



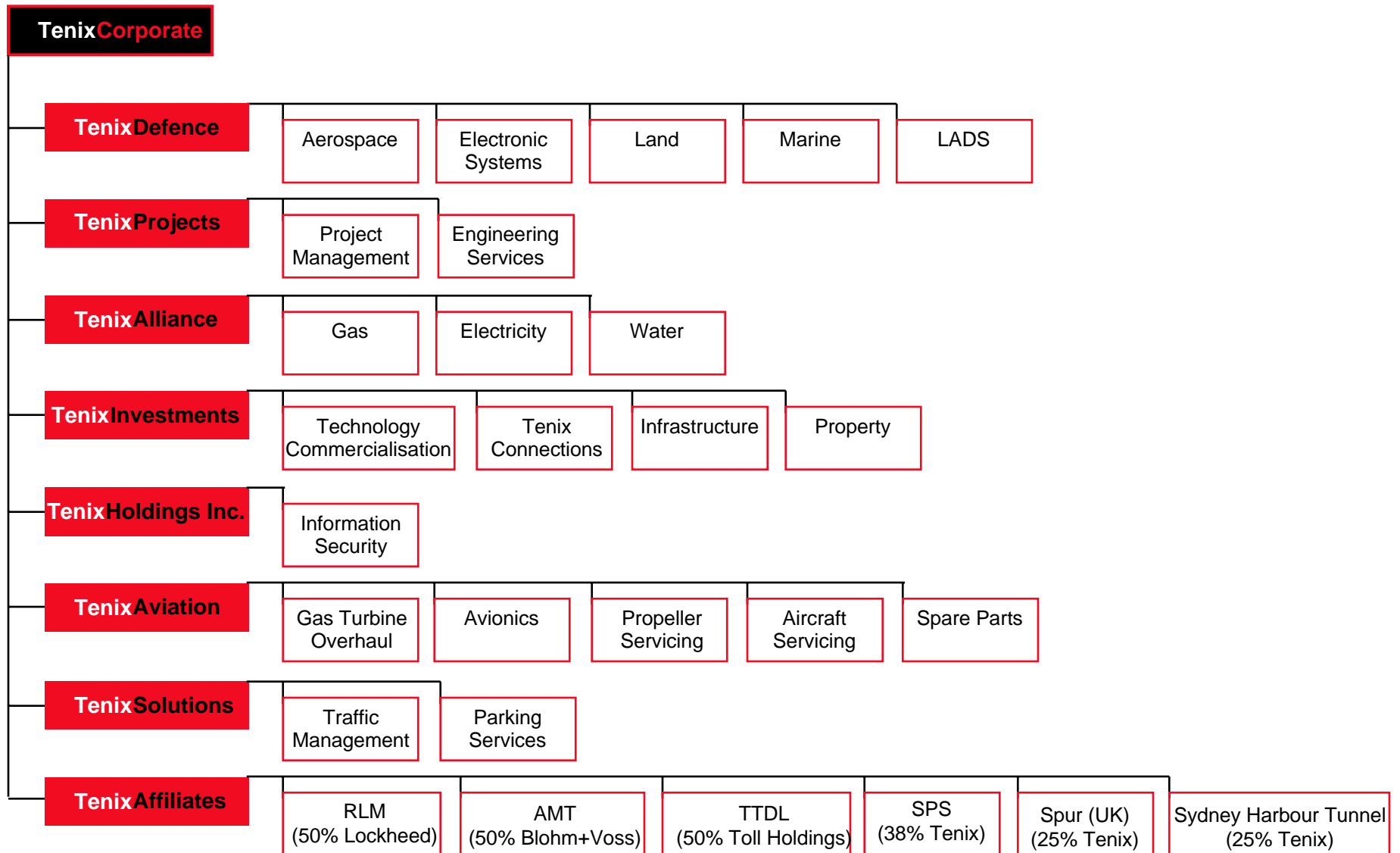
Tenix Group

**Project
Management
Initiative**

19th April 2006

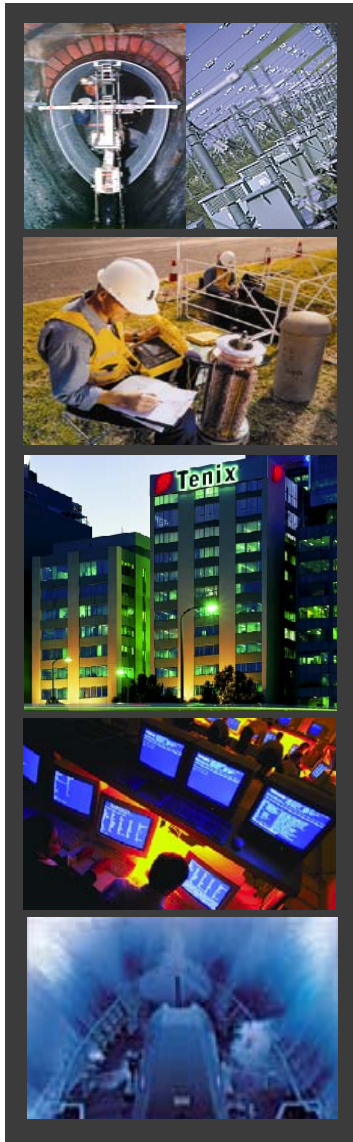


Corporate Structure





Tenix Group – Business Structure



- Significant and respected Australian owned company
- Annual revenues over \$1.2B
- Employing 4,200 people (including joint ventures)
- Operating in multiple sectors:
 - Defence Contracting
 - Land, Aerospace, Marine, Systems
 - Utilities Management
 - Gas, Electricity and Water
 - Service Provision
 - Traffic management systems, infringement processing etc.
 - Infrastructure Development and Operation
 - Property management, major capital infrastructure projects
 - Technology Investment
 - Commercialisation and Information Security solutions
 - Commercial Aviation
 - Aircraft, engine and component maintenance
 - Joint Ventures



What were we trying to achieve?

This initiative was primarily focused on:

- improvement in project management skill levels within each of the Tenix Group's Business Units
- introduction of consistent and appropriate practices, for example robust data capture and reporting mechanisms
- the defining and documenting of policy and procedures
- introduction of a rigorous audit and review program



Why embark on this development program?

In line with the requirements of sound Corporate Governance practice, the PM development program had to:

- Build and strengthen project practitioner capability across the Group
- Leverage technology to improve work processes
- Progressively derive a competitive advantage within and for each of our Business Units
- Achieve Project Management Best Practice



What would the gain be?

As we progressively rolled-out this PM development initiative we expected that we would:

- See a workforce that progressively achieves the required “foundation” PM skills
- Build on this foundation so that we could develop good Project Managers from within
- See the development of a common project language and culture across the Group

PLUS

- See Tenix retain its credibility as a premier Project Management-based Company



General Approach

Build and strengthen Project Management Capability across the Group by the:

- development of common standards
- use of sound monitoring and control techniques
- improvement of reviews, audit and reporting mechanisms
- use of the Tenix Project Lifecycle Management
- **implementation of a Project Management Professional Development Process**



Roll-out mechanism

- Communicated Tenix's project management initiative to all Business Units
- Commenced initial assessment program to identify individuals that required:
 - Complete formal training
 - Modules of training
 - Formal Assessment
- Commenced project practitioner professional development



Tenix Group Professional Project Management Development Program





Coverage

- Global Trends in Project Management
- The Language of Projects
- Steps in the Tenix Professional Project Management Development Process
- The Ideal Tenix Project Manager

