

Foreword

The College of Performance Management (PMI-CPM) is pleased to present and welcome you to EPM2006: The Ninth Australian International Performance Management Symposium. This Symposium is positioned as one of a series of international events that help promote the performance management discipline. Together with its international counterparts, the symposium is an integral part of CPM's strategic vision for the achievement of global excellence in project management through integrated performance management.

Previous symposiums have concentrated on the mechanics of performance management. The theme of EPM2006 – Corporate Governance: Leadership, Stewardship and Control– reflects a very contemporary topic for our discipline and we will address the important cultural elements of implementing performance management systems and the role of leadership in ensuring their success.

The advances in Information Technology have led to the development of sophisticated software to support project control. Systems now exist that enable enterprises to capture and present accurate and timely data to managers. With this level of understanding and support, the control of projects should be comparatively trouble free and performance management should be second nature. But despite these technological advances, projects are still likely, more often as not, to fail to deliver against their intended business benefit, scope, schedule and/or budget. What then, has prevented performance management successfully permeating enterprises more fully?

Perhaps the management environment has yet to fully recognize and take advantage of the power available from emerging systems and concepts. Performance management systems, centred on software tools and processes, have not been enough; it is now timely to take a wider view and consider the need for leadership and cultural change, as well as tools and processes. EPM 2006 will examine how:

- successful performance management systems have been developed due to decision, technology and implementation **leadership**; and
- system acceptability has been achieved through **cultural change** programs focusing on value adding, user friendliness, training and support, management involvement, innovative customer/supplier relationships and change management.

The 2006 Symposium features in excess of 45 theatre-style, luncheon and dinner presentations including many senior delegates and speakers from Australia and overseas. From executive perspectives to practical application, the scope includes Australian and international acquisition experiences, governance issues, the impact of leadership, cultural and organisational environments and new thinking about the performance management discipline.

We hope that you will find all the information that you require in this handbook or on the noticeboard. Should you have any questions, a number of MTCA staff, identified by yellow name badges, should be able to assist.

If you have any special dietary requirements, please ensure that the registration desk has a record. Similarly, if you will not be attending the cocktail party or if you will not be at all meals, please advise the desk for catering purposes.

If you are presenting a paper then your track chairman should have made contact with you to ensure that he has the correct biographical details, the time is correct and that the audio-visual facilities are satisfactory. If you have not made contact with the chairperson then please use conference staff to effect an introduction.

I wish to thank the sponsors and exhibitors for your support to the symposium; without your commitments these events would be harder to stage. Lastly, I wish to thank MTC AustralAsia Pty Ltd for their efforts in organising this symposium on our behalf.

Please remember to turn off mobile phones (cell phones) in the presentation room.

and

Enjoy the Symposium !

Neil Albert

President PMI - CPM, USA

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About the Host



College of Performance Management
The First College of the Project Management Institute

About CPM

The College of Performance Management is a knowledge-based component of the Project Management Institute, the premier professional organization for project management professionals. CPM was originally established as the Performance Management Association, but became the first college of PMI in 1999.

CPM is an international, non-profit professional organization dedicated to the disciplines of project management and performance measurement.

CPM assists the earned value professional and project manager in professional growth and promotes the application of earned value management. CPM is a growing body of professionals dedicated to managing projects on time and on budget.

CPM Vision

Excellence in project management globally through integrated performance management.

CPM Mission

To be the recognized forum for the development of EVM Standard Practices and the exchange of EVM ideas, applications, and solutions to project management issues among global PMI components and Project Management Professionals.

Mission Statement

Purpose

1. To facilitate the development and exchange of Earned Value Management (EVM) Standard Practices among global PMI components.
2. To be the recognized forum for the exchange of EVM ideas, applications, and solutions to project management issues.

Goals

1. To identify and promote fundamental project management using EVM to advance the body of knowledge
2. Promote project, program and performance measurement practices
3. Identify, develop, and maintain professional standards and principals
4. Develop new capabilities for the discipline of earned value management and support globalization of EVM practices as applications of project management
5. Provide guiding influences on academic and industrial research involving EVM and its application in the field of project management
6. Provide diverse membership of program management professionals with growth opportunities through leadership, education and networking

Objectives

- Provide for the free exchange of project and program management information, issues, solutions and applications.
- Foster the integration of the technical, cost and schedule aspects of programs using EVM through project management disciplines, standards and principles.
- Coordinate and encourage government, commercial and educational efforts towards improved methods, solutions and application of earned value.
- Provide guidelines for instruction and education in EVM, including the Guide to the Project Management Body of Knowledge, and support to project management to encourage further development of member career opportunities.
- Develop and disseminate common terminology and techniques to improve communications.
- Promote relationships with other professional organizations that share similar goals.
- Foster continuing improvement in the effectiveness and efficiency of EVM practices.

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TUESDAY EVENING - 28 FEBRUARY 2006

5:00pm - 7:30pm Registration

DAY 1 - WEDNESDAY 1 March 2006

8:00am	Morning Tea & Registration		
9:00am	Introduction – Neil Albert President PMI - CPM, USA		
9:10am	Welcome & Opening Remarks – Hon. Justice Michael Kirby AC CMG, High Court of Australia		
9:40am	Executive Perspectives – Neil Albert President PMI - CPM, USA		
10:00am	Executive Perspectives – Dr Patricia Galloway Chairman of the Board, PMI College of Scheduling		
10:45am	Break		
11:15am	Executive Perspectives – Norm Gray Deputy CEO – Australian Defence Materiel Organisation		
12:00pm	Executive Perspectives – Ron Fischer CEO, Raytheon Australia		
12:45pm	Luncheon		
	Huron Room (Controls)	Michigan Room (Measures)	Nyanza-Geneva Room (Leadership/Governance)
2:00pm	Lakshminarayana Kompella Snr Project Manager, Wipro Technologies, India <i>Project Management Methodology for Knowledge Transfer Projects</i>	John Howarth MD Tanner James Australia Managing Successful Programmes (MSP) programme management structure.	Julie Smith Manager Leadership and Management Development Airservices Australia <i>Embedding Managerial Leadership - The Requisite Organisation</i>
2:45pm	Dr Paul Walsh Senior Lecturer, Australian Graduate School of Management <i>Strategy-Led Reporting: The Last Frontier</i>	Susan Wood PMI-CPM Vice President of Conferences & Events USA <i>EVM is Everywhere</i>	Stephanie Dawson Assistant Director, Office of COO, Port Authority of NY and NJ & Melanie LOK CEO MLOK Consulting <i>Aligning Capital Planning To Core Businesses</i>
3:30pm	Break		
4:00pm	Gordon Comins Managing Director, Primavera Australia <i>A realistic approach to Earned Value Management</i>	Debbie Richardson Wing Commander & Andrew Jacapino Squadron Leader Aerospace Services Division, DMO Australia <i>Use of R&M Measures in Australian defence Aerospace Performance based contracts</i>	Alan Abrahams Supervising Consultant Object Consulting, Australia <i>Productivity accounting; Enhance the productivity of your software projects</i>
4:45pm	Patrick Weaver Director, Mosaic Project Services, Australia <i>Float - What is it; Who owns it....</i>	Cdr Mat Williams of Navy Excellence (DNx) Royal New Zealand Navy & Lloyd Evans Nx Internal Consultant Royal New Zealand Navy <i>The Royal New Zealand Navy's performance Measurement framework</i>	Janet Hunter Managing Partner, Etvia, Australia <i>Insights into the use of compliance to improve organizational behaviour</i>
5:30pm	Break		
6:00pm	Reception (Cocktail Party)		

