



President's Report

Peter Dechaineux AM, LFAIPM, FIEAust

Greetings fellow Members,

In my first address to you all in last month's newsletter, I articulated a number of my goals as President. These included a forward strategy for AIPM, competency standards and re-invigorating AIPM to meet the needs of the profession.

I am pleased to advise that movement is already starting to take place on all fronts even though the end products may take a little longer to become

visible. In terms of strategy, I am working on two fronts, namely the direction of the local chapter and also that of the national body. On the local front, I have formed a small team to create a strategic plan to determine where the local chapter is



heading, and we are already working on a policy paper looking at the level of autonomy we can have at the local level. At the national level, I am a member of a newly formed Council of Fellows and so I hope that both through this position and also that of being President of the ACT Chapter, I will be able to have input into, and influence the national directions as well.

As is reported in the rest of this newsletter, the new standards will be launched here in Canberra on 23 July, 3 weeks later than originally planned. I encourage both members and assessors to put that date in their diary. At the moment, these will only cover the first three levels of the proposed standards, but I have again had discussions with some key stakeholders locally and want to further discuss with some of them the opportunities we have within AIPM to bring in standards for the higher levels of project management.

In terms of re-invigorating AIPM, this also has both local and national implications. At the local level, I am delighted to see the health and level of activity taking place in our chapter. With three separate functions each month, there is no lack of

opportunities to participate and network with other members. Reports on last month's activities and notice of those scheduled for this coming month are found in the rest of the newsletter.

At the national level, the board is currently taking some hard, but necessary decisions. However, now most of those have been taken, I want to see the focus turn to the future and to incorporate the strategic plan and competency standards mentioned above.

As we move into the time of year when we have the local submissions closing for the PMAA, I have been delighted to see the number and quality of the submissions here in the ACT. It is an indication of the overall health of our profession, as well as our chapter, that we are seeing such quality work in local project management. However, as part of my vision, I would like to see future submissions improving in both quantity and quality as we seek even higher levels of excellence in our profession.

However, it is not just at the higher end where we are looking to have an impact. This year, we are seeking submissions from local Not For Profit organisations and it is hoped this will become a regular feature of our local awards. There are a large number of these organisations in the ACT, many of which are extremely worthy causes, and I am delighted that we have members of our profession looking to help these organisations, often on a voluntary basis. This year, the award is being sponsored by Solutions Integrated Networks Pty Ltd to whom we owe our thanks.

Instant achievement of our objectives is simply not possible, but I am encouraged to see the progress made in the past month. I am also delighted to be part of a chapter here in the ACT which has a track record of initiative and active participation and I believe that by harnessing the views of all members, we can continue that tradition and do some really great things.

Yours in project management

Peter Dechaineux

President, ACT Chapter

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Upcoming Events and Activities

The following events are scheduled for the coming month. Each of these events earns CPD points for the attendees.

June AIPM Forum – 25 June
Rakesh Malhotra

Presentation Topic:

The HQJOC C4I Project – Managing Project Misalignment & Lessons From an Outsourced Project Office. Presented by Peter Hill

Codarra Advanced Systems was awarded a Highly Commended Award in the 2007 Canberra AIPM Awards for its efforts in managing the Headquarters Joint Operations Command C4I Project. This presentation will briefly overview one element of Codarra's award submission - how Peter and his team overcame one of the primary challenges associated with the project during 2006 and 2007 – that being the schedule misalignment between the primary contract for provision of the building infrastructure and the separate contract for delivery of the C4I systems. Peter will also outline his personal views on some of the lessons he has observed in managing an entirely outsourced project office, including observations related to both the outsourcing agency and the contracting company.

Peter Hill is an experienced senior project manager, with 15 years experience across a range of government departments, primarily in

ICT related projects. He culminated 20 years service in the Australian Army as Project Director of the \$100m PARAKEET tactical communications system in 1994/95. After leaving Defence in 1996, he spent 12 months in the Department of Foreign Affairs and Trade managing its international secure networks. In 1997 he joined Codarra Advanced Systems, and since that time has delivered major capability projects for the Department of Defence and the Australian Maritime Safety Authority. For the last two and a half years he has been the Project Manager of Defence's outsourced HQJOC C4I Project, leading a team of approximately 18 contractors managing the delivery of over 50 complex systems into the new state of the art headquarters at Bungendore.

