

President's Report

INSIDE THIS ISSUE:

Upcoming events 2-3

Last Month's forum Reports 4-7

Council Elections 8

Workshop Advert 8

National Conference 9

Web Site Survey 9

Project Risk Management Survey 10

New CPPD/CPPM & Members 10

Councillor Details 11

Greetings fellow members,

In two months' time at the National Conference in Darwin, the tenure of all Chapter Councils will come to an end and new Councils will be appointed for each Chapter. Nominations are currently being sought for AIPM members to serve on each Chapter Council for the next two years.

Here in the ACT, we've been very fortunate for many years now to have some very active and innovative people serving as Councillors and this has greatly assisted in promoting AIPM both locally and nationally. As I come to the end of my term as President, I am both grateful to those who have assisted me over this past term, but also keen to see others take up the baton and continue to move not just our local Chapter, but also our profession forward.



Serving on the Council can be very rewarding as you will help form the direction of the Chapter over the next two years. If there are things you would like to see happen within the local Chapter, this is your opportunity to make them happen. Furthermore, serving on the Council is not an onerous task, especially if we have a strong Council where individuals can share the load.

All AIPM members should by now have received a nomination form and I would strongly encourage members to consider nominating themselves, or someone else they know, to serve on the Council.

Nominations close at 4pm, Friday 20 August so if you are interested, there is still time to get your nomination in.

This coming month sees the annual Project Management Achievement Awards (PMAA) function being held in place of the monthly forum. This function is one of the highlights of the year and I would also encourage members to come along even if you don't have a submission in. This year, we will be having a 3-course dinner, plus drinks, for \$50 for members and so it is excellent value for just the meal alone. However, coming to the function will make members more aware of the requirements of the awards, and may even encourage some to put in submissions of their own in future years.

Running the annual PMAA function is a lengthy process which involves quite a number of people 'behind the scenes' to make it all happen. There is also quite a cost associated with it and so I would especially like to thank our major sponsors, Point Project Management and Aspen Medical, along with our Bronze sponsors, Cordelta and Oakton as well as P2J who sponsor the Not-For-Profit award. I should also like to thank the Canberra Club who are subsidising what I am certain will be an excellent dinner.

Finally, I would encourage members to consider attending the National Conference in Darwin from 10-13 October. As always, there will be a full program to keep members abreast of the latest happenings in Project Management plus, for those able to take an extra couple of days, the opportunity to sample the delights of the 'Top End.'

Yours in project management

Peter Dechaineux

President, ACT Chapter



UPCOMING EVENTS AND ACTIVITIES

Project Management Achievement Awards (PMAA 10) — Wednesday 25 August

This year, we are reverting to having the Awards night accompanied by a full 3-course dinner rather than the cocktail function of the past two years.

We are very grateful to the Canberra Club who are subsidizing the dinner, as well as to our other sponsors who will enable us to offer attendance at the function at a very affordable price. Also, with the new cook at the Canberra Club, the quality of the food there is now excellent we are certain that attendance just for the dinner will be worthwhile!

All AIPM members should already have received an invite to and details of this year's PMAA evening. We would encourage members to attend this function, especially if you've never been to a PMAA event before and even if you haven't put in a submission. AIPM is all about encouraging excellence in project management

The ACT Chapter of AIPM is extremely grateful to its sponsors for the PMAA 10 and would like to acknowledge them below:

and this is a forum to showcase what is being done in this regard. As such, it is well worth attending.

Seeing what others are doing may provide valuable feedback for your own project—or even inspire you to consider making submissions of your own in the future.

This year, we have received some very good submissions both from corporate bodies as well as individuals.

The guest of honour at the function will be Mr Glenn Keys from Aspen Medical. Aspen have won awards at previous PMAA functions with some highly innovative and impressive projects and Glenn is a strong supporter of AIPM and so will be well worth listening to.

When: Wed 25 August 10

Where: Canberra Club,
45 West Row, Civic,
6:00 Cocktails & Canapes
6:30– 9:30 Awards & Dinner

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

RSVP by Fri 20 August 10 on-line at www.aipm.com.au (Events section) or to Act_Chapter@aipm.com.au

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WIPM September Forum—Thursday 2nd September “Contractor Compliance”— Anne O’Connor

Anne O’Connor is Director of Contractor Compliance and operates predominately in the construction industry sector.

Contractor Compliance offers prime contractors risk-mitigation assurance services to ensure that their sub-contractors are legally and regulatory compliant.

Due to cost-cutting, competitive undercutting, poor business practice, laziness or ignorance many sub-contractors deliberately or inadvertently remain legally and regulatory non-compliant and therefore in many cases the risk and consequences are transferred upwards to the prime-contractor.