DAY 2 - THURSDAY 2 March 2006

Special Interest Session: 8:00am - 8:45am

Open Forum/Workshop; Chairperson -James Thomson; SAI Global, Australia

Standard Australia's Business Performance Tool Project-A Facilitated Work Shop

8:00am	Morning Tea & Registration		
	Lake Michigan Room		
9:00am	Executive Perspectives – Gül Izmir Deputy Director-General, Research, Funding and Business Analysis, NSW Department of Community Services, Australia		
9:45am	Executive Perspectives - Debbie Tomsic Office of Under Secretary of Defence, USA		
10:30am	Break		
11:00am	Executive Perspectives – Peter Madsen Director, Business Improvement & Project Management, BAE Systems Australia		
11:45pm	Executive Perspectives – Richard Hartley Deputy Assistant Secretary of the US Air Force, USA		
12:30pm	Luncheon Speaker - Jim McDowell CEO BAE Systems Australia		
	Huron Room (Controls)	Michigan Room (Measures)	Nyanza-Geneva Room (Leadership/Governance)
2:00pm	Neil Miller CEO TASKey, Australia <i>Software for Corporate Governance; Increasing productivity and improving corporate governance at the same time</i>	Quentin Redman Snr Dept Manager / Engineer Fellow & George Stratton Engineer Fellow Raytheon Missile Systems, USA <i>Design to Cost</i>	David Hodes Managing Director, The TOC Centre of Australia Pty Ltd Australia <i>TOC - Toward an Operations Maturity Model</i>
2:45pm	Annette Garcia Project Manager Performance Improvement Team Sealord Group, New Zealand <i>Business benefits from a PI programme</i>	Craig Terrey Project Analyst Thales Training & Simulation Pty Ltd, Australia <i>Earned Value Performance in Fixed Price project environment</i>	Michael Bennett Senior Consultant SMS Management & Technology, Australia. <i>Becoming a high performance Organisation through effective Corporate Governance programs</i>
3:30pm	Break		
4:00pm	Pradip Mehta Manager of Project Control Directors Office, Port Authority of NY and NJ USA & Stephanie Dawson Assistant Director Port Authority of NY and NJ <i>Case Study on implementing a web based integrated Enterprise Project Management System</i>	Jim Muir EVMS Manager, Raytheon Australia <i>Effective Planning – Integrating Scope Definition, Scheduling, Cost Estimating, Risk Management and Earned Value</i>	Val Jonas Managing Director Risk Decisions Pty Ltd, UK <i>Practical Corporate Governance Life beyond compliance</i>
4:45pm	Dr Lynn Crawford MD, Human Systems International, Australia <i>Project & Program Governance through effective Benchmarking</i>	Rammohan Subramanian Senior Director, Convsys Corporation, USA <i>Approach to yield measurements in software modelling factory</i>	Steve Garfein President RPM Systems, USA <i>Strategic Portfolio Management</i>
5:30pm	Break	Special Interest Session (See Below)	
7:00pm	Conference Dinner Speaker - Neil Albert, President PMI - CPM, USA		

Special Interest Session: 5:30am - 6:15am

Open Forum/Workshop; Chairperson - Paul Harris , Communications Director PMI Melbourne Chapter
Current status and discussion on direction of PMI in Australia

DAY 3 - FRIDAY 3 March 2006

8:00am	Morning Tea & Registration		
	Huron Room (Controls)	Michigan Room (Measures)	Nyanza-Geneva Room (Leadership/Governance)
9:00am	<p>Alistair Bowden Senior Associate, Nielsen-Wurster Asia Pacific, Australia <i>EPC(M) risk transfer; fact or fiction?</i></p>	<p>A V Ramam Vice President, SSA Global, India <i>Enterprise Process Change Management – Embracing cross cultures and contemporary performance management practices</i></p>	<p>Lloyd Carter Managing Director, MTC AustralAsia <i>Do principles of Performance based Contracting really exist?</i></p>
9:45am	<p>Jamie Forgan General Manager, WST Pacific, Australia <i>Earned Value Software: Making the Right Choice</i></p>	<p>Cecily MacDougall Managing Director, Building4Business Pty Ltd, Australia <i>Quantifying Business benefits to demonstrate organizational achievements</i></p>	<p>Madhavan Rao Asst Vice President, Satyam Computer Services, India <i>Change management initiatives – Innovations in implementing enterprise wide performance</i></p>
10:30pm	Break		
11:00pm		<p>Vladimir Liberzon General Director Spider Management Technologies, Russia <i>Managing project success</i></p>	<p>Adam McInnes CEO, Open Windows, Australia <i>Contract Management; Essential tools to good Governance</i></p>
11:45pm		<p>Catherine O’Gorman Director, EDS Asia Pacific & Chris Ifland Senior Consultant EDS, US <i>Creating a Culture of Service Excellence – A Case Study</i></p>	<p>Rob John <i>Working Party Chair AS4817-2006 Update</i> <i>Recent changes and initiatives relating to AS 4817 Project</i> <i>Performance Management using Earned Value</i></p>
12:30pm	<p>Luncheon Post Lunch Speaker - Steve Garfein, USA <i>Howard Hughes beyond “The Aviator”</i></p>		
2:30pm	Wrap up and Farewell		

TRACK FINDER

WEDNESDAY (1 MARCH 2006)

**Executive Perspectives
Lake Michigan**

**Lunch
Lake Superior Room**

**Track 1
Lake Huron Room**

**Track 2
Lake Michigan Room**

**Track 3
Nyanza/Geneva combined**

**Cocktail Reception Party
Lake Superior Room**

Thursday (2 March 2006)

**Executive Perspectives
Lake Michigan**

**Lunch
Lake Superior Room**

**Track 4
Lake Huron Room**

**Track 5
Lake Michigan Room**

**Track 6
Nyanza/Geneva combined**

**Conference Dinner
Lake Superior Room**

Friday (3 March 2006)

**Track 7
Lake Huron Room**

**Track 8
Lake Michigan Room**

**Track 9
Nyanza/Geneva combined**

**Lunch
Lake Superior Room**

Symposium Administration – Lake Hakone Room

ABSTRACTS OF PRESENTATIONS
DAY 1 – EXECUTIVE PERSPECTIVES

INTRODUCTION

Neil Albert
President PMI - CPM, USA

WELCOME AND OPENING REMARKS

**Hon Justice Michael Kirby
AC CMG High Court of Australia**

The Hon Justice Michael Kirby AC CMG

New South Wales
Australian of the Year 2006 – Recipient

Justice Kirby is a much sought after speaker and lecturer on law and justice, in both the broad and the practical senses of these ideals. Michael was the youngest man to be appointed to the federal judicial office, he served as the first Chair of the Australian Law Commission, and become a High Court judge in 1996. A year later, he was identified as one of the ten most creative minds in Australia. In 2005 Justice Kirby continues to engage in many international and national activities as well as his High Court duties. He chaired a UNESCO Committee that led to the new Universal Declaration on Bioethics agreed in Paris in October 2005. He also advised UNAIDS, Geneva, on human rights aspects of the HIV epidemic. At home, he chaired an initiative that brought together the National Museum of Australia and the National Capital Authority to create a new museum facility in Commonwealth Place, Canberra. This will celebrate the "Defining Moments in Australian History" and should commence in 2006-7.

Neil Albert
President PMI - CPM, USA

Mr. Albert is President and CEO of MCR, LLC a small business specializing in cost/schedule analysis, acquisition management, and program assessment support. In his capacity, Mr. Albert directs and manages cost estimating, project management support, earned value management, contract management, software acquisition, logistics, and education and training in support of Government and industry customers. He has broad experience in electronics, transportation systems, information (software) systems, space and defense systems, energy, and environmental systems.

Mr. Albert has been at MCR for over 16 years and has held many positions including Director of the Cost Analysis Division, Vice President, and Senior Vice President and General Manager. Previously, he was Director of Cost Estimating and Analysis at Textron Defense Systems where he directed and managed the cost analysis functions including cost estimating, cost/schedule control support, proposal development, cost/price analysis, cost systems development, Design-to-Cost and Life-Cycle Cost analysis. Other positions included Senior Cost Analyst at Analytical Systems Engineering Corporation, Financial Analyst at Calculon Corporation and Management Analyst at Computer Sciences Corporation. Mr. Albert holds an MBA in Financial Management and a B.B.A. in Finance/Economics from the George Washington University.

He is a Certified Cost Estimator/Analyst and an active member of the Society of Cost Estimating and Analysis (SCEA) of which he was a founding member. He has held numerous positions in SCEA including National President (1996 -2000) National VP (1990 - 1995) and Past President (2000 - Present). He is Vice Chairman of the Aerospace and Defense Special Interest Group (SIG) within the Project Management Institute (PMI) and a long time member of the American Society of Military Controllers (ASMC) and the College of Performance Management (CPM) within PMI. In 2001, Mr. Albert was appointed by Secretary of Defense, Donald Rumsfeld, to the Defense Business Board. The Board is a Federal Advisory Committee that supports Defense transformation by delivering senior management advice to the Secretary of Defense based on best practices from the private sector. One of Mr. Albert's successes during his tenure as President of SCEA was to expand SCEA's comprehensive training and educational courses to include Earned Value Management through the cooperation and support of the CPM.

Mr. Albert has also supported the EVM/Program Management community by providing training in WBS development, Performance Management Baseline development, risk analysis, and cost analysis techniques. He is the primary developer and author MIL-STD-881B (Work Breakdown Structures for Defense Materiel Items) and MIL-HDBK-881 (Development of Work Breakdown Structures). He is the current Co-Chairman of the 2004 International IPM Conference.

Mr. Albert's primary goal as President is to continue CPM's efforts to expand EVM into other functional communities to measure their success. CPM tends to focus on program management but just as cost estimators now understand EVM's importance for better estimating and EVM understands how better estimating provides better baselines, the contract management and logistics communities, for example, must embrace CPM and EVM in support of performance based initiatives, risk assessments, and baselining. CPM's future continued success is broader integration within all acquisition disciplines, tying metrics/results to Government/Industry strategic objectives. Continued International growth is also critical.

