

President's Report

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Greetings fellow members,

As you will see from the reports in this newsletter, the activities for the ACT Chapter are now in full swing. Apart from what are now 'standard,' regular monthly activities of the general forum, WIPM and the PMO Special Interest Group (SIG), March has seen the first meeting of the Performance Measurement and Management (PMM) SIG this past month.

The PMM SIG is breaking new ground for our Chapter in that a blog has been established for it and the idea is that the main presentation will be posted on the blog and



both participants and non-participants at the SIG can then comment further after the event. We also hope to have input from other chapters into this

blog and if we find it is successful, may well look at extending the concept to other Chapter forums and SIGs.

We recognise that not all members can attend forums for various reasons and the provision of this pilot blog is a way that we can hopefully extend additional services to those members and at the same time provide them with the opportunity to input back into our professional body.

For those who have attended recent forums, you may have also noticed we are starting to video the main presentations. This is still in the ex-

perimentation phase and there are many issues surrounding the topic, but our goal is to at least start building a library of the various presentations and maybe even having these accessible on-line at some stage.

Talking of service to members, please have a look at the article in this newsletter on the Information Resource Centre. This is an extremely valuable members-only resource provided by AIPM which tends not to be used nearly as much as it should be.

I would also like to draw members' attention to this year's Project Management Achievement Awards (PMAA). Although the Awards night in August might still seem a long way off, submissions close on 4th June which, when Easter and Anzac Day holidays are taken into account, is much closer than it might seem!

The guidelines for PMAA entries are now available on the AIPM web site (www.aipm.com.au) as is the link for any organisation or individual to make an Expression of Interest regarding submission of entries. I encourage anyone thinking of making an entry to familiarise themselves with the guidelines as we always try to stress that the judges can only assess entries on what is written and the evidence contained in the submissions.

Yours in project management

Peter Dechaineux

President, ACT Chapter



UPCOMING EVENTS AND ACTIVITIES

March Forum — Wednesday 31 March “Portfolios, Programs and PMOs—demystified” Presented by Michael Young and Jill Owen

Portfolios, Programs and PMOs— Demystified.

Portfolio, programs and PMOs are terms used in the project management world. They are misunderstood and commonly confused. But what are they all about?

This presentation will provide an overview of these aspects of the project management landscape. The presentation will provide an overview emerging concepts in these fields and will also make reference to key standards and concepts.

Michael Young is an award winning and experienced professional project and program manager who has managed significant projects in the technology, logistics and facilities sectors in Australia, Asia and throughout the world.

He is the Immediate Past-President of the ACT Chapter and Fellow of the Australian Institute of Project Management, Associate Fellow of the Australian Institute of Management and Certified Senior Member of the ACS.

Michael holds qualifications in Business, Science, Government Procurement (contract management & strategic procurement), Management & Leadership, Project Management, Outdoor Recreation, Technology Management and Training & Assessment.

He is currently lecturing in the Masters of Project Management degree at UNSW @ ADFA, is completing research in Portfolio Management and is the lead author of the AIPM Competency Standards for Portfolio Management.

Jill Owen joined the School of Business at the University of New South Wales at the Australian Defence Force Academy (UNSW@ADFA) as a lecturer in project management in December 2005. Previously she lectured in project management within the Faculty of Information of Technology at Monash University and taught across a wide range of subjects. At UNSW@ADFA, Jill convenes the Project Management Steering Group and has project managed PMI's GAC Accreditation for

three of their masters degrees in project management. Jill is currently undertaking her PhD within the Faculty of Information Technology on “The Role of Knowledge Based Practices in the Effective Management & Delivery of Projects.”

Prior to joining UNSW@ADFA, Jill worked at a senior management level across a number of organisations in the project and program management of both business and information technology projects. In addition, Jill was a member of the leadership teams of two major Australian organisations. Jill has worked across a wide range of business sectors including: financial services, airline, health, insurance and credit industries.

Her research interests include how knowledge based practices are used to deliver and manage projects, including resolving intrinsic issues, particularly in the context of Government & ISD. In addition, Jill is starting to research the role of informal practices in facilitating project success in policy implementation. Jill has presented her work at both the international & national level, and her work is reported in refereed journals and conferences, both nationally and internationally. Her next forthcoming article is ‘**Profiling the Context and Opportunities for Australian Project Management Research**’ co-authored with Associate Professor Andrew Sense & Chivonne Watt.