When: **Wed 25 June 2008**

5.30 – 6.10 pm Drinks & Cocktail food

6.10 – 6.15pm Chapter Administration

6.15 – 7.30pm Presentation & Questions

Where: Canberra Club, 45 West Row, Civic

Cost: Free to members

RSVP by Monday 23 June to

ACT_Chapter@aipm.com.au

July WIPM Forum – 3 July
Debbie Mazlin

The speaker will be Carmel Brennan from ACT Health. Carmel was project manager for the 'Clinical Incident Management with Riskman' Project in 2006 which had a direct impact on over 3,500 staff. This project swept the 2007 AIPM awards receiving the:

- 2007 National AIPM Change Management / Organisational Change Project of the Year
- 2007 ACT AIPM Change Management / Organisational Change Project of the Year
- 2007 ACT AIPM Community Benefit Project of the Year

Of specific interest to WIPM members was the fact that Carmel’s team was all female.

Carmel will share on the lessons learnt from that highly successful project.

When: Thursday, 3 July 8am – 10am.

Where: University House, Acton.

Cost: \$25.00 (hot breakfast)

RSVP by Tuesday 1 July to

ACT_Chapter@aipm.com.au

July PMO Special Interest Group

Mike Kennedy

Times and details for this will be sent to the SIG group during the month.

However, please note Mike Kennedy’s email address is now mike.kennedy@fahcsia.gov.au

Last Month’s Forum reports

For those who were unable to attend the past month’s functions, the following are brief reports on what happened.

May AIPM Forum

Presented by David Mathews

David Mathews, Director and Managing Consultant from Canberra company Crystal Approach, discussed some of the key approaches, benefits and pitfalls of delivering fixed price projects in a flexible working environment. His focus was on the commercial world, but believed it applied equally to government projects.



David Mathews

David started by discussing the general perception whereby many see flexibility as a problem, but quoted Herm Albright *“A positive attitude may not solve all your problems, but it will annoy enough people to make it worth the effort.”* He also addressed the perception that flexibility doesn’t apply to the

commercial world by quoting W. Edwards Deming, *“Profit in business comes from repeat customers, customers that boast about your project or service, and that bring friends with them.”*

The primary challenge in providing flexibility, David said, was in providing a clear structure with clear scope, specifications, methodology for change, milestones, communication, effort, cost, and payment plans tied into outcomes. It also is a

challenge for project managers who need to be more on top of things. Because of the commercial imperatives behind a fixed price project, a commercial PM will be more conscious of the risk because it could be their job at stake! However, ‘flexibility’ should not equate to slackness. In reality, flexibility can produce better results than the relentless 12 hour days which, after a while, do not produce quality outcomes, have a negative effect on personal life and also on decision making.

However, how do you provide flexibility in a fixed price project if you have fixed deadlines, fixed cost, heavily managed risks, pressure from above to achieve, pressure from clients to deliver and team mates relying on you to deliver?

David provide a number of answers, but three of the central ones were trust, ownership of outcomes and a responsibility for one’s own actions. In a team, the issue of trust is crucial especially when perceptions of effort can be misleading, i.e. when a person only works 4 hours in core business but puts in 6 ‘unseen’ hours at home out of hours. However, if people are responsible and do deliver the required outcomes, then the benefits are enormous. By giving staff an increased sense of worth and value, not only will

morale increase, but better project outcomes can also result. Furthermore, when the staff is happy, it can not only help retain valuable employees but also make the company a preferred employer.

Clearly there are pitfalls. It's not about a culture of entitlement or a permission to slack off. Some people are not used to 'running their own show,' some take time to adapt and others will simply let you down as a PM. However, if you attract the people with the right mentality, develop the right culture and ensure the structure is clear, then this

progressive approach to business can still achieve milestones and goals in a fixed price project and have additional spin-offs in staff attraction and retention.

David finished with another quote, this one from Everett Dirksen, a former American Senator, "I am a man of fixed and unbending principles, the first of which is to be flexible at all times."

June WIPM Forum

Presented by Rachel Peck

The guest speaker for the June WIPM was Rachel Peck, Principal of peckvonhartel, Architect, Planners, Interior Designers and manager of the Canberra office. Rachel was also an attendee of the Australia 2020 Summit participating in the Productivity Stream.

