Introduction: Telecommunications is a specific industry within the utilities sector, and is a rapidly merging adopter of project management methodology, especially as the telecommunications environment grows more complex and international. This selection of articles covers many different aspects of project management in the telecoms industry, from introducing program management, to ways of handling HR issues and IT projects. There are many case studies on major Telco’s from around the world. See also existing bibliographies on Program Management; and Implementing a Program Management Office.

   Keywords: telecommunications; Optus; Connell Wagner; mobile phones; change management.
   Abstract: Since 1992, Optus has been rolling out one of the world’s most sophisticated and reliable mobile digital GSM networks across Australia.

   Keywords: maturity; inter-industry comparison; management by projects; leadership.
   Abstract: This paper presents the results of an investigation into the nature and extent of variations between project management practices in six industries. The investigation had the practical purpose of supporting a group of pharmaceutical R&D organisations in their search for an optimum project management model. A total of 10 domains were identified using qualitative methods and these formed the basis for a programme of 31 in-depth interviews with knowledgeable project management practitioners in 21 organisations drawn from the six industries. Each interview elicited a quantitative assessment of the practices relating the domain, using pre-determined scales, and qualitative comments on the practices based on the experiences of the interviewee. Differences between companies and industries were found to exist in each domain. The most highly developed project management models (which might be said to equate to measure of project management maturity) were found in the petrochemical and defence industries, which on average scored highly on most dimensions. Other industries, (pharmaceutical, R&D, construction, telecommunications, financial services), displayed some interesting differences in different domains, but did not display the coherence or scores of the two leading industries.

3. Galeev, M. T. Downsized Deadlines. When confronted with dwindling resources, project teams must recognize their common goals and help each other reduce time-to-market. PM Network 17(5), 54-57. 2003.
   Keywords: new products; teams in the workplace; case studies; telecommunications - technological innovations.
   Abstract: Like many organizations in today’s market, Tellabs, a Naperville, IL, USA-based global telecommunications bandwidth management firm, has had to deal with a reduced workforce while staying competitive in the telecommunications industry. This article shows how Tellabs used small sub-teams to continue to produce quality new products even after downsizing.

   Keywords: IT projects; telecommunications; Sprint PCS; information technology.

5. Jackson, Donny. Loud and clear. Amid pressure for more bandwidth, telecommunications carriers are being asked to build new infrastructures. Deciding how and when to deploy may determine their future. PM Network 16(9), 34-37. 2002.
   Keywords: telecommunications; IT; information technology; infrastructure; internet.

   Keywords: IT; Telecoms; Utilities; Telecommunications; Case Studies; Thailand.
   Abstract: With the PMBOK Guide in hand, datacraft’s Primer project management team fast-tracked installation of a state-of-the-art network infrastructure for new Thai mobile operator TA Orange.

   Keywords: case study; Alcatel; communications; telecommunications.

   Keywords: strategic innovation community; interactive video; Japan; communications; IT; information technology; new business; leadership; vision.
   Abstract: In the past few years, the market for video terminals such as videoconferencing systems and video phones typified by multimedia and the market for multipoint connection services that use these devices have been growing rapidly in Japan. In the background to this growth is an innovation community with Nippon Telegraph and Telephone Corporation (NTT), Japan’s largest telecommunications company, and NTT phonic Network Communications, Inc. (NIT Phoenix), a joint
Creating new businesses through a strategic innovation community contd...

venture established by a strategic alliance between the United States and Japan. This innovation community has created a new market known as Interactive Video Communication and has been doing much to promote it. In this paper, the author takes up the world's largest multipoint connection video multimedia businesses. Project leaders of both NTT an NTT phoenix will stand at the viewpoint of group corporate strategy, create a strategic innovation community, their innovative leadership will aim for resonance of values within the community, and by propagating knowledge within the community and enhancing their core competencies, we shall consider how to create a new market in Japan for new video multimedia services.

Keywords: telecommunication - technological innovations; project communications management.
Abstract: The authors of this paper have witnessed the evolution of communications technology. They recall the days when a 2400-baud modem connection was considered fast. With the explosion of new communications technologies in the past decade, why do we still have problems communicating? This paper will address communications barriers as seen by project managers in the telecommunications industry and will offer advice to overcome the barriers.
Call Number: CON 39
Notes: PowerPoint Presentation.

