

## President's Report

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Greetings fellow members,

It is now two years since my first 'President's Report' in May 2008 when I took over as Interim Chapter President before being formally appointed as President in October of 2008. In that first Report, I shared my intentions which were: "First and foremost I would like to see a clearly articulated forward strategy for AIPM with emphasis on key outcomes and a focus on our corporate vision. Secondly we need to ensure that our Competency Standards, which are our most important product, meet the requirements of industry, our members and our key stakeholders. Thirdly we need to re-



invigorate our thrust towards creating a true profession – a profession that is recognised by the Australian community at large."

As I enter the last six months of this particular tenure, it is pleasing to see what has happened in those two years.

With the first intention, AIPM is now in a far stronger position than we were two years ago. Forward planning is much stronger and AIPM has entered into a number of strategic arrangements with other organisations, especially that with IPMA. New Competency Standards have been released or are in the process of being developed, and whereas there are still a couple of gaps, significant progress has been made in this crucial area.

The third intention was always going to be the hardest, but last month I alluded to some moves to operate at a strategic level in terms of the profes-

sion itself. For some time now, I have been looking to work much closer with some of our major corporate organisations here in the ACT to both lift the profile of the project management profession, and to listen to the needs of those corporate organisations so we can be responsive to them.

I'm delighted to see that objective finally starting to be realised. Senior representatives of AIPM Corporate Members have been contacted to ascertain whether they would like to participate in an AIPM ACT Industry Council. We have also included key members of the ACT and Federal Governments and representatives of Engineers Australia and the Australian Computer Society. Formal invitations have now been issued and the first meeting will be held next month. This will hopefully be the first of regular meetings held two to three times a year, the feedback from which I expect will provide invaluable input into AIPM's overall strategic direction.

Moving back to immediate issues, we are delighted to see a 50% increase in the Expressions of Interest (EOIs) for this year's PMAA. Here in the ACT, the standard of entries to last year's PMAA was extremely high which meant we took out 5 of the National Awards and so, being parochial for a moment, we're hoping for a similar success this year. However, the other Chapters have also reported increases in the number of EOIs so the challenge will be that much greater. However, this interest in PMAA indicates a continuing increase in the status of these awards which is also very pleasing for us all.

Yours in project management

Peter Dechaineux

President, ACT Chapter



## UPCOMING EVENTS AND ACTIVITIES

## May Forum — Wednesday 26 May

### "The Regression Test: an absolute gauge of project success?" Presented by John Smyrk, ANU

#### The Regression Test: an absolute gauge of project success?

**Presented by John Smyrk, Visiting Fellow, School of Management, Marketing and International Business, ANU College of Business and Economics**

#### The topic

How is the success of a project to be gauged? A simple question with which the project management profession has grappled for a long time. Some of the available answers are provably wrong, others are incomplete at worst or unsatisfying at best.

In this session, John will outline the results to emerge from a research program he is undertaking at the ANU with Ofer Zwikael.

The presentation will explore the concept of project success, consider weaknesses in the conventional view, describe project regression testing and examine some implications of the proposed approach.

#### The speaker

John Smyrk filled a number of technical specialist roles in various branches of engineering before returning to university to become a full-time academic. Since the early 80s he has been in private practice as a management consultant—specialising in project planning and management.

He also conducts programs of professional development (in project management) for clients including: the Australian Bureau of Statistics, IAG Insurance, Statistics NZ and State government agencies.

At the Australian National University he is a

Visiting Fellow in the School of Management, Marketing & International Business where he teaches Project Management and Process Innovation. As well as lecturing, he is actively involved in an ongoing research program. John holds an Honours degree in Econometrics and Masters degree in Operations Research (both from Monash University, Australia).

#### The talk

Introduction.

The conventional view of project success.

Issues with the conventional view.

Analysis of project performance.

The regression test.

Project management success.

Project success.

Implications.

Discussion.

#### Thanks

The ACT Chapter of AIPM wish to thank **Cordelta** for their generosity in sponsoring this forum and for arranging for John to present some of his research.

**When:** Wed 26 May 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 25 May 10 to

[Act\\_Chapter@aipm.com.au](mailto:Act_Chapter@aipm.com.au)



## WIPM June Forum—Thursday 3rd June “Delivering on the Promise”— Yvonne Butler, Principal, Palladium Group

### “Delivering on the Promise”

**Presented by Yvonne Butler, Principal,  
Palladium Group**

#### The topic

Yvonne’s focus for this presentation is ‘Delivering on the Promise’. How to ensure that the vision is turned into reality and the importance of having an integrated approach to executing strategy and having clearly defined objectives, measures, targets and initiatives. Also the importance of having embedded strategic delivery capability with the organisation – ie project management leadership focussed on execution, and of course good governance and risk management.

