



***AIPM's Vision is 'to be recognised by business, industry, and government, as the key promoter, developer, and leader in project management professionalism.'***

## ***A Message from the National President***

### **Commencing the New Year**

2008 represented a year of substantial change for the AIPM:

New membership of our Board.

New leadership in our National Office.

A complete shake-up of our organisational and governance processes.

These changes are already delivering substantial progress as we start the New Year.

While we commence 2009 with this excellent progress for the AIPM we are at the same time moving more deeply into one of the world's worst financial crisis in modern times, fundamentally caused by mismanagement and lack of effective governance of funds and financial processes. Despite its massive downsides such a crisis presents opportunities for the project management profession to demonstrate the delivery of real value through effectively managed projects.

We need to avoid getting swallowed up in all the doom and gloom and instead act as beacons to help re-balance and sustain business growth; project managers more than most in society have the tools and skills to make a difference here.

As the Federal Government has just announced a large stimulus package to try and reduce the impact of the contagious global recessionary malaise, we are endeavouring to influence Government to focus on a greater adoption, recognition, and deployment of project management best practices. We initiated a project late last year to work more closely with both Federal and State Governments to help more extensively infuse project management best practices into Government based activities.

Though many projects in the private sector have slowed or stalled, we need to be flexible about changing our practices, and work locations, to match the economic environmental conditions. There is more need than ever to be innovative and flexible in our thinking so we grow richer and stronger from the challenges we will confront.

Best wishes for the New Year from the Board and Staff.

Bill Young

National President

### **UPCOMING EVENTS**

#### **Wed, 4th March**

#### **PMAA Information Evening**

Case Study of The  
2008 Project of the  
Year, and Tips on how  
to produce a winning  
Submission

McKell Building - level  
4, 2-24 Rawson Place,  
**Sydney**

6pm-8pm

No admittance fee

#### **Wed, 18th March**

#### **PMAA Information Evening**

Case Study of The  
2008 Project of the  
Year, and Tips on how  
to produce a winning  
Submission

Engineers Australia  
Auditorium - 122 Parry  
St, **Newcastle West**

5.30pm-7.30pm

No admittance fee

**Full attendance of these  
events is worth 6 CPD  
points**

To register please follow  
the below link and click on  
the event you wish to at-  
tend.

[http://www.aipm.com.au/html/Calendar\\_Wizard.cfm?chapter=NSW](http://www.aipm.com.au/html/Calendar_Wizard.cfm?chapter=NSW)

## Women in Project Management Event—Anna Montag 18 Feb

**Anna Montag** from **Arup** was our WIPM guest speaker recently. Anna received the WIPM PMAA award and also the National Association of Women IN construction (NAWIC) award in NSW/ACT 2008.

Her presentation showed us two very different projects from an Indigenous Project in outback Australia where main challenges were often more the remoteness than anything else, to a Police Building in the outer suburbs of Sydney which created more security challenges in terms of designer/architecture. Anna described the lasting impact of the work in the Aboriginal community in community health and attitude as well as employment for the local population. Anna showed a side of Project Management which suggested how these skills could combine very easily to create a success story for these projects.

Anna completed her Master in Architecture in Cologne, working in London and Europe and came to Australia after experiencing the warm, friendly culture of the people during the Olympics in 2000. She stayed, proposing that she has *“probably seen more of Australian working on projects for Arup, than many Aussies would have”*.

Anna was entertaining, enjoyable and very personable. She suggested that many of the challenges shown to women in projects can often still be the work / life balance and working in what is still a male dominated area. It was great to hear that there are some projects which manage to have the “on time, on budget” outcome!

Anna showed how it is often the “softer or communicative skills” WIPM have that are successful when it comes to dealing tricky projects. A skill we could all use!

*Cathy Wagner*



**Left to Right:** Paul Campbell, Cathy Wagner, Anna Montag, James Evans, Robyn Tuladhar.

## NSW Chapter Council for 2009

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1	Paul Campbell	President	<a href="mailto:nsw_president@aipm.com.au">nsw_president@aipm.com.au</a>	0402 663 221
2	Graham Watt	Treasurer	<a href="mailto:graham.watt@commerce.nsw.gov.au">graham.watt@commerce.nsw.gov.au</a>	0412 262 349
3	Gary Kennedy	Secretary, PMAA	<a href="mailto:Gary.kennedy@commerce.nsw.gov.au">Gary.kennedy@commerce.nsw.gov.au</a>	0411276 914
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7	Tina Woods	Events,	<a href="mailto:twoods@skm.com.au">twoods@skm.com.au</a>	0421 616 444
8	Peter Hazeldene	Membership	<a href="mailto:Peter.hazeldine@shfa.nsw.gov.au">Peter.hazeldine@shfa.nsw.gov.au</a>	0421 916 508
9	Peter Shears	PMAA	<a href="mailto:Peter.shears@optusnet.com.au">Peter.shears@optusnet.com.au</a>	0439 738 377
10	Phil Harvey	IT SIG, PMO SIG,	<a href="mailto:Phil.harvey@sydneyferries.nsw.gov.au">Phil.harvey@sydneyferries.nsw.gov.au</a>	0409 923 817
	Robyn Tuladhar	NSW Chapter Coordinator	<a href="mailto:nsw_chapter@aipm.com.au">nsw_chapter@aipm.com.au</a>	0431 065 212

## Classifieds

New PM looking for unpaid part time role in the construction industry progressing to full time when required. General mgmt experience of 9 yrs, building experience and current Master of PM at UTS. Can offer unpaid work in return for mentoring and can bring a range of skill sets. Contact: Dave Thomas on 0437 905 128

# ISO 21500: Guide to Project Management

**Summary of Progress** by Neveen Moussa, Lloyd Carter, Patrick Weaver, & James Thomson - Jan 09

As many of you are aware a project committee, International Standards Organisation Project Committee (ISO/PC236) Project Management, was established in February 2007 to develop ISO 21500: Guide to Project Management. The Committee is chaired by British Standards Institute (BSI), and the secretariat is held by the American National Standards Institute (ANSI). Membership of the Committee is by 35 participating countries and each member nation receives one vote. AIPM is keenly supporting and contributing to this initiative.

Standards Australia as the official standards body has been invited by ISO to participate in this initiative and has become a participating member and set up a national mirror committee MB012- Project Management to provide the Australian input into the development of ISO 21500 Guide to Project Management. Membership of MB012 has been by nomination from major national associations representing the project management profession

The schedule, recently changed, is for the ISO/PC236 Committee to meet twice a year for discussion and voting purposes according to the following timeline (dates indicate completion):

- ~ Develop Working Drafts – June 08 to June 09
- ~ Develop Committee Drafts – November 2010
- ~ Develop Enquiry Draft (Draft International Standard) – November 2011
- ~ Develop Final Draft International Standard – January 2012
- ~ Update and Launch International Standard – June 2012

Primary responsibility for the development of the Working Drafts rest with the Subject Matter Experts who comprise the international delegations to ISO/PC236. Support was solicited from the Australian mirror committee and its working groups in the development of the current Working Drafts. However, it's only at the commencement of the Committee Draft development stage that the national mirror groups become extensively involved. Comments will be also be solicited from the broader project management community at the time of the initiation of the Enquiry Draft where an extensive public consultation exercise will be conducted to ensure wider buy into the Standard.

The ISO/PC 236 Committee met three times since its inception.

## What's next?

ISO/PC236 Committee is currently working on collating Working Draft 3 (WD3) which is an updated draft reflecting the comments/feedback received on WD2. WD3 will be issued to the Australian Working Groups for review in February 2009. Comments from all participating nations will be collated and edited and presented in June at the next plenary meeting for consideration as a first Committee Draft.

## What does the Standard Working Draft 3 look like?

Currently, Working Draft 3 of ISO 21500 consists of seven sections: an introduction, five clauses (ISO language meaning section), and two informative annexes. A brief description of each follows:

~ Introduction: This section is a brief introduction to the standard, identifying its intended purpose and target audience and emphasising that it is not intended to replace or nullify any existing national, regional, or organisational standards. Instead, it is intended to serve as a reference document to provide guidance for the development of such standards.

~ Clause 1, Scope: This clause provides high-level descriptions of the concepts and processes that are considered to form good practices in project management and describes what the standard includes and excludes in its content.

~ Clause 2, Normative References: This clause identifies normative references which are reference documents that are not part of the standard but are deemed important and useful in applying the standard. Normative references will be added to the standard by the ISO/PC236 Editing Committee (composed of representatives from each Working

## ISO 21500: Guide to Project Management (Continued)

### What does the Standard Working Draft 3 look like? (Continued)

~ Clause 3, Terms and Definitions: This clause defines the project-specific terms used in the standard, and also ensures that the terms and words used can be translated into various languages without losing the intended meaning. This effort is being accomplished by ISO/PC236 Working Group 1 .

~ Clause 4, Project Management Concepts: This clause addresses overall concepts in project management by providing general information project concepts internal to the project, project concepts external to the project, and competencies. Competencies are addressed only in general terms for reference, since the subject of project management competencies is beyond the scope of this standard. This effort is being accomplished by ISO/PC236 Working Group 3.

~ Clause 5, Project Management Processes: This clause identifies the generally accepted project management processes that should be considered when developing standards and performing projects. Each process includes a statement of purpose, a brief description, and the primary inputs and outputs. Starting with 110 processes identified at the London meeting in 2007, the total identified in the present Working Draft has been reduced to 39 high-level processes. For ease of use and readability, the processes are mapped to 5 process areas (Initiating, Planning, Implementing, Controlling, and Closing) and 10 subject groups (Integration, Stakeholder, Scope, Resources, Time, Cost, Risk, Quality, Procurement, and Communication). This effort is being accomplished by ISO/ PC236 Working Group 2.

~ Informative Annexes: Informative annexes are not part of the standard but contain general information with regard to project management that may be useful in applying the standard. These are similar to the normative references noted above, but instead of being external documents, they contain information developed by the subject matter experts working on the standard. Out of the initial work at and subsequent to the London meeting in 2007, there were seven informative annexes. By consolidating and simplifying the annexes and the text in the clauses of the standard since that time, that number has been reduced to two. One annex addresses informative project concepts internal to the project boundaries, such as life cycles, roles and responsibilities, and constraints. The other annex addresses those concepts external to the project boundaries, such as project portfolio management, program management, and the link between projects and the organization. As with Clause 4 above, this effort is being accomplished by ISO/PC236 Working Group 3.

The ISO 21500 Guide to Project Management Standard when completed will benefit the Australian project management community by aiding in the transfer of knowledge between projects and organisations resulting in improved project delivery through the application of widely recognised and accepted good practices in Project Management.

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