

## President's Report

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Greetings fellow members,

This past month has reminded me of an iceberg where what is visible represents possibly only 10% of the reality of what is there! In addition to the three functions that have taken place this month, an enormous amount of work has taken place behind the scenes on budget preparation and planning for 2010-2011.

This year, the budget process has been modified to further enhance the good governance of the Institute by ensuring greater levels of visibility through the production and documenting of a Business Case for every line item.

Budget time, though, is not just about money – it's an opportunity to look to



the future. There can be a temptation when things are going well with multiple streams of activities taking place each month to fall back into 'maintenance mode' but your

Council is already looking to further improve not only the type of functions we hold, but also look to see how we can expand into new areas as well as operate at a more strategic level in terms of the profession itself.

It is a little early to perhaps be going into great detail, but one area where the ACT is leading all the other Chapters of AIPM is in the Not-For-Profit (NFP) area. Plans are being formulated to further expand our reach into these types of organisations. It is one thing to be working with the 'top end of town' about strategy and the need for project managers to have qualifications – which we obviously believe is essential – but

there are a very large number of organisations, often working on very limited budgets, where project management expertise would help their dollars go even further.

One way we are working in the NFP area is through the Community Network Program (CNP) whereby qualified PMs donate their time to assist worthy projects. This enables PMs to gain expertise in a wider area, gives something back to the community, and benefits the members of the particular NFP. We will again be having a local section in the Project Management Achievement Awards (PMAA) this year for the NFP area and it is hoped to make awareness of these awards even greater so that the message of the need for good project management spreads even further.

Talking of PMAA, Expressions of Interest (EOI) close on 30<sup>th</sup> April. Submissions can still be made after this date, but if you would like, or think you might like assistance from someone from the Council to assist in the preparation of the submission, you need to register an EOI so that we can schedule people to help.

The closing date for submissions to PMAA is 4<sup>th</sup> June. This is the one date that is fixed because again like the iceberg, there is a lot of background work from a range of different people that has to take place between that date and the awards night itself on the last Wednesday in August.

Yours in project management

Peter Dechaineux

President, ACT Chapter



## UPCOMING EVENTS AND ACTIVITIES

## April Forum — Wednesday 28 April "HQJOC Project using PPP" Presented by Bob Rosenbauer from GHD

**"Development of the Defence Head Quarters Joint Operations Command (HQJOC) Project using a Public Private Partnership (PPP) process."**

Presented by **Bob Rosenbauer**, Senior Project Manager of **GHD**, the project managers for the overall project.

**Overview of presentation:** The new Defence Head Quarters Joint Operations Command (HQJOC) project at Bungendore was the first Australian Government infrastructure facility delivered using a Public Private Partnership (PPP) process.

The headquarters located on a greenfield site for 750 military and civilian Defence staff was completed on time and on budget within 18 months and within just two years of entering into a contract. The project contained a number of features and challenges including:

- The design and construction of the most secure and fully accredited top secret large scale Defence facility;
- An integrated design development process with input from Commonwealth agencies ranging from the Australian Federal Police to the SAS; the operator (Spotless); the owners (Praeco - a special purpose vehicle); and the constructor (Leighton Contractors);
- A 5 star environmentally sustainable building in a rural setting with heritage implications;
- Complete self-sufficiency in water supply and treatment; and
- Dedicated access roads, construction of a rail bridge and the provision of fibre

optic cable links to Russell and Harman.

GHD was engaged by Defence as project manager with a role including review of design documentation, review of operational documentation and review of construction activities.

The project team which included Defence, Praeco, GHD and Codarra was awarded the AIPM Achievement Award in 2009 for Construction/Engineering >\$100m for the ACT and Nationally.