Dr Patricia Galloway
CEO, Nielsen-Wurster Group

Dr. Galloway holds a PhD in Infrastructure Systems (Civil) Engineering from the Kochi University of Technology in Japan, a Masters of Business Administration from New York Institute of Technology and a Bachelors of Science in Civil Engineering from Purdue University. She is licensed Professional Engineer in the US and Canada and a Chartered Engineer in Australia. She is also a Fellow of Engineers Australia, and ICE.

As Chief Executive Officer The Nielsen-Wurster Group, an international management consulting firm serving the engineering and construction industry, Dr. Galloway has been actively involved in the construction industry for nearly 30 years including having served as an arbitrator on numerous construction cases, and is currently a visiting professor at Kochi University of Technology in Kochi, Japan and Harbin University of Technology in Harbin, China.

Dr. Galloway is an internationally recognized leader in civil engineering and construction, and in November 2003, was inducted as the first woman President (2003-2004) of the American Society of Civil Engineers (ASCE) where she is also a Fellow. She is currently the US candidate for the position of President of WFEO with elections to be held October 20, 2005. Dr. Galloway is also a member of the Project Management Institute College of Scheduling Board of Directors and sits as its VP of Programs, including Chair of the PMICOS Annual Conference in May 2006. She has been invited by numerous organizations to speak on the topic of Leadership and Diversity throughout the world.

She has extensive international experience having traveled to nearly 90 countries and works extensively world-wide for Owners, Contractors and Engineering companies in nearly 60 countries. She has worked in the Asia Pacific region since 1989 and is currently Chief Executive of Nielsen-Wurster Asia Pacific located in Melbourne, Australia.

Her Dispute Resolution experience includes analyses of schedule delay (delay, disruption, acceleration, early completion, and productivity and inefficiency), cost impact, damages quantification and other issues, document search and review, preparation of questions for interrogatories and depositions, structural drawing and shop drawing review, antitrust analyses and advice to legal counsel. She has presented testimony in numerous formal court proceedings, domestic (AAA) and International arbitration forums (International Chamber of Commerce (ICC) arbitrations, UNCITRAL, SAIC, Australia, London), and public utility rate hearings. She is one of the world's leading experts in schedule delay analyses.

Dr. Galloway's Risk Management experience includes project planning and ongoing project execution, risk assessment and analysis, trend evaluations and risk reduction plans for public and private projects in the transportation, infrastructure, power, process, oil and gas and building sectors. She has written and lectured extensively on the subject of risk management and has served as an in-house instructor on risk management for both Owners and Contractors. She has served as an advisor to multiple Owner and Contractor clients and served as a member of various Risk Management assessment and review panels. In addition, Dr. Galloway has assisted and been actively involved in developing and setting up Risk Management corporate-wide programs for multi-national companies around the world.

The Urgent Need for Leadership in Project Controls Management Ethics

Patricia Galloway

Approximately fifty years ago Critical Path Method (CPM) scheduling burst on the world's project scene. To use it, however, one had to laboriously hand calculate the relationships – finish-to-start – and its use was limited to several hundred “activities.” When the mathematics was adapted to computerization, the number of activities and the relationships greatly expanded. CPM scheduling progressed rapidly. Project Management also began to flourish and the new management science began to grow. The tool provided Project Managers with more and more information. Project Managers demanded even more, once the reporting gave them what they wanted. The role of Project Controls in providing the information that Project Managers demanded in order to fulfill their mission was borne. A linkage of estimating, scheduling, and project cost was demanded. By the end of the 1970's scheduling was regularly used by a new breed of consultant to demonstrate what had been planned and what had occurred to show objectively the extent or the lack of impacts. The courts and arbitrators began to be exposed to battles of experts that would become the norm within a matter of years.

In the mid 1980's two developments would change the Project Controls milieu forever. The Personal Computer (PC) was invented and Primavera (P3) was introduced to the Project Management community. In the twenty years since, the PC has reached computing scale that was unimagined. Primavera surpassed the capabilities of prior systems. With each new release, schedulers and Project Controls staffs were able to handle the infinite variety of scheduling challenges, calendars, resources, etc. Project Controls personnel can carry around in their laptop hundreds of schedules that they can call up in a minute and play “20 questions” type games that can be presented through various filters. The information can control almost limitless data files of information and can control the amount of resources needed, available, or planned.

With five decades of practice behind us, what was the years of practice improvement in project information provided by Project Controls has transitioned to development of information in every project that is available from systems like P3 and the use of the PC's. We are applying generally accepted and the best of industry practice in the PMBOK knowledge areas. The Project Management Institute's College of Scheduling (PMICOS) is defining best practices that encompassed in PMI's knowledge areas.

In the last ten years, what has evolved into standard practices is serious jeopardy. Owners wrote very sophisticated scheduling specifications and placed on the contractors the burden of providing detailed project information that fulfilled their needs. Contractors had to either “gear up” to provide the information or hire subcontractors who had the expertise. Unfortunately, many Owners did not need all the information and did not have the staff to even review the information that they demanded. The Contractors had people they now engaged that had time to fulfill another agenda. With only “thin” margins available to them, some Contractor's Project Controls staffs began to play games with the Project Controls information that Owners demanded. They did not merely prove conclusively differences that occurred during execution, but began to “creatively” hide their issues and enhance the Owner's issue. Conversely, some Owners could afford to analyze the detailed Project Controls information they demanded which was not what the Contractors needed to manage the Projects. Contractors often use two sets of Project Controls information. Either to deceive or to truly obtain the Project Controls information it needs to accomplish the Project. Similarly, where the Contractors have failed to win this game of brinkmanship with Owners, they had resorted to taking on their significant subcontractors or vendors in a similar manner. So today we are faced the era of “gamesmanship.” This presentation will address the current issues of schedule manipulation and its impact on the project controls industry and projects today.

Norm Gray
Deputy CEO, Australian Defence Materiel Organisation

Formerly Air Vice Marshal Gray until his selection as the inaugural Deputy Chief Executive Officer of DMO in November 2004, he has taken on the major challenge of institutionalising best practice in DMO to underpin CEO Dr Stephen Gumley's strategic priorities of professionalising, re-prioritising, standardising, benchmarking, improving relations with industry and leading reform in Defence.

Air Vice-Marshal Gray joined the RAAF as Direct Entry Aircrew in January 1972. During his Air Force career he has flown as an operational navigator on Orion and Canberra aircraft, and carried out two instructional tours – one as the Weapon Guidance and Computer Specialist lecturer to the RAF GD Aerosystems Course and the UK Empire Test Pilot School. Air Vice-Marshal Gray was awarded Category A as an operational navigator, a ground instructor and as a navigation instructor. He has served as the Commanding Officer of the RAAF School of Air Navigation, as Director Capability Management in Air Force Headquarters, and had many years of staff experience in the Operational Requirements and Force Development areas in Canberra. Air Vice-Marshal Gray is a graduate of the USAF Electronic Warfare Operations – Staff Officers course, the RAF GD Aerosystems Course, the USAF Air War College, and the Australian College of Defence and Strategic Studies. He took up the position of the Director General Aerospace Development in ADHQ in July 1998, and was promoted into the position of Head of AEW&C on 8 Jan 2001.

In June 1993, Air Vice-Marshal Gray was awarded the Order of Australia for 'exceptional service to the RAAF, in particular as Commanding Officer of the School of Air Navigation'.

Ron Fischer
CEO, Raytheon, Australia

Ronald D. Fisher is president and CEO of Raytheon Canada and Managing Director of Raytheon Australia. He is responsible for strategic business planning as well as executive management of company operations in Canada, Australia and New Zealand. Fisher is also a vice-president of Raytheon International.

Prior to assuming his current positions, Fisher served as senior country manager in Australia and general manager of Raytheon's Australian operations. Before joining Raytheon, he was general manager of Rockwell's Australian base operations and deputy general manager of that company's naval business. Fisher joined the Royal Australian Navy in 1966 and retired in 1988. His last posting was in HMAS Adelaide where, as a specialist warfare officer, he was responsible for war readiness and strategic planning. He remains connected to the navy through the naval reserve.

He is a graduate of the University of New South Wales and a Fellow of the Australian Institute of Management. He also undertook graduate training during his naval career at the University of Queensland and the University of Technology, in Sydney. In addition to his professional accomplishments, he is a member of the Canadian Council of Chief Executives, the Australian Defence Industry Advisory Council, the Committee for Economic Development of Australia and is the defence industry representative on the Australian government's Trade Policy Advisory Council. August 2005

ABSTRACTS OF PRESENTATIONS

DAY 1 – TRACK 1

Lakshminarayana Kompella
Wipro Technologies, India

Lakshminarayana Kompella has over 10yrs of experience in the Software industry of which 5 years are in the area of Project Management. Managed Projects that require managing teams based in multiple locations and a peak team size of 30. The projects managed involved complete development life-cycle starting from Requirements to Functional Testing followed by release. The projects also involved sustenance of the earlier versions of the products.