When: Wed 31 March 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 30 March 10 to
Act_Chapter@aipm.com.au



WIPM April Forum—Thursday 1st April Understanding AIPM Continuing Professional Development Requirements—Debbie Mazlin

After a great start to 2010 with the Christine Nixon breakfast and then the International Women's Day luncheon with Lori Gould and Kath Elliott, WIPM returns to its 'routine' time slot and venue, although regular attendees at this breakfast should note that the Scarth Room is being renovated and so the function will be held in the Common Room.

The first presentation will be on the topic of "Understanding AIPM Continuing Professional Requirements" and Debbie Mazlin will be presenting on this topic and also looking at the new

CPD table which is about to be implemented, something that should be of interest to all members.

When: 1 April 10
Time: 7:00—9:00am
Where: University House
 (Common Room)
Cost: \$25 per member
 \$35 for non-members
Booking: 30 March 10
 Act_chapter@aipm.com.au
 6285 2191

PMO SIG Tuesday 20 April—12.30pm "A Fulsome implementation of Risk Management in a large scale project"

This will be a **lunchtime session** held at Customs and Guy Wilmington will be doing a walk-through of the implementation of risk management in a large project, namely the Australian Maritime Identification System (AMIS) Capability Development Program.

This project took out both the ACT and National PMAA IT awards in 2009.

When: 20 April 10
Time: 12:30—2:00pm
Where: Ground Floor
 2 Constitution Ave
Cost: Free
Booking: 18 April 10
 Mike.Kennedy@fahcsia.gov.au

LAST MONTH'S FORUM REPORTS

February Forum "Australian Maritime Identification System" Guy Wilmington

Guy Wilmington gave the first general forum presentation of 2010 on the building of a whole-of-government maritime domain awareness capability through AMIS. This project won both the ACT and National IT section in the 2009 PMMA.

After providing an overview of the AMIS Program, Guy spoke on the program's contribution to excellence in Project Management via Schedule, Scope, Risk and Issue Management.

In terms of **Schedule Management**, Guy went through two main reporting tools they developed to control their project. The first was a bar chart

which, week by week, gave a status on each element of the project. The chart was colour coded to improve readability but also to provide a historical status on how each item was progressing. At a program level, Guy was interested more in value than effort and so his chart used value as the proxy item for measurement.

The second chart was the high level chart that was used to report to his board. This was an aggregation of the chart data but presented as just four lines on a graph. These were the planned dates, the reported

... Contd on p4



February Forum—contd

dates and then two other marker lines which were for tasks 10% or 25% off target. His project board, who were very high level, were 'trained' to accept this single picture status as being the main reporting tool and through the project, this came to be totally accepted.

For **Scope Management**, the project had a detailed work package description for each item. This was done up front so that everyone knew ahead of time what was happening. This became the corner-stone of dealing with the various contractors. However, in addition, there was a map showing how the various projects linked together. For each item, there was a definition of the business requirements, and within that, further documentation to define the technical requirements needed to fulfill those business requirements. The next level down was documentation to list the technical requirements that had been allocated to the current stage and finally, work packages that defined how the technical requirements would be grouped and assessed. To match each work package, there was a work order that defined the contractual scope in detail, and this was linked through to a head contract.

For **Risk Management**, Guy explained how they placed quantitative values for likelihood and consequence for tasks and how multiple consequence ratings were linked to KPIs. Rather than merely using the standard charts of insignificant, minor, moderate, major and severe with the associated probabilities of almost certain, likely, possible, unlikely and rare, words were placed against each one. This allowed a quantitative rather than subjective assessment to be made whenever someone came up with some potential issue. It meant it was possible to go to the chart and see what the impact was in terms of future use, operationalise, delivery, schedule and cost and then make the appropriate choice.

Guy also explained how they reported the risk log to his Board, again using pictures—in this case a colour map—rather than the detail. This again presented the past, present and future picture enabling the Board to make their own assessment of where the project was at.

There was another chart presented which explained the risk hierarchy. The problem essentially was that just because two items are medium risk, they are not necessarily equal and so the summing of them may not provide the correct picture.