**Bob Rosenbauer** is a senior project manager with GHD. He has a background in quantity surveying having held the position of chief quantity surveyor for the South Australian government and later the Department of Housing and Construction in the Commonwealth. He has taken a long term interest in alternative delivery methods for new capital works and believes in a collaborative approach to project delivery. Bob was the previous manager of the GHD Canberra Office



Bob Rosenbauer at PMAA 2009

**When:** Wed 28 April 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 27 April 10 to  
[Act\\_Chapter@aipm.com.au](mailto:Act_Chapter@aipm.com.au)



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## WIPM May Forum—Thursday 6th May “Projects With A Difference”—Penny Beaumont, RAM Constructions

Penny Beaumont has been a director and project manager in the Construction and Interior Design Industry for over 20 years and has worked on a number of ‘Projects with a Difference’; not only in construction and interior design but also property and business development and real estate. Penny is Director of Panache Developments Pty Ltd and is currently working with RAM Constructions.

RAM Constructions is a family owned, MBA award winning builder that has been delivering quality projects throughout Canberra for over 20 years. RAM Constructions holds an A-Class Building Licence and is a long standing member of the Master Builders Association, Housing Industry Association and Landscape Contractors Association. RAM Constructions partners with local and interstate architects and has a team of skilled and reliable tradespeople and suppliers and through their quality procedures ensure the highest standard of finish every time.

With RAM Constructions, Penny is also working on the OwnPlace Program. The OwnPlace program is an innovative project in response to the ACT Government’s Affordable Housing Action Plan where the LDA has a select panel

of builders to provide affordable house and land packages priced under \$300,000 for sale in new LDA estates. As an aside, Penny will be able to provide details of the future release of land and housing with the OwnPlace Program.



Penny Beaumont

**When:** 6 May 10  
**Time:** 7:00—9:00am  
**Where:** University House  
**Cost:** \$25 per member  
 \$35 for non-members  
**Booking:** 4 May 10  
[Act\\_chapter@aipm.com.au](mailto:Act_chapter@aipm.com.au)

## PMO SIG Thursday 20 May Panel discussion on “Benefits Realisation”

The May PMO SIG will be a panel discussion on “Benefits Realisation”.

At the moment, two panelists have been identified: Steve Bittinger from Gartner and Kevin Noonan from Ovum.

Other panelists will be advised on the web site when known and also to the people on the PMO SIG mailing list prior to the function itself.

For anyone wishing to be added to the PMO SIG mailing list, please contact Mike Kennedy (see email address below). Rsvp’s can be made

either through the web site or directly to Mike Kennedy.

Please note, this function will return to an after-work time-slot.

**When:** 20 May 10  
**Time:** 6:00 pm  
**Where:** Tanner James  
**Cost:** Free  
**Booking:** 18 May 10  
[Mike.Kennedy@fahcsia.gov.au](mailto:Mike.Kennedy@fahcsia.gov.au)  
 or via the Events section on the AIPM web site



## LAST MONTH'S FORUM REPORTS

**March Forum—"Portfolios, Programs and PMOs: Demystifying the world of projects in an organisation" - Presented by Michael Young and Jill Owen from UNSW@ADFA**

Michael Young and Jill Owen's presentation looked at the differing ways organisations look at different terminology and how that can create confusion for many people. Terms such as 'Multi-project management', 'Enterprise project management', 'PMO', 'Project portfolio management' and 'Programs' can all mean different things to different people.

Michael looked at Multi-project management and some of the issues that arise when projects are completed and how the 'mix' can then change.



Michael Young

In terms of Enterprise project management' he covered issues such as: Consistent processes; Common language across the organisation; Approval, tracking and monitoring; Governance; and Tools and techniques for Executive sponsors, Project managers and Team members.

If these previous terms are not confusing enough, PMO is where

the confusion can really arise! Even the term PMO itself can have several different meanings (e.g. Project Management Organisation, Project Management Office, Program Management Office, or Portfolio Management Office).

Despite this confusion, Gartner Research has found that "Through 2004, IT organisation that establish enterprise standards for project

management, including a project office with suitable governance, will experience half the major project cost overruns, delays, and cancellations of those that fail to do so."

Forrester Research also found that companies that implemented PMOs achieved: 80 ROI, 20% reduction in project time; and 30-35% successful project delivery. Companies without a PMO experience 74% project failure rate.

The experts in the field advise there is no universal definition of a PMO—it must be defined individually for each organisation that creates one. "Organisation politics aside, the greatest challenge that most organisations face is to define what the PMO's purpose should be, and why it is being created."