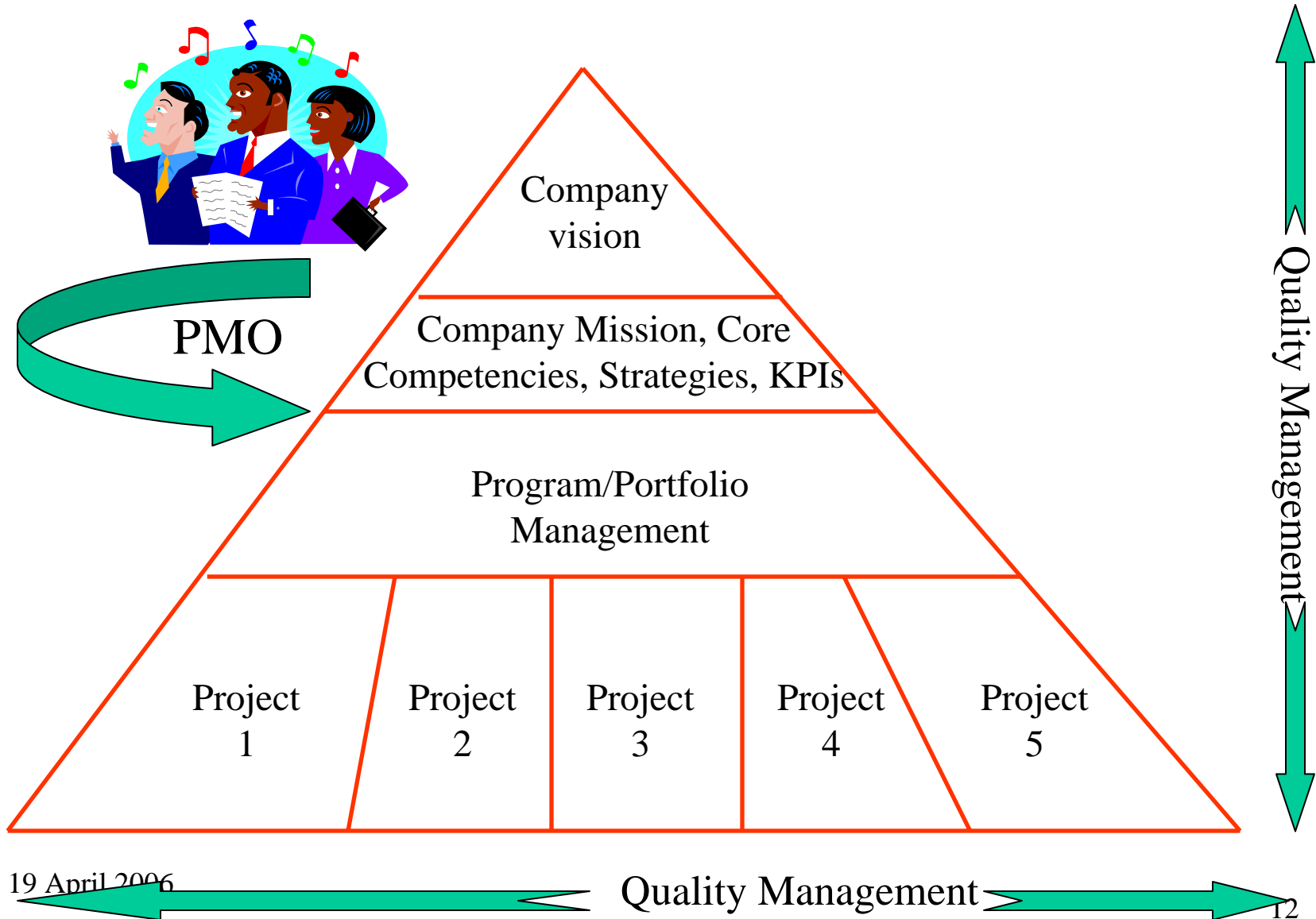


Global PM Competency Trends

- National Competency Standards for Project Management
- National Standards in Indonesia
- Project Management Body of Knowledge (PMBok)
- International Standards
- Certification Process for Individuals, Teams and Organisations
- Certification of Professional Bodies



