe,” those with long-term potential, and so forth.

A similar approach can be taken with IT applications. By using a relatively straightforward Q&A process, applications can be assessed for both strategic and operational importance and divided into four categories:

- High strategic value, high operational impact. These are the true “mission critical” applications - examples could be the billing functions of a mobile phone operator, a bank’s ATM network, or the check-in applications of an airline;
- High strategic value, low operational impact. Examples could be data warehousing applications such as customer marketing databases;
- Low strategic value, high operational impact. Examples might be payroll, or even general ledger systems;

- Low strategic value, low operational impact. Examples might be departmental databases set up for teams of five or less, or ancient applications that are still in operation but are no longer relied upon.

This analysis provides the CIO with several insights. The first identifies the size of the “counting” challenge. If innovating through IT systems requires sorting the wheat from the chaff, then this shows how much wheat must be sorted. For example, an organization with twenty applications can be much more nimble and agile than one with 200 or 2000, and the challenge of managing the respective portfolios demands different techniques.

Dividing applications into categories also quickly identifies areas of IT where business innovation can most likely be achieved, and provides a starting point to determine where to focus investment in business change.

Subsequently, it is possible to consider the cost of making changes to an application, the cost of running it, and the application’s potential to contribute to the bottom line.

Ultimately, executives can apply the portfolio approach to go beyond aligning IT with business strategy, and can use IT to lead and innovate new ways of doing business. ■~

Stuart Quinn

EXECUTIVE NOTEPAD CONTINUED FROM PAGE 8...

Propeller Head Pub Nights – Look out for our new Social Director, Rob Koski, who is full of energy and looking forward to putting our IT pub night forum firmly on the social map.

Pink Slip Party – In between jobs? We will soon be organizing an evening where senior managers and HR professionals will be on hand in a relaxed, social setting to give advice on job hunting, interviewing, and resume preparation.

Special Interest Groups – This area, under the enthusiastic eye of Nguyen Tran, has already expanded this year, offering you, with the hard work of the SIG leaders, more choices of lunchtime and evening seminars. Currently, Nguyen is working on an online SIG registration system that will enable you to register for your favourite SIG event via the CIPS Calgary website.

Student Section – If you are a student member, or want to find out more about CIPS, the entire CIPS Calgary Board will attend a casual evening at a

selected local college where we look forward to mingling with IT practitioners of the future, talking about life after school, and enjoying a slice of pizza. The entire Board has promised to exchange their blouses and ties for t-shirts and jeans for the evening, go back in time, and become “less sensible”.

Sponsorship – Denise Richards, having already attacked the corporate world with vigor for the CIPS golf tournament, has several plans to use our generous sponsorship dollars in order to give back to the community by, among other things, sending more students to lunches and sending teachers on IT training courses.

All in all, it is going to be a busy year. We look forward to keeping you engaged and to providing more opportunities for networking and learning. In the meantime, whilst we wait for the IT world to turn around into a healthier state, it may bode well to remember the following:

“This problem, too, will look simple after it is solved.”

Charles Franklin Kettering ■~

e-Business SIG

The United Way of Calgary From e-Business to e-Care

The not-for-profit sector has experienced significant change over the last five years as governments focused on debt reduction while looking to the community to provide greater support specifically in the social services area. United Way of Calgary and Area has risen to the challenge and re-invented itself, moving from only raising and allocating funds to the community, to becoming a leader and a catalyst for social change in Calgary.

Over the past twelve months, the United Way of Calgary and Area has undergone tremendous change as the organization shifts and aligns its IT strategy to support and facilitate a community building role. This presentation will provide you with a unique overview of where United Way has been and the strategies in place to take the organization forward as it acts as the catalyst for change in the business of caring in Calgary. Emerging issues, the role of business process, and information technology in supporting this innovative strategic direction and the unique challenges facing the not-for-profit sector will be discussed. The presentation will also specifically address how the United Way is focusing on the opportunities presented by E-Business in what is becoming an increasingly networked community of donors and service providers.

Jackie Mattock Howard, our speaker for this event, is Vice President, Resource Development for United Way of Calgary and Area. Jackie graduated from the University of Calgary in 1986 with a Bachelor of Arts in Political Science. She began her career at United Way in 1990 as a Resource Development Associate, and has staffed various sectors of the annual campaign including the oil and gas group, banks, and education. In 1997, Jackie became Director, Resource Development, and in January 2001 was named Vice President, Resource Development. Jackie is responsible for the overall resource development function including identifying and developing new opportunities for the strategic direction of resource development. In the fall of 2000, Jackie assumed responsibility for United Way's information technology function.

Title	<i>The United Way of Calgary: From e-Business to e-Care</i>
Speaker	Jackie Mattock Howard, United Way of Calgary and Area
Date	Thursday November 8, 2001
Time	Noon (Check-in starts at 11:35 am)
Location	Bow Valley Conference Centre 3rd Floor, Bow Valley Square II 205 - 5 Avenue SW
Cost	Free; a bag lunch will be provided compliments of Compaq Canada Inc.

Register for the CIPS Calgary e-Business Special Interest Group by visiting: www.eBizCalgary.org

Note: Seating is limited. Pre-registration is required for this event

e-Business SIG Mission Statement:

Showcase leading edge e-Business initiatives for Calgary IT Community leaders.

e-Business SIG Audience:

IT Executives • Project Managers • Architects



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It's that time of month again – no, not *that* time. I am putting fingers to keyboard and writing articles for CIPScene.

You will notice that this issue of CIPScene should arrive within about 2½ to 3 weeks of the previous issue. This is a little earlier than our usual 4-week spacing, which is why this issue is a little thin.

Why am I telling you all this? Simply put, it is because CIPScene is being responsive to your requests. Many members simply do not get their copy of CIPScene in time to sign up for the luncheons that we feature so prominently on the front cover, as well as other events. This seemed to be rather unprofessional.

Thus, with this issue of CIPScene, we will be targeting a “doorstop date” of five to seven business days prior to the luncheons. This will give you, our loyal readers, the opportunity to call the CIPS office and get a ticket for our very successful luncheon series.

I also will be exploring the idea of an Alberta-wide newsletter with our sister sections in Red Deer and Edmonton, along with CIPS Alberta. More changes may yet be brewing for our newsletter. I'll keep you posted.

With those plugs in, it is time to don my “other” hat, that of the CIPS Calgary Web Presence Director. Many requests have been made for a calendar of events for the CIPS Calgary webpage. I am working on this with our partner, Centient Systems, and we will get a calendar of events ready as soon as we can, to better serve you – the members.

Finally, I want to encourage you to send me your comments and feedback, on either the website or the newsletter. I value your feedback, opinions, and ideas, and will do my best to satisfy you. Email me at blakek@cips.ca or bkanewis@calgarypolice.ca, or pick up that outmoded telephone and call me during the day at 206-5914. ☺

CIPS Special Interest Groups (SIGs)

Citrix

Alicja Rymkiewicz
arymkiewicz@altatraining.com
www.calgarycitrix.org

Data Warehouse

Hassan Sherazi
(403) 228-5423
HSherazi@aol.com

William Miles
(403) 233-5810
william.miles@eds.com

Database Administration

Doug Hopkins
dhopkins@dbcorp.com

e-Business

Yogi Schulz
(403) 249-5255
YogiSchulz@corvelle.com

Deborah Clark
(403) 862-2716
debc@quadrus.com
ebiz@quadrus.com

Geographic Information Systems

Allan Benvin
abenvin@gds.ca

Help Desk

Phil Lalonde
(403) 292-3204
phil.lalonde@royalbank.com
www.hdi-calgary.org

Java Users Group

Ralph Bohnet
(403) 264-5840
rbohnet@bigfoot.com

Linux

Herman Van Kerr
www.calgary.linux.ca

Network Management

Dana Cusi
dana.cusi@cips.ca
Greg King
wgking@cips.ca

Project Management

Bill Bentley
(403) 803-2529
BillBentley@corvelle.com

Karen Wright
(403) 234-8960
kwright@ethierassociates.ca

Visual Basic

Bob Morton
(403) 263-1200
mortonb@webmaxim.com
www.vbusers.net

Women in Technology

Sarah Hargreaves
sarah.hargreaves@kornferry.com
www.witi.org

To post your upcoming SIG events, contact Nguyen Tran by phone at (403) 319-6512 or email ntran@cips.ca.

TECH TRENDS

CONTINUED FROM PAGE 6...

RAM, but recommended 8. Its most recent iteration, Access 2002 (XP), requires 32 MB of RAM, plus more for Access itself, along with 170 – 285 MB of hard drive space.

Granted, there are some pretty significant changes between Windows 2000 and Windows 3.1, but the underlying functions and metaphors are still the same.

Access 2.0 and Access 2002 both speak the same language of tables, queries, forms, and reports. There are some nice bonuses built into Access 2002, but underneath, it is still a desktop RDBMS.

It's interesting, in the midst of all this bloatware, to note that Microsoft's former Vice President of Desktop Applications Division (basically, MS Office), once commented that a significant number of new feature requests for MS Office were already in the applications. It certainly makes one pause and wonder what exactly Microsoft has been adding to its products to increase its size so dramatically.

Rapid and less-significant hardware changes, when coupled with essentially stagnant software, have diluted the impact of intrinsic consumer demand. Thus, *extrinsic* demand must be imposed. This has been achieved in two ways: licensing agreement changes and marketing and publicity.

Microsoft has made significant changes to its licensing agreements, requiring businesses to upgrade more often to obtain support from Microsoft, which is one of the new millennium's carrots.

Previously, businesses using Microsoft products were able to perform version upgrades to maintain their software, generally on a three to five-year cycle. However, the proposed changes appear to require businesses to upgrade to the latest version of the software as a starting point, and also to upgrade on a two-year cycle.

Another concern raised by Microsoft customers revolves around a technology known as "product activation," whereby a given product is tied to a specific hardware configuration

(i.e., computer). If the hardware configuration changes too significantly, re-activation of the software is required, which requires a phone call to Microsoft.

This step is simply onerous and frustrating for law-abiding businesses and consumers who must now endure potentially hostile contact with Microsoft, which has, in effect, reversed the burden of proof.

Marketing and publicity have become a significant part of the Microsoft/Intel machine. The marketing budget for Windows XP alone is expected to be hundreds of millions of dollars. Assume that this is about 700 million dollars. For a dose of perspective, this represents approximately 72% of Prince Edward Island's annual budget.

Now, as consumers, we are being shown a carrot – but it's an illusion. The carrot was once intrinsic. We used to seek out our own reasons for upgrading and buying new products. Now, like recalcitrant burros on a treadmill, we have a long stick being dangled over our head. As we walk forward, we are constantly being teased with visions of a fresh, crunchy carrot, but we never quite reach it.

If only we really *needed* it. Obviously, the individuals responsible for dangling the carrot in front of us missed the second lecture in Economics 101 – artificially induced demand is not sustainable. Hang on to your hats, because when this artful Ponzi scheme implodes, we are all in for a thrill ride that is better than Disney's famed Space Mountain! ☛~

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No More Team Players

Let's face it, you know you are good at what you do but so are many other unemployed people these days. For new

recruits, the bar has been raised very high in any company that is hiring. Today, many people prefer to make no decision over the possibility of making a poor one.

To pull ahead of the pack you must subtly demonstrate the three unwritten qualities that are now the most in demand. They are your leadership skills, communication skills, a bias toward action, and passion.

Leadership skills

Employers today don't need any more "team players." Experience has shown that Team Players are often afraid to voice their opinions. Who wants another hanger-on! Every tech company right now is fighting the clock trying to increase market share in the midst of a cash-crunch and a dwindling capital market. Employers want leaders at every level of the organization who are capable of galvanizing the talented people they still have left, toward ambitious goals AND motivating them to succeed. You must convince them that you will have a decisive influence on their ability to win and that you are an integral part of their solution. If you cannot communicate your personal commitment and drive through your words and actions in the interview, you will not be their first choice.

Communication skills

Crisp, clear, and concise communication is in. Obtuse pontification is out. Save the high level theoretical juxtaposition for the pub. Your demonstrated ability to direct and motivate staff is paramount to your interviewing success. Employers hire articulate candidates before all others. No one has the luxury of time to interpret what he or she thinks you said. Fuzzy thoughts and clumsy speaking skills are not indicative of clear thinking.

Be prepared to get into details with your interviewer. Be prepared to relate your accomplishments to their needs. Be prepared to tell them why they have to hire you.

Bias toward action

You must demonstrate your ability to take action with limited or imperfect information. Wall Street has. Employees at all levels cannot be afraid to make

tough decisions. Product life cycles are now measured in months, not years. The time for debate is short. Lately, investors from around the world have punished acts of omission with dramatic sell-offs.

You have to be viewed as decisive because anyone else is viewed as a liability. You demonstrate these traits as much by what you do before the interview as how you conduct yourself during the interview. The easiest way to research an industry is to use Hoovers: <http://www.hoovers.com>. They have a tool called "industry SNAP SHOTS" where you can quickly get the low-down on Who's Who.

Passion

Most people coast through life preferring to be safe rather than sorry in their careers. I have had the great fortune to work with brilliant technical people who were also passionate about what they did and wanted to leave their mark on the world. People like Juan Guillen, whom I first worked with at Simware, and who recently passed away, have a fire in their belly, a zest for life, and a sense of urgency that infects everyone around them. They challenge you to stretch and open your mind to new possibilities. To envision what is possible not what is.

For most employers, it really doesn't matter if all your ideas are bright or even right – just that you have some and that you participate. Passionate debate leads to breakthroughs that create new industries and new wealth for all.

The ability to separate out and position those who excel, from those who are just ordinary, is the difference between skilled executive search professionals and the one-size-fits-all "body shoppers." The recruitment industry is in tatters now, so you have to think and act strategically if you want to position yourself as an "exceptional - can't do without – contributor."

Start by being passionate about who you are and what you do... the world doesn't need anymore "team players"; it needs more Juan Guillens. 

David Perry is managing partner of Perry-Martel International Inc., an international executive recruiting firm. He specializes in recruiting leaders for high-tech companies. He can be reached via email at dperry@perrymartel.com.

CIPS Fifth Annual Golf Tournament

It was great to see the revival of the CIPS Alberta Annual Golf Tournament held on September 20 at the Calgary Elks Golf Club. We had over sixty participants who enjoyed a gorgeous fall day at this beautifully manicured golf course. All the sponsors really helped make the day enjoyable, but special thanks must go to the sponsors who generously donated their time as well as financial assistance to provide some breaks from the bogies and double bogies. Of special note were: IBM providing t-shirts on the first tee, David Aplin and Associates providing lunch on the ninth hole, S.i. Systems providing a fun contest and prizes for everyone on the 17th hole, Bob Hohol of Hewlett Packard challenging everyone on the sixth tee to beat his shot, and ENMAX providing prizes on the tenth tee box. Additional prizes were also provided by Eagle Professional Resources, Online Business Systems, Microsoft, Inverness Consulting, HDF Insurance, (unfortunately, no one left with the brand new Jeep... maybe next year???), ARMA, David Aplin and Associates, Power Pool of Alberta, and Compass.

So where did all these prizes go? The tournament was scored using the modified Callaway system which attempts to even the playing field, providing handicaps for everyone, based on his or her play that day. It is a fair way of deciding prize winners in a group such as this. (It must be... I didn't win a thing!!!) The group was divided into four flights of fifteen people. In each flight, the low gross, second low gross, low net, and second low net were awarded prizes. Additional prizes were awarded as door prizes, on a draw basis.

So, here are the results:

- Matt Byrne – Low Gross of the tournament, with a brilliant 78
- Rob Matchett – second low gross, getting his name on our new trophy as the lowest scoring CIPS member
- Rick Twaddle – low net
- Matthew Williams – second low net
- Larry Flemmer – men's longest putt on the first hole
- Jane Lockhart – ladies' longest drive; hole #3 and ladies' longest putt; AND the HP "beat Bob Hohol" draw for a great golf bag. (Quite a haul, Jane. Well done.)
- Lisa Francis – closest to the pin on the second shot on the 5th hole, sponsored by GE Capital
- Erin Kolas – closest to the pin on hole #11. (I always thought that they should give the hole-in-one prize, a brand new Jeep, to the closest to the pin winner if there was no hole-in-one, but... I was overruled.)
- Michael Byrne – the men's closest to the pin
- Rick Twaddle – men's long drive.

Prizes in the other flights went to:

Len Francis	Sean Harris
Jim Dymianiw	Derek Manns
Perry Young	Tony Zerr
Al Finstad	Michelle Martin
Michele Millhouse	Lisa Francis
Mohamed Teja	

To those of you who participated, sponsored, volunteered, thank you.

Next year will be bigger and better. ☺

For your information...

Effective December 1, 2001 CIPS National is moving office locations. The new address is as follows:

West Metro Corporate Center
185 The West Mall, Suite 1005
Toronto, Ontario M9C 5L5
Phone: (416) 861-2477
Fax: (416) 368-9972



If you have any questions or concerns, please contact Tracy Abbott at (416) 861-2477.

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