Keywords: telecommunication - technological innovations; project communications management.
Abstract: The authors of this paper have witnessed the evolution of communications technology. They recall the days when a 2400-baud modem connection was considered fast. With the explosion of new communications technologies in the past decade, why do we still have problems communicating? This paper will address communications barriers as seen by project managers in the telecommunications industry and will offer advice to overcome the barriers.
Call Number: CON 39
Notes: PowerPoint Presentation.

Keywords: telecommunication; global telecommunications; EVA; programme management.
Call Number: CON 39
Notes: PowerPoint Presentation.
Abstract: The Founder's Research Centre Phase II project is an approximately 287,000 GSF research laboratory with associated office spaces and animal facilities. This paper describes the challenge of integrating the design and construction of this project on schedule and within budget while building a world-class facility and their effect on the project management organisation, process and technologies used. It also summarises how these challenges were met using software to model and simulate the facility design and the corresponding design and construction processes and organisations to enable project management to consider tradeoffs between the project's scope, schedule, budget and resource allocation. In addition to common management tools, project management relied on two software packages, Vite and 4D CAD for the design of the facility and the corresponding project's organisation and knowledge work processes.

Keywords: telecommunication; UK; case studies; business excellence; quality.
Call Number: CON 39
Abstract: O2 is part of the British Telecom's Wireless Group. The mission of BTW is to build an inseparable relationship with its customers by understanding their needs, and delivering wireless solutions that they truly value. Viag Interkom will become an innovation leader in the German market with GPRS and UMTS Services. Customer and budget focus are the main drivers for the project. The project started in July 2001 and will last for 9 months. It comprises all technical departments, 5 regions and staff functions of the managing director networks of O2.
It is linked to other internal partners like procurement and marketing as well as external to the BT wireless Group and their members. Major goals of the Business Excellence Project are direct the network quality management streams, define networks quality strategy and related key performance indicators, initiate and control improvement activities, assure consistent and automated CTO reporting, manage the programme of networks key projects, establish earned value analysis for performance reporting and create knowledge management. The project is driven by the so-called Network Programme Office that is responsible for the evaluation of the overall network's performance.

Keywords: Telecommunications; Northern Territory; Australia; IT; Internet; Risk Management.
Abstract: For as long as anyone can remember, telecommunications for aboriginal people in the NT outback has been problematic. Payphones are often damaged or not working and publicly accessible facsimile and internet services are unheard of. The knowledge gap is increasing as suburban Australia embraces affordable broadband data services, leaving behind their fellow Australians in remote areas.

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Keywords: Telecommunications; Infrastructure; Methodologies; British Telecom. 
Abstract: When British Telecom set about a radical restructuring of the core telephone network in London in 1987 it was faced with one of the most complex programs it had ever attempted. The systems and processes it introduced to administer the programme were subsequently developed into a company-wide project management methodology that drew on external process benchmarking to improve the BT project management methodology.

Keywords: e-efficiency; e-technology; cost effectiveness; PMMIE; intranet; telecommunications. 
Abstract: When telecom cable company ntl needed a common project management system to help with the roll out of national and international projects, it decided to grow its own, using expertise, skills and experience within the organisation. The result was a custom built system, the Project Management Methodology Intranet Extranet, or PMMIE for short. The author explains why and how it was done.

Keywords: Technology; Mobile Phones; Telecommunications. 
Abstract: The world in which we live has become increasingly complex, particularly in the application of new technological advances and their infiltration into our daily lives.

Keywords: Communications Planning; Lessons Learnt; IT; Information Technology. 
Abstract: Internet Project Kosovo was created by the International Rescue Committee (IRC) to connect the international relief communities urgently working in Serbia following the 1998-1999 Albanian-Serbian conflict. The project involved designing, coordinating, and implementing a satellite and wireless microwave network within an area where NATO bombing had destroyed most of the power grids and telecommunications infrastructure. Within six months, a satellite dish and connection were set up, microwave equipment installed, and repeater antenna sites established. Once finished, the project was handed off for continuation to a local organization. Lessons learned included the need for concise project scope, scheduling by milestones rather than dates, and the necessity of flexibility and simplicity.