So, Guy explained how he had sat down with the client and identified the 4 major categories of risk, namely: political, stakeholder, technical, and business objectives. Each of these was in turn broken into subcategories, which were also broken down further. At each level, an assessment was made as to how much the 'child' risk contributed to the parent. Different weightings were then applied to contribute to the overall score. To compliment these risks, a series of risk mitigation strategies were displayed on the same chart and a whole series of coloured, broken lines were drawn to connect the two. This methodology enabled Guy to go to the Project Board and demonstrate the rigour they had applied to achieve the figures being used. The Board may have disagreed with individual percentages, but they knew that a formal process had been applied.

Guy finally talked about **Issue Management** and in this regard he defined an Issue as a Risk where the likelihood equals 100%. In this area, he used the same concept as in the Risk Management area by applying words to major, medium, minor, etc. Specifically, he applied a time frame to this on the grounds that this was necessary to deal with what were, in effect, certain 'risks'.

Guy didn't address the detail on how he came up with the parameters in the Risk and Issue Management areas, but **he will be doing this at the April PMO SIG meeting.**

So, for those who missed his talk, or would like to learn more, book in for the April PMO SIG!



Guy Wilmington speaking at the February forum



February WIPM—Breakfast with Christine Nixon

The February WIPM took advantage of a function organised by Women with Ambition at the Commonwealth Club where an impressive 280 people turned up to listen to Christine Nixon.

Christine was asked to talk on her career and also what she has drawn from it and gave a very interesting, and entertaining talk on those topics.

As the first woman to achieve most of the ranks in which she served in the police force, she was able to talk of many issues she had to face, but basically her enthusiasm and persistence (plus, I'm sure, ability!) enabled her to succeed.

She talked of her early career in the Police Force in the early 1970s and how in those days she would probably not have been allowed to stay had she got married and certainly not if she had children. However, it was also an era when women were starting to realise they could do things and it helped Christine become somewhat radicalized and to strive to achieve.

She talked about the importance of study in her life to improve herself and her qualifications, even though back then promotion was more based on seniority than education. Initially, she went to University in Sydney, but then received a scholarship to go to Harvard.

She also talked about the fight she'd had with 'the system' (and politicians!) being, essentially, the first woman achieving the seniority levels she managed in the police force.

An interesting aspect of her career that she shared was her 'soft skills' (although she used the term "HR"). This was particularly relevant when she got the job of Commissioner in Victoria and suddenly realised on her first day, "What am I going to do?!" Her basic principle was that everyone deserves respect (unless they cause you to lose that respect) and given that the average

age of the Victorian police force at that stage was 37, she felt they should all be treated as adults and with respect.

So, she gathered them together and basically asked, "If you had my job, what would you do?" Once they got over the initial surprise—and caution—they then opened up and started providing very valuable feedback. She felt that this was a very important principle to follow in other areas.

In her task of being in charge of the Bushfire Recovery, she used a similar principle—i.e. listen to the people on the ground and ask what they would do.

She also talked about the importance of having goals, both from an individual perspective and also organizationally. Too many people, she felt, just "bob around" like a float on the water without ever really having direction. Even in her early policing days, although no woman had ever reached the status of Commissioner, she still had aspirations to get that job.

She also spoke to the women there encouraging them to have confidence and self-belief. She related a story of almost not applying for a job simply because she lacked a couple of the selection criteria, but was encouraged to apply and got the job!

Equally, she recommended those there not get too worried if they didn't succeed when applying for a job, but to remain positive and apply for the next one.

After her talk, she answered a number of questions from the audience.



Christine Nixon talking after her breakfast presentation

International Women's Day (IWD) with Lori Gould and Kath Elliott

WIPM celebrated International Women's Day with a luncheon at the National Press Club which was also open to a number of the other women's groups in Canberra.

The theme for this year's lunch was in

keeping with the United Nations theme 2010 the Year of Biodiversity, and one of the major biodiversity themes which is close to Canberra's heart is water. So, we had two speakers, Lori Gould from Greening Australia and Kath Elliott, Executive Manager, Manidis Roberts.



IWD—Contd

Lori Gould was obviously very passionate about her work and was equally enthusiastic about what have been very impressive results from that work. Her most recent project has been the Boorowa River Recovery, but opened her talk by talking generally about the benefits of good river management. These included: Improved water quality, sustainable agriculture, habitat for wildlife, protection of fish stocks, decrease in algal blooms, minimization of soil loss, better stock management, improved biodiversity, wind shelter, reduced salinity, and increased capital value.