Global Trends





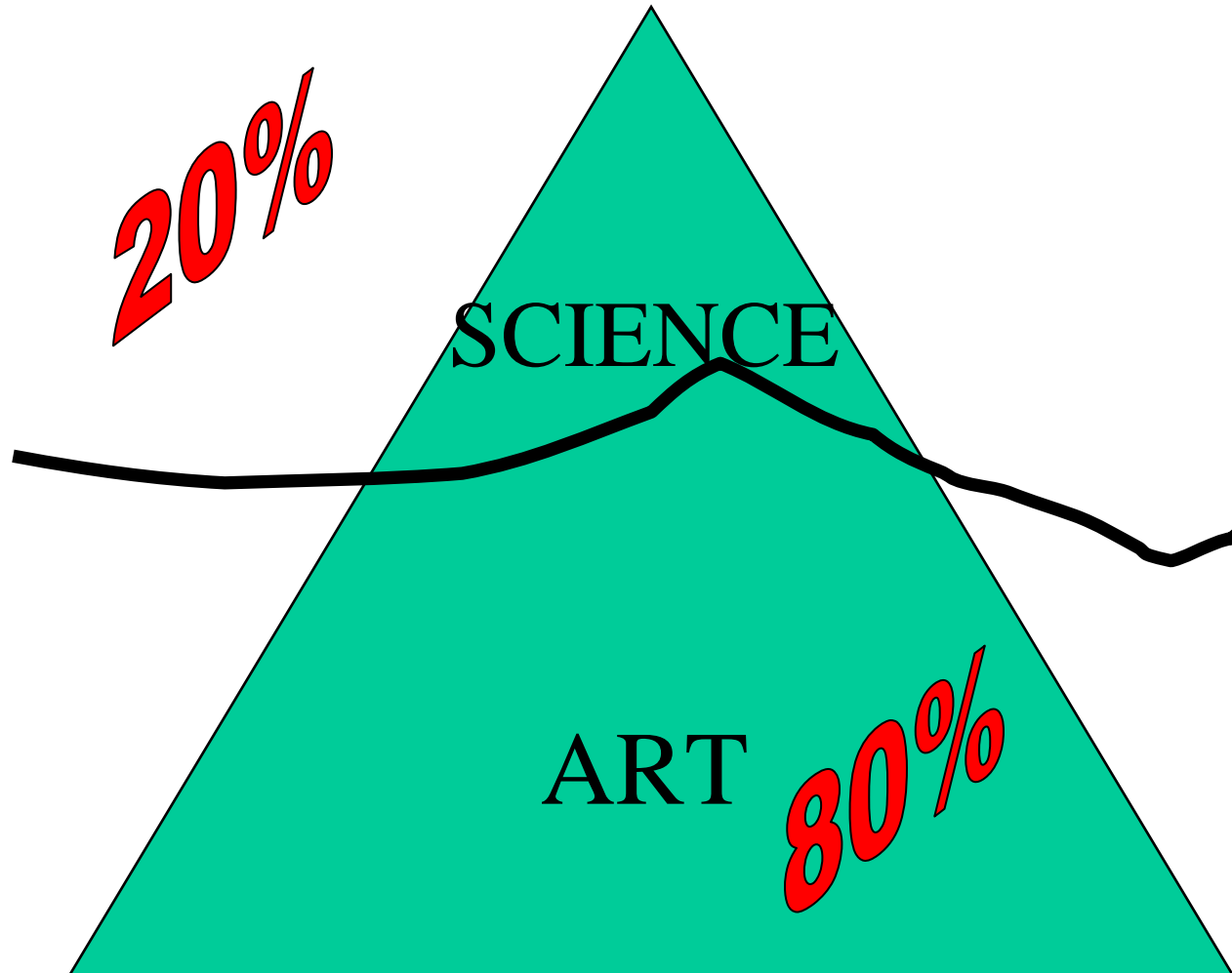
Language of Projects



19 April 2006



Art and Science of Project Management



19 April 2006



Project – a definition

A unique set of inter-related activities with defined start and finish times, designed to achieve a common objective



Holistic View

	CONCEPT	DEVELOPMENT	IMPLEMENTATION	FINALISATION
SCOPE				
TIME				
COST				
QUALITY				
RISK				
HR				
COMMUNICATIONS				
PROCUREMENT				
INTEGRATION				

