



President's Report

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Greetings fellow members,

In the past couple of months, we have seen a series of information sessions regarding transition to the new standards. As members become more familiar with this process, a number of questions are arising which we are able to either answer immediately or take on board to investigate further. However, in general, the new standards have been well received. Discussions are now taking place with IBSA to have the new standards adopted as the next iteration of the National Standards for PM. Also the AIPM Standards Committee is considering the introduction of one or more higher level standards.



The Board is in discussion with the International Project Management Association (IPMA) with a view to AIPM becoming a member institute. IPMA's website is www.ipma.ch. The National President and the General Manager will be attending the IPMA World Congress in Finland in June.

Locally, the planning for PMAA 09 is well on track and as reported in more detail elsewhere in the newsletter, we will be giving guidance on making submissions for PMAA in conjunction with our next general forum. As we continue to gain more recognition both nationally and internationally, the PMAA event will take on ever increasing value and is the perfect vehicle to showcase excellence in what is being done in project manage-

ment here in the ACT. As such, I encourage everyone who believes they have a story to tell to make a submission to this year's PMAA. At a time when much of the media is filled with doom and gloom, it is important to be able to promote positive, good news stories and PMAA does just that.

Another initiative at the local level is to work closer with like-minded organisations. It is a reality that many of our members have dual membership with PMI and other professional organizations, and so it is sensible that we have a working relationship with those organisations. This past month has seen us offered a stand at the Australian Computer Society (ACS) conference here in Canberra and we are in the process of organising a joint forum with ACS on 24 June, so mark that date in your diary as it is likely to be a very big meeting. In addition, the WIPM team is working with the equivalent stream within Engineers Australia to arrange a series of workshops this year and the first of those will be held in May and will address the issue of handling HR issues which is one of the areas given added focus in the new standards.

So, as always, there is plenty happening and I encourage you all to take advantage of what your Institute is providing for you.

Yours in project management

Peter Dechaineux

President, ACT Chapter

UPCOMING EVENTS AND ACTIVITIES**April Forum – Wednesday 29 April**
PMAA Submissions– What they are and how to write a winning one presented by Alan Hunter
Plus
A Presentation by Brendan Bilston and Mark Blake from Point Project Management, Winners of the ACT PMAA 08 Project of the Year

The focus of this month's forum will be on the Project Management Achievement Awards (PMAA). It will be in two sections: the first describing what the awards are all about and what categories people and organisations can enter together with a presentation by Alan Hunter on "How to write a Winning Entry."

In this talk, Alan, who has coached several winners in previous years by helping individuals and organisations with their entry, will provide a number of keys and tips to follow to ensure your entry has the maximum possible chance of success when it is read by the judges.

Alan will help show that writing a good entry is not 'rocket science' but something that anyone who had managed a good project should be able to do.

If you are submitting an entry, considering submitting an entry, or even merely just interested possibly for future years, then this is an excellent opportunity to learn what the process is all about and how best to maximize your chances of success.

We are also fortunate to have speaking at this forum Brendan Bilston and Mark Blake from Point Project Management as Point took out the ACT Project of the Year award at last year's PMAA function.



Alan Hunter

When: Wed 29 April 09

5.30-6.10 Drinks & Nibbles

6.10-6.20 Chapter Admin

6.20– 7.15 Presentation & questions

Where: Canberra Club, 45, West Row, Civic

Cost: Free to members

RSVP by Tues 28 April 09 to

Act_Chapter@aipm.com.au

April Forum – contd

“Complex Projects”

Presented by Brendan Bilston & Mark Blake

Projects are Complex for many reasons and the presentation will cover two very different forms of complex projects: Complex High Security; and Complex Geographic.