Lori Gould addressing the International Women's Day function

She then talked briefly about the National River Recovery. This involves support and training on river management, corporate funding and stewardship, and community awareness inspiring volunteer support. The nine major river systems being targeted across Australia are the Yarra (Vic), the

Derwent (Tas), The Boorowa (NSW), the Lower Murray (SA), the Burdekin (Qld), the Hutt (WA), the Coliban/Campaspe (Vic), the Katherine (NT), and the Hawkesbury Nepean (NSW).

Lori's particular project was the Boorowa Catchment in NSW. This was chosen because of the salinity (26 tones per day flowing into the Lachlan), the loss of native vegetation, gully and bank erosion, willows and other weeds, loss of in-stream habitat, the decline in native fish populations, feral animals (e.g. carp), and the loss of landscape resilience and productivity.

The project involved dealing with 60 landholders, 640 ha, and 80km of stream including a 29km continuous stretch of the Boorowa River, as well as various community groups.

She talked about the controls and monitoring that have been established to ensure positive results. These include heli monitoring and photography (and already the 2008 v 2005 pictures show a dramatic improvement), and also a data management system that is monitoring various outcomes and outputs, including tracking projects and progress, reporting, making maps, tracking and tallying seed supply (species collected, location and distributions), tracking and tallying tubestock, measuring success (e.g. birds, fire, biodiversity and fences), and community feedback to assist in measuring and evaluating project outcomes.

Lori then mentioned a series of other projects being undertaken by Greening Australia and summarised their work and projects as follows:

- A partnership model involving multiple investors and contributors (mutually beneficial)
- Strong *personal* links to the community
- Efficient, accountable administrative processes;
- High quality on-ground achievements; and
- Long term involvement.

Kath Elliott's presentation, "Water for all—but at what cost?" focused largely on the problems facing the ACT in terms of providing a secure water supply for the city.

Water has become a very valuable resource, especially with the decreased inflows into the Territory's dams over the past 14 years and she quoted Mark Twain who said, "Whiskey is for drinking, water is for fighting over."

Kath showed a slide of the inflows into the Territory's 3 dams indicating that the average for the period from 1871-1993 (albeit with the first 40 years simulated) was 200 GL/year, for the period 1994-2008, it was 93 GL/year whereas for 2006-2008 it was just 46 GL/year.



Other states are facing similar problems and general government responses to this decline has been to look at options including: dams, bulk water pipelines, recycling schemes, third pipe schemes, water conservation measures, water restrictions, and desalination.

In the ACT, the response been seen the enlarging of the Cotter Dam, the Murrumbidgee to Googong water pipeline, a water purification scheme, and the Tantangara Transfer scheme.



Kath Elliott at the International Women’s Day function

One major problem has been the community response to various options. In Toowoomba, the use of recycled water was rejected (even though they take water from a river which has received retreated water from further upstream, and the Queensland Premier, Anna Bligh, has said that she is

mystified by the thinking of the Federal Environment Minister, Peter Garrett, who rejected the proposed Traveston Crossing Dam in the State’s south-east.

Kath suggested that the key is to ensure far better community consultation at all stages. She listed several stages of a recommended community consultation program. These were: Inform (through fact sheets, websites and open houses), consult (via public comment, focus groups, surveys and public meetings), involve (through

workshops and deliberate polling), collaborate (through citizen advisory committees and consensus building), and empower (via ballots and delegated decisions).

By talking with the community, risk is substantially reduced. In the approvals stage, it cuts down the risk on time and in the construction stage both time and cost.

By way of example, Kath discussed the Murrumbidgee to Googong water transfer scheme. This case study showed a project with very high impact affecting many landholders who had no inherent interest or advantage in the scheme as well as needing planning approval from 4 different jurisdictions.

To overcome the approval process, approval was finally achieved to have all four jurisdictions accept a single document which saved a lot of work but was in itself a difficult task to achieve.

To overcome the community problems, there was very early engagement of the people concerned and also a commitment to consultation from the CEO himself. Obviously there were differing views within the community but by using a range of multiple tools, including building a section of the pipeline underground, maintain positive dialogue throughout, and allowing the community to have input into the design and route, approval was finally achieved.

A common theme that ran throughout both talks was the need for community consultation and it would appear that many cups of tea were consumed during that process!