#### The speaker

Yvonne Butler is Principal of the Palladium Group Asia Pacific. She is a highly experienced and outcomes-oriented senior executive, with a proven track record of success in corporate strategy, business consulting, general management, program and portfolio management and professional service delivery, spanning a successful career of more than 30 years in both public and private sectors.

Yvonne has managed many large scale tenders and projects for a wide variety of clients throughout Australia and New Zealand. She has worked with global consulting practice Ernst & Young in the area of strategy execution, knowledge management and change management. Yvonne established the business consulting practice for APP Corporation, became Director Strategy and Planning for APP, then General Manager Strategy.

Yvonne spear-headed the strategy for the

sale of APP to Transfield Services, a multi-billion ASX Top 100 listed company, then became General Manager Strategy and Development Major Projects and Programs for Transfield Services.



Yvonne Butler

**When:** 3 June 10  
**Time:** 7:00—9:00am  
**Where:** University House  
**Cost:** \$25 per member  
\$35 for non-members  
**Booking:** 1 June 10  
Via web [www.aipm.com.au—events](http://www.aipm.com.au—events)  
Or, [Act\\_chapter@aipm.com.au](mailto:Act_chapter@aipm.com.au)  
6285 2191



## May Project Management Office Special Interest Group (PMO SIG)— Thursday 20 May Panel Discussion on “Benefits Realisation”

A number of panelists will comment, and also field questions on the topic of **Benefits Realisation**.

The bios of some of the panelists are listed below:

**Steve Bittinger** is a research director in Gartner's Government Research group, based in Canberra, Australia. Mr. Bittinger's current research interests focus on a wide range of government issues, including IT strategy and governance, service management, workforce development, and information management.

Steve has 35 years of professional experience in the IT industry. Prior to joining Gartner at the beginning of 2001, Mr. Bittinger was the chief technology officer at inter-touch, providing broadband Internet access in five-star hotels worldwide. Previous to that, he was the global infrastructure manager at Reckitt & Colman, responsible for strategy, standards and infrastructure, including developing a global network that linked 100 locations in 45 countries.

Steve also served as technical director at Pegasus Networks, an Internet service provider. His broad experience also includes IT management roles at the University of Tasmania and Shell Oil New Zealand. He has worked full time in the IT industry since 1974, with more than 25 years of experience in Australia, New Zealand and the U.K.

**Kevin Noonan** is a Research Director in Ovum's government practice in Australia and New Zealand.

Prior to joining Ovum, Kevin worked for four years as Head of Consulting at Australian research firm, Intermedium, where he specialised in government procurement and vendor engagement. In this role, he provided strategic and policy advice to a variety of government agencies, and engagement strategy advice to more than half the top 100 IT companies. He

also mentored more than twenty small-to-medium enterprises under a government sponsored industry development program.

Kevin has more than 28 years experience as a manager in government IT. This includes ten years as a government senior executive and Chief Information Officer, and a further eighteen years as a government manager and project director. During this time, he held positions responsible for almost every aspect of IT ranging from technical infrastructure and major procurement, through policy development and large scale business change.

Kevin brings a broad understanding of the ICT needs in government, as well as a deep understanding in many ICT disciplines.

**Garry Ingram** is the Director of OGC Services for Tanner James Management Consultants and has over 20 years experience as a senior consultant in project and program management. Since moving to Canberra 2.5 years ago, Garry has supported numerous federal agencies in identifying and managing benefits. He has been a leading advocate of benefits realisation at both project and program level.

Garry is also a lead trainer in MSP (Managing Successful Programmes) and is currently co-authoring the next release of the MSP manual

### Thanks

The ACT Chapter of AIPM wish to thank Tanner James for their generosity in hosting this PMO SIG.



**When:** Thurs 20 May 10

**Where:** Tanner James,

Level 4, 11 London Crct, Canberra

Starts: 6:00 pm

**Cost:** Free to members

**RSVP** by Wed May 10 via [www.aipm.com.au](http://www.aipm.com.au)—  
Events

Or [Act\\_Chapter@aipm.com.au](mailto:Act_Chapter@aipm.com.au)



## May Performance Management—Measurement (PMM) SIG— Thursday 27 May “Performance Measurement on Large Complex Projects—Lessons Learned” John Williams, Raytheon

The second of the PMM bi-monthly SIGs will again be held at Raytheon who are kindly hosting this event.

