NEXT CHAPTER MEETING

08 October 2014
@ 6:00pm

City West Receptions, 45 Plaistowe Mews, West Perth, WA 6005

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ALSO IN THIS EDITION

PMI Australia National Conference

By Mary Miller-Furesh

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Women in Project Management

By Michelle Spedding

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October Professional Development Workshop

With Sean Whitaker

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What's On October 2014

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Strategy Driven Programs

By Robert Hurst

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GENERAL

Webcast

Will Earn You PDU's

PMI Australia Conference - Melbourne 2014
by Mary Miller-Furesh

The 2014 PMI AUS Conference was kicked off by PMI Chairman Ricardo Triana.

Jeff Kennett gave a powerful lecture on leadership and the importance of good mental health. Jeff had the packed auditorium hooked. For many attendees Jeff Kennett was the highlight of the Conference - a 10/10.

Keynote speaker: Hon Jeff Kennett

Women in Project Management
by Michelle Spedding

October saw the inaugural Women in Project Management event held at My Place, Pier Street.

We had 24 people arrive. Everyone loved the speed networking activity as it was a great ice breaker for the drinks and nibbles afterwards. The event ran from 5.30pm - 7pm but most guests stayed until 7.45pm as they were enjoying the networking opportunity.

Other highlights from the Conference include:

Atlassian's Dominic Price speaking on the company's values, Atlassian's recipe that keeps it ahead of its competition, and "Shipit" Days - a quarterly day for staff to do what they like but focusing on Innovation. Dominic said Shipit "Gives [staff] the freedom and magic can happen to fix the things you don't like."

Aga Gasperini's top tip session on Creating Effective Relationships with Stakeholders - Listen to others and identify their communication style then respond accordingly.

Rodney Turner closed Day One with some thought-provoking ethical scenarios to consider during his closing keynote.

AIM CEO Dan Musson on the importance of collaboration at the executive breakfast.

Minister Brigg's representing the Prime Minister discussing vision and infrastructure projects.

October Chapter Meeting

For our September Chapter Meeting **Alan Piper** will speak on the topic of Fiona Stanley Hospital construction – achieving excellence.
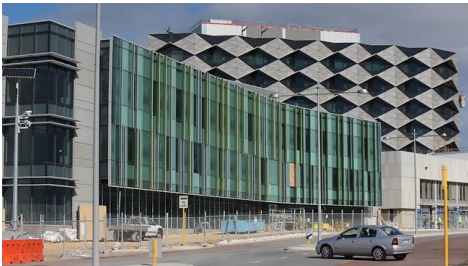
Big projects rarely run smoothly and even less frequently are on-time, on-budget and meet the original expectation of outcome and quality. Fiona Stanley Hospital building project has achieved all of these project expectations.

This presentation discusses the Fiona Stanley Hospital build project:

- What was achieved
- The project delivery framework both in principle and how it worked
- The contracting framework
- The power of people, leadership and teams

Remember—you also earn PDU's for attending so don't delay in booking your place for this Chapter event.

08 October at 6.00pm [Book Now]

October Professional Development Workshop

The October PMI workshop will be presented by Sean Whitaker of Human Systems International, and will look at project management methodology. Sean gave a lively and informative presentation on how to create a project management methodology at the May PMI WA chapter meeting. Following the interest generate by that session, this workshop represents an opportunity to learn more, and apply those concepts in developing a tailored project management methodology under Sean's expert guidance.

This workshop will look at tailoring project management methodologies in two parts. First, it will cover the benefits of having a tailored project management methodology. It will then introduce participants to a set of tools and processes to enable them to build their own tailored project management methodology.

The objectives for this workshop are for participants to:

Gain an understanding of the benefits of a tailored project management methodology

Gain skills to enable them to tailor their own project management methodology

The first part of this workshop will be delivered in a seminar format. The second part will be more "hands on", a workshop where participants will begin the process of tailoring their own project management methodology.

This workshop is suitable for any project team member. It will allow participants to expand their understanding and application of tailoring a project management methodology. Participants of all levels and work roles will gain valuable insights from the material presented.

This will be a workshop not to be missed, so book early to avoid disappointment.[Book Now]

Details:
Cost: $202 for PMI WA Chapter Members / $321 Non-Members
15 October 2014 9am - 12.30pm

What's on in October?

08 October 2014	**08 October 2014**	**15 October 2014**	**22 October 2014**
Project Management Toastmasters (CityWest)	WA PMI Chapter Meeting [Book Now]	WA PMI Professional Development Workshop [Book Now]	Project Management Toastmasters (Woodside Plaza)

Strategy Driven Programs by Robert Hurst

Average organisations align projects to their organisational strategy, but good organisations have a program of work defined by their strategy.

If the purpose of undertaking projects in an organisation is to bring about a positive organisational change then why is it that the common measures of project success are restricted to project metrics such as budget, schedule and quality? It is relatively easy to see whether the project has been delivered on time, within the allocated budget and whether the deliverables that were identified have been produced. However, this doesn't address the issue of whether or not a positive organisational change has been realised and whether the magnitude of that change was commensurate with the cost, including opportunity cost, incurred.