Complex High Security

24 Fairbairn Avenue is a 4,500 m² building located within the Fairbairn Business Park adjacent to the Canberra International Airport. The building was fitted-out for the Headquarters of the Defence Science and Technology Organisation (DSTO). The fit out works included complex video conferencing suites, an integrated AV theatre, a gymnasium, computer laboratories, battlelab facilities, Top Secret compartments and specialist DSTO technical requirements. The project set a program for completion that has not been matched by any fitout before, let alone a complex high security Federal Government Department project. The project was delivered on time and within budget. The project team completed a 42 week project including startup, scoping, design and construction in 12 weeks, and was awarded both the 2008 AIPM Construction/Engineering Project of the Year and the 2008 AIPM Overall Project of the Year.

Complex Geographic Locations

In October 2007, Point was appointed by the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) to provide Project Management services for the implementation of the Community Clean-Up Program (CCU) in remote Northern Territory communities, as part of the Howard Government’s Northern Territory Emergency Response (NTER). Point subsequently project managed the Community Clean-up Program in 23 of 73 indigenous communities and has been able to use these experiences to further refine its approach and methodology for future deployments in remote areas. Point was the first project management company to enter into the region subsequent to the pilot program to com-

mence the clean-up services. Point provided various levels of management involvement as part of its team, including Project Director, Senior Project Managers, Field Operations Managers, a Data and Document Manager, a Logistics Manager and Field Supervisor’s.

The presenters will be Brendan Bilston, Principal, Point Project Management and Mark Blake, Canberra Principal, Point Project Management

Brendan Bilston is a graduate of the Australian Defence Force Academy and the Royal Military College and is a qualified Civil Engineer with a Masters in Engineering Science (Project Management). Brendan is a Principal of Point Project Management and along with Michael Snare oversee Point’s Operations in Brisbane, Sydney, Canberra, Melbourne, Perth, PNG and Timor Leste.

Mark Blake is a graduate of the Australian Defence Force Academy and the Royal Military College and is a qualified Civil Engineer with a Masters in Engineering Science (Project Management). Mark is the Principal of Point Project Management’s Canberra Office.



Brendan Bilston (right) with Richard Kulaga (left) from Spotlight and the Chief Minister, Jon Stanhope, with the 2008 ACT Project of the Year

May WIPM forum – Thursday 7 May Presented by Heather McKay, ACT Health

Heather McKay is a Registered Nurse with 25 years of clinical experience prior to entering project management. She has completed a Masters in Applied Management and a Diploma in Project Management.

Heather will be presenting on the ACT Health's Early Recognition of the Deteriorating Patient Project, for which she was project manager and which was awarded the National AIPM Community Service and/or Development Project of the Year 2008,

The same project also won the ACT AIPM Community Service and/or Development Project of the Year 2008, enabling it to go forward to the National judging, as well as the Community Benefit project of the Year.

When: Thurs 7 May 09, 7-9 am

Where: Scarth Room, University House

Cost: Members \$25; Non-members \$35

RSVP by Tues 5 May 09 to

Act_Chapter@aipm.com.au



Heather receiving the National Award from AIPM National President, Bill Young

WIPM workshop on HR issues – Friday 15 May Presented by Melanie Marshall, ACT Health

The first of a series of WIPM workshops has been scheduled for Friday, 15 May from 3–5 pm. These workshops will be held in conjunction with Women in Engineering every two months at Engineering House.

This first session will address HR issues. The presenter will be Melanie Marshall, State Manager HR Manager for ACT Health. Melanie is an experienced trainer who also has a background in coaching and her job involves working with the senior managers in ACT Health to discuss with them how to deal with HR issues.

Given that the new standards have a far greater emphasis on 'soft skills,' for example, in the HR area, the number of assessable criteria has moved

from 4 to 11, this is a very timely opportunity to learn more in this area.

It should also be noted that this workshop has been approved by the ACT Chapter Council and so attracts 15 CPD points.

The next workshop will be in June and that will address the issue of Organisational Change.

When: Fri 15 May 09; 3-5pm

Where: Engineering House, 11 National Circuit, Barton

Cost: Free to members

RSVP by Tues 12 May 09 to

Act_Chapter@aipm.com.au

April PMO SIG – Tuesday 21 April

Unfortunately, by the time you read this newsletter, the April PMO SIG will have already happened! However, most of those interested in this SIG will be on Mike Kennedy's mailing list and so would have been separately informed.