Rachel shared at a personal level both her work experience to date, about the 2020 summit and fielded a number of questions from the attendees at the end of her talk.

At university, she studied engineering (where she was 1 of 10 females in a course of 60) having been dissuaded by her parents from doing architecture (both parents being architects!). Her early working career was mixed having what she stated were both great jobs and boring ones (one involving doing endless mathematical calculations for just one beam!).

After working overseas for a while, she returned to Australia where she had one of her great jobs, a senior position with all the perks and just two doors from the CEO's office. However, despite being 'shown off' as being female, she realised the one thing missing from the job was a career path which would enable her to move those two doors. So, she resigned.

It was at this point she moved into the family business – and to Canberra (which she claimed

she always has seen as a 3 months' temporary move despite having now been here for 4½ years!). Rachel talked about the difficulty in working for a family business (because of your name), but has overseen the practice expand from 6 (being male dominated) to 20 (now the

opposite – although she would like to see a better balance). One of her key methods for keeping staff happy was to let them focus of their strengths leaving what she called the 'ugly bits' to herself.

She then talked of her experiences at the 2020 Summit where she was in the group discussing Productivity (Julia Gillard's group).



Rachel Peck

Without going into too much detail in this report, she was generally disappointed with the Summit itself ("a great opportunity, a great idea, But...") because she felt that something like 60% of her group were academics who all were pushing an education agenda. A lot of what was published was not what was discussed and so a sub-group has subsequently been formed to create its own summary of what was said and this has been forwarded to Julia Gillard.

June PMO Special Interest Group Workshop Presented by Max Shanahan

Agile System Development – the challenges for governance and auditors

The term Agile System development was conceived in a meeting in February 2001, by a group of software gurus who were looking at new ways to develop software that address some of the problems



Max Shanahan

of the past. They called the new concept Agile to distinguish from the Capability Maturity Model based developments, which they all called “heavyweight” approach or “Process bound.”

In practice, the term Agile is used to refer to a range of software development approaches and techniques. It is attractive

to many software developers who want to be able to respond to business needs and claim that strict compliance with a waterfall model results in project failure. They consider that requirements change too rapidly to allow long development times and consider that rapid change requires intense communication between development team and users. Agile projects generally have small iterations, small teams and minimal documentation. Agile has an increased focus on good people to achieve quality.

While gaining initial acceptance for smaller scale projects, many developers are considering how to Scale Up Agile processes for use with larger projects. Agile methods are used within a number of Australia Government Agencies.

However, Agile methods are too often adopted because IT Teams are the champions rather than the organisation as a whole. There is a risk that there will be inconsistency across teams and that the conditions for success such as business involvement, staffing and tools are not in place. Agile project management and reporting practices often may not integrate with existing practices within organisations. There also may be problems in obtaining independent certification for financial

systems developed using Agile because of audit concerns about lack of documentation and different approaches to change control.

Max Shanahan argues that it is important that the governance and agile communities come to a consensus about how governance and control should be applied to Agile developments. The wider adoption of Agile will not occur unless an accepted approach to the governance of Agile is formulated. Max Shanahan suggested that organisations should:

- Require that the decision to use an Agile method in a particular project is a governance decision undertaken by project boards based on a clear understanding of benefits and risks of options. Because the term Agile is used to cover a number of different methods and a range of techniques, there should be a clear understanding as to the options and the appropriate method or combination of techniques selected.
- Understand and clarify the Agile techniques to be used within their organisation. In doing so organisations should define the methods and combinations of techniques to be used and ensure that there are adequate tools and skills to support their use.
- Ensure that when deciding whether to use Agile for development consideration is given to whether appropriate success factors are present. These including appropriate size and complexity, availability of business staff, an organisational culture supportive of negotiation and delegated/decentralised decision making as well as reliable and trusted people within the project team.
- Have a policy regarding Agile used for higher security and control risk applications and what actions are required to enable needed to independent certification.
- Establish appropriate programme and portfolio reporting approaches that take account of the Agile project reporting mechanisms.

Other Chapter Information

New Interim Treasurer – Phil van der Moezel

Phil van der Moezel was appointed interim Treasurer until the October elections at the recent ACT Chapter Council meeting. The following is a brief bio on Phil.