In many instances, the sub-contractors overstate their legal and regulatory compliance status and currency to the prime-contractor in order to win the work and thus the prime-contractor inadvertently accepts a risk transfer that may have extensive consequences in the event of an incident involving the sub-contractor.



Emerging from over 30 years of experience working with contractors in the market place, Anne will share her experience in managing sub-contractor compliance and highlight the tools and products available, many of these developed in direct response to business and contractor demands.

When: 2 September 10

Time: 7:00—9:00am

Where: Scarth Room, University House

Cost: \$25 per member or non-member

RSVP 31 August 10

Via web www.aipm.com.au—events

Or, if any problems encountered with web,

Act_chapter@aipm.com.au

6285 2191

PMO & PMM SIGs

Neither the Project Management Office (PMO) or Performance Management—Measurement (PMM) Special Interest Groups will be having functions in August.

This who attend these groups are instead being encouraged to attend the PMAA function.

Details of the September PMO and PMM SIGs will appear in the September newsletter and also on the web site (www.aipm.com.au) once details have been finalized.



LAST MONTH'S FORUM REPORTS

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

At the July forum, Stephen Hayes spoke to the topic of “The Conspiracy of Optimism—Why Mega Projects Fail”

Stephen started by defining the characteristics of complex projects, i.e.:

- Characterised by uncertainty, ambiguity, dynamic interfaces, and significant political or external influences
- Usually run over a period which exceeds the technology cycle time of the technologies involved or where significant integration issues exist
- Can be defined by effect, but not by solution

He then talked about some of the massive projects that fit these criteria, projects such as: developing a Strike Aircraft or future submarine for Defence; NASA sending a mission to an asteroid; Climate Change; and the National Broadband Network. He also touched on the oil spill in the Gulf and the issues surrounding it.

Stephen then moved on to talking about a “Continuum of essential skills” being required as projects get more complex and move beyond the ‘simple’ systems engineering and procurement and supply chain logistics. He talked of the ‘art’ of project and commercial leadership being:

- Reflective, learning and high trust leader/organisation;
- Shared leadership to synthesise multiple disciplines;
- Strategic, creative, respectful and adaptive; and holistically guides ambiguous, interconnected systems (stakeholders) to maximize benefits to all.

The Australian, UK and US Governments and Defence Industry have supported an initiative to improve the international community’s capability to deliver very complex projects across all industry sectors. It has three strands:

1. Competency Standard for use as a framework for assessment and development of complex project managers
2. Executive Masters and Continuing Professional Development in Complex Project Management (Including ICCPM’s CPM Foundations Course)
3. Formation of the International Centre for Complex Project Management (independent international not-for-profit peak body)

The International Centre for Complex Project Management is trying to integrate a number of communities, including: corporate; academic; government; professional; and other interest groups.

As part of that initiative, ICCPM were involved in bringing together a series of round table discussions in 2009 on the topic of the “Conspiracy of Optimism.” The big issues as highlighted in those discussions were:

- Unaccommodated or unaligned stakeholder view of success
- Tension between product success and project success (product vs outcome)
- Political and public relations pressure militating against doing the right thing
- Lack of understanding or acknowledgement of non-technical risk
- Use of competition as a weapon
- Institutionalised procurement practices
- Few project managers are equipped as project delivery leaders



Stephen Hayes



July Forum (Contd)

- Lack of opportunity for engagement between government and industry
- Future capability (projects) are predicated on attaining rational estimates
- Current tools and decision processes unsuitable for analysing uncertainty
- Inevitability of scope creep (cost & schedule) especially if contract too early

Having expanded on each of these issues, Stephen posed the question of “Does it Matter?” He concluded “Yes” because of Corporate/Government reputation and future contract potential and partner relations—stakeholders and citizens will simply not tolerate on-going failure. He also pointed out that these failures lead to inaccurate strategic planning and future corporate/national capability and growth.

So, what needs to be done?

The first area is international education, and here Australia is leading the way with a DMO/QUT Executive Masters in Complex Project Management/Strategic Procurement, a course that has just won the Management Education and Development division of the Academy of Management in the UK’s Best Symposium Award.

In collaboration with QUT and other EMCPM partner universities, ICCPM Developing CPM introductory programs such as CPM Foundations Unit for broader public service and industry education

- –Looking beyond important but traditional PM processes and skills to introduce new concepts needed to enable work in more uncertain and ambiguous project environments
- –Introduces systems thinking as a major unifying theme for considering the nature of complex projects against a background of strategy, stakeholder needs, and the organisational and project delivery architecture (Central Text: Michael Jackson (2005) Systems Thinking: Creative Holism for Managers)

Future courses in executive education series to include topics such as Cross-division and Multi-partner CPM, Tools for CPM and Complexity Leadership

The second area identified was International Research.