### The topic

The topic will be “Performance Measurement on Large Complex Projects—Lessons Learned.”

### The speaker

The speaker will be John Williams, Raytheon’s Air Warfare Destroyer Project Planning and Controls Manager.

John is Raytheon’s Project Planning and Controls manager for the Air Warfare Destroyer program. In this role, John is responsible for the effective operation of the Earned Value Management system across this highly complex, alliance based program. John leads a team of 14 Raytheon specialists who support the operation of the system for the Combat System and Alliance elements of the program. John also ensures effective operation of the Shipbuilding EVM systems through his leadership of the Alliance EVMS Steering Group. John also provides guidance to emerging new projects within Raytheon to ensure they take a best practice approach to earned value management.

Prior to joining Raytheon, John held a range of senior level Project Planning and Control roles with Australian Defence Industries and Boeing Australia. John has been responsible for successful Earned Value Management implementations on the ARH Tiger and MRH 90 Helicopter projects, FFG Upgrade project and HF Modernisation project. John has also worked as a management consultant assisting other companies to implement earned

value management. This background has helped him work successfully with subcontractors in Europe and Australia to ensure their earned value management systems meet prime contract needs.

John is a professional engineer. He is married to Simone. John’s interests outside work include golf and skiing, and attending the theatre and opera.

### Thanks

The ACT Chapter of AIPM wish to thank Raytheon for their generosity in both hosting this PMM SIG and also for arranging for John to speak at it..

**Raytheon**  
**Australia**

**When:** Thurs 27 May 10

**Where:** Raytheon,  
Level 1, 4 Brindabella Crct,  
Canberra Airport

Starts: 5:30 pm

**Cost:** Free to members

**RSVP** by Wed May 26 via [www.aipm.com.au](http://www.aipm.com.au)—  
Events  
Or [Act\\_Chapter@aipm.com.au](mailto:Act_Chapter@aipm.com.au)



## LAST MONTH'S FORUM REPORTS

**April Forum — "HQJOC Project and Public Private Partnerships" Presented by Bob Rosenbauer GHD**

Bob Rosenbauer was the Project Manager for GHD on the Defence Headquarters Joint Operations Command Centre Project (HQJOC) which was one of the first major projects to be developed using the Public Private Partnerships Process (PPP).

Bob's presentation at the April forum gave some insights into that project, PPP as a concept and then how PPP was applied to the HQJOC Project.

The project itself was massive. It commenced in 2001 when the then Prime Minister announced that the new HQJOC would be built on a greenfields site near Bungendore. It has created a single, integrated, around-the-clock command centre for the Australian Defence Forces.

The operation itself is obviously a top-secret facility, but Bob was able to provide a glimpse of its scale. There are about 800 personnel on site; the HQ Building itself is 42,000 m<sup>2</sup>; there are some 280km of data cabling; 30km of HV cabling; 40km of communications cable; and the water is self sufficient! It also required 2km of road access and 5km of emergency road access to be built.

The contract was let in June 2006 and construction was completed in July 2008. The command, control, communications, computing and information systems were installed between July and November 2008.

Having outlined the scale of the Project, Bob then spoke about the PPP concept.

It had its origin in the UK in the early 1990s and was introduced to address a lack of development in infrastructure. PPP was seen to be better value for money than traditional delivery: there was a claim that in the UK it was 17% cheaper and some early Australian projects mirrored those values. Furthermore, it was able to bring projects forward.

Other perceived benefits were: projects coming in on time because design and construction could

overlap; a certainty of cost commitment; it allowed transfer of risk although some was retained by the client; there were potential tax advantages; and it provided a certainty for optimum repairs and maintenance and operation.

Bob then proceeded to discuss some of the issues surrounding PPP on the HQJOC project.

Although financial close was achieved in June 2006 and Praeco (a Special Purpose Vehicle) has a concession for 30 years, the project is built on Commonwealth land and Defence see it being owned by the Commonwealth. The tender process itself extended over two years and the seven expressions of interest were reduced to five and then again to three to submit proposals. The tenders were in excess of expectation and so revisions were sought and two tenders were finally received. The cost of tendering was substantial—>\$4 million each—and this was not paid for.

Although it had intended to be detailed, there was a lack of precision in the Project Deed requirements and this led to major issues. In particular, the process of design milestone reviews showed significant shortcomings that identified non-conformances that were not remedied by the Project Deed. However, the contractor elected to proceed due to completion imperatives.

To summarise, PPP was seen as less than ideal due to the nature of this building and its performance requirements. Some of the downsides included the length of the tender process; the cost to both tenderer and client; lack of viable, competitive tenders, and completion imperatives that can affect quality.