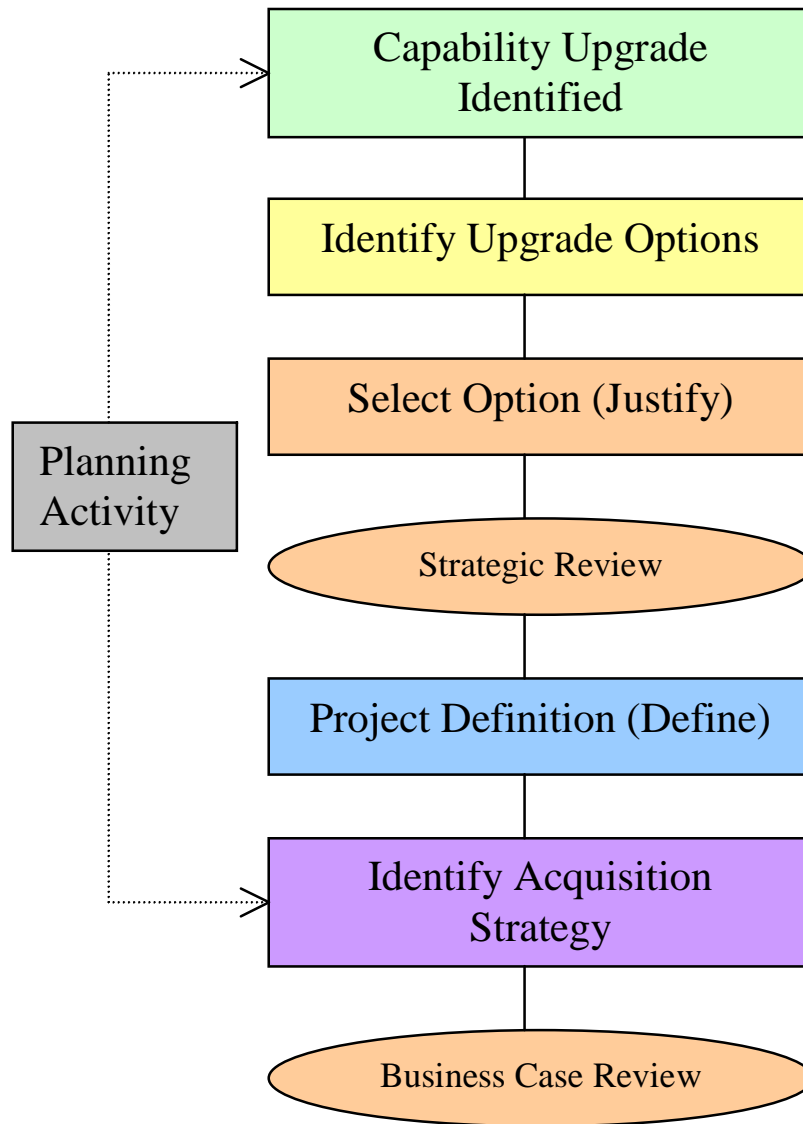


Typical Acquisition Cycle

- **Planning Activity** during which the need for a capability upgrade or new product is established, options are considered and an acquisition approach is established.
- **Upgrade/Acquisition Activity** during which the current product undergoes upgrade or replacement after solution development and approval.
- **Support Activity** during which the upgraded or replaced element transitions into operational service and enters the support phase of its life cycle.