An annual CPM Research and Innovation Conference was held at the Skema University, France (Aug 2010) and international investment and collaboration in a number of research projects or activities is taking place. A Global White Paper Task Force has also been established.

This White Paper Task Force contains a “Who’s Who” of participants, including the head of Program Management from NASA, the Principal Under Secretary of Defense for Acquisition, Technology & Logistics in the US, the Executive VP of the F-35 Program from Lockheed Martin, the head of the Complex Project Management Research Consortium in the UK and many others, including several from Australia.

The Future for the White paper is:

- Launch White Paper 1st Quarter 2011
- Provide policy and strategic implementation advice for governments and global corporations
- Establish the long-term roadmap for CPM applied research – funded by ICCPM partnership funds and external grants
- Collaborative, federated, international research community – ICCPM independence from government, corporate and academic allows us to bring together the best global resources to deliver tangible results and change
- Feedback loop into CPM education

As Stephen conclude, although there may be some short-term opportunities, investment in Complex Project Management capability is a long-term strategic journey.



August WIPM “Project Management & Other Stories from the Sudan” presented by Linda Morris

Linda gave a fascinating, personal account of her experiences working on assignment for the UN in the Sudan.

As she said, the first thing she had to do when asked if she would go was find out where the Sudan was! Her first port of call was the local library where she found that it was in North Africa, was arid in the north but tropical in the south being bisected by the Sud—an impassable swamp full of mossies. Furthermore, most of the rain fell in the wet season—something which would be very pertinent to her later experiences.

The UN involvement followed the signing of a peace treaty in January 2005 which guaranteed Southern Sudan autonomy for six years after which there would be a referendum on independence. The peoples of the north and south are very different both politically and in religious beliefs, which led to the problems and also the difficulty in governing the country. As a result, a contingent of 10,000 UN troops, UNMO’s Police and UN and civilian staff were sent—all of whom required logistic support.

Linda was the Joint Logistics Operations Centre desk officer and looked after 2 sectors ranging from partially completed sites to dots on maps.

Linda moved on to talk about the Good, the Bad and the Ugly of her assignment.

The ‘Good’ was the permanent site for the UN operation which was a green-field site. BUT... it had no all-year access road and at the height of the wet season, would be partially underwater and, for good measure, was full of mines!

The ‘Bad’ was the site earmarked to house some other troops—a goat paddock. So, new, more suitable land was arranged nearer the airport.

The ‘Ugly’ centred on the only formally constituted project Linda was involved with and which dominated the final months of her deployment. What it did do was provide a “what not to do” example in her subsequent university studies! The goal was to put all the UN staff

int hard-walled accommodation. The only problem was that no one defined what that meant!

So, from these somewhat ignominious beginnings, what was it that caused Linda to decide on a career in project management? In effect, it was seeing that those most effective in doing their jobs **were** the project managers.

So Linda then listed her main “Lessons Learned” - with a specific ‘Sudanese flavor,’ including:

1. In mine fields, stay on the path! There is nothing like a path through a mine field to focus the mind.
2. Just ‘cos you mate says it’s safe doesn’t mean the de-miners agree! To highlight this, Linda used a photo of herself standing outside her vehicle on a so-called ‘safe’ stretch where multiple unexploded mines were found just days later when earthworks commenced!
3. Helicopters suck!—but earning UN frequent flyer miles was the only way to gain the confidence of her stakeholders and get things done.
4. But not if you ask the locals. Because her work was UN-focused, there were very few opportunities to discover how the locals saw them. When their helicopter landed in one area, there were so meant curious locals that the police had to be called in before they could start it up again.
5. Air safety messages can be free. Linda showed a photo taken from one plane where two others are clearly visible only metres apart—flying in opposite directions!
6. Beware of free steak knives—especially when they (unexploded shells!) come in outrageously expensive gravel needed to raise the base above the flood levels.



Linda Morris

Having taken a somewhat humorous look at her



experiences, Linda then brought that back to some project management principles—all of which were illustrated with Sudanese examples. These were:

1. Keep your stakeholders happy

2. If you have any questions, ask the experts
3. Go and visit (and visit, and visit...)
4. And talk (and talk, and talk...)
5. And don't forget to have fun!

July Project Management Office Special Interest Group (PMO SIG) Data Driven Results for your PMO Presented by Denise De Carlo

Data driven results for your PMO Presenter: Denise DeCarlo, PMP – Director for Mindavation

The July meeting topic was 'Data driven results for your PMO' presented by Denise De Carlo, PMP – Director for Mindavation. The meeting was hosted by Microsoft.

Denise introduced the topic with a few key points. She postulated that PMOs should be created based on the DATA the organization needs. In the presentation she discussed the types of data typical PMO's need and how an organization could setup (or modify) a PMO based on the information required. In addition, she discussed the processes required to collect the data and how to define the PMO objectives based on the data to be obtained



Denise De Carlo

Participants were then invited to develop in groups measurements that should be considered from their experience. Specifically they were asked to describe what data do they (or should they!) be collecting for Quality Assurance purposes for their organization.

The following Quality Assurance items were considered:

- Scope – is it too easy to change?
- Project governance – ensuring charter align-

ment

- What we produce – meets the purpose as intended
- Succession planning – staffing what happens to the pool of expertise once completed?
- Release mgmt – other releases impacting success/resources
- Stakeholder consultation – initial questionnaires – and what we do with that information ongoing throughout the project
- End-to-end benefits alignment – short and long term (during project as well)
- Coaching/mentoring for personnel

The workshop groups developed the following measurements for consideration.

Additional Data for a PMO – Group 1

1. Project Pipeline (Demand)
 - a. Includes maturity funnel
2. KPI's around C.I.P (Capability Improvement Plan)
3. Monitor stakeholder mgmt strategy/compliance

How to Collect data

1. Gateway construction and monitoring and C.T.Q. (cost/time/quality) management
2. Quantitative KPI data
3. Quantitative – compliance
4. Quantitative – stakeholder engagement



OTHER CHAPTER NEWS AND ACTIVITIES

Council Elections

As indicated in the President’s Report, nominations are being called for the positions of Chapter President and Chapter Councillors for all Chapters, including the ACT.

The term for these positions is two years commencing on 11 October 2010. Under AIPM’s constitution, the successful candidate for the position of Chapter President will be a Director on AIPM’s Board of Directors and must consent to be a Director of AIPM. ’

Nominations must be made by current financial members using the appropriate nomination form and must include a candidate statement in

the event of a ballot being required.

Nominations can only be made by current financial members, and must be supported by two proposers, both of whom must also be current financial members.

The nomination form and other specified documentation must be received by Ian Baxter, the Returning Officer, at the National Support Office via mail, email or fax.

If anyone requires further information about nomination, please contact Roger Birch at act_chapter@aipm.com.au

Workshop Advert

An Invitation to Sample Professor A Jaafari’s Workshops in September-October in Sydney



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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 website (www.aipm.com.au).

AIPM website satisfaction feedback survey

The Communications Council is planning to hold a review of the AIPM website in September this year.

As part of that review, member feedback would be valued.

The survey is aimed at determining the perception and satisfaction levels with the website and to identify possible new tools or services. The survey will be available until the end of August.

At <https://www.surveymonkey.com/s/2010websitefeedback> the Communications Council has made a short survey about www.aipm.com.au.

It would be grateful if members could take a short time to complete this survey as it will hopefully result in a better service to each member



AIPM Survey on Project Risk Management

The AIPM is appealing for member participation in the survey “[Key Issues in Project Risk Management for the next 3 – 5 Years](#)” to develop the profession’s knowledge of project risks – your contribution to this survey is keenly sought as without adequate responses this will not reflect the broader membership.

This survey is available online at: <https://www.surveymonkey.com/s/2010-risks>

The study aims to establish the key project risk issues that project managers need to manage over the next 3 to 5 years.

The research is promoted and hosted by the Knowledge and Research Council of AIPM and designed by Associate Professor Dieter Fink of Edith Cowan University. The project has been approved by the university’s Human Ethics Committee.

A key issue is defined as one that poses a chal-

lenge (e.g. requires special attention) for the project manager during the next 3 to 5 years. The challenge can be brought about by one or more factors that will affect the success of project. For example, a risk item can be perceived to be a key issue due to the

- increasing importance of the issue to the success of a project;
- not understanding the nature of the issue due to its complexity;
- continued difficulty in managing the issue;
- changes expected in the nature of the issue.

Pre-testing has indicated that it should take about 15-20 minutes to complete the questionnaire. Your participation is highly appreciated.

New Members

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

Members

Mr Matthew Crago
Mr Graham Durant-Law
Ms Jennie Heinicke
Mr Steven Retallack
Mr Alexander Szabo

Associate Members

Mr Geoffrey Fietz
Ms Debra Jurss

Student

Mrs Elizabeth Favelle
Mr Miles Humphrys

New CPPD and CPPM

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

CPPD

Mr Simon Andrews
WGCDR Warren Bishop
Mr John Crathern
Mrs Andrea Sheather

CPPM

Mr Ben Cakurs
Ms Kelly Edwards
Mr Damien Pratt
Mrs Leanne Thomson



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	jbboston@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