

## President's Report

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Greetings fellow members,

Last month, I reported on the first meeting of the Industry Council, a group I have been keen to bring together to help establish the strategic directions for AIPM not just here in the ACT but also nationally. At the Board level, there is also a strong desire to focus on the strategic issues as evidenced over the past twelve months by the establishing of a number of strategic alliances but especially AIPM becoming a member of IPMA.

Strategic planning, though, is not something that can be done in isolation – it involves feedback. With the Industry Council, we are initially involving the Major Corporate members of AIPM since



they represent a significant proportion of our membership. However, not all our members belong to these Major Corporates and also project management is far from being limited to them. So, as a Council, we also very much welcome feedback from all our members on issues which are of importance to you where we might be able to help. I am happy to receive feedback myself, as are any of the Councillors, a full list of whom, plus their contact details, is provided at the end of this newsletter.

This month, there is a particularly good opportunity for our membership to provide such feedback, not just to the ACT Council, but also to meet and talk to the AIPM Board members since the July forum has been moved to Friday 30<sup>th</sup> to coincide with the next Board meeting which is being held here in Canberra over the weekend of 31<sup>st</sup> July and 1<sup>st</sup> Au-

gust. This is a comparatively rare opportunity to meet all the Board members here in Canberra and so I encourage AIPM members to take that opportunity and attend the forum. In addition, the members of the Industry Council have been invited to attend the forum and so there will be even more opportunity to discuss issues of importance. If that wasn't enough, we have an excellent speaker in Stephen Hayes, CEO of the International Centre for Complex Project Management.

However, running a Chapter means we as a Council have to be focussed just as much on delivering service to our members as strategic planning. This regular monthly newsletter is one such service which is designed to keep you, our members, informed not just of which functions are coming but also provide brief reports on those which you may have wanted to get to but couldn't for various reasons.

Unfortunately, it is easy when people move jobs or move house for them to forget to update their membership data on the AIPM web site and when this happens, those members then miss out on information flow. So, we have expanded the Chapter administrative role to include follow-up on emails that bounce when we send out newsletters or reminders. If you are reading this newsletter, then your email details are correct, but it is our goal as a Council to ensure that we do as much as possible to keep our membership data current so that we can keep all our members fully informed of all the activities taking place.

Yours in project management

Peter Dechaineux

President, ACT Chapter



## UPCOMING EVENTS AND ACTIVITIES

**July Forum — FRIDAY 30 July—Please note date!  
“The Conspiracy of Optimism—Why Mega Projects Fail” Presented by Stephen Hayes, CEO ICCPM****The Conspiracy of Optimism—Why Mega Projects Fail****Presented by Stephen Hayes, CEO, ICCPM****The topic**

The presentation will outline the results of ICCPM's 2009 International Roundtable Series of the same name and outline ICCPM's work in the international community including governments, global corporations and academia to address the needs for improved outcomes in complex projects.

**The speaker**

Stephen Hayes is the Chief Executive Officer of the International Centre for Complex Project Management. Stephen is working extensively in the international community with other government agencies and corporations to deliver and expand this new global not-for-profit resource. He was made a Member of the Order of the British Empire (MBE) for his project management work whilst on exchange with the Royal Air Force in the United Kingdom.

Stephen served in the Royal Australian Air Force for 29 years. Stephen has a broad range of project management and engineering experience in the defence sector and has a Masters of Management.

As the Australian Department of Defence's Executive Director – Complex Project Management, Stephen was responsible for the development and delivery of the Department's Complex Project Management initiatives. These included the competency standard for complex project managers, the Executive Masters in Complex Project Management and formation of the International Centre for Complex Project Management.

**Date Change—AIPM Board present**

As mentioned in the President's Report, this forum will be held on the last **Friday** of July rather than the normal last Wednesday of the month. The reason for this is that the AIPM Board meeting is being held in Canberra and so the date has been shifted by two days to allow the Board members to attend the forum.

So, in addition to having a very high caliber speaker for this forum, members will have the added opportunity to meet with and talk to not just the members of the AIPM Board but also those from the Industry Council who have also been invited.

**Special thanks**

The ACT Chapter of AIPM wishes to thank the International Centre for Complex Project Management (ICCPM) for their generosity in sponsoring this forum.



Stephen Hayes

**When:** Friday 30 July 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 Thurs 29 July 10 on-line at  
[www.aipm.com.au](http://www.aipm.com.au) (Events section) or to  
[Act\\_Chapter@aipm.com.au](mailto:Act_Chapter@aipm.com.au)



## WIPM August Forum—Thursday 5th August “Project Management—and other stories—from the Sudan”— Linda Morris

### “Project Management—and other stories—from the Sudan”

#### Presented by Linda Morris

The August WIPM will take on a somewhat different, but extremely interesting perspective with a look at Linda Morris’s experience when working with the UN in the Sudan.

