

President's Report

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Greetings fellow members,

After several months of being in the conceptual, and then planning stages, I am delighted to report that the inaugural meeting of the Industry Council took place this past month. As I mentioned in last month's newsletter, one of my goals has always been to see Project Management become a true profession and to be recognised as such by business and the wider Australian community.

It will obviously take time for the new Industry Council to make its mark and, as one delegate noted, to get 'runs on the board.' However, the interest that was generated in the first meeting would indicate that there are many others in senior positions who would like to



see great improvements in the Project Management field as a whole. Far too often we see, in the words of another delegate, "accidental project managers" being placed in positions where they are ill-equipped to do the job.

However, as the thoughts of what mattered to the delegates were being canvassed, it was clear that two main themes were emerging: individual project managers and issues surrounding them; and corporate attitudes as a whole and the maturity level of project management within organisations.

It is clearly too early to talk of results emanating from the Industry Council, and its goal will be primarily to remain at a strategic level rather than get into the 'nitty gritty,' but it was encouraging to note that one delegate has already offered to produce a discussion paper on the issue of maturity levels and four other delegates have volunteered to re-

view it.

Because the Industry Council will be operating at a strategic level, it is only expected to meet twice or three times a year. However, having now got the ball rolling, it is hoped to have the next meeting in September which will coincide with an AIPM Board Meeting and so any issues that involve the Board can be progressed.

As things develop, I will keep the Chapter Membership informed as to what is happening.

While on the topic of Board Meetings, the next AIPM Board Meeting will be held in Canberra on the weekend of 30 July to 1 August. Further details will be provided to members in due course, but the July forum will be moved from its normal 'last Wednesday in the month' slot to Friday 30th July. We will be having Stephen Hayes, the CEO of the International Centre for Complex Project Management speak, so not only will we have an excellent speaker, there will also be the opportunity to meet and talk to the AIPM Board members and even the Industry Council members who have also been invited to attend. So, please book that date into your diary.

In addition to working at the strategic level with the Industry Council, plans are now well advanced for AIPM to expand its Community Network Program and work much closer with the Not-For-Profit organisations. A planning meeting has been provisionally set up for early August and it too offers some exciting prospects for getting the message of Project Management out to a wider audience.

Yours in project management

Peter Dechaineux

President, ACT Chapter



UPCOMING EVENTS AND ACTIVITIES

June Forum — Wednesday 30 June “HQJOC Project—Lessons Learned and Contract Schedule Recovery” Presented by Peter Hill, Kitty Marmanidis and Steve Hansson

'HQJOC Project Lessons Learnt and Contract Schedule Recovery'

Presented by Peter Hill, Kitty Marmanidis and Steve Hansson.

The topic

The HQJOC Project involved two major components - delivery of the headquarters building, infrastructure and services under a Public Private Partnership contract and the computer systems and related infrastructure, and won last years National AIPM Project Management Achievement Awards for the Best Construction Project over \$100M. The presentation will cover two facets of the HQJOC project. Kitty will focus on some of the main lessons learned and how project team overcame some of the significant challenges. Peter will then outline the project's experience in managing a significant schedule recovery activity with a major contractor.

The speakers

Peter Hill is an experienced senior project manager, with 17 years experience across a



Peter Hill

range of government departments, primarily in ICT related projects. He has been a contractor project manager with Codarra Advanced Systems for 13 years. For the three and a half years to August last year he was the Project Manager of Defence's outsourced HQJOC C4I Project office, responsible for managing the delivery of 50 systems

into the new state of the art headquarters at Bungendore.

Kitty Marmanidis is a qualified architect and project manager with over twenty years experience in the project management and construction industry. Kitty's experience has been diverse and has included provision of professional project management and architectural services for medium to large scale projects for a variety of private and public clients. For the past seven years, Kitty was the Director - Infrastructure for the Headquarters Joint Operations Command Project with Department of Defence responsible for the delivery of the building and infrastructure components under Public Private Partnership arrangements.