For the benefits of those who might be interested in joining this SIG, details of the April meeting were as follows:

Venue: IP Australia Conference Room Bowes St Woden

Date: 21 Apr 6:00pm

Topic: Organisational Change

Abstract: Project management is all about introducing change. Sometimes, we forget about the soft skills required to introduce this change into an organisation. Change can effect individuals, teams and organisations, and a project manager needs to understand how change should be managed at each of these levels to give their project every chance of success. PMOs need to consider the emphasis on soft skills in project manager appointment.

Speaker: Hendrik Immonen, Codarra

LAST MONTH'S FORUM REPORTS

March Forum Project Portfolio Management Presented by Darren Cook, Primavera



As reported in last month's newsletter, the AIPM Board has taken a decision that forums should be cost-neutral and, as a result, the ACT Chapter Council is looking at creative ways in which we can continue the tradition of providing free forums to our members.

One such option is to have our forums sponsored and last month's was the first such forum. Darren Cook from Primavera gave a presentation (given a sub-title of "May you live in interesting times"!) on the use of Project Portfolio Management in the current financial situation.

He briefly looked at the impact of the current financial crisis on both government and private organisations. Private organisations have moved away from high risk/high return and are redirecting company priorities far more into investments with a guaranteed return. Public organisations have less money to spend on internal projects and are looking at potential major impact on future budgets. The Gershon

Report is also focused on cutting the use of contractors and placing more emphasis on benefits realization.

So, enter Project Portfolio Management!

Project Portfolio Management is the technique of collecting and analyzing a collection of projects and investment strategies to meet corporate goals. By employing tools and various modeling techniques such as categorization, financial, inventory, risk and benefits analysis, companies prioritize which projects best fit their goals.

Whereas traditional view is a lifecycle view of a project, Portfolio Management is about constantly reviewing the portfolio and testing if the reasons this project was funded in the first place is still valid. Project Portfolio Management looks at all projects together enabling imbalances to be noted and a continual rebalance of the portfolio to take place to ensure maximum value.

March Forum (Darren Cook) – contd

The four goals of Project Portfolio Management are to:

1. Maximize the value of the portfolio
2. Seek the right balance of projects
3. Ensure the portfolio is strategically aligned
4. Make sure you don't have too many projects for your limited resources.

Darren highlighted this latter scenario with a question: Suppose you are in charge of an aircraft carrier and have just launched 7 aircraft, only to be told you can only land 5 of them. What do you do?

So, in looking at the question of what needs to be done, Darren listed 6 areas:

1. Gain visibility of current Investments
2. Engage Executive
3. Categorise all new and existing investments according to the criteria used to answer the questions – Should we? and Can We?
4. Prioritise or Rank the investments
5. Assess & Select Investments against what is important to your organisation
6. Have a process to Kill/put on hold those investments that are no longer viable

Darren then looked at how some organisations were tackling the problem which, on the surface sounds simple. After all, all we need to do in Project Portfolio Management is to do the right projects and in Project Management do the projects right. BUT... with the example of AXA, nobody could tell them how to find the right ones—and that process took them another 4 years.

With the US Government, projects are subject to ongoing, robust investment management. The "projects are like stocks" approach is at its most effective when applied to all investments in change, not just those involving IT. Projects

are indeed investments, not just implementations. However, success at treating projects like stocks requires robust personal business competencies in investment portfolio management. Measures designed for choosing, targeting and measuring stock market investments are not best suited for investing in business change.

To summarise, Darren suggested that organisations must have a clear understanding of what they are doing and why, and a clear understanding of the contribution of each investment to any revised Strategic Direction. The emphasis will be on:

- Selecting the right investments (biggest bang for buck);
- Resourcing these investments from a shrinking pool (doing more with less); and
- Executing the investments as efficiently as possible.

The Primavera presentation was completed by Ian Dempsey, the ACT Manager, who announced the launch of EcoSys Financial Manager.



Darren Cook

April WIPM “Operations Management” Presented by Melanie Moore, KAZ Group

Melanie Moore spoke on the evolution from Program to Operations Management and how successful outcomes can be achieved at the organisation operational level suggesting the key aspects of Operations Management (OM) are that it is accountable, supportive and strategic.

In terms of accountability, whereas Line Management was historically accountable for achieving service levels or defined targets and Project and Program Management is held accountable to Project Target achievement, OM is held accountable to overall business performance.

In terms of being supportive, the first priority of OM is the provision of infrastructure, processes and support functions to facilitate the conduct of the business with immediate responsiveness required to these areas. All initiatives and developments are designed to improve the level of that support.

In terms of being strategic, OM should be able to support and contribute to business planning, implement tactical shifts towards strategic goals (2-5 year plans) and measure progress and outcomes at the business level.

Melanie said that to effectively achieve operational outcomes, it is necessary to understand the differences of OM to program/project management in key areas. These were: commercial realities; workforce planning; Infrastructure management; and statutory requirements.

The additional commercial realities faced in OM include: Project v Business budgets; Project v Financial reporting; CSSR v Accrual accounting; Cost and Revenue matching; WIP and Revenue recognition; Labour rates; and Salary modelling.

With workforce planning, there needs to be an extended view of Resource Management beyond the bounds of programs or projects. This includes Training development; Future market requirements; Technological alignments; and Professional associations and memberships.

For Infrastructure, the issues include: Capacity Planning; leasing v Purchase; Cost attributions (User pays); Availability; and Asset management and ILS.

Statutory Requirements include: Workforce reporting; OH & S; Duty of Care; and Government Initiatives.

There are several requirements under OM to achieve effective outcomes. Firstly, it is necessary to understand the business and to maintain currency of skills and knowledge in the business area. Secondly, remember that it is a support and enabling role—there are no independent outcomes, outcomes are measured at the business level. Thirdly, know who the customer is, i.e. All employees, all projects and all programs of work. Fourthly, it is important to maintain a network: ask, listen, respond and be open to change. Fifthly, it should be process centric, but not process driven—operations need processes, but they should support, not drive. Finally, avoid duplicating effort.

Melanie finished by summarising the good, the bad and the ugly of OM. The good included a high level holistic focus and involvement in key planning areas; the bad included less traceable achievements and outcomes and less opportunity for practical direct management, and the ugly included being involved in many trivial daily issues, skills atrophy and, ultimately maintaining credibility.



Melanie Moore

OTHER CHAPTER NEWS

New Members

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

Member

Mr John Braithwaite
Mr Marcelino Bueno JR
Mr David Huxley
Mr Freddie Lacar
Mr John Trabinger
Mrs Kelly Tot

Associate

Mrs Kavitha Lakshmanan
Ms Kelly Alsop

Student

Mr Richard Marks
Miss Catherine Jones
Miss Gloria Wong
Mr Kamal Sharma

New CPPD, CPPM and CPPP

The following members have also been awarded CPPD/MPD, CPPM/RegPM or CPPP status – so congratulations to each of those below

CPPD

Mr Anthony Best
Mr Matthew McCormack
Mr Anthony Miller
Mr Jason Yap

CPPM

Mrs Megan Bunfield
Mr Mark Hargreave
Ms Jo Hutchison
Mr Rajive Jayawardena
Mr John Lipscombe

ACT PMAA 08 Winner appears in *The Project Manager* magazine

In the February/March issue of *The Project Manager*, there is an article on Rod Mason and the Australian Army Band Corps who submitted an entry into the “Small Projects” category of the ACT PMAA 08.

Rod and his team won that award and as he says in the article: “My own organisation was very proud of the fact they got the ARIA, but the Army especially stood up when they heard about the Project Management one.”

As Rod also comments, it was more special that

those in the music industry could compete against those in other industries such as construction and IT.

Such a comment helps highlight the broad nature of project management and how people in ‘non-traditional’ industries can excel just as those in the more traditional ones.

The full article can be read in *The Project Manager* on pages 22-23 of the Feb/Mar issue.

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