Lakshminarayana has published and presented a paper on Earned Value Management for Software Projects in the Gyan-Lahari PMI-PCC Conference held at Hyderabad on 15-17April 2005.

Lakshminarayana is a Certified Software Quality Analyst (CSQA) from the QAI, FL, USA and a Project Management Professional (PMP) from the PMI, USA and is also a Wipro Certified Six-Sigma Black-belt.

Managing Project Success

Lakshminarayana Kompella

In this ever changing world of priorities, the products are transferred and are being managed from anywhere in the world. The location proximity from which the transferred product will be executed is never a deciding criterion in deciding to whom the product will be transferred. The main criteria are based on the current maintenance cost and also the maintenance cost after transfer and the cost during knowledge transfer.

During knowledge transfer the emphasis is mostly on how fast the product can be transferred so that the transferee has achieved the required skill and expertise to sustain or perform design and development activities as demanded by the business requirements.

In this paper a project management methodology for knowledge transfer of products is discussed. The methodology maps the various knowledge transfer phases to the project management process groups, namely, Project Initiation, Project Planning, Project Execution, Project Control and Project Closure. The knowledge transfer phases identified are

1. Pre-Knowledge Acquisition Phase (Pre-KAP)
2. Knowledge Acquisition Phase
3. Pilot-Execution Phase

The methodology also defines the various criteria that are required for successful completion of the above phases. The methodology has been used by the author in various knowledge transfer projects and helped in proceeding with the knowledge transfer in a systematic way with periodic reporting of project progress to all relevant stakeholders.

Dr Paul Walsh
Australian Graduate School of Management

Paul is a Senior Lecturer at the Australian Graduate School of Management. In his capacity as an academic, he has published widely in research and professional management journals. He also practices what he preaches and consults extensively in the private and public sectors.

Paul has presented more than 150 public and in-house management development workshops. Paul is the author of three national training programs for CPA Australia - “Designing KPI Scorecards in Business”, “Designing KPI Scorecards in the Public Sector” and “Designing KPI Scorecards in the Not-for-Profit Sector”.

Paul’s book *The Measurement and Management of Strategic Change* has recently been published by Pearson Education. His latest paper *Dumbing Down Performance Measures* is published by the UK journal, *Measuring Business Excellence*.

Strategy-Led Reporting: The Last Frontier

Dr Paul Walsh

Financial, operational, regulatory and strategy-led reporting share common hurdles in terms of data integrity and efficient access to data. It is strategy-led reporting however which presents the greatest challenges. Strategy-led reporting has unique features. It must measure the intangibles that create long-term value, measures must be linked to planning and change as circumstances change, and measures must be causally related to one another. Strategy-led reports should also conform to the principles of Report on a Page (ROAP) so focus on a critical few measures is assured. For too long organisations have concentrated on the tool, namely the Balanced Scorecard, rather the problem, which is the best way to sensibly report back against strategy. Paul will bring together more than a decade's worth of experience to demonstrate the strategy-led reporting process now in place in private and public sector firms.

Gordon Comins
Founder and Managing Director,
Primavera Australia Pty Ltd

Gordon has a long history in project and programme management going back over 30 years. Industries include Engineering and Construction, Shipbuilding, Aerospace, IT, Energy, Utilities. His experience has been with contractors, consultants, owners, solution providers.

He has long been an advocate of optimum but simple project management systems that work and less meetings thus allowing more time for effective analysis and productive time.

A realistic approach to Earned Value Management

Gordon Comins

EVM has gone through some major refinement over recent years. It is better understood, less proscriptive and more flexible. However, there is sometimes a tendency to focus on the end analysis without enough attention to building efficiencies in the upfront systems, people and processes.

The presenter's view is that it is still mainly a mandated system that is largely reactive. The longer it takes a system to get the results out after the cut off date, the less effective it is as a management tool. Data often comes from various standalone sources and much time is spent in correlating and verifying information incurring the loss of more precious time is lost.

Added to these inefficiencies are today's constraints of budget cuts, lack of skilled resources, demands from management for quicker and more accurate reporting, etc.

This paper gives simple guidelines for improving the front end systems, speeding up the management process and providing more accurate and timely EV information. These guidelines include standardised processes, more tightly integrated systems, eliminating replication which will give "one version of the truth". Local and overseas case studies will be provided to reinforce the points.

Cdr Mat Williams
Navy Excellence (DNx), Royal New Zealand Navy

CDR Mat Williams joined the RNZN in January 1989 as a Seaman officer. After completing initial training in the shore base HMNZS TAMAKI at Devonport, Auckland, he underwent sea training and qualified as a bridge watch-keeping officer in 1992 and navigating officer in 1993. Over the next four years he served at sea in various RNZN ships and on a four month exchange with the RAN in the guided missile destroyer HMAS BRISBANE. His sea-time was punctuated by a 14 month posting ashore as a Divisional Officer and Instructor at the RNZN Officer Training School in 1994/95.

Williams completed Principal Warfare Officer training in Australia in 1998 at HMAS WATSON in Sydney. Specialising in Above Water Warfare he was awarded the Sydney Emden prize for Dux of PWO course and the Saint Barbara Association Prize for the most proficient results in the Gunnery Phase of his chosen specialisation.

On completion of the PWO course CDR Williams served for 2½ years on exchange with the Royal Australian Navy as the Air Warfare Officer (AWO) and Operations Officer (OPSO) of the RAN's (then) newest ANZAC Class Frigate, HMAS ARUNTA. CDR Williams' exchange culminated in the award of an RAN Maritime Commander's Commendation for '... superior conduct of duty and outstanding achievements whilst serving as the Operations Officer and Air Warfare Officer in HMAS ARUNTA'.

Returning to New Zealand in April 2001 CDR Williams joined the implementation team charged with the formation of the new NZDF Operational Joint Headquarters. On 1 July 2001, when the HQ became operational, he was a foundation member as the Joint Maritime Planner. In August 2002, unexpectedly, CDR Williams returned to sea as the OPSO in HMNZS TE KAHA joining the Ship three days before she deployed on a four-month exercise and defence diplomacy operation to North Asia. Three weeks before the deployment completed the Ship was ordered to re-deploy to the Persian Gulf to join the Coalition Task Force conducting Operation Enduring Freedom in the Gulf of Oman; CDR Williams was appointed as the Executive Officer and second-in-command two weeks later.

Williams left TE KAHA in April 2004 and was appointed as the Fleet Warfare Officer, Maritime Operational Evaluation Team (MOET), on the staff of the Maritime Component Commander, Joint Forces New Zealand where he was involved in project duties concerning the measurement of readiness and performance of the RNZN fleet.

CDR Williams was promoted to his current rank and appointed as the Director Naval Excellence (DNx) on the staff of the Chief of Navy 1 December 2005.

Academic qualifications include a Graduate Diploma in Applied Science and a Bachelors Degree in Business Studies. A believer in continuous education, CDR Williams is currently studying towards a Masters Degree in Strategic Studies through Victoria University, Wellington.

Lloyd Evans
Nx Internal Consultant, Royal New Zealand Navy

Lloyd's initial training was in Architecture. His first architectural work began with the former Canterbury Education Board. From there he made his first of many career shifts - teaching Technicians at the Christchurch Polytechnic.

After 6 years in the training environment, an OE jaunt-with-a-difference became a necessity. He established Tonga's first architectural practice, building over one hundred buildings from coconut-leaved fales to reflective-glass office buildings. After 5 years, the practice of 12 staff in two offices was sold as a going concern.

Returning to New Zealand, he worked in several small to medium practices as a senior architect and/or office manager, and completed an Executive MBA in 1990. This career shift towards management took him to a role of General Manager of Malaysia's largest architectural practice – 6 partners with 250 staff in 3 offices. In 1993 he commenced working for a Kuala Lumpur condominium developer, filling numerous roles. As Quality Assurance Manager, the company became the first Malaysian construction-industry holder of ISO 9002.

In 1996 he was appointed General Manger of Penang's largest property development company with 7 major high-rise developments in progress, lasting until the arrival of the 1997 Asian crisis. In 1999 he secured a position within the RNZN Land & Facilities Group as Facilities Maintenance Supervisor.

Late in 2000 he transferred to the Naval Excellence Project Office as an Nx Internal Consultant. In this role he performs many tasks, such as

- Instructs, consults, facilitates, and coaches functional Units and smaller specialised teams in ways they could effect improvements towards excellence,
- Manages and moderates the RNZN's annual Internal Assessment to the Criteria for Performance Excellence of functional Units and Ships,
- Trains RNZN personal of many rank levels to undertake an Internal Assessment of a Unit they are not working in,
- Conducts workshops on particular aspects of the Criteria for Performance Excellence, i.e. Strategic Planning in the RNZN, and
- Coordination of the RNZN Team writing the 2003 Business Excellence Award Submission document.