Kitty Marmanidis

Steve Hansson, the Defence HQJOC C4I Project Director will also be available to answer questions.

When: Wed 30 June 10

Where: Canberra Club,
45 West Row, Civic,
5.30-6.10 Drinks & Nibbles
6.10- 7.00 Presentation & questions

Cost: Free to members

RSVP by Tues 29 June 10 to
Act_Chapter@aipm.com.au



July Forum—Friday 30th July “The Conspiracy of Optimism—Why Mega Projects Fail” Presented by Stephen Hayes, CEO ICCPM

As indicated in the President’s Report, the July forum will be held on the **last Friday of July** at the Canberra Club. It will be presented by Stephen Hayes, CEO of International Centre for Complex Project Management.

Further details will be provided on the AIPM web site, but please note this change of date.



WIPM July Forum—Thursday 1st July “Project Governance: Theory and Application in the APS”— Susan Woodcock, Hewlett Packard

“Project Governance: Theory and Application in the APS”

Presented by Susan Woodcock, Hewlett Packard

The topic

Susan is currently undertaking doctoral studies with the Southern Cross University and is focusing on Project Governance in the Public Sector.

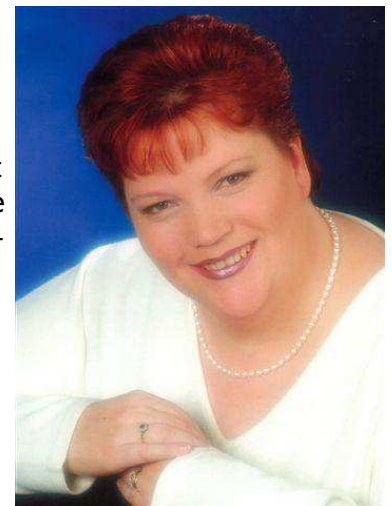
She will present a research overview of her studies at the breakfast.

The speaker

Susan is a business and IT professional with more than 20 years experience in managing business and IT development projects in the public and private sector and is currently the ACT Program and Project Management (PPM) Capability Leader for Hewlett Packard (HP). The PPM practice is responsible for using best practice project management disciplines to deliver business solutions to HP clients.

Susan was previously employed by IMB Australia as a Senior Program Manager working with Australian Customs and Border Protection managing the business transformation activities around the Intelligence Systems and Integrated Targeting Environment Program. Susan has previously worked in a number of APS agencies including: ATO; Customer & Border Protection; Department of Transport and Roads; Department of Defence and Medicare Australia.

Susan has developed her skills and experience of project management skills and tools through managing and supporting a number of projects in various agencies of Australian Public Service (APS). Much of Susan’s knowledge is based upon the Guide to the Project Management Body of Knowledge (PMBOK) and the PRINCE2 methodologies. Susan is a Project Management Institute (PMI) Project Management Professional (PMP). Susan is a member of the Australian Institute of Project Management (AIPM) and has been awarded the Certified Practising Project Director (CPPD).



Susan Woodcock

When: 1 July 10
Time: 7:00—9:00am
Where: Scarth Room, University House
Cost: \$25 per member or non-member
Booking: 29 June 10
Via web www.aipm.com.au—events
Or, if any problems encountered with web, Act_chapter@aipm.com.au
6285 2191



July Project Management Office Special Interest Group (PMO SIG)— Thursday 22 July Data Driven Results for your PMO

Data driven results for your PMO

Presenter: Denise DeCarlo, PMP – Director for Mindavation

The Topic

Description: PMOs should be created based on the DATA the organisation needs and how that data will be collected and distributed. In this presentation we will discuss the types of data typical PMO's need and how you could setup (or modify) a PMO based on the information required by the organisation. In addition, we will discuss the processes required to collect the data and how to define the PMO objectives based on the data to be obtained. This interactive presentation will engage participants to share how their PMO's are setup and enable participants to leverage their PMO's more effectively based on the data needed by their organisation.