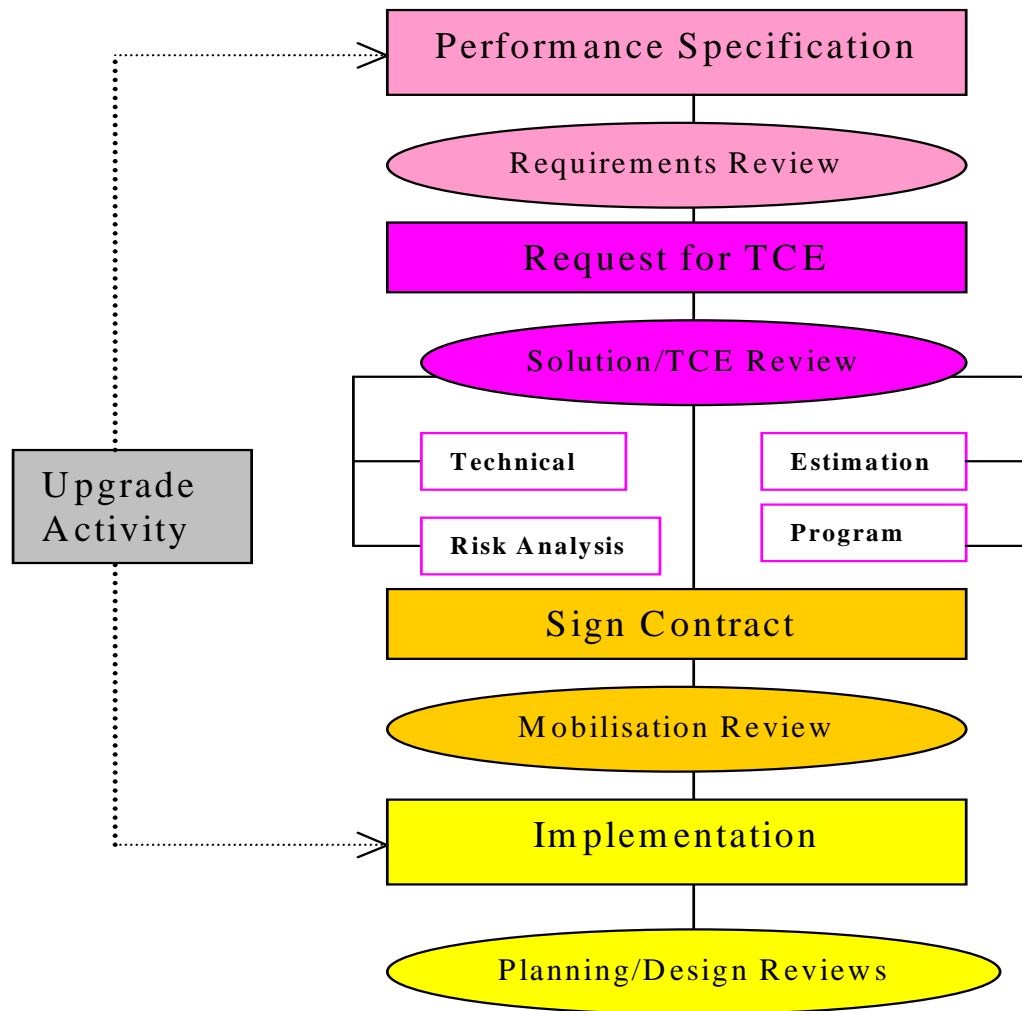


Tenix® Planning Activity – with Gate Reviews



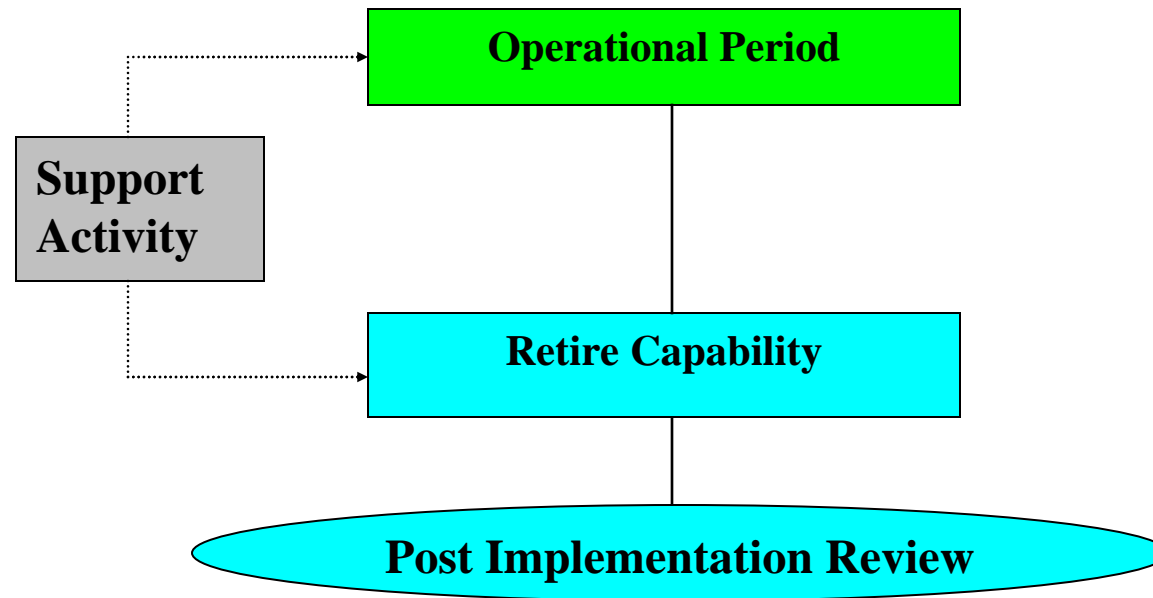


Upgrade Activity – with Gate Reviews





Support Activity – with Gate Review



Development Steps



- **Step 4 – Professional Development**
- **Step 3 – Develop the plan**
- **Step 2 – Initial Assessment**
- **Step 1 – Awareness Session**