Linda is a military logistics specialist with eight years experience in the ADF following an early foray into the world of expatriate taxation at Deloitte & Touche.

Linda’s eyes were opened to the project management field while working with the United Nations in Sudan in 2005/2006.

“In a constantly-changing and extremely challenging logistics environment, many of the people who were really effective described themselves as project managers” said Linda when explaining why she decided to pursue further training and roles in this area.

Linda revels in the challenges associated with co-ordinating multiple moving project parts, and loves the fact that in Project Management you always are aiming for new milestones.

Linda’s formative project management experiences in Sudan provided her with a rich collection of examples which she used to good effect to illustrate her Masters level studies. She will share a selection of these stories on August 5 and hopes to leave listeners with a sense of how project management skills can translate in unfamiliar settings.

Linda is a member of the Australian Institute of Project Management and has been awarded Certified Practising Project Manager. She completed a Masters in Management Studies in Project Management at UNSW and her current project has nothing to do with Africa or land-based logistics.



Darfur Special Envoy Meets Internally Displaced Persons' Leaders



HIV/AIDS Training of Trainers Workshop Programme Discussed

**When:** 5 August 10

**Time:** 7:00—9:00am

**Where:** Scarth Room, University House

**Cost:** \$25 per member or non-member

**RSVP:** 4 August 10

Via web [www.aipm.com.au—events](http://www.aipm.com.au—events)

Or, if any problems encountered with web,  
[Act\\_chapter@aipm.com.au](mailto:Act_chapter@aipm.com.au)

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## 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](http://www.aipm.com.au)—  
Events

Or [Act\\_Chapter@aipm.com.au](mailto:Act_Chapter@aipm.com.au)

## August Performance Management—Measurement (PMM) SIG— Wed 4 August

### "Performance Measurement" presented by Paul O'Driscoll, Codarra Advanced Systems

#### Performance Measurement

**Presenter: Paul O'Driscoll, Codarra Advanced Systems**

#### The Topic

This presentation will briefly cover why a focus on performance management is more appropriate than only performance measurement, in

particulars the problems associated with development and design performance. The method of rolling wave planning will be discussed as one means to addressing some of the problems inherent to performance measurement. Earned value will be discussed, particularly methods for claiming earned value, types of effort, accounting and analysis and issues regarding estimates



at completion. While cost models are not strictly an issue to the project manager, two different cost models will be highlighted, with emphasis on the US Department of Energy Gold Card model.

The presentation will be based on material from the Chifley Business School Advanced Project Management course

**The Presenter**

Paul O'Driscoll is currently a senior consultant with Codarra Advanced Systems and has been a full time project manager for almost two years. Prior to joining Codarra, Paul spent almost 20 years as a Naval Officer with a range of roles including second in command of a Navy replenishment ship, involvement as a sponsor, requirements owner and desk officer for a number of major and minor Defence projects relating to Navy communications and information systems.

**Note**

Please note that the date for this SIG has changed from the initial advertising of the date in the last newsletter. It will now be held on 4 August.

**Thanks**

The ACT Chapter of AIPM wish to thank Codarra Advanced Systems- for their generosity in hosting this PMO SIG.



**When:** Wed 4 Aug 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](http://www.aipm.com.au)—  
Events  
Or [Act\\_Chapter@aipm.com.au](mailto:Act_Chapter@aipm.com.au)

**LAST MONTH'S FORUM REPORTS**

**June Forum "The HQJOC Project—Lessons Learned and Project Recovery" Kitty Marmanidis & Steve Hansson (Dept of Defence) and Peter Hill (Codarra)**

The creation of a new integrated operational level joint headquarters near Bungendore was a massive project and one which has had a number of previous presentations at AIPM. However, with a project of this size, there are many lessons to be learned and many issues worthy of examination.

At the June forum, Kitty Marmanidis from the Department of Defence gave a very brief overview of the project itself, given that many there would already be familiar with that aspect, before looking the Lessons Learned from the project.



Kitty Marmanidis

The main distinctive with the HQJOC Project was the PPP arrangement, some-

thing reasonably common in the UK but not so in Australia, certainly not on a project this size which also has a 30 year life span.

This issues created many issues for the people running the project, and Kitty highlighted some of the main lessons learned from it. The areas she highlighted were:

- Stakeholder identification and engagement;
- Clear policy objectives required;
- Selection, composition and resourcing of the Project Team;
- Need to accommodate the Federal/ Commonwealth requirements within project documentation;
- Document management;
- Procurement policy and approvals;



## June forum (Contd)

- Flexibility and innovation;
- Clarity of Requirements/Output Specification;
- Extent of Risk Transfer;
- Bid Process and Evaluation;
- Process Management;
- Contract Management; and
- Project Governance and Interface between Defence and PPP Co.