Phil is a Master Project Director and first joined AIPM in 1993. He is an experienced leader and project manager with over 29 years experience working in the Defence environment. Since leaving Defence he has worked as a consultant for Noetic Solutions to both the corporate and Government sectors and is currently the Noetic General Manager for the Canberra business unit.

Phil has extensive experience in business and organisational planning and has facilitated groups and teams to develop and implement complex solutions. He has undertaken projects for major Commonwealth Government departments as well as foreign Governments. As a military officer he

developed and implemented a plan, assisting the Iraqi Government, to complete the joining of the Basra/Baghdad highway – a project that had taken 30 years to finally complete. He was also responsible for the reconstruction of all infrastructure highway bridges



Phil van der Moezel

in Iraq damaged by insurgent action. In his civilian capacity he project managed the development of a Department of Immigration and Multicultural Affairs (now DIAC) Immigration College. As the Noetic General Manager he is responsible for the overall project management of all Noetic projects within the Canberra region and is currently managing a Transition Support Services project for Defence.

PMAA - Roger Birch

There has been an excellent response to the call for submissions for this year's ACT Chapter PMAA awards. These submissions are now in the hands of the four judges.

The PMAA night itself will this year be held at the **Realm** on **Tuesday, 26 August**. Because the National Conference will be held in Canberra this year, the organising committee has decided

to have a slightly less formal evening than usual. However, the advantage of this is that the cost will be far more affordable for those who might have been considering choosing one or the other of these events.

Further details of this function will appear in next month's newsletter.

AIPM National Conference - Roger Birch

Early bird registration for the National Conference, which this year will be held in Canberra at the National Convention Centre, has been extended to **2 July**. So, for those who missed the original deadline, you have a second chance to save \$200.

Please refer to the AIPM web site (www.aipm.com.au) for further details on the categories, closing dates for submission and other general information.

New Standards Launch

As mentioned in the President's Report, the first stage of the new standards for AIPM accreditation are about to be launched. The date for release at National Office is 7 July, and they will then be progressively 'rolled out' at a series of presentations in the different Chapters. The launch in the ACT will be held at the Canberra Club on Wednesday 23 July and will be in two parts. The first will be for the assessors

and this will be followed by the session for the members.

When: Wed **23 July 2008**

4.30 pm Arrive

4.45 – 5.45 pm Launch for Assessors

5.45 – 6.15 pm Drinks & Cocktail food

6.15 – 7.15pm New Standards Launch to AIPM Members

Where: Canberra Club, 45 West Row, Civic

Advertising in the Newsletter

Queries have been received about the possibility of advertising within this newsletter and the associated cost. The Chapter Council have determined the following fees:

Full page- \$350

Half Page - \$200

Quarter Page - \$125

Any advertising would be on the basis that the ACT Chapter does not necessarily endorse the particular advert.

For those interested, the newsletter is sent to over 1,340 members in the ACT and immediate surrounding areas and it is also posted on the AIPM web site and so achieves a good range of very specific coverage.

Any queries regarding advertising should be directed to Roger Birch, ACT Coordinator at ACT_Chapter@aipm.com.au or by phone on 6285 2191.

New Members

The past three months has seen a significant number of new members – welcome one and all!

Associates, Affiliates and Students

Mr Stuart Allman
Ms Jahne Coutts-Smith
Mrs Jenisse Evans
Mr Hayden Kozlow
Mr David Smith
Ms Gloria Altinger
Ms Kylie Boland
Mr Driscoll Chittock
Mr Adrian D'Ambrosio
Mr Christopher Eaton
Mr Akira Fischer
Mr Geoffrey Galvin
Mr Ahmed Haseb Qasemi
Mr Garry Ingram
Mr Jason Livingstone
Miss Tracey Lowe
Mr Matthew Ludlow

Members

Mr Arimand Asaris
Mr Ian Barndt
Mr Nicholas Brazil
Mr Richard Brown
Mr Stephen Campbell
Mrs Sharon Cashman
Mr Simon Chandler
Mr Steven Cootes
Ms Jo Ebsary
Mr Gary Fairlie
Mr Michael Goldspink
Mr Allan Harris
Mr Ben Howard
Mr Christopher Huet
Mr James Irving
Mrs Rosanna Knudson
Mr Daniel Kopunic

New Members (contd)**Associates, Affiliates and Students**

Mr Krishneel Maharaj
Mr Andrew Malone
Mr Evan O'Toole
Mr Mark Pepper
Ms Joanne Schultz
Mr Andrew Scott
Mr Carl Sutcliffe
Mr Trevor Turk
Mr Errol Zahnow

Members

Ms Heather Logie
Mr Peter Mulligan
Mr John Ophel
Mr Peter Ridley
Mr Brendon Schulha
Ms Catherine Scolnik
Mr Rodney Shaw
Mr Anthony Siljak
Mr Kenneth Skelton
Ms Harriet Spring
Ms Joyce Taylor
Mr Mark Thomson
Mr Martin Truman
Mr David White
Ms Suzanne Whitnall
Ms Lesley Wilde
Mr Alan Winch
Mr James Young

New MPD, RegPM and QPP Awards

The past three months has also seen a significant number of members being awarded MPD, RegPM and QPP status – so congratulations to each of those below:

MPD

Mr Alexander Anquillano
Mrs Debra Bakker
Mr Robert Black
Mr Jeffrey Bollard
Mr Michael Chant
Mr Steven Commons
Ms Sharyn Csanki
Mr Geoffrey Davidson
Ms Jo Ebsary
Mr Doug Fox
Ms Janice Hagen
Mr Ajith Herath
Mr Matthew Klement
Mr Ian Maas
Mr Neil Mackenzie
Mr Bruce McLennan
Mr Michael Peel
Mr Guy Peterson
Mr Nathan Rima
Mr Steven Salvestro
Mr Scott Smith
Ms Stephanie Smith
Mr Darren Wright
Mr Gordon Young
Mr Ray Young



RegPM

Mr Amrish Agarwal
Mr Gary Armstrong
Mr Daniel Bamford
Mr Jeffrey Bauer
Mr Timothy Bolitho
Mr John Bullock
Mr Eric Chua
Mr Ben Damyon
Mr Brad Gordon
LTCOL Roger Grose
Ms Sue Hill
Mr Steven Hosking
Mr Robert Martens
Mr Justus McDonnell
Mr Gerard Meli
Mrs Kathryn Monaco
Mr John Ophel
Mr Michael Richards
Mr Martin Truman
Mr Gordon Young

QPP

Mr Geld Michael
Mr Guarnieri Joseph

AIPM ACT Councillors – Contact Details

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President	Peter Dechaineux	6281 5917	dechaineux@netspeed.com.au
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Education	Neville Hassen	0412 953 751	nbhassen@hotmail.com
Councillor	Paul Black	0418 626 333	pblack@netspeed.com.au
Councillor	Michael Young	0411 243 568	michael.young@transformed.com.au
Marketing & PR	Sylvia Boyle	0401 048 335	sylvia.boyle@eds.com
Assessor Liaison	John Jacobi	0402 097 457	jj@axsys.biz
Councillor/WIPM	Vikki James		Vikki.James@health.gov.au
PMAA	Irfan Majeed	0421 851 682	irfan.majeed@absolutepm.com.au
Councillor	Ramesh Malik	0420 978 451	Ramesh.Malik@defence.gov.au
WIPM	Debbie Mazlin	0408 268 467	debbie.mazlin@bigpond.com
Membership	Phil Sealy	0401 079 078	phil.sealy@sinetworks.com.au

Other Events

The ACS meet on the first Tuesday of each month at 6pm.

July Branch Forum – 1 July “IT Governance - Does It Matter?”

Organisations of all types and sizes are challenged when they consider, plan and decide on IT investments. Decisions that have significant risks or rewards need to be well informed, well thought through and well implemented. Governance structures are a means for making effective evaluation, selection and monitoring of significant investments and commitments. This forum will explore issues around IT Governance – the definitions, how to use it and principles and standards that guide governance and its contribution to IT success.

Speaker: Ian Hirst

Time: 6pm for refreshments, with the seminar commencing at 6.30pm

Venue: Canberra Southern Cross Club, Corinna Street, Phillip

Free for Members and non members. Please register online at www.acs.org.au/act

Australian Institute of Project Management
ACT Chapter

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