There are different models of PMO, e.g. Tactical v Strategic; Internal v External focus; Departmental v Enterprise (IT v LOB); Single v Multiple; or Staff v line organisation.

Michael then went on to talk about Project Portfolio Management and touched briefly on the work being done by AIPM to create a Portfolio Manager Standard.

Jill then talked more on the conceptualization side of projects, the project and program model and also the KBPs used to overcome intrinsic issues.



Jill Owen



In conclusion, it was suggested that the conceptual understanding of portfolio management requires a significant mental shift away from the linear and mechanistic structures used in the management of individual projects. An integrated and dynamic approach is required given the regular and ongoing changes in the external environment, and the shifts in the organisation's strategy

and priorities.

So, a knowledge management strategy for program management: provides the means to escalate and resolve project issues; changes the nature of a program; enables knowledge to be captured, applied and exploited in defining project management; and KM is an integral aspect of how projects are managed and delivered.

## OTHER CHAPTER NEWS AND ACTIVITIES

### PMAA 2010—Closing of EOIs on 30th April

Friday 30 April marks the closing date for Expressions of Interest (EOIs) for PMAA 2010.

There have been a number of queries this year regarding EOIs and so it is perhaps worth expanding on their purpose.

Organising the Project Management Achievement Awards (PMAA) is a major task on the AIPM calendar and it consumes a lot of effort. The submission of EOIs by individuals and/or organisations provides the organising committee with valuable information as to the likely number of submissions. From this information, we can get an indication of a lot of the work involved, including, for example, the judging load as well as the size of the PMMA function itself in August. This information helps enormously in knowing what to plan for.

From the other side of the ledger, organisations or individuals who are thinking of making a submission to PMAA need to have their own 'project plan' for the submission. We have had instances in the past where people have been unable to make a submission because, for example, they have merely been unable to get approval to make the submission from a branch head who had unexpectedly been unavailable for a period when permission would normally have been sought.

By having a slightly longer planning period, some of these risks can be mitigated which, in a project management environment, is always a good thing!

By lodging an EOI, the organising committee can also provide some level of advice to organisations or individuals making submissions on how best to approach the task should this be required. Once again, however, people on the organising committee are generally very busy with their own jobs and so they need warning so that they are able to schedule any time themselves.

It is far easier for the committee to allocate any support to those people who provide us with the greatest amount of lead-time—hence another benefit of the EOIs.

It should be stressed, however, that failure to submit an EOI does **not** stop organisations or individuals still submitting entries!

The vast majority of entries to PMAA are produced without any assistance from committee members and most organisations and individuals have differing timeframes, pressures and methods of producing submissions for awards.

So, to summarise, there are great benefits in submitting an EOI in that it starts people thinking about what is needed and provides a gentle hint on the timeframe when people should be starting to focus on the task of producing a submission.

However, once again, they are **not** mandatory. The key date for PMAA submissions is June 4th—that is the deadline for the submission of entries for this year's award's program.



## Congratulations!

For those AIPM members who had any dealings with National Office immediately prior to the current General Manager, Ian Baxter, taking up his position, or those who have used the Information Resource Centre, you would probably have come into contact with Rob Tucker.

Rob took me by surprise last week by sending

out an email stating that he would not be answering any emails for the next month as he would be on honeymoon!

So, from all in the ACT Chapter of AIPM, may we pass on our congratulations to Rob and his new wife and hope they have many, many happy years together.

## New Members

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

### Members

Ms Jodi Tarrant  
Ms Chathra Sammani Wickramasinghe  
Mr Grant Williams

### Associate Members

Mr Peter Binnington  
Mr Julien Lefebvre

### Affiliate Members

Mr Peter Martens

## New CPPD and CPPM

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

### CPPD

Mr Charles Bishop  
Mr Wayne Bradbury

### CPPM

Mrs Debi Bannerman  
Mr Collin Howell  
Mr Stefan Plessnitzer  
Mr Bernard Williams  
Mr Grant Williams  
Mr David Wong



## AIPM ACT Councillors – Contact Details

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