**The ACT Chapter of AIPM would again like to thank both Bob for his presentation and GHD for sponsoring this forum.**



Bob Rosenbauer





## May WIPM: “Projects With A Difference”—Penny Beaumont, RAM Constructions

The May WIPM Breakfast enjoyed Penny Beaumont’s presentation on Projects with a Difference, and also a presentation with a difference. Whilst Penny has over 20 years of project management experience in the construction and interior design industry, her personal story and incites into managing projects touched a cord with all who attended.

Penny is director of Panache Developments Pty Ltd and is currently working with RAM Constructions, who are panelled by ACT Government Land Development Agency for delivery of the OwnPlace Program. The OwnPlace program is an innovative program in response to the ACT Government’s Affordable Housing Action plan. The Land Development Agency and a select panel of builders have partnered together to provide affordable house and land packages priced under \$300,000 for sale in new LDA estates.

Penny attributes her joy in working with RAM Constructions and in particular the OwnPlace Program to her passion for construction and in what it provides – homes for families. Penny shared that her love for the industry started as a young girl working alongside her father and the smell of sawdust and personal satisfaction achieved from using her own talents to provide for others was the foundation of her future career. Penny discussed how construction sites are all about teamwork in every sense of the word. There is a camaraderie, a sense of belonging and appreciation for each member on site and that is what makes the whole project site ‘tick’. Pride in your trade skills and ability are perhaps ‘old fashioned’ concepts in our disposable commodity world, but when you are building a dream for a family, it does make a difference.

In managing projects, regardless of the objectives and outcomes, if a project manager is not passionate about what she or he is doing, then the work simply becomes – ‘sterile’. Projects are all about people, and working with people is what gives Penny her passion for achieving project results. Two of the principles by which she manages her construction housing projects and achieves great results for the families for which they are being built are

simply – ‘*the way we communicate with others and with ourselves ultimately determines the quality of our lives (and projects)*’ and ‘*to effectively communicate, we must realise that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others*’.

Penny talked about two of the qualities that all project managers should not be afraid to demonstrate – passion and the pursuit for quality. Both achieve results, both are infectious, and together will bring about change – personally and professionally. Perhaps that is why Penny is enjoying her current program so much – as RAM Constructions also seems to be about passion and quality as well. RAM Constructions is a family owned, MBA award winning builder that has been delivering quality projects throughout Canberra for almost 40 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 project completion to satisfaction – every time.

Penny’s challenge to all was..... if you are not passionate about the project work you do, perhaps you should look inside yourself first and then look for that for which you are passionate.



Penny Beaumont speaking at the WIPM breakfast



## April PMO SIG— “A Fulsome Implementation of Risk Management in a Large Project” by Guy Wilmington

The April PMO SIG was held at Customs and Guy Wilmington expanded on the Risk Management in a Large Project, a topic he had touched on in his presentation to the February General Forum.

Having again outlined the AMIS (Australian Maritime Identification System) Project for the benefit of those who missed his earlier presentation, Guy expanded on the approach taken to Risk Management covering not just **what** was done, but more especially **how** it was done.

In looking first at what was done, Guy covered the Quantitative values for likelihood and consequence; Multiple consequence ratings linked to KPI's; Risk hierarchy; Regular review—risk based; and risk profiling and reporting.

However, the main focus of the talk was on the **how**. Here Guy covered 7 areas: Communicate and Consult; Establish Context; Identify Risks; Analyse Risks; Evaluate Risks; Treat Risks; and

Monitor and Review.

He also then touched briefly on Issue Management where Guy defined an Issue as a Risk where the likelihood equals 100%

The slides used by Guy in his presentation were very visual and not easy to put across in a few words, so if anyone is interested in looking at those in more detail, a copy can be sent by requesting them from [act\\_chapter@aipm.com.au](mailto:act_chapter@aipm.com.au)



Guy Wilmington at the PMO SIG

## OTHER CHAPTER NEWS AND ACTIVITIES

### PMAA 2010—Submissions close 4th June; Sponsorship spots still available

As stated in the President's Report, the number of Expressions of Interest (EOI) for PMAA is up substantially this year on the last two not only here in the ACT but in several other Chapters as well.

As mentioned in last month's newsletter, people interested in making a submission for PMAA do not have to register an EOI. However, the cut-off date for submissions is the 4th June and so if anyone is still thinking about making a submission, there's not much time left!

With the increased interest in this year's

PMAA, there is an excellent opportunity for companies to sponsor the event. We already have some sponsors on board but there are still a couple of spots available.