Over the last four years he has conducted three NZBEF Business Excellence Award Evaluations, two as a Team Leader.

In the last two years he has been coordinating the construction of the Navy's Performance Measurement Framework, which has become the basis of the NZDF's deployment of the SAP Strategic Enterprise Management (SEM) module across all Services and HQ organisations.

He is currently on the NZBEF Awards Process Improvement Team; and working with the NZBEF, the Open Polytechnic, and the NZIM to launch a Management Diploma in Organisational Excellence.

He also operates a private consultancy business, Enterprise Excellence by Evans Ltd, specialising in Performance Excellence issues.

The Royal New Zealand Navy's Performance Measurement Framework

Cdr Mat Williams & Lloyd Evans

In 1998 the Royal New Zealand Navy embarked on a business improvement programme. In 2003 the New Zealand Business Excellence Foundation conducted an evaluation of the organisation. During the application writing process, the lack of a systematic approach to performance measurement was identified as a major opportunity for improvement, an analysis confirmed by the subsequent Feedback Report. While a great deal of data was gathered at process level, little of it was reaching management in a form that enabled it to lead and direct the business. Decision-making relied heavily on written reports, personal experience, 'professional military judgement', and anecdotal evidence.

Recognising that it had a shortfall in this area, the Navy undertook the ambitious task of challenging its own people to create a robust and comprehensive performance measurement methodology. The small team set up for the task was based in the Nx (Naval Excellence) Office, and comprised a mixture of Service and civilian personnel, all of whom had National Evaluator experience with the Criteria for Performance Excellence. The scope of the project was to provide leadership with measurement data that embraced the corporate and functional accountabilities of the business, and measured both mission delivery and the realisation of the strategic plan.

The project was an exercise in logic and mental modelling. The challenge was to create a model that identified measurement areas covering key aspects of the Navy's business for subsequent defining and capturing of measurement data. From such data, leaders and managers would be able to analyse, interpret, and make appropriate decisions and define action plans.

The team's solution, known as the Performance Measurement Framework (PMF), is a one that has been migrated into other Service organisations, such as the Royal New Zealand Air Force and New Zealand Police. It combines measurement of current performance with that necessary to ensure strategic objectives are being progressively met. The PMF identifies the key areas critical to mission and output delivery, which are called "Perspectives". By breaking these down into Key Measurement Areas and associated, more specific Elements, it becomes possible to measure performance across 'the business', capturing aspects that had previously gone unnoticed. The result is a tool that is both flexible and adaptable to a wide range of organisational structures.

After an initial six-month implementation period, using an entry-level software application, the RNZN has become the lead Service to migrate its performance measures onto a more sophisticated 'scorecard' tool adopted for implementation by the Chief of Defence Forces – SAP SEM (Strategic Enterprise Management). The RNZN can now proudly claim that it 'manages by fact', a core value of the business excellence approach it has adopted.

ABSTRACTS OF PRESENTATIONS

DAY 1 – TRACK 2

John Howarth
MD Tanner James, Australia

John Howarth is Managing Director of Tanner James Management Consultants Pty Ltd, and has over 24 years of management experience in both the public and private sectors. Tanner James is the world's first accredited consulting organisation in MSP (Managing Successful Programmes, the UK Office of Government Communications Programme Management method). John has significant experience in a variety of industries, including Government, electricity supply, information technology, finance, insurance and Defence, and has directly influenced the effective initiation and control of numerous projects of differing size and complexity in many organisations throughout Australia and the UK. John has introduced project management improvement initiatives to many organisations, including the Department of Defence, National Archives of Australia, IP Australia, Department of Transport and Insurance Australia group (NRMA). He was the first accredited MSP consultant in the world (and remains one of only two who have passed all levels of examination and reviewed this accreditation). John is a Fellow of the Australian Institute of Company Directors and was the first qualified PRINCE2 practitioner, trainer, and consultant in Australia.

Managing Successful Programmes

John Howarth

In this presentation, you will be introduced to the Managing Successful Programmes (MSP) programme management structure. MSP provides a structured framework for implementing business strategies and initiatives through the coordinated management of a portfolio of projects and can effectively underpin market-leading tools for programme/portfolio management, dashboard reporting and project scheduling.

The best practice non-proprietary approach MSP, and the sibling PRINCE2 project management method, form the foundation of British Prime Minister Tony Blair's Improving Programme and Project Delivery (IPPD) initiative, launched in 2002 to wide acclaim. With the Australian Public Service becoming similarly more results and benefits focused, these approaches are now seen as the de facto standards by which Ministerial initiatives can be translated into action. Good programme and project management is the key to good implementation, and the key to successful benefits realisation.

In addition to outlining the principles and lifecycle of the MSP framework, the speaker will draw on his recent experience of implementing MSP in the information systems environment of a major Federal Government Department as a case study example to highlight:

- The benefits of initiating a programme management environment;
- Key issues and challenges for the effective implementation of programme management;
- What can be done to overcome those issues and challenges; and
- The criteria for successful implementation of a programme management environment.

Susan Wood
PMI-CPM Vice President for Conference and Events, USA

Susan Wood is the PMI-CPM Vice President for Conference and Events. She is the North American PMI-CPM liaison to the Asia Pacific 2006 Symposium. Susan is also the Program Manager for the 22nd Annual PMI-CPM International Conference to be held May 17-19, 2006 in Clearwater Beach, Florida. Mrs. Wood has also served as Program Manager for the 15-17th International Integrated Program Management Conference co-sponsored by PMI-CPM, National Defense Industrial Association, and the Society of Cost Estimating and Analysis (US) and Co-Chair of the 1-3rd PMI-CPM EVM Japan Conferences.

Mrs. Wood is also a senior partner at Earned Value Associates, LLC and owns Wood Consulting, specializing in all aspects of EVM.

Susan retired in 2004 as the EVM Focal Point for the Air Armament Center (AAC) at Eglin Air Force Base, Florida, responsible for EVM policy, guidance and implementation support across all AAC programs. As a member of the Air Force (AF) Earned Value (EV) Integrated Product Team, Susan contributed to AF EV policy and implementation guidance. She has led and served on contractor and government EVM System Review teams and has developed and provided EVM training to government and contractor personnel for the past 18 years. Susan has over 27 year's government acquisition experience.

EVM Is Everywhere

Susan Wood

This presentation will discuss the PMI-College of Performance Management (CPM) and its role in advancing performance management/measurement – in particular, Earned Value Management (EVM).

PMI-CPM is a premiere source for performance management resources and information exchange. We will talk about who we are, our vision, mission and goals, current successes and global initiatives.

Debbie Richardson
Wing Commander, Defence Materiel Organisation

Wing Commander Debbie Richardson joined the Royal Australian Air Force (RAAF) as a Logistics Officer in 1986 and graduated from the Australian Defence Force Academy (ADFA) in 1989. Her interest in sustainment contracting originated from an early tour as No 34 Squadron Equipment Officer and subsequent postings to the Defence Materiel Organisation (DMO), including Integrated Logistics Support Manager (ILSM) for JORN and Project Manager of the PC9 Cockpit Procedures Trainers Project.

In 2001, she completed a Doctor of Business Administration, following research into performance management of Defence outsourcing contracts.

For the past 2 years, Wing Commander Richardson has been employed in a Tiger Team to improve and standardise performance based contracting practices in Aerospace Systems Division (ASD). In February 2006 Wing Commander Richardson was transferred as the Integrated Logistics Support Manager for Project Air 8000 Phase 3.

Andrew Jacopino
Squadron Leader, Defence Materiel Organisation

Squadron Leader Andrew Jacopino joined the Royal Australian Air Force (RAAF) as an Engineering Officer in 1988 and graduated from the Australian Defence Force Academy (ADFA) in 1990. As an Engineering Officer he has been involved in the maintenance and inventory management of aircraft and guided weapons throughout his career, including postings to Maintenance Squadron East Sale on the PC-9/A trainer and to No 1 Central Ammunition Depot (1CAMD), now the Joint Ammunition Logistics Organisation (JALO). During this time he undertook the RAF Advanced Systems Engineering Course (ASEC) at RAF Station Cranwell graduating in 1998.

For the past 2½ years he has been the Aerospace Systems Division (ASD) Reliability, Availability and Maintainability (RAM) Centre of Expertise, prior to which he completed a Masters of Reliability Engineering from the University of Maryland in the USA. Furthermore, in December 2005 he completed his Doctorate of Philosophy in Reliability Engineering. Given the strong linkage to Reliability and Maintainability, Squadron Leader Jacopino has been heavily involved as an integral part of the ASD Tiger Team to improve and standardise performance based contracting practices.