PMO SIG

The PMO SIG met on 18 Feb to conduct a round table discussion on P3M3 Assessments and their impact on Agencies. The meeting was generously hosted by Tanner James and facilitated by Mike Kennedy. The meeting was very well attended with 30 representatives from agencies and industry.

The themes discussed and debated covered:

- Why use P3M3 for maturity assessment?
- Drivers for maturity assessment in Agencies
- AGIMO’s role

- What is meant by assessment validation
- What part of the organisation should own delivery of the capability improvement plan
- What is meant by self-assessment?

The feedback from the attendees indicated this was a valuable session. The format allowed for open and vigorous discussion and so it is intended that when the opportunity and a suitable topic arises, that there will be sessions conducted in similar fashion in future.



Project Management—Measurement SIG

The PMM SIG met for the first time on March 18. It was hosted by Raytheon and very well attended.

Tina Weeder, the Alliance Earned Value Manager for the Air Warfare Destroyer

Project, presented on "Reporting Project Performance Data from Multiple Systems Using wlnsight."

A full report will be provided in the April Newsletter on this first SIG as well as an update on the use of the blog.

OTHER CHAPTER NEWS AND ACTIVITIES

PMAA 2010—General Information

Providing professional accreditation and running the annual Project Management Achievement Awards (PMAA) are two of the major functions of AIPM.

The goal of PMAA is to detect and then recognise excellence in project management. With each year, the status of these awards is increasing and the quality of the submissions continues to improve.

At this time of year, the ACT Chapter (as well as the other Chapters around the country) seek to inform both organisations and individuals of the procedures for making submissions to PMAA and to encourage people to make entries.

The ACT PMAA function this year will be on the last Wednesday in August (25th) and will be held instead of the monthly forum that month.

For those unfamiliar with the PMAA process, the winners of the various categories in the ACT Awards will go forward for consideration at the National Awards which will be

held during the AIPM National Conference which this year will be held in Darwin in October.

Last year, the ACT was extremely successful in winning five of the National Awards, and it would be great to see the local project management here in the ACT gaining similar if not better recognition in 2010.

Individuals who are interested in making submissions into this year's PMAA should familiarize themselves with the Submission Guidelines which can be downloaded from the AIPM web site (www.aipm.com.au). To get these, follow the links from Events on the AIPM home page through PM Achievement Awards to the PMAA page where the Submission Guidelines can be found in either html or pdf format.

For those individuals wishing to make a submission, Expressions of Interest can also be registered through this same web page.

Also, some tips on writing successful submissions are given below for those who may never have previously made a submission to PMAA.

PMAA 2010—Why make a submission?

There are many benefits to making a submission to PMAA. These include:

- Industry Recognition and Assessment by Peers;
- Internal company recognition of your professional skills and, potentially, the value of a strong client relationship;
- Certificates and Trophies provide a lasting legacy that can hang in the corporate foyer, boardroom or CEO office;
- It is an effective Project Summary / Lessons Learned document;
- Highlights the project management discipline in our organisation;



- Raise AIPM awareness in your organisation;
- Enhance your own standing in the organisation; and, also
- The PMAA event itself is a great evening which can create further bonding within the organisation and/or its clients.

PMAA 2010—Writing a successful submission

A question that people on the Council often receive is “How do I maximize my chances of winning an award?” The following are some ideas which will not necessarily guarantee success, but hopefully will improve those chances!

The first, and most important tip is to **read carefully the Submission Guidelines** as available on the AIPM Web site and ensure that the submission complies with the requirements in those guidelines. It is also very important to ensure the submission has the written consent of the client and an overview of the client’s satisfaction as well as written consent to use the submission for AIPM purposes.

The second, general comment is to be aware that **the judges can only assess the project on what is written**. Their job is not to delve for additional information but to mark what has been presented. In this regard, it is crucial to **provide evidence** for claims rather than using generic, unsubstantiated statements such as “biggest,” “world’s best,” “outstanding performance,” etc. Make the submission as easy to read as possible for the judges—and the best way to do this is to follow the guidelines and answer each question!

It is also very important to focus on **how** you managed the Project and NOT the Project product itself.

Sections 1-5 of the Submission Guidelines are fairly self explanatory, so the key is to read what is being sought, and then provide the answers!