Step 1 – Awareness (1)

- Briefing session to all Business Unit CEO/EGM's plus direct reports
- Adoption of the National Competency Standards for Project Management (NCSPM)
- The NCSPM identify three levels of knowledge and skills required at:
 - Level 4 – Project Team Member (QPP)
 - Level 5 – Project Manager (Reg PM)
 - Level 6 – Project Director (MPD)



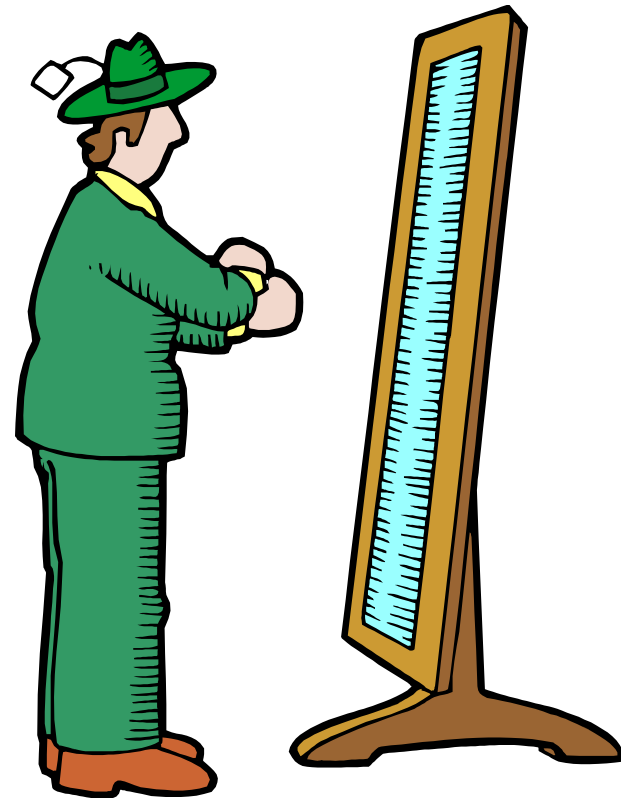
Step 1 – Awareness (2)

	CONCEPT	DEVELOPMENT	IMPLEMENTATION	FINALISATION
SCOPE				
TIME				
COST				
QUALITY				
RISK				
HR				
COMMUNICATIONS				
PROCUREMENT				
INTEGRATION				



Step 2 – Initial Assessment

- Examine the Standards
- Determine the Level
- Establish the strengths and identify areas for further development