In February 2006 Squadron Leader Jacopino was transferred to replace Wing Commander Richardson in the ASD PBC Cell.

Use of R&M measures in Australian Defence Aerospace Performance Based Logistics Contracts

Debbie Richardson & Andrew Jacopino

The groundswell of interest in Performance Based Logistics (PBL), particularly in the US, UK and Australia, has the potential to cause a paradigm shift in contracting best practice. PBL can be defined as contracts 'where the provider is held to customer-oriented performance requirements such as reliability improvement, availability improvement, [and supply chain efficiencies]' (BROADWELL, 2005). That is, PBL provides an opportunity to use R&M metrics as objective measures of contract outcomes which, when used as the basis for contractor payments, ensures the convergence of contractor and provider behaviors to better achieve these outcomes. In the Australian Defence aerospace environment, service contracts support complex technical systems that make excellent candidates for PBL arrangements.

In order to study the benefits of PBL in service contracts, a research team was established in Aerospace Systems Division (ASD), responsible for the management of all aerospace equipment in both the acquisition and utilisation (in-service) phases for the Australian Defence Materiel Organisation (DMO). The team was charged with defining corporate outcomes, identifying appropriate performance metrics and developing a complementary payment regime. The team has produced a Handbook (approved January 2005) to assist new acquisition projects in adopting PBL and are currently assisting the implementation of PBL in utilisation contracts with a financial value of almost USD 2B.

The objective of this paper is to provide insight into the practical implementation of R&M metrics to facilitate PBL contracting and thereby achieve greater value for money in the critical and costly utilisation phase.

The first part of this paper explores the identification of performance drivers from the customer's perspective. Through a process of analysis and stakeholder engagement, key outcomes for the Australian Defence aerospace sector were determined to be *systems readiness, light footprint, mission success* and *assurance of supply*. Reliability theory and the principles of selecting simple, meaningful and measurable metrics then yielded a number of options for measurement of the contractor's success in contributing to these objectives. Acknowledging that there are numerous metrics internal and external to the R&M discipline, ASD views the continuous monitoring of *Available Aircraft, Mean Time Between Critical Failure (MTBCF)* and *Demand Satisfaction Rate* as highly representative of its strategic outcomes.

The paper then critically examines the practical use of R&M metrics in the Australian aerospace environment. The ASD metrics require explicit success and failure criterion, which through causal analysis can be clearly attributed. In practice, the customer's activities in support of common objectives can complicate the interpretation and consequent application of metric data.

The third part of the paper captures lessons learnt from recent implementation activities. The ASD metrics, in particular MTBCF, have proven challenging to aerospace support contractors. Although *mission success* remains a highly valuable outcome for ASD, contracts have traditionally relied on predictive (analysis) verification and validation methods in the acquisition phase rather than treating the utilisation phase as a long term, continuous reliability demonstration.

Finally, the paper considers the scope of the current study and opportunities for further research. Specifically, the paper considers the applicability of PBL in existing fielded

systems where the risk for the contractor in warranting equipment performance may be higher.

ABSTRACTS OF PRESENTATIONS

DAY 1 – TRACK 3

Julie Smith
Airservices, Australia

Julie Smith joined Airservices Australia in June this year. She was brought in to guide the Infrastructure Support Services executive team in developing and implementing workforce transformation strategies, including the ISS leadership strategy.

Julie has a diverse background. After graduating with a Bachelor of Psychology from the University of Western Australia, she worked for a range of government-related trading enterprises in Western Australia including in the land management, health and the building industries.

In the mid 90's Julie was part of the management team that established the organisation charged with implementing the outcomes of the now infamous WA Inc. Royal Commission. This role involved establishing world best practice, innovative and flexible principle-based people management solutions. The organisation was also responsible for developing and implementing the WA Public Sector Code of Ethics and driving values-based leadership across the WA Public Sector. The work undertaken by the Office of the Commissioner for Public Sector Standards in WA has been heralded across Australia as leading edge. During this time Julie completed a Masters of Business Administration.

In 2002 Julie was recruited by the Australian Public Service Commission to head up the Organisational Performance and Values Group. This appointment recognised Julie's capacity to align effective leadership and workforce capability as essential business success drivers. During that time she was responsible for developing a range of innovated people and organisational performance strategies across the Australian Public Service.

Since arriving at Airservices Australia Julie has refocused the role of HR as an essential driver of building workforce capability.

Embedding Managerial Leadership - The Requisite Organisation

Julie Smith

The Infrastructure Support Services Business Unit within Airservices faces enormous challenges aligning current workforce capabilities with the future business.

The ISS Leadership Strategy is central to the transformation of our workforce. ISS needs to do business in a different way if we are to deliver our strategy of integrated, optimised and synchronised asset management services. This means we need to adopt a new business model and concept of service delivery. Given that leaders translate strategy into work, it is vital that going forward, our leaders at all levels are best equipped to do that work and are supported by highly effective business and people related systems. Through improved leadership we will then be able to adapt to change, respond to opportunities and continuously improve our processes, services and products.

ISS has adopted and adapted a model, called the requisite organisation, first proposed by Elliot Jacques, and modified and applied by many others since. It is a model that has been adopted by many of the top Australian companies in many industries including Rio Tinto, BHP, the Western Australian Chamber of Commerce and many power generation companies.

The principles that underpin the Strategy are that leaders are accountable for:

1. Their own output, the outputs of their team and improving the performance of their team over time
2. Working at the right level to create value
3. Setting context and purpose for the work to be done
4. Using people systems to shape a culture of performance and engagement
5. Managing and improving actability

All employees are accountable for:

1. Working constructively in teams
2. Building trusting relationships
3. Managing role relationships within teams and across the business
4. Living by these principles and our organisational values

The Strategy comprises of:

1. Changing Behaviour – building and rewarding the right leaders
2. Building and people systems so that they are fit for purpose
3. Building and changing organisational structures so that they drive business performance

To date we have:

1. Audited people systems and organisational performance benchmarks
2. Reviewed and commenced aligning roles, reward and recognition systems and industrial frameworks
3. Commenced cascading the model through the leadership team
4. Reviewed organisational structure

Stephanie Dawson
Assistant Director, Capital Programs
Office of the Chief Operating Officer
Port Authority of NY & NJ

Stephanie Dawson is currently the Assistant Director for Capital Programs within the Office of the Chief Operating Officer at the Port Authority of New York & New Jersey, a position she has held since June 2005. She is responsible for providing corporate oversight for the Capital Program in close coordination with the Line Departments (Aviation, Tunnels & Bridges, Port Commerce and PATH Rail) and the newly created Project Management Department. She is focused on initiatives to improve agency-wide capital program management and budgeting. Ms. Dawson also supports the Line Departments in the advancement of Asset Management strategies, programs, and performance management.

Ms. Dawson began work at the Port Authority in 1995 in the Technology Services Department as a Technology Consultant. A certified Project Management Professional (PMP), Ms. Dawson has successfully delivered a number of large-scale, mission critical projects that enhanced transportation, security and revenue at Port Authority facilities. Prior to joining the Port Authority, Ms. Dawson served as an Operations Manager in banking and Senior Project Manager and Director at the New York City Department of General Services.

Ms. Dawson's education includes an undergraduate degree in Economics from Cornell University, and a Masters Degree in Public Administration from Marist College.

Melanie Lok
CEO, MLOK Pty Ltd

Aligning Capital Planning To Core Businesses

Stephanie Dawson and Melanie Lok

Large organizations often have a difficult time aligning their work force and resources towards meeting organizational goals. Executives must occasionally redefine and articulate their core business objectives to respond to the changing world. The Port Authority of NY & NJ has undertaken initiatives to synchronize our resources with the new core business objectives. This presentation will explore the framework currently in place and how the processes, systems, performance objectives, and performance metrics are evolving to meet new organizational needs.

Alan Abrahams
Supervising Consultant, Object Consulting, Australia

Alan is a Supervising Consultant with Object Consulting Pty Ltd and is the Capability Improvement Division's Practice Lead for Melbourne. He has experience in general business management and consulting with a strong background in measurement and improvement within several different industries and companies. He understands IT processes and how they are applied to achieve the defined business objectives. Currently he provides consulting support for activities in the company's Capability Improvement Division including developing and implementing SPI programs based on CMMI®, providing consulting support Process Mentor in client companies, and seeking out and developing value-adding services, eg. performance measurement. Prior roles include managing the Professional Services unit of Software Engineering Australia, providing BPR management consulting services for Capability Management's clients, and undertaking productivity projects for Australian Productivity Council and National Australia Bank.