The Presenter

Denise DeCarlo, PMP, is a specialist in project and programme management, technology outsourcing and applications software development. She has spent over 20 years in the project management field, seven of those years with the IBM Corporation. She has managed project teams of 6 to 75 people, primarily in the

utilities, public sector, telecommunications, and manufacturing industries. Denise believes project management is a serious topic – but that doesn't mean you can't have fun learning about it!

Denise is Director of Mindavation, a company that provides project management training, consulting, and keynotes to companies worldwide. Denise obtained Executive Project Management certification with IBM and is a certified project management professional through the Project Management Institute (PMI). Mindavation is a Global Registered Education Provider with PMI®.

Thanks

The ACT Chapter of AIPM wish to thank **Microsoft** for their generosity in hosting this PMO SIG.

When: Thurs 22 July 10

Where: Microsoft,
Level 2, 44 Sydney Avenue, Barton

Starts: 6:00 pm

Cost: Free to members

RSVP by Tues 20 via www.aipm.com.au—
Events

Or Act_Chapter@aipm.com.au

July Performance Management—Measurement (PMM) SIG— Tuesday 20 July Paul O'Driscoll, Codarra

At the time of writing, details of the topic and the bio of the speaker are not yet at hand. However, the next PMM SIG will be held at Codarra across the border in Queanbeyan.



For those interested in this SIG, please keep an eye on the Events section of the AIPM web site (www.aipm.com.au) where details will be posted as soon as they come to hand.

When: Tue 20 July 10

Where: Codarra,
251 Crawford Street, Queanbeyan

Starts: 6:00 pm

Cost: Free to members

RSVP by Mon 19 July via
www.aipm.com.au— Events

Or Act_Chapter@aipm.com.au



LAST MONTH'S FORUM REPORTS

June Forum "The Regression Test: an absolute gauge of project success? John Smyrk, Visiting Fellow, ANU

John opened by stating that conventional tests of "success" for projects are confused and flawed whereas the regression test, an approach emerging from research being done by himself and Ofer Zwikael at the ANU, might provide the answer.

Background and definitions

Project performance measurement must be assessed at the beginning of a project to enable decisions to be taken re funding (funder) and accepting a role (project owner & PM) and at the end to make judgments about the resulting investment when there are two key players—the project owner and the project manager.

In expanding on this, John defined two key terms: **Outcomes**: these are the measurable end effects (both desirable and undesirable), e.g. "the reduced waiting time for elective surgery"; and the project owner is accountable for securing these. **Outputs**: are deliverable artifacts, e.g. "re-engineered hospital processes"; and the PM is accountable for delivering these.

John then proceeded to define the concept of project worth by the formula $Worth = F_n$ (Benefits, Disbenefits, Costs), where Benefits are driven by desirable outcomes, Disbenefits are driven by undesirable outcomes, and Costs are driven by the project's outputs. He noted that Worth is simply an index of value that will rarely be measurable in dollar terms.

With these definitions and concepts in mind, John then suggested a **project assessment framework** involved assessment processes (2 of); assessment targets (3 of); assessment tests (4 components) and triggers (3 of).

As indicated above, the assessment process is both before ("appraisal") and after ("evaluation") and this talk was about the evaluation.

The three investment targets were: the investment itself; the project; and the project management which indicates there could be three, separate, judgments about success!

The 4 components of the test were: A specific set of performance variables; measurements of those variables; a criterion (reference value) for each; and a rule showing how to use the resulting measures to make a judgment.

The triggers involve the Appraisal (the tabling of the business case) and the Evaluation, of which there are two: the Outputs closeout report (when outputs are delivered); and the Outcomes closeout report (when target outcomes are secured).

Concept of regression test

If effect, the question is posed to the original decision maker, "What would you have decided had you been given the achieved business case?" i.e. all the original parameters are replaced with the actual values. If the response is to reject the project, then it is declared a *failure*, but if it was to accept, then it is declared a *success*. It was noted that the regression test allows for *trade-offs amongst parameters* in the business case.

John suggested that the (notorious) "iron triangle" of scope/quality, time and cost, as a test of project management success does not account for detrimental outcomes, "Undesirable outcomes that are unexpected, unacceptable and

/contd



John Smyrk



May Forum (Contd)

avoidable," e.g. staff loss. Rather, John suggested a "steel tetrahedron" which had a 4th 'corner', namely detrimental outcomes.

So, when measuring a **project's success**, John showed a graph of worth against riskiness with two contours on it: the project investment frontier; and the business case value contour. Any project above this second contour would be deemed a success.

When judging **investment success**, the second contour is removed and provided the project is above the project investment frontier, it is a success.

However, when judging the overall project, there are three Success/Failure assessments to be made regarding the project management, the project itself, and the investment.

Four examples were used to help clarify this point: Apollo 11 was a success on all three criteria when getting the stricken spacecraft back to earth; the Sydney Cross-City tunnel might have been a success from a project management per-

spective, but was a failure on the other two criteria; the Hubble Space Telescope was a failure from a project management and overall project perspective, but a success from an investment criteria; and finally, FAA's Advanced Automation System failed on all three counts.

To conclude, John reaffirmed his opening remark that conventional treatments of project success fail whereas an absolute test of success for projects:

- Recognises 3 targets;
- Provides individual tests for each;
- Accepts trade-offs; and
- Is based on business case regression testing.

Thanks go to Cordelta for sponsoring the May General forum

May WIPM— "Delivering on the Promise" Yvonne Butler, Palladium Group

Yvonne Butler, principal of the Paladium Group, talked on "delivering on the Promise: how to formulate and execute strategy effectively in an uncertain new world.

Her key messages were:

1. Organisations which take a rigorous approach to executing organisational strategy will deliver outcomes faster and more effectively
2. Organisations which execute their strategy within a clearly defined governance framework deliver sustainable returns for shareholders and stakeholders; and
3. Strategic management systems such as Strategy Maps and Balanced Scorecards are extremely effective methods for opti-

mizing performance at the enterprise, sub-unit and program levels.

Yvonne talked of the 'new normal' as the "new reality we live in following the collapse of Lehman Brothers—a return to real reality." The inference being that business models that rely on high leverage will suffer reduced returns whereas organisations that boost returns the old fashioned way through **real** productivity gains will be rewarded. Innovation will be a source of sustainable advantage and there will be renewed emphasis on strategic risk management and governance.

Fortune Magazine claims less than 10% of business strategies are effectively delivered



and AICD claim 7 or 10 CEO's who fail do so not because of wrong strategy but because of poor execution.

Yvonne then proceeded to look at a Strategy Management System.

Her opening statement was that Process matters! Organisations with a formal strategy execution process in place are dramatically outperforming organisations without formal processes— and not just at the organisational level but also through enterprise, BU/Division and Program/Project.

Yvonne's focus was then on clarifying a strategy once it had been developed. The problem she identified was that strategic planning documents can run to hundreds of pages with too many initiatives leading to diffused effort and limited impact on important issues.

Her solution was to use Strategy Maps to translate and communicate the strategy and Balanced Scorecards to drive and monitor performance, select high impact initiatives and manage accountability. A change agenda shapes the transitions required.

Yvonne gave a number of examples which are difficult to include in a report of this nature, but summarised by stating that Strategy is the pathway from drivers to outcomes; Objectives describe the required outcomes; Measures define success; Targets track progress against strategic objectives; and Initiatives are the projects or programs needed to achieve strategic objectives.

Yvonne continued to talk on Governance and Leadership observing that part of the problem with execution is that the major components of most organisational governance processes are out of alignment. Successful execution requires governance that brings Strategy, Operations, Risk and Policy into alignment with clear objectives, measures of performance, targets, initiatives, reporting, dynamic decision making and accountability.

Yvonne also talked about the importance of integrating Risk Management into the Strategic Governance Process.

Finally, she touched on the importance of Leadership for execution. She identified the

following key areas in terms of leadership:

- Able to set a clear vision and **communicate** the strategy with clarity to diverse audiences (board, investors, customers, employees).
- Able to attract and select the right *mix* of people;
- Able to build *consensus* around the critical few things that make a difference;
- Able to constantly *remove barriers* getting in the way of teams achieving your vision;
- Able to focus on *doing the right things*, not just doing things right;
- Able (and willing) to hold people *accountable* and move out those who are not on board;
- Able to create a *balance* between today's performance and what is required to move to the desired state;
- Able to convey an *infectiously positive and encouraging* environment when things are tough and when they are going great; and able to break the current pattern— recognise the definition of insanity: "Doing the same thing over and over again and expecting different results."



Yvonne Butler



May PMO SIG— Benefits Realisation—Panel Discussion

The May PMO SIG was held at Tanner James and attracted a full house with nearly 50 attendees.

A very good discussion took place with a series of questions being posed to the panelists— Steve Bittinger from Gartner, Joyce Adu from Centrelink, Tony Ward from DEEWR, Kevin Noonan from Ovum and Garry Ingram from Tanner James—from both from the organiser, Mike Kennedy, and the attendees.

Thanks also go to **Tanner James** for hosting this event.



Steve Bittinger



Garry Ingram



Tony Ward



Kevin Noonan



Joyce Adu

June PMO SIG— Corporate Governance of Projects Involving IT Investments—Max Shanahan

Max Shanahan talked on the AS/NZ 8016 standards that are being developed in the area of corporate governance and the need for them.

As with other recent themes, Max talked about some of the common causes of project failure. These included:

1. Lack of clear links between the project

and the organization's key strategic priorities, including agreed measures of success;

2. Lack of clear senior management and ministerial ownership and leadership;
3. Lack of effective engagement with stakeholders;



4. Lack of skills and proven approach to project management and risk management;
5. Too little attention to breaking development and implementation into manageable steps;
6. Evaluation of proposals driven by initial price rather than long-term value for money (especially securing delivery of business benefits);
7. Lack of understanding of, and contact with the supply industry at senior levels in the organisation; and
8. Lack of effective project team integration between clients, the supplier team and the supply chain.

So, why is governance failing? Max offered the following suggestions:

- Governance of IT seen as CIO’s responsibility;
- Committees set up without design;
- Poorly designed and overlapping structures;
- Committees don’t understand their roles;
- Accidental committee members;
- Lack of open communications;
- Inflexible governance arrangement—no exception conditions; and
- Lack of knowledge of what represents good governance,

The AS/NZ 8016 standards have been developed as a result of industry concern about failure of investment in IT to deliver the required outcomes;

The development principles were as follows:

- Develop a principle based standard in the format and style of AS8015 (now ISO/IEC 38500)
- Align with AS8015 principles;
- Applicable for small as well as large or-

ganisations; and

- A standard that applies to the entire project and not merely on the aspects of the project that deliver the IT capability; i.e. move away from the concept of an IT project to a business project.

The arguments for using a Principle-based standard are that: principles are values that almost always apply. They are edicts that govern how we should act in general; and Principles decouple you from prescriptive procedures. i.e. instead of worrying about the detail and how things have to be done, principles should tell you what are the desired outcomes of actions but free you to achieve them however you wish.



Max Shanahan

Max added that responsibility for specific aspects of IT may be delegated to managers within the organisation. However, accountability for the effective, efficient and acceptable use and delivery of IT by an organisation remains with the directors and cannot be delegated.

Max then went on to speak about the draft standards. Unfortunately, permission was not given to summarise those in this report as they have been issued as a discussion paper and that has to be purchased.

Thanks go to **Oakton** for hosting this event

oakton

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May PMM SIG— Performance Measurements on Large Complex Projects—Lessons Learned presented by John Williams, Raytheon

The second of the Performance Measurement—Management (PMM) SIG was held at Raytheon and John Williams from Raytheon in Adelaide came to present some Lessons Learned from the Performance Measurement on Large Complex Projects—in this case, the Air Warfare Destroyer Alliance.

He provided some reflections of what the Alliance had done so far, what they had done well and what they would have done differently.

Some of the issues involved included:

- Big “A” versus little “a” Alliance for EVMS? - effectively, they were closer to little “a” than Big “A” but used innovative ways to integrate 2 systems;
- The level of system integration between the Alliance partners—each partner used and developed their own existing systems, but some common tools were used;
- Calendars created issues as partners using different ones—Winsight was able to do the integration;
- How to work together—Initially, all in one location so worked well, but problems emerged later when some staff moved;
- Common tools were deemed essential to successful systems integration;
- Process differences were resolved by overarching Alliance documents to define common processes;
- Cultural differences within the organisations were overcome, helped significantly by bringing in new recruits for the ramp-up.



John Williams

In terms of the Alliance EVMS Lessons Learned, John made the following observations:

- Work hard to maintain and nurture *relationships* across the Alliance—this was seen as critical’
- Understand what your *customers* want to see—this changes and so needs to be dynamic;
- Keep it *simple*. In this regard, there were massive amounts of data and so he recommended you let the Business Analysts develop the systems. Be open-minded as there is more than one way to do things—and constantly look for improvements.
 - A disciplined *Baseline Control* at this level sets the standard for IPTs
 - Complete a *disclosure of information* within the Alliance (Rates, costs, EAC, schedule delays, etc)
 - *Schedule Steering Groups and EV Steering Groups* consisting of players from all organisations—formal decision making
- *Adequately staff* for Alliance level EVMS—a significant amount of effort required.

With the Combat Systems EVMS Lessons Learned, the

Main observations were that baseline changes are critical; and maintain the EVMS team throughout the life of the program.

Thanks go to **Raytheon** for hosting this PMM SIG





OTHER CHAPTER NEWS AND ACTIVITIES

ACT Member mentioned in Queen's Birthday Honours

Congratulations to ACT member Commander **Stephen Mark O'HEARN** RAN who was awarded the Conspicuous Service Cross in the Queen's Birthday Honours for

outstanding achievement as the Project Manager for the Collins Class Submarines Replacement Combat System."

AIPM National Conference in Darwin—10-13 October

This year's AIPM National Conference will be held in Darwin between 10 and 13 October.

Darwin will prove to be a sensational location for the 2010 Conference; with so much to see and do in the top end of Australia. The organizers are encouraging delegates to spend some extra time and visit some of the iconic areas of the Northern Territory such as Kakadu or Litchfield – both day trips from Darwin. The Darwin Convention Centre is a state of the art facility that caters for delegates and exhibitors.

The Conference offers the opportunity for project managers and those working in the field of project management to up skill, knowledge share, and network. The three day program features a variety of national and international speakers and a social program allowing delegates, sponsors and exhibitors the opportunity to mix in both a professional and social environment. The Conference theme this year is

Project Management - Creating a Future.

Environmental Environmentally friendly and sustainable projects are being described as the "future of our planet". What really is driving these developments and how will they be successfully managed into the future?

Social Are projects influenced by their impact on and development of social justice require-

ments? Must project managers demonstrate a higher recognition of the overall social / economic and behavioural impacts of projects within today's cultural and social diversity?

Global Project Management has become a truly global profession with internationalisation of Competency Standards and the increasing development of the global village. In particular how will the profession grow and influence development within the Asia Pacific region? What are the challenges facing global project management and the delivery of projects?

Physical Project management provides a pivotal role in the successful delivery of the built infrastructure. What are the challenges in delivering projects within value for money guidelines and are they being delivered locally and internationally to meet the growing regional needs?

We look forward to welcoming you to Darwin. We know you'll have a great time in Australia's top end.

Further details of the Conference, cost, accommodation, etc can be found on the AIPM web site (www.aipm.com.au).



Creating Value through Project Portfolio Management

Queensland University of Technology invites you
to a Seminar with
Steve Jenner

**The UK's Central Government Portfolio Management
SIG Coordinator**

Following his fully booked seminars last year on **Active Benefits Realisation**, internationally renowned expert Stephen Jenner is returning to Australia to present an insightful seminar on **Value-led Project Portfolio Management**.

If you work in a project-based organisation, this seminar will be of particular interest to you. It will explore practical, proven approaches to determining which projects to focus on, how to manage them and how to optimise the value created.

Don't miss the opportunity to be part of this special event. Places are limited.

When: Thursday, July 29 2010

Where: The Pavilion on Northbourne - Canberra

For further details and/or to register phone 07 3138 4202 or visit
<http://www.bus.qut.edu.au/corporate-education/seminars.jsp>

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New Members

The following people became members during the past month—welcome one and all

Members

Mr Hassan Adhami
Mr Sid Alexander
Mr John Baird
Mr Steve Bennett
Mr Matthew Blinkhorn
LCDR Matthew Carroll
Mr Brett Clarke
Mr Piers Cousins
Mr Patrick Daly
Mr Sebastian Due Madsen
Mr Douglas Ferguson
Mr Harvey French
Mr Antoni Furman
Mr Benjamin Gill
Mr Jonathan Gray
Mr Anthony Hardy
Mr Danny Hetherington
Mr Tim Keeble
Mr Ben Kelly
Mr Gregory Knowles
Mr Anthony Luke
Mr Christian MacDougall
Mr Greg Neighbour
Mr Mark Picot
Mr Pat Rawlins

Members (Contd)

Mr Alan Rich
Mr Dominic Richards
Mr Matt Ryan
Mr Peter Short
Mr Phillip Stephens
Mr Earl Stevenson
Mr Ian Stewart
Mr Robert Taylor
Mr Allan Ten Bruggencate
Mr Luke Wild
Mr Richard Willard-Turton
Mr Peter Zygadlo
Mr Scott Bowser
Mr Mick Coad
Mr Pratomo Darwan
Mr Rob De Rooy
Ms Jody Gassdorf
Mr Adrien Hopkins
Mr Christopher Myles
Mr Rog Symons
Mr Tuan Vo
Ms Patricia Weston

Associate Members

Mr Paul Daamen

Affiliate Members

Mr Ian Stevenson

Student Members

Mrs Fay Mound

New CPPD and CPPM

The following members have been awarded CPPD and CPPM status – so congratulations to each of those below

CPPD

Mr Stephen Horswell
Mr Warren Nelson

CPPM

Mr Shannon Bowman
Mr John Braithwaite
Mr Grant Cameron
Mr John Robbins
Ms Jodi Tarrant



AIPM ACT Councillors – Contact Details

Office/ Responsibility	Incumbent		
President	Peter Dechaineux	6281 5917	dechaineux@netspeed.com.au
Secretary	Pal Sadasivan	0430 000 999	pal77@tpg.com.au
Treasurer	Phil van der Moezel	0458 550 157	philip50@tpg.com.au
Councillor	Jim Boston	0404 827 428	jrboston@raytheon.com.au
Newsletter Co-ordinator	John Jacobi	0402 097 457	jj@axsys.biz
PMO SIG	Mike Kennedy	0421 598 330	mike.kennedy@fahcsia.gov.au
Inter-Society Liaison	Arthur Lazarou	0409 813 028	Arthur.lazarou1@defence.gov.au
PMAA	Boyd McCarron	0408 603 918	Boyd.mccarron@cordelta.com
Events	Rakesh Malhotra	0402 202 312	Rakesh.Malhotra@acma.gov.au
Councillor	Ramesh Malik	0420 978 451	Ramesh.Malik@defence.gov.au
WIPM/Assessor Liaison	Debbie Mazlin	0408 268 467	debbie.mazlin@cidara.com.au
Membership	Phil Sealy	0401 079 078	phil.sealy@p2j.com.au
Immediate Past-President	Michael Young	0411 243 568	michael.young@transformed.com.au