Peter Hill

Peter Hill then gave a fascinating insight into how to manage project recovery based on the specific experiences encountered on the HQJOC project.

As Peter pointed out, despite the fact that there have been major developments in Project Management knowledge, experience and certification, the percentage of failed project remains high. However, his assertion is that failing projects can be recovered with a good success rate if:

- The recovery is initiated early enough;
- All parties concerned are committed to the recovery; and
- Strong leadership is invoked.

The situation faced by HQJOC was a contractor seeking a 5 month extension just 8 months into a 2 year contract. Also, requirements validation was still underway in most systems although design should have been advanced. The key contributors were:

- Slow and difficult contractor startup
- Deadlines did not appear to be of concern
- Lack of familiarity and commitment to a formal design process
- Some key players not suited to their roles
- A perception that Defence would allow slippage in key project dates

Faced with the situation, Defence had a number of options: 1) accept a delay—unacceptable because of the posting cycles and family issues involved; 2) cancel the contract and start again—

this would create further delay and still not provide any guarantees; or 3) work with the contractor to resolve the issues and try to recover the schedule. It was this final option that was preferred.

However, this option still had risks. Additional staff would be required for both Defence and the contractor with associated costs. There would have to be compromise on some contract requirements – this had to be very selective. Time spent rebaselining needed to be minimised - the task was important, but it diverts resources from the 'real' project deliverables. It was necessary to ensure the considerations and decisions did not open up commercial risk / delay claims. And, finally, the contractor might still 'walk away.'

The four major steps that were used in this whole process were:

1. Escalate the issue with the contractor—senior management on both sides had to be fully engaged.
2. Conduct joint Project Recovery Workshops—these set the scene for the overall success and defined recovery goals, looked at critical paths and identified recovery options among other things;
3. Negotiate and rebaseline—recovery requires partnership and total commitment and looking for areas where compromise can help the other party;
4. Monitor assertively and rework where necessary;

As a result of the exercise, the majority of the lost time was recovered and all critical components were delivered on time. However, the down-side was a considerable defect list during the HQJOC transition period.

Peter summarised by observing that on hindsight, he may have initiated escalation earlier and also more seriously considered incentivisation.



Steve Hansson

Following Peter's presentation, he, Kitty and Steve Hansson fielded a series of questions.



## July WIPM “Project Governance Theory and Application in the APS—Research Overview” presented by Susan Woodcock, from HP

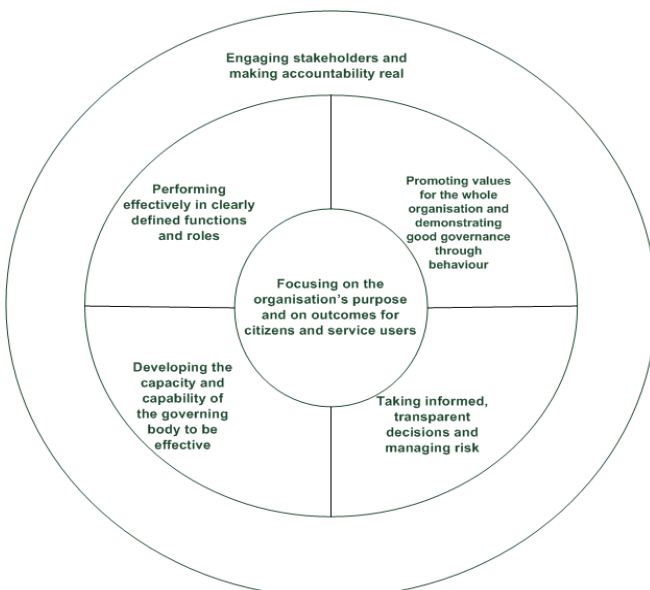
Susan Woodcock spoke at the July WIPM talking about her progress to date on her PhD where there is a significant research thesis component which is focussed on governance in the Australian Public Service. To highlight why she chose the topic, she listed a number of quotes from the popular press reporting on major project failures.

Having talked about her research approach, Susan gave some definitions of Project Governance:

–Project Governance is a framework that sets out the structure, resources, communication, reporting and monitoring systems to manage a project consistent with an organisations corporate or strategic vision (Wilson & Connell, 2008)

–Project Governance can be seen as a discipline under Corporate Governance. It refers to the design and implementation of processes, structures and communications that need to exist for a successful project (AGIMO, 2007)

In talking of the principles of good governance, Susan used the following diagram from the Office for Public Management, London, 2004.