Productivity Accounting: Enhance the Performance Management of your Software Projects

Alan Abrahams

Designing and implementing good software process measurement systems usually rank very low in priority for most companies. There is also scant evidence that companies are able to measure the expected effects of productivity improvement on overall profitability resulting from strategies and initiatives applied to their software projects.

The objective of this paper is to demonstrate to the audience that good software project management can be enhanced using an insightful measurement system.

Function points, representing a standard measure of size for software regardless of the nature, scope or magnitude of the work, are becoming more widely accepted. Sizing is an important component in determining productivity (outputs/inputs). Function point analysis can provide clear benefits to both clients and suppliers of software services, for example, measuring and managing scope creep, and creating accurate estimating models.

Function points can be considered a surrogate for the output of a software development project. The function point count at the commencement of a project can be compared to the function points actually delivered. Relative changes in productivity can be calculated that enables a company to focus on its strengths and weaknesses, and can be used with other metrics to help identify opportunities for improvement.

Productivity Accounting is a high-level executive reporting methodology capable of integrating financial and operational reporting. By bringing about such integration, it improves management reporting and performance management.

The concept rests on isolating the quantity and price components of dollar value changes for both revenues and costs. This enables a monetary value to be attached to changes in productivity (output/input quantities) and price recovery (output/input prices) thereby directly linking productivity with profits. In short, productivity accounting can show whether company productivity is increasing or not and the impact that this is having on bottom line results.

By contrasting the change in function points delivered with the change in the various resources consumed in the delivery process, productivity would be measured as “functions points per resource input”. By linking function points analysis to the productivity accounting model, companies that develop software will learn how to it is possible to measure the productivity of their software development projects. This link between function points and productivity accounting would provide profound insights into project performance (operationally) and business decision making (strategically).

The effects of productivity changes (up or down) of projects can be reflected and reconciled with “bottom line” values (profits), not only in percentage or index terms. This represents a fundamental difference in how managers understand the origins of organisational performance and therefore how they manage in order to improve it.

Janet Hunter
Managing Partner, Etvia, Australia

- Masters of Business Administration, (majoring in operations, strategy and finance)
- Diploma in Marketing Management
- Member Australian Institute of Company Directors (studying fellowship)
- Accredited Consultant Organisational Effectiveness Profiling (O.E.P.)

Janet excelled in the challenging hotel, travel and entertainment industries in CEO/Corporate GM roles. These industries are known for their tight operating margins, high labour costs, low product differentiation and operating environments that are highly seasonal, have low levels of capital investment and often operate within complex legal structures.

For over ten years Janet held various senior positions including running an Australian based hotel company which at its peak had a combined turnover of \$160 million, 32 business units and 2,000 staff. During this time Janet was also a key member of various project teams for design and construction projects, mergers, acquisitions, contract negotiations, competitive tenders, new business feasibilities and start ups.

Over the last 3 years Janet's career has evolved into consulting to some of Australia's leading public companies and government agencies. Her work has centred on her strengths for defining and executing organisational strategic change and driving organisational performance. She focuses on effective planning, budgeting and execution management practises and leadership development. Janet has also led the development of Etvia Trace, a break through software application designed to cascade and facilitate plan execution on an enterprise scale.

Janet's is well experienced in melding high business aspirations into practical, actionable plans. This is her strength. She believes strategy execution needs to be put into the care of enabled, energised and well supported leaders with tools to drive the process.

Governance: “Would you like a drink with that?”

Janet Hunter

Corporate governance according to the World Bank "is concerned with holding the balance between economic and social goals and between individual and communal goals. The governance framework is there to encourage the efficient use of resources and equally to require accountability for the stewardship of those resources. The aim is to align as nearly as possible the interests of individuals, corporations and society."

Some great insights for how to use Compliance as a lever for organisational improvement can be drawn from attempts to change individual and collective behaviour in society. A rich example of how an altruistic, common intent for change produced diametrically opposed results is Prohibition in the U.S. in the 1920's which drove otherwise 'good' people to drink and crime and tougher drink driving regulations introduced in Australia in the 1980's which dramatically decreased the carnage on our roads. Here are two examples of initiatives that at their core were trying to change behaviour for the interests of individuals and society that produced entirely different outcomes.

Given society is mixed when it comes to either complying with rules or flaunting them, how do you avoid building a culture of checkers to check the checkers or seed subterfuge and the sport of not getting caught? How can Compliance be a change agent for improvement and bring out the best in people?

Leadership	Clarity	The real intent for Compliance and benefits of the change for all stakeholders?
	Engagement	Communication, involvement and education of those affected or at the affect of change.
Stewardship	Governance framework	The 'rules of the game'- for what will people be he held to account? The Organisational culture (behaviour, systems and symbols) required to support and re-enforce the 'rules of the game'.
Control	Correction and Consequences	What is encouraging the right behaviour and what is not? Linking cause and effect for those who 'stray' and consequences for those who break the rules, knowingly and for their own gain.

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ABSTRACTS OF PRESENTATIONS
DAY 2 – EXECUTIVE PERSPECTIVES

Gül Izmir

Deputy Director-General, Research, Funding and Business Analysis, NSW Department of Community Services, Australia

Dr Gül Izmir holds a Bachelor of Science from the Bosphorus University in electrical engineering and Masters of Science and doctorate in Operations Research.

Later Dr Izmir commenced her career as a research scientist in the field of systems analysis and optimisation with the Marmara Research Institute. She managed new investment projects for STFA Holding Co, a major engineering conglomerate in Turkey.

In Australia, Dr Izmir worked as a consultant and in technical management roles for the Sydney Water Board and Memtec Ltd and held senior executive positions with the NSW Environment Protection Authority, NSW Department of Fair Trading, NSW Treasury, The Cabinet Office and the NSW Department of Land and Water Conservation.

Currently, Dr Izmir is the Deputy Director-General, Research, Funding and Business Analysis with the NSW Department of Community Services. In this role, Dr Izmir has overall responsibility for the provision of high quality business analysis and research to underpin the policy and program directions of the Department and for the implementation of reforms to the Department's funding arrangements for the provision of community services by the non-government sector.

Dr Izmir is professionally affiliated with the Economic Society of Australia, the Australian Institute of Company Directors, the London Business School Alumni Association and the Bosphorus University Alumni Association.

Performance Based Contracting - Challenges for DoCS

Gul Izmir

The NSW Department of Community Services is the statutory provider of child protection services as well as a provider and the funding agency for a range of child, family and community support services. DoCS' 2005/06 budget for funded services is close to \$500M which represents over 50% of the overall DoCS budget. Each year DoCS funds about 1,700 organisations to provide 3,600 projects through 21 funding streams. In 2002 DoCS received a major budget enhancement – \$1.2b over 5 years - which will take up the external funding budget to over \$700M in 2007/08.

Most of DoCS' funding dollar is spent on recurrent, historically-based funding arrangements. The majority of DoCS funded service providers are small, not-for-profit, community-based organisations that receive under \$500,000 per annum. However, the service system includes various large organisations, for-profit and other government providers.

DoCS has embarked on a major funding reform initiative to introduce more contemporary and flexible funding and procurement practices so that it can achieve the best value for money for the children, families and communities it serves and to maximise transparency and accountability. This is marked by a significant shift from focusing largely on inputs, processes and prescriptive solutions to outputs, outcomes and a greater understanding of the determinants of good performance, creativity and innovation. The challenges in this reform are manifold and include: a cultural shift in both the market and DoCS, the development of new systems, tools and processes and the data and reporting capacity of both service providers and DoCS.

Major gains have been made with the roll out of new funding. Two major procurement processes are under way or completed – for Children and Young People with High and Complex Needs and the Early Intervention Program where DoCS has broken with traditional funding practices and followed Performance Based Contracting (PBC) principles. The session will examine these two processes and outline the benefits and challenges for DoCS in applying PBC in a traditional, government-based setting.

Debbie Tomsic
Office of Under Secretary of Defence, USA

Deborah (Debbie) Tomsic is a senior program analyst in the Office of the Under Secretary of Defense (Acquisition, Technology and Logistics), Acquisition Resources and Analysis, Acquisition Management. She is responsible for oversight of several major defense acquisition programs and is the Office of the Secretary of Defense focal point for earned value management.

In her previous position, Ms. Tomsic was the senior strategic planner for the Defense Contract Management Agency (DCMA). In this capacity, she was responsible for all aspects of strategic planning and performance measurement for the Agency. Prior to joining DCMA in 1993, Ms. Tomsic served in several assignments with the Department of the Army in the United States and overseas, where she was responsible for human resources and financial management.

Ms. Tomsic holds a Bachelor of Science degree in Business and Management from the University of Maryland and a Master of Science degree in National Resource Strategy from the Industrial College of the Armed Forces. She is also a graduate of the National Defense University's Senior Acquisition Course. Ms. Tomsic is a certified acquisition professional in the program management career field.

Revised U.S. Department of Defense Earned Value Management Policy

Debbie Tomsic

The revised Department of Defense (DoD) policy and guidance on Earned Value Management (EVM), to include the new policy on the Integrated Master Schedule (IMS), went into effect in March 2005. This session will provide participants with an overview of the policy changes, to include the new EVM application thresholds, the Contract Performance Report (CPR) and IMS data item descriptions, and the supporting implementation guidance. In addition, the status of the revised Defense Federal Acquisition Regulation Supplement (DFARS) clauses, the new DoD Earned Value Management Implementation Guide (EVMIG), and the new Work Breakdown Structure Handbook (MIL-HDBK-881) will be discussed. This session is also an opportunity for participants to dialogue with the presenter and other attendees on a variety of contemporary EVM topics.

Peter Madsen
BAE Systems, Australia

Peter Madsen was born in Adelaide, South Australia on October 8, 1961. He was educated at Pulteney Grammar School and gained a Bachelor of Science degree, Graduate diploma and Masters degree from the University of Adelaide.

Peter was appointed as Director, Business Improvement and Project Management for BAE Systems Australia in October 2003. In this role he is a member of the Executive Committee for the Company and reports to the CEO in Australia and the Chairman of the Project Management Council for BAE Systems PLC, who is based in the UK.

Prior to this appointment, Peter was the Head of Project Management for the Defence Systems business within BAE Systems Australia. Both roles were inaugural positions that effectively meant that Peter needed to develop the appropriate structure, processes, tools and reporting, guided only by high level corporate governance. The performance of BAE Systems Australia over the last three years in terms of financial, business winning, customer satisfaction and contractual achievements indicates that the changes that have occurred have been instrumental to a marked overall improvement.

Peter is a member of the Australian Institute of Company Directors and has driven the Project Managed Organisation assessment of BAE Systems by the Australian Institute of Project Management, which was awarded in September, 2005.

Peter is married to Colleen and has two children. In his spare time he enjoys golf, keeping fit, gym work and socialising with friends, with a glass or two of the red wine for which South Australia is famous.

Tiered Scheduling

Peter Madsen

One of the key inputs to the project Schedule is the Work Breakdown Structure (WBS). However, the differentiation and relationship between these two distinct artefacts is key to being able to effectively manage a project.

Typically, in the Defence environment, a WBS is created and, from this, a Responsibility Assignment Matrix is developed. It is after this step that difficulties are likely to occur because in many cases the WBS work packages are assigned durations and placed into a scheduling tool. This is then baselined as the project Schedule. It is the intent of this presentation to outline the difficulties with this methodology.

An alternative view of scheduling will be presented that will demonstrate the benefits of creating an activity based schedule, which provides a longitudinal, programmatic view of the project, rather than the current product based schedule.

This form of scheduling has been termed Tiered Scheduling and the benefits demonstrated in the presentation will include;

1. A reduction in the levels required to determine work packages and logic in the schedule
2. Schedule logic defined at specific levels of the project schedule, rather than distributed throughout a variety of levels
3. A greater ability for project managers to determine what activities are required to be completed to achieve designated milestones
4. An interface with risk management processes

Richard Hartley
Deputy Assistant Secretary of the Air Force, USA

Richard K. Hartley, a member of the Senior Executive Service, is Deputy Assistant Secretary for Cost and Economics, Office of the Assistant Secretary of the Air Force for Financial Management and Comptroller, Washington, D.C. Mr. Hartley is responsible for directing the Air Force cost and economic analysis programs. He is Executive Director of the Air Force Cost Analysis Agency, Chairman of the Air Force Cost Analysis Improvement Group, and Chairman of the Air Force Services Organization Board of Directors.

Prior to his current position, Mr. Hartley served in the Senior Intelligence Service as Director, National Reconnaissance Office (NRO) Cost Group. In this capacity, he was responsible for conducting independent life cycle cost estimates for all major NRO programs. He also managed the production of cost estimates supporting cost/effectiveness analysis, affordability assessments, long range planning, program budget builds, major acquisition program source selections, and program estimates at completion. Additionally, he administered the NRO's principal program cost and technical database, developed and enhanced NRO cost analysis methods, and chaired the NRO's government/industry cost integrated process team.

PROFESSIONAL CERTIFICATION

Level III certification in the NRO Financial Management Certification Program
Level III Acquisition Professional in Financial Management and Comptroller
SCEA Certified Cost Analyst/Estimator (CCE/A)
Certified Defense Financial Manager (CDFM)

EDUCATION

1995 Master of Business Administration, Syracuse University
1995 Army Comptrollership Program, Syracuse University
1994 Professional Military Comptroller School, Air University
1985 Bachelor of Science Industrial Engineering, University of Pittsburgh, PA

CAREER CHRONOLOGY

1. 1985-1992, cost analyst/industrial engineer, Cost Analysis Division, Naval Air Systems Command, Washington D.C.
2. 1992-1995, Chief, Space Systems Division, Air Force Cost Analysis Agency, Arlington, VA
3. 1995-1996, Chief, Air Force Cost Analysis Improvement Group Support Division and Chief, Force Structure Costing Division, Directorate of Cost Analysis, Deputy Assistant Secretary of the Air Force for Cost and Economics, Office of the Assistant Secretary of the Air Force for Financial Management and Comptroller, Pentagon, Washington D.C.
4. 1997-1998, Deputy Director, Directorate of Cost Analysis, Deputy Assistant Secretary of the Air Force for Cost and Economics, Office of the Assistant Secretary of the Air Force for Financial Management and Comptroller, Pentagon, Washington D.C.
5. 1998-2003, Director, National Reconnaissance Office Cost Group, National Reconnaissance Office, Chantilly, VA
6. 2003-present, Deputy Assistant Secretary for Cost and Economics, Office of the Assistant Secretary of the Air Force for Financial Management and Comptroller, Pentagon, Washington D.C.

AWARDS AND HONORS

Meritorious Civilian Service Award, 2005

National Intelligence Certificate of Distinction, 2004

NRO Silver Medal, 2001

NRO Director's Circle Award, 1999

Air Force Acquisition Costing Civilian of the Year, 1996

Beta Gamma Sigma, National Honor Society for Business Students, 1995

Army Comptrollership Class XLII, Distinguished Graduate, Deputy Class Leader, 1995

Alpha Pi Mu, Engineering Honor Society, 1994

Luncheon Speaker

Jim McDowell BAE Systems, Australia

Jim McDowell was born in Belfast, Northern Ireland, on 20 January 1956. He was educated in Northern Ireland at Annadale Grammar School and later at the University of Warwick in England where, in 1977, he took an honours degree in Law.

Jim worked for 18 years at the aerospace company, Bombardier/Shorts, in the UK, USA, Middle East and Asia in various Legal, Commercial and Marketing positions. He finished his career in Shorts as Vice President – Sales, Marketing and Commercial for Shorts Missile Systems Ltd., a joint venture with the French company, Thomson CSF (now Thales).

In August 1996, Jim joined British Aerospace in Singapore as an Executive Vice President in the corporate Sales and Marketing organisation and was promoted to President - Northern Asia in December 1997. In April 1999 he took up the position as Managing Director – Asia and Sub-Saharan Africa. Following British Aerospace's merger with Marconi Electronic Systems in November 1999, Jim was appointed Regional Managing Director – Asia of BAE Systems based in Hong Kong.

He took up his current assignment as Chief Executive of BAE Systems Australia in March 2001.

Currently, BAE Systems employs 2,500 people throughout Australia, operating out of locations in SA, NSW, VIC and ACT.

Jim is married to Mi Jung and has two daughters and a son. He is interested in sport, literature and political history.

ABSTRACTS OF PRESENTATIONS

DAY 2 – TRACK 4

Neil Miller
CEO TASKey, Australia

Dr Neil Miller leads an innovative team that develops practical management method and software tools to apply those methods consistently. His company holds business methods patents in Australia and the USA with patents pending in Europe.

His PhD on Introducing Technology into Organisations followed by over ten years of practical development in the workplace has validated methods that are rapidly becoming central to future management. The ability to automatically update strategy and project Gantt Charts in close to real-time when actions are completed on mobile wireless devices (such as Blackberry) located around the world has been a significant achievement.

He has over 30 years experience in successfully delivering projects in civil engineering, military engineering and public and private sector environments. TASKey TEAM software was a winner of the 2005 Consensus Awards for Outstanding Australian developed software.

Software for Corporate Governance; Increasing productivity and improving corporate governance at the same time

Neil Miller

A major obstacle to effective corporate governance is the shortage of relevant progress data for decision-making and performance management systems. Without close to real-time data that relates directly to what is actually happening in the workplace, decisions will continue to be based on the interpretation of fragments of data.

However methods to improve critical data collection for corporate governance at the expense of productivity are unlikely to be acceptable in the workplace. For real workplace success, improved corