



...continued

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*(letters to the editor, etc.)*

→ Sam Johnston's article on the real threats of network security was a real eye opener, specifically the issues of CGI scripts and FTP servers... More of this please! As a user of the AS/400, Linux and various flavours of MS Windows, personally I think the AS/400 has conquered the "scalability, reliability, and integrity" tests and passed! However, for future development, the "secure conductivity" area should be a major focus!!

Keep up the good work! I hate to say it, but a cheque for membership is "in the mail."

David Copping  
Daemar, Inc.

{Sent to you from a remote Linux PC, using Red Hat 6.2, Staroffice 6.0 and Netscape to a Linux server emulating into to an AS/400 system and NOT running like a slug, on a Intel P-166 with 128Mb Ram.}

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—Original Message—

From: [lipton.wong.b@bayer.com](mailto:lipton.wong.b@bayer.com)  
Sent: Wednesday, February 28  
To: [dgallagher@deloitte.ca](mailto:dgallagher@deloitte.ca)  
Subject: **The MI Factor**

Hi Debbie,  
I always look forward to your articles and read them with interest. This one puzzles me. A project work plan always clearly shows when a project will be completed given the start date, work required, resources and inter-dependences. So it should have been clear to the IT Director and the Steering Committee that the project would be late. And a steering committee that is doing its job would support the project manager.

Could it be that the director and the steering committee felt that the work was over-estimated?

And that they should bully the manager into squeezing every last bit of slack out of the project? How do you solve the MI factor? How about ensuring that the approval of the development environment remains as an item in the plan with planned date and completion date clearly shown? Then, it should be possible to relate any unfavourable results in the project to the initial delay.

Regards, Lipton Wong.

—Response—

From: [dgallagher@deloitte.ca](mailto:dgallagher@deloitte.ca)  
Sent: Thursday, March 01, 2001  
To: 'lipton.wong.b@bayer.com'  
Subject: **RE: The MI Factor**

Lipton:

Thanks for your kind words about the articles, and for taking the time to send your comments. I enjoy writing them. It is great to meet and work with so many project managers that have great stories to write about.

You're right to be puzzled by the MI Factor. I have observed this a few times, and I find it very interesting to see how it happens. In the case I wrote about, you will notice that the schedule was tight. In addition, the project manager identified the IT Director's decision as a key milestone, and the slippage of that decision as a key risk to the project. Further, as the decision date was missed, the project manager made her concerns clear, indicating that the entire project timeline was critically dependent on this decision.

I really wrestled with whether or not to write this particular story, because it seems so negative. In each story I generally try to give information to project managers, by illustrating what works or what doesn't work. This story did not really illustrate either one. Instead, as you noticed, it was really a story of a steering committee that didn't listen and didn't support the project manager. If I had only seen

this happen once, I would have wondered about the project manager's ability to communicate the important aspects of the project and the severity of the situation to the steering committee. However, I had evidence to the contrary, from other projects, and from this particular project manager. In the end, I did decide to write the story, because although negative, the story is true.

The story in the March issue was more positive, despite its title, "The Deluge". I hope you enjoyed it.

Regards,  
Debbie Gallagher  
[dgallagher@deloitte.ca](mailto:dgallagher@deloitte.ca)

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From: [Darkas.Abdulla@cibc.com](mailto:Darkas.Abdulla@cibc.com)  
Sent: Wednesday, March 07, 2001  
To: 'dragland@tug.on.ca'  
Subject: **COOL:2E compatibility with V4R5**

Dear Mr. Dragland,

On one of our system, we are planning to do IBM O/S version upgrade from current V4R4 to V4R5 this weekend. We would like to keep COOL:2E at our current 6.0 version with V4R5 due to compatibility with TC version 5.11c. As per Computer Associates, only COOL:2E version 7.0 has been tested with V4R5 and they are not sure the compatibility of COOL:2E version 6.0 and V4R5 as this has not been tested.

Can you please let me know whether you are aware of any customer using both V4R5 and COOL:2E 6.0 together or any information related to encountering problems and solution to this issue.

Your co-operation is very much appreciated.

Darks Abdulla  
CIBC Trust  
55 Young, Toronto

From: [dgallagher@deloitte.ca](mailto:dgallagher@deloitte.ca)  
To: TUG Directors and Members  
Subject: **Thank you**

As most of you know by now, I stepped down from my position on the TUG Board in the fall due to a pressing need to simplify my life by reducing my commitments. Thank you to all directors and members for supporting my term as director. I enjoyed my time on the Board and learned a great deal. I highly recommend it to anyone. As expected, TUG is going on nicely without me. The very able Ken Sadler has taken the vacant Board seat, and the Meetings of Members continue to have terrific speakers, and the magazine continues to appear in my mailbox with plenty of great articles. I see a great TEC coming up soon as well. Best of luck to all of you at TUG. I'll continue to see you at the MoMs!

Debbie Gallagher, Manager  
Deloitte & Touche Solutions

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From: [hobsonba.hcri@home.com](mailto:hobsonba.hcri@home.com)  
Sent: Monday, March 26, 2001  
Subject: **Your morning smile...**

Three corpses turn up at the mortuary, all with very big smiles on their faces. The Coroner calls the police...

A Detective Inspector is sent and is taken straight to the first body: "Politician, 60, died of heart failure whilst making love to his mistress. Hence the enormous smile Inspector", says the Coroner.

The DI is taken to the second dead man: "Lawyer, 25, won ten thousand dollars on the lottery; spent it all on whisky. Died of alcohol poisoning, hence the smile."

"Nothing unusual here", thinks the DI, and asks to be shown the last body. "Ah," says the Coroner, "this is the most unusual one. TUG Director, 40, struck by lightning. "Why is he smiling then?" inquires the Inspector. To which the Coroner replies: "... thought he was having his picture taken!"



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