Susan then moved onto the elements of a Governance framework based on the work done by Mueller (2009), namely:

1. Focus on what **is** done
  - Processes and Practices
  - Audits/reviews
  - Mentor programs
  - Maturity Model
2. Focus on what **should be** done
  - Steering Committees
  - Project Management Office
  - Benchmarking
3. Focus on what **can be** done
  - Methodology
  - Certification
  - Education and Training

Susan then covered the six elements the Australian National Audit Office (ANAO, 2003) consider to make a difference in successfully implementing government policy and delivering public services. These were:



Susan Woodcock

1. Ensuring the governance formalities are in place:
2. Providing leadership:
3. Understanding your organisation its goals and its environment:
4. Investing in a sound planning approach to drive the agency forward and obtain ownership of the goals and strategies:
5. Investing in risk management at the enterprise, divisional and project level — the goal is to develop a culture that manages risks as part of day-to-day management.
6. Measuring, monitoring and evaluating performance: measure KPIs, self-evaluating; self-regulating:

However, as Susan pointed out, application of these elements can be complex—and very subjective!

/ contd



## July WIPM (Contd)

Susan also covered the 11 principles of project management identified by the UK government.

As she drew to a close, Susan outlined where her PhD journey was taking her. Her main desire—apart from finishing!—was to be able to collate, analyse and report on her findings and hopefully provide something of value to the Australian scene given there is currently noth-

ing available locally in the area she is researching.

Susan was looking for potential case studies and people prepared to participate in a Project Governance Survey. If any readers of this newsletter are interested in participating, they should contact [act\\_chapter@aipm.com.au](mailto:act_chapter@aipm.com.au) and your details will be forwarded to Susan.

## OTHER CHAPTER NEWS AND ACTIVITIES

### PMAA 2010—Wednesday 25 August

After 2 years of having the awards at a cocktail function, the ACT Chapter is reverting this year to having the annual PMAA as part of a 3-course dinner.

The function will be held at the Canberra Club where the quality of the food with the new chef is excellent.

The evening will commence with pre-dinner drinks and will be followed by a three-course meal during which time the presentations will be made and also our guest speaker, Mr Glenn Keys of Aspen Medical, will give a talk.

This will be an excellent opportunity for not only those who have made submissions to attend this function, but also for members who are interested in the awards process—possibly looking at making a submission next year—or even those who would like to enjoy a very good meal at a very reasonable price.

To enable us to be able to offer attendance at this price, the ACT Chapter is extremely grateful to the very generous support from our sponsors:

**Silver Sponsors:** Aspen Medical

**Silver Sponsors:** Point Project Management

**Bronze Sponsors:** Cordelta

**Bronze Sponsors:** Oakton

**Not For Profit:** P2J

**Dinner:** The Canberra Club

**When:** Wed 25 August 10

**Where:** Canberra Club,  
45 West Row, Civic,  
6:30 Drinks & Nibbles  
7.00—10:00 Dinner & Presentation

**Cost:** \$50 to members; \$75 to non-members

**RSVP** (and payment) by Fri 20 July 10 on-line at [www.aipm.com.au](http://www.aipm.com.au) (Events section)

aspenmedical

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## 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 requirements? 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](http://www.aipm.com.au)).



## New Members

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

### Members

Mr Paul Arcus  
Mr Frederic Bruchet  
Mr Peter Concannon  
AVM Christopher Deeble  
Mr Derek Green  
Ms Leanne Kerr  
Mr Clive King  
Mr Anthony Kohn  
Mr Murugan Kumaran  
Mr Brett Petersen  
Mr Tony Pollock  
Mrs Andrea Sheather  
Mr Sorin Toma  
Mr Colin Walton

### Associate Members

Ms Linda Garlick  
Mr Troy McDonald  
Mr David Nicholls  
Mr Damien Pratt  
Miss Shevaun Quinn  
Mr Clint Thomas  
Mrs Leanne Thomson  
Mrs Bernadette van Heuzen

### Affiliate Members

Mr Michael Houston

### Student

Miss Monique Morgan  
Mr Andrew Welch

## New CPPD and CPPM

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

### CPPD

Mr Ashley Golding  
Mr Paul Remy-Maillet  
Mr Phillip Stephens  
Mr Philip Van Der Moezel

### CPPM

Mr Marcelino Bueno JR  
Mr Jason Burgemeister  
Ms Nicole Lock  
Mr Colin Walton  
Mr Mitchell White

### CPPP

Mr Troy McDonald



## AIPM ACT Councillors – Contact Details

<b>Office/ Responsibility</b>	<b>Incumbent</b>		
President	Peter Dechaineux	6281 5917	dechaineux@netspeed.com.au
Secretary	Pal Sadasivan	0430 000 999	pal77@tpg.com.au
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Immediate Past-President	Michael Young	0411 243 568	michael.young@transformed.com.au