Section 5 is where the majority of the detail should be included. Again, it should be stressed that a substantial portion of the judges marks here are awarded for the objective quality evidence that is provided to support the various claims. The project may in fact be the “world’s best” - but remember the

judges don’t necessarily know that and can only go on what you include by way of evidence in your submission.

In Section 5, when looking at “Achievement” look to cover items such as the project being delivered prior to the planned completion date where this is an advantage to the client, any achieved cost savings, or higher than expected customer/ stakeholder satisfaction.

With “Innovation,” again look to cover issues such as an alternative plan, process or method that overcame a difficulty that emerged during the course of the project; effective use of media; or, for complex projects, how the integration of the contractor’s schedule information and the project team’s schedule management tool was achieved.

For “Issues and Challenges”, look to highlight the most important risks, issues or challenges that emerged and the methods used by the project team to overcome them.

Then, with “Lessons Learned” the submission should describe the circumstances surrounding the lesson and should make recommendations that, if adopted, would result in improved project performance across a range of projects undertaken by the organisation.

So, to summarise:

- Read and answer the specific question asked;
- Answer all the questions;
- Deliver the Submission in the right format;
- Focus on the question, not what you think was relevant to your Project and we must hear about, or even what you think the judges might want to, or even should read!
- In effect, **just answer the question asked!**



PMAA 2010—Can you help?

The activities of the ACT Chapter are now quite substantial with a monthly general forum, a monthly WIPM function, a monthly PMO SIG and now the new bi-monthly PMAA SIG.

All these activities, together with councillors working on committees at National level take time. Furthermore, the people on the Council are all volunteers who typically also have a full time job.

So, with PMAA, we are looking for addi-

tional volunteers who might be able to assist the PMAA sub-committee in areas such as generating interest in organisations and individuals making submissions and also in assisting putting together their submissions should they request help.

If anyone is interested, they can either contact the President, Peter Dechaineux, the PMAA Project Manager, Boyd McCarron, or the ACT Chapter Coordinator, Roger Birch for more details.

PMAA 2010—Sponsorship

As noted earlier, the status and prestige of PMAA is constantly increasing. In 2009, we had over 150 people attend the function in Canberra and over 500 people attended the National event in Adelaide.

PMAA gets extensive coverage in the ACT newsletter and also on the AIPM web site and so provides an excellent opportunity for companies to gain exposure through spon-

soring the event.

Different packages are available for companies interested in sponsorship, and further details can also be obtained through President, Peter Dechaineux, the PMAA Project Manager, Boyd McCarron, or the ACT Chapter Coordinator, Roger Birch. Contact details for each person are found on page 12 of this newsletter.

New Members

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

Members

Mr Shafquat Khan
Dr Chaiwat Chittravas

Associate Members

Mr Stuart Munro

Student Members

Mr Jason Cotter
Mr Geoffrey Keech

New CPPD and CPPM

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

Dr Paul Albrecht
MAJ Colin Gunn
Mr Carl Jenkins
Mr Stuart McGoogan
Mr Aart Rebel



Information Resource Centre

A very valuable, but very much under-used service provided to AIPM members is the Information Resource Centre (IRC). The following is a brief description of it.

The IRC is AIPM's member only information service. It provides access to publications and research in project management across all industries.

The core of our services is based on AIPM's 5,000 item collection of Project Management resources and staffed by a full-time Information Professional. Resources are for members use and include material from academic journals, hard to find conference proceedings, the internet and other printed sources. The IRC has been providing information and research services to members since 1996.

IRC services are provided regardless of your location. Support is available online, by telephone and in the IRC Library. All member services can be accessed through the secure section of the AIPM website.

Publications

PM Select

AIPM's monthly current awareness service. PM Select presents selected topical papers from the most recent international Project Management publications on a variety of topics of interest to Project Managers.

IRC News

The IRC's monthly email news service. It provides detailed updates on new additions to the AIPM website and IRC services. Additions include new employment vacancies, upcoming events and announcement of survey results.

Surveys

The IRC provides access to the results of surveys into topics of interest to Project Managers on issues ranging from professional development to salary conditions. Members who are conducting research are also able to submit their surveys for hosting and promotion by the IRC.

Questions & Answers

Short topical guides to practical project management tasks that include research and case studies.

Further information on the IRC can be obtained from **rtucker@aipm.com.au**

**AIPM ACT Councillors – Contact Details**

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