For further interest in sponsorship, or any other aspect relating to PMAA, please contact Peter Dechaineux, our Chapter President, Boyd McCarron, the PMAA Project Manager or Roger Birch the Chapter Coordinator. The contact details for Peter or Boyd are on the last page of this Newsletter; Roger is contactable on [act\\_chapter@aipm.com.au](mailto:act_chapter@aipm.com.au).



## Engineers Australia Seminar—6 July

# Resilient & Secure Architectures

Afternoon Seminar



Date: Tuesday 6<sup>th</sup> July

Time: 2pm – 5.15pm

(Registration from 1.30pm, Drinks & Networking will follow the close of the Seminar)

Location: Auditorium, Engineers Australia National Office  
11 National Cct, BARTON ACT 2600

Cost:

Engineers Australia & Supporting Organisation Members \$35 inc GST,  
Non-Members \$55 inc GST

### REGISTER ONLINE HERE

This Seminar is designed to introduce discussion amongst the Engineering profession on the area of Enterprise Engineering. The afternoon will be of interest to Industry & Academia interested in the use of designing for the improved predictability and effectiveness of organizational developments, which may include changes to ICT systems. It is intended to raise awareness of best practices and to begin to capture a body of knowledge on the topic area, to add to the growing International activities (<http://www.iseenet.org/>) & to encourage the establishment of an ongoing interest group within Engineers Australia on Enterprise Engineering.

#### Seminar Agenda

- 2pm *Welcome & Introduction to Enterprise Engineering*
- 2.15pm *Risk & Enterprise Design – Dr Edward Lews, UNSW @ ADFA*  
The status of existing standards & frameworks such as DAFs, ToGAF, CoBIT including governance protocols will be discussed.
- 2.45pm *Designing for Security – Mr Udo Rockmann & Mr Alan Dyer, EWA Australia*  
Highlighting Enterprise issues, including the understanding of system interactions, accreditation concerns, security audit FOCI & timelines etc.
- 3.15pm *Afternoon Tea*
- 3.30pm *Designing for Success – Mr Kim Lambert, Unisys*  
As an industry provider, Mr Lambert will present on insights on successful uses of design for effective & secure systems.
- 4pm *Is it possible to identify key issues and best practices? – Panel & Audience Discussion Session*
- 4.50pm *Where to from here? – Discussion to gauge support for an ongoing interest group to be formed to organize further meetings & activities in Australia on Enterprise Engineering.*
- 5.15pm *Seminar Close. Drinks & Networking.*

For more information Ph 02 6270 6548 or Email: [nlenz@engineersaustralia.org.au](mailto:nlenz@engineersaustralia.org.au)

#### Supporting Organisations:

ACS/AIPM

Engineers Australia members can choose to record CPD Hours for attendance at this event. Members should refer to the CPD Policy for requirements and conditions.



ENGINEERS  
AUSTRALIA



## The Project Manager as CEO Seminar



### The Project Manager as CEO and the politics of project management

Queensland University of Technology invites you to attend a one-day seminar in Canberra delivered by Dr Roy Wood, Dean of the School of Program Managers at the Defense Acquisition University in the United States.

Roy will discuss the concept that to be an effective project manager, it is increasingly necessary to adopt the traits of a CEO.

He will also introduce you to PoPS, the US Navy's Probability of Program Success, a methodology developed to increase accuracy, reduce subjectivity and ease health-assessment comparisons across all of the various systems employed by different decision makers working on the one program.

To download the brochure, or to make a booking, please click on the link below.

[For a brochure and to register, click here](#)

[To register directly, click here](#)

**Peter Hollands** Program Manager Corporate Education  
Faculty of Business [www.bus.qut.edu.au](http://www.bus.qut.edu.au)

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## New Members

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

### Members

Ms Kelly Alsop  
Mr Gregory Belford  
Mr Brett Burriss

COL Ian Cumming  
Mr Malcolm Dick  
Ms Kelly Edwards  
CMDR James Tobin

### Student Members

Mr Gerry An  
Ms Toni Chalmers  
Mr Michael Richer  
Ms Anna Crabb



## New CPPD and CPPM

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

### CPPD

COL Ian Cumming

### CPPM

Mr Cameron Dawson  
Mr Shafquat Khan  
Ms Chathra Sammani Wickramasinghe

## AIPM ACT Councillors – Contact Details

<b>Office/ Responsibility</b>	<b>Incumbent</b>		
President	Peter Dechaineux	6281 5917	dechaineux@netspeed.com.au
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