Keywords: conflict management; partnership; project integration management; risk management; telecommunications systems - technological innovations. 
Abstract: Western civilization was forever altered by the information revolution begun in 1450 when a Mainz silversmith, Johan Guttenberg, merged movable metal type with the winepress. In spite of his monumental achievements Guttenberg’s business failed, and he would later die in poverty. Today’s managers are also coping with extraordinary changes in the communications field and should heed the important lesson that technical expertise alone will not insure business solvency.

To keep pace with technological changes, it is necessary for manufacturers of communications equipment to partner with multiple companies in providing a complete technical solution. Project managers once accustomed to acting as the prime, are now required to work within a consortium of companies. This new role is unfamiliar to many who once enjoyed horizontal market expertise. The successful implementation of converged enterprise networks requires the proper management of these complex relationships. The efforts of the prime and sub-contractors, consultants, in-house resources as well as their various products and services must all be integrated to accomplish this goal.

This presentation will address the key areas necessary for systems integration project managers to successfully manage a converged enterprise network solution.

Keywords: AIPM 2001 Conference; UK; Telecommunications; GPRS; Mobile Communications; Case Studies. 
Abstract: This paper presents a project on the deployment of a GPRS network capability in the Orange PCS mobile telephone network in the UK. GPRS which stands for General Packet Radio Service, and as its name implies, is a new technology for transporting packets of data around a network, and provides significantly greater benefits to operator and customer over the more conventional circuit switching which sets up dedicated connection between end points or calling parties. The paper will first describe the background conditions of the project, namely the mobile telecommunications industry in general, and the company situation, to give the context in which the project was carried out. The project is then described and some of the lessons learned are presented.

Keywords: AIPM 2001 Conference; Risk Management; Telecommunications; Ethical Conflicts; Case Studies. 
Abstract: This paper addresses the essential project delivery skills required to manage large programmes by exploring how to make likely ethical conflicts explicit, responding to conflicts to minimise risk and how to deal effectively with them. It draws on project manager's experience and uses a case study in the field of mobile telephone network rollouts to illustrate the points made from around the world.

Keywords: management - evaluation; project managers.

Abstract: Representing a breakthrough in thinking, this project successfully identified the critical factors that differentiate superior project managers. This large project emerged from a series of meetings with a New Zealand telecommunications company that outlined a need for a formalized assessment and development planning process for Project Managers across all business units as part of business process project they were undertaking. The client wanted to identify their competent project managers, and understand what made them different. Individual development plans were also produced.

Taking a phased approach, in Phase One, 87 people (and their managers) completed a competency based questionnaire. This questionnaire was developed by Winsborough Limited, and Project Plus Ltd and was referenced to a globally recognized set of project management standards. Using these standards, a 'cut-off' was set and fifty three people moved forward to Phase Two. These participants underwent an in-depth competency based interview and also completed a psychometric test of managerial judgement (Scenarios test). This phase revealed a pattern consistent with the work from phase one. The second assessment identified a number of individuals whose competence far exceeded that of their colleagues.

The Scenarios test measures managerial judgement - a person's ability to weigh up 'real life' situations and decide on appropriate and effective ways of handling them. The top group was significantly higher on overall managerial judgement but this difference was almost entirely attributable to their skill in people management. This pattern was consistent across all scales. These results validated the competency model and suggested that selection of project managers ought to focus on people management, big picture thinking and the ability to clearly manage priorities.

In previous work to develop the specific competencies that identified superior project manager competencies used in this project, the hypothesis predicted three specific areas of importance in superior capability:

* Ability in dealing with and relating to people
* Ability to navigate through competing interests
* A "will do" attitude that translates into an unflagging commitment to the project coupled with a "can do" attitude that translates into unshakeable faith in their ability to achieve a successful outcome.

This project substantially confirmed the view that these factors differentiate the top participants from the rest. These factors should guide future selection, and guide development planning for all potential project managers and project directors. Suggestions for improving overall bench strength included coaching, specific training in project and people management skills and developmental tasks. This assignment provided a large number of highly useful outputs at each phase of the project for both individuals (development plans, capability graphs) and for capability planning at the organizational level (bench strength, gap analysis, recommendations for training). It was completed to budget, on time and to a high standard.


Keywords: corporate culture; project management - case studies.

Abstract: Creating a common culture in a world wide, rapidly growing and successful company is a delicate and challenging task. In the multi-project company, this culture is strongly dependent on the projects, which constitute the common denominator for all parts of the organization.

Ericsson provides a success story related to its project management model PROPS, which has been spread, used and continuously improved during the last 10 years. PROPS has become a vital part of the common culture within Ericsson, and an important key factor contributing to Ericsson's successes.

Ericsson - a global company in a changing world
Ericsson is a world-leading supplier of advanced telecommunications solutions for mobile and fixed networks, as well as of mobile telephones and other consumer products. Ericsson has more than 100,000 employees, representation in 140 countries and has clearly the world's largest customer base in the telecommunications field. The market Ericsson addresses is changing rapidly. It is characterized by certain key trends, such as convergence of industries, technologies and services, towards internet and IP technology and an increasing demand for wireless technologies and mobility.

Ericsson's success is depending on its ability to provide the market with the right product at the right time. To achieve this, research and development are decentralized and carried out in projects in which resources from all over the world are involved. Projects are also established to implement customer orders for tailored telecom solutions. Finally, the need for continuous improvement of processes and working methods is met through internal projects which plan and effectuate change initiatives. Coordinating these widespread activities requires a shared project culture and a shared terminology. This is where PROPS, Ericsson's corporate method for project management, plays a key role.

PROPS
PROPS is a model for project management and management of projects that supports managers at all levels in a multi-project organization. PROPS was originally developed in the late 1980s for technical projects in a limited business segment within Ericsson. Today, PROPS has developed into a general method for projects throughout the organization. By describing projects and the multi-project environment from four complementing perspectives, PROPS provides a multi-faceted picture of project work in the multi-project organization.

EPMI - Ericsson Project Management Institute
In the mid 1980s, a small unit within Ericsson comprising four people was working as an internal consultancy for project support. The unit was responsible for development of the first version of PROPS. Since 1997, PROPS has had its own
operation, Ericsson Project Management Institute, EPMI. Today, EPMI consist of about 80 consultants offering a total concept for management of projects based on PROPS, aiming at increase project management skills and efficiency throughout Ericsson. The existence of an organization with clear responsibility for method ownership has been a prerequisite for the full development of PROPS. EPMI ensures support for the PROPS users and that PROPS has been continuously developed in pace with higher demands on project efficiency and performance.

Slowly, top management’s understanding of project management as a strategic weapon in the tough competition for the telecom customers has increased. Today, EPMI is recognized as a strategically important unit, reporting to a steering group, in which two of the executive vice presidents of Ericsson management team are members. EPMI offers training for project managers at different levels of knowledge and experience, but also consultancy services aimed at management of individual projects as well as management of projects within the local companies within the Ericsson group. Every year, 4000 Ericsson employees are attending EPMI’s training courses and programs.

Another important part of EPMI’s operations is maintaining a network of project managers and other people involved in project management and management of projects within Ericsson. In two years time, this network has grown to comprise 2000 members meeting virtually at Project Networking’s homepage, but also on conferences that EPMI arranges four times per year. EPMI also contributes to efficient knowledge management within Ericsson, by offering a virtual project room application, where each project can open a web-page. This means that the projects are structured and reported in a similar way, which increases the organization's ability to re-use information and learn from project experience.

Conclusion
PROPS has become an important chapter in Ericsson's history and a well established and natural part of Ericsson's project culture. With the clearly expressed support of management within Ericsson, PROPS has been developed based on operations. Through EPMI, PROPS has been successfully implemented. The successful training that followed on the implementation, and, just as important, the determination to see the model fully established, has contributed to the platform for Ericsson's continued success. A success based on efficiency and a focus on business in every project as well as in management of the total project portfolio.

Keywords: AIPM 2001 Conference; UK; British Telecom; Telecommunications; Methodologies.
Abstract: When British Telecom set about radical restructuring of the core telephone network in London in 1987 they were faced with one of the most complex programmes they had ever attempted. The systems and processes they introduced to administer the programme were subsequently developed into a company-wide project management methodology. This paper discusses the way external process benchmarking was used to both improve the BT projects management methodology and more importantly to get their project managers to use it effectively.

Keywords: telecommunications; GTE; systems implementation; process engineering; SAP R3.
Abstract: How do you reduce your systems implementation team by 40 percent, increase their workload twenty fold and still bring your projects in on budget and on schedule without increasing the budget or elongating the schedules? You get everyone thinking out of the box, develop a new model for managing your systems implementations and act as your own systems integrator. This new model breathes life into an old process and allows companies to keep their implementation process and their dollars in house.

Keywords: new product development; project portfolio management; Motorola; scope management; time management; human resource management; IT; information technology.
Abstract: While much has been written on the application of project management principles to manage a single project, project portfolio management has received less attention. This paper describes an extension of project management principles that we are using to manage a portfolio of microprocessor design projects at Motorola's M+CORES Technology Center (MTC). MTC designs very-low power, high performance microprocessors for use in portable, battery-powered appliances such as cell phones and personal digital assistants (PDA).

To manage scope at the portfolio level, we use both objective and subjective criteria in selecting new project opportunities and prioritizing active projects. We use a spreadsheet called the Opportunity Selection Worksheet (OSW) to summarize the business case required to justify a new opportunity. The OSW uses development cost, chip size, manufacturing cost, selling price and forecast sales volumes to compute manufacturing margin, revenue and profit streams. We prioritize projects using criteria such as Net Present Value (NPV) of the profit stream, NPV per employee, alignment of project objectives with organizational strategy, and our ability to resource the project with the required mix of personnel skills.

To manage resources at the portfolio level, we developed a spreadsheet called Resource Allocation and Forecasting Tool (RAFT) that tracks personnel assignments by project. We keep in RAFT a database of skills and monthly sub-project assignments for each person in the organization. In addition to providing a high-level picture of resource utilization in the organization, RAFT helps us identify and resolve skill shortages on individual projects. We also use it to identify chronic skill shortages, thereby guiding recruiting and retraining efforts. As in many other technology organizations, the primary
resources employed on our projects are the designers. We also use RAFT to track and forecast the cost of individual projects, and use the aggregated project costs to compute the annual budget for the center. To manage schedule at the portfolio level, we use an internally developed, web-based Project Management Information System (PMIS) to plan projects and track progress online. Projects are tracked through five phases from Opportunity Selection to Closure, and current project information is readily available to anyone in the organization. In the area of schedule management, we recently started using Earned Value metrics to track schedule progress for all projects at the design center. We will derive schedule progress at the portfolio level by aggregating the earned values of the individual projects. Slippage at the portfolio level is computed by weighting project slippage by the size of the projects. These extensions to scope, schedule, and resources allow us to effectively manage a portfolio of complex microprocessor design projects.

Keywords: IT; information services; case study; New Zealand; Ericsson; competency; organisational change.
Abstract: A case study outlining the introduction of PM competencies into a large telecommunications company.

Keywords: quality; process management; new products - management - case studies.
Abstract: Both process management and project management literature and practice consist of an abundance of generalizations and simplifications, for instance about what a project or a process is and is not. These normative statements might at a first glance seem attractive to the practitioners. However, since they lack a contingency perspective they are often too general to guide action. The lack of nuance in the descriptions also tends to hide the relations that exist between these two fields, but also to over-simplify some of the relations that indeed can be identified. Nevertheless many organizations use both Project Management and Process Management for managing the organization. The two movements do, however, have different backgrounds, theoretical as well as practical, and they are also often unrelated when used in practice, which of course causes confusion.
The hypothesis of the authors is that the two fields can enrich each other. The purpose of this article is therefore to discuss process orientation and project management and relate them to each other. This will be accomplished by focusing on the relations between project and process, the tasks for the process owner and the project manager respectively and the relation between those two roles. The findings are illustrated with two case studies, i.e. success stories at Volvo Aero and a Telstra company, the major Swedish telecommunication provider, that together help to answer the questions presented above and pointing out discrepancies between theory and practice. With this background in mind the article aims at bridging these two popular management practices. The concepts are compared via repetitiveness, time perspective, activity focus, customer involvement and goal orientation. Process orientation can enhance learning between projects and transfer of experience and enhance a cultural shift in the organization towards a more holistic thinking among the project team members. Process measurements and project measurements can support each other, streamlining the organization while at the same time remaining flexible during the different phases of the project. The roles of the managers are presented contrasting the tasks in terms of learning, improvement, project portfolio, people management and customer contacts, which makes it possible to draw recommendations for management of projects and processes. A framework for the future management of both roles in complex organizations will be given.

Keywords: Telstra; RegPM; Accreditation; Infrastructure; IT; Information Technology; Telecommunications.
Abstract: Management of product/infrastructure development activities in Telstra's Network Technology Group (NTG) has developed over time from an operation to a project environment. Developing new products of excellent quality within budget and reducing the Time to Market for these products is critical to Telstra's success and Network Products RegPM program is positioned as a key initiative to develop and champion project management expertise to meet these challenges. The main benefit to individuals is seen as enhanced understanding and expertise in the 9 functions of project management and potential Telstra benefits are increases in project quality and project through put.

Keywords: Communications management - Telecommunications networks - Sydney 2000 Olympic Games - Telstra.

Keywords: global communications technologies; cellular telephone networks.
Abstract: Cellular networks have been built at ever increasing rates in the past few years and most indicators point to continued growth in most markets, especially in developing countries. A good part of these projects have experienced important delays and failure to meet project targets. High industry margins and pressure to be first to market have permitted a certain acceptance of this situation. Market conditions are changing rapidly (i.e. falling margins, increased competition, consolidation of capacity in mature markets, etc.). These changes will require increased efficiency in network construction and build-outs. The ability to rightly gauge, appraise ALL important risk factors (even non-technical ones) can have a determinant role in achieving project success.
**Keywords:** Telecommunications - Payphones.
**Notes:** Modernising the payphone system in the London Underground.

**Keywords:** communications; organisational change; methodologies.
**Abstract:** In 1990, the alternate telecommunications company was committed to introducing competition into the New Zealand market with one product: tolls. Eight years on, **CLEAR Communications** has a product portfolio, which competes in most market sectors.
However, with the ever-increasing rate of change in the communications industry, selecting the right mix of projects to achieve CLEAR’s business objectives quickly, effectively and efficiently became the challenge.
In December of 1997, CLEAR engaged in a massive overhaul of not only our internal project management processes, but the way in which the business selected and prioritized key projects which best meet our business objectives. This involved developing a process, which would allow flexibility in selecting a balance of projects across the business. The process also provided the individual business units the visibility of their “change collateral” required to complete project work, so that they could move this collateral around swiftly in order to remain competitive with market demands.
This new approach not only took some organisational muscle to get behind the changes, it also required the business to think in different ways than they had before. An attitude and mind-shift was required to make the proposed changes a success.
A brief glimpse of the past with a major focus on the new methodology will be reviewed in detail. As we go to print, the outcome is still hanging in the balance as we proceed into the next phase...execution. By the conference, an outcome, whether a success or a failure will be discussed.

**Keywords:** Conferences; IPMA; Slovenia; Slovenian Project Management Association; Strategy; Telecommunications.
**Call Number:** CON 1

**Keywords:** Telecommunications - Vietnam.

35. Lindborg M. **Experiences from successfully using risk analysis in a telecom development project.** IPMA 96 World Congress on Project Management; 1996; AIPM. IPMA; 1996.
**Keywords:** risk analysis; risk management; telecoms; communications.
**Call Number:** TP11
**Abstract:** The success of a project depends very much on how well the risks can be handled, preventing them from becoming problems to our customers. This paper describes the practical use of risk analysis in a development project with 400 project members in the telecom area. We used a project method and tool, PROPS-N, developed at **ERICSSON**, for managing our projects. Before the decision on executing the project was made, we made a major risk analysis based on Successive Scheduling and Calculation, a method developed by Steen Lichtenberg. Later we used a simple method, Mini Risk Analysis, for monthly risk analyses. During the project we learnt how to use these methods in a way that supported the project. Making risk analysis is a way to get early warnings in the project, but it requires a lot of discipline and perseverance.

**Keywords:** Telecommunications industry; GTE Realty; Case studies; Facilities planning.
**Call Number:** ART0017
**Notes:** Available full-text.
**Abstract:** Gordon Gayda, project director for GTE Realty, led the project team responsible for the design-build development of the GTE telephone operations world headquarters. By September 1991, just 2 years after groundbreaking, all 2,800 employees had taken up residence in the high-technology facility. Though the design-build construction process took only 24 months, the corporate headquarters project began one year prior to groundbreaking. In 1988, GTE Telephone Operations underwent a large reorganisation, an integral part of which was the decision to bring thousands of the company’s top performers from all over the US together under one roof. An 80 acre ranch in Irving, Texas, was selected as the location of the headquarters. According to Gayda, the key to the project’s success was his ability to draw on the talents and expertise of team members, which included GTE Telephone Operation employees, outside architects, interior designers, engineers, landscape architects and a general contractor.

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