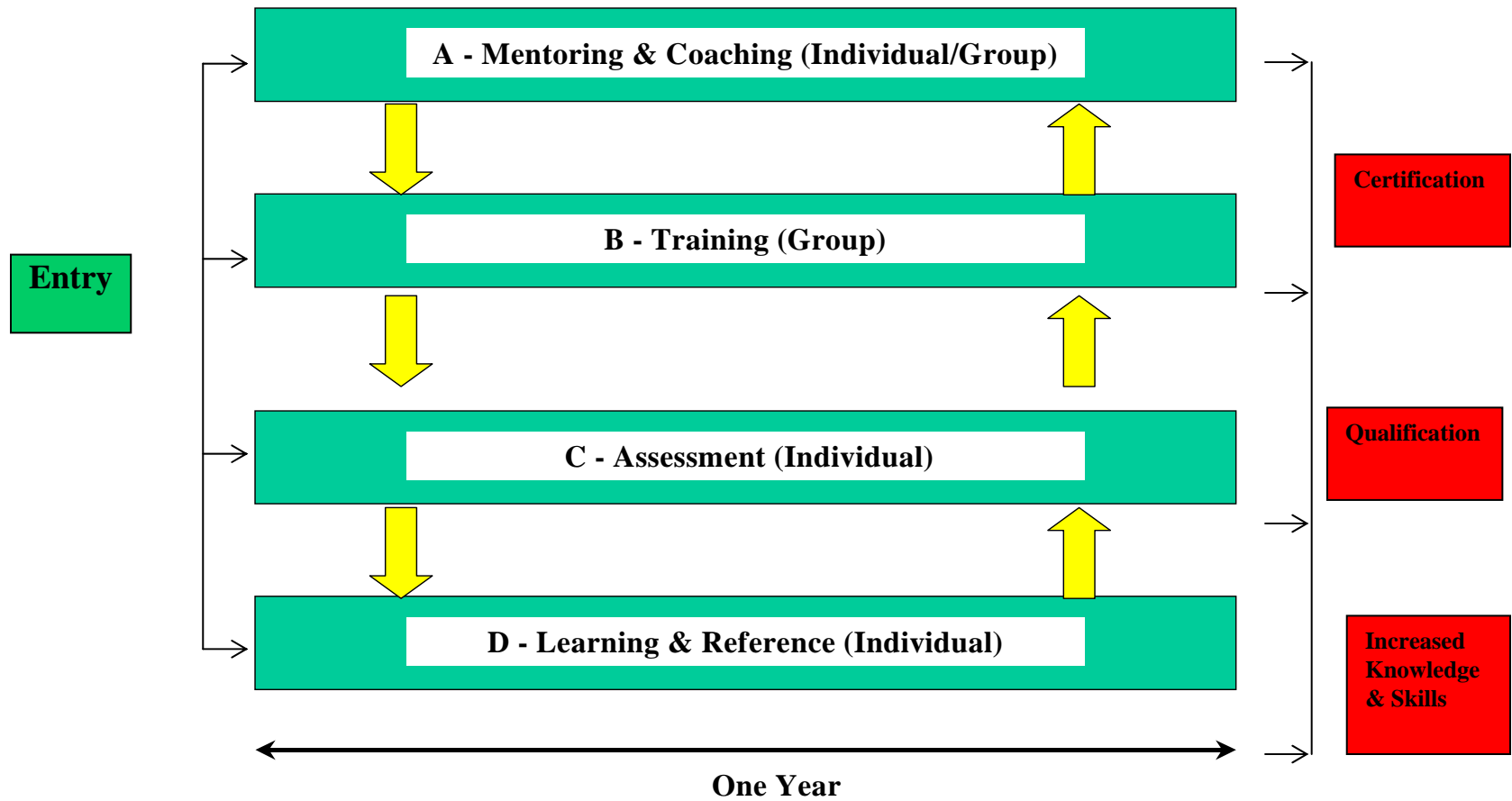


Step 3 – Develop the Plan

- In consultation with HR and the individual's direct supervisor:
 - Discuss the outcome of the initial assessment
 - Decide the outcome(s)
 - Select the pathway(s)
 - Prepare and agree the plan including schedule with the individual, HR and the direct supervisor



Step 4 - Development Pathways





Step 4A - Mentoring/Coaching

- Individual one to one or one to small group through one of Tenix's partners or internal to Tenix "experts"
- Access to external specialists in Project Management via hotline or e-mail possibly through the AIPM



Step 4B - Training

- Targeted workshops
- Training courses that lead to qualifications at Certificate IV and Diploma levels
- Graduate Certificate and Masters level programs through, for example, Gold Coast Institute of TAFE and the University of Southern Queensland



Step 4C - Assessment

- Professional Recognition through Australian Institute of Project Management (AIPM) – Levels 4, 5 & 6
- Qualifications through the Global Institute for Learning and Development (GILD) – Certificate IV, Diploma & Advanced Diploma
- Subject credit for Masters in Project Management and Masters in Management through University of Southern Queensland



Conclusion?

**SO WHAT IS THE IDEAL
TENIX PROJECT MANAGER?**



A person responsible for doing something that has *never been done before*, for people who *don't know* what they want, who must first *predict the unknown*, make a plan to compete with the *unforeseen*, and execute the plan with *too-limited resources* that they *do not control* and who are held completely *responsible* *[accountable] for the results*, even if *miracles* are required. Michael Dobson 1999



5/15/2006

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