The organisational strategy should feed into the business planning process where the changes required in order to achieve these strategic goals are identified. For instance, an identified organisational goal could be to increase revenue 20%. This needs more detail; how does the organisation wish to achieve a 20% increase in revenue? It could be through finding 20% more customers, generating 20% more revenue from existing customers, introducing entirely new revenue streams or a mixture of all of these.

Once the organisational goal is clear then the projects required to bring about that change and thus the individual project objectives can be defined. This allows that the benefits that are to be achieved as a result of undertaking the project can be documented. There should be in a Benefits Management plan that relates the project to the organisational goals and therefore overarching business strategy.

Benefits must be allocated to someone, the project sponsor. It is the sponsor's responsibility to ensure that the project is conducted in such a way that the benefits are realised and the project's contribution to the organisation in terms of achieving the goals is met. The sponsor is accountable for the organisation's investment in the project. Ideally, the sponsors KPI's will reflect this accountability.

Once the change has been defined to this level it is time to consider which processes and systems require change in order to meet the business need. This will allow the scope of the change to be determined and some high level estimates based upon past experience or expert knowledge.

Once this has been completed then it is time to produce version one of the business case. Approval to continue should only be granted if business case is sufficiently robust in terms of a cost / benefit analysis (cost) and priority in the program of work is sufficient (a review of the opportunity cost of forgoing other projects). This is a go / no-go stage-gate decision but by no means the final one.

Upon approval of the business case, allocation of budget and resources then detailed requirements gathering can take place and subsequently detailed estimates (still with +/- %) can be produced.

The detailed estimates can then be used to update the business case and then it should be reviewed and the sponsor should give approval to continue only if the business case is still robust. It is essential that the sponsor be dispassionate about the project (no pet projects). This is achieved by holding the sponsor accountable for their decisions - don't throw good money after bad. If the business case no longer adds up then the project should be reviewed and consideration given to achieving the desired outcomes differently or stopping the project to focus resources where they are better employed.

Throughout the delivery phase, there should be a review of the business case whenever any of the factors upon which it is based change. This could be a change in requirements, revision of estimates, or changes in the organisation or broader environment. The key is to ensure resources are allocated efficiently throughout the process and that strategic alignment is maintained.

The final stage is one of the most overlooked aspects, probably because it often takes place after the project itself has ended - measurement of benefits. After all, the whole point of doing the project was to reap the benefits (otherwise why bother?), so the least we should do is find out if it was worth the effort or not.

The business case will contain details of the benefits that the sponsor is accountable for having approved the project. There should also be a plan to measure these benefits which includes at least a description of the benefit; measurable value (such as $ revenue); and, how and when this will be measured and by whom.

Responsibility for the collection, collation and reporting across the organisation's program of work should be centralised to ensure that the data is collected consistently and in a timely manner. This will, in turn, allow for a single source of truth to be created showing the benefits being derived from Program of work activity at an organisational level and for appropriate reporting to take place.

You may think that this seems like a lot of work, and in there is some truth in that. In response, I would make two points:

Strategy Driven Programs (cont.)

….It is a small amount of work when compared with the organisation's program of work. Like all program / project management activity, it should be tailored to meet your individual circumstances. Larger, complex Program of work's will require a larger effort and vice versa.

These are some thoughts about how to use the program of work to move the organisation along the transformational path from where you are today to where you aspire to be in the future.

Women in Project Management (continued)

Many attendees expressed an interest in attending this month's Chapter Meeting. It is hoped that this initiative will encourage more participation in the Chapter from the many women working in project management and increase the diversity of our membership.

PMI Event Sponsorship

The Chapter offers opportunities for you to promote your business through sponsorship of the monthly Chapter meeting. Standard sponsorship packages at two levels are available and we can also tailor these to your needs.

Request more details via email.

PMI Australia National Conference 2014 (continued)

Margie Warrell spoke on the importance of Courage and Speaking Bravely. Margie said "conversations are the currency of influence " and "the quality of conversations = quality of relationships."

The Conference Gala Awards Dinner was held at the iconic Melbourne Arts Centre. Awards were presented to Guresh Ahuja and State Water (Regional NSW) for winning Project of the Year and to Peter O'Driscoll for Distinguished Contribution to Project Management.

The third day was masterclass workshops. Delegates were spoilt for choice including Rob Thomsett's agile workshop, WA's Marjolein Towler's Creating Management Systems and To Keep Control and Kimberly Wiefling's "The Possibilities Toolbox: 12 Keys to an Unstoppable Team".

Networking played an important part of the conference for delegates. The high calibre of the speakers and workshops gave delegates heaps to chat about over the fabulous food served by Crown.

It was great to see a large WA contingent involved with the Conference.

Planning for the Melbourne Conference started in July 2013 and the project close out is currently taking place. As a volunteer involved as the WA representative on the Steering Committee and then stepping in as the Shadow Convenor, I gained experience in working with a virtual team and insight into events management. The role had its highs and lows. But the teamwork, commitment of the members Steering Committee, Organising Committee and Partner & Prosper made the time really worthwhile and enjoyable. I have made new friendships which I will carry forward with me.

Planning is now underway for the 2015 Conference which will be in Brisbane on 25-27 May. I'd strongly recommend considering a volunteer role with PMI.

If you would like to contribute an article to the WA PMI Newsletter then please contact the Communications Director at the email address below and you could see your article distributed to fellow project management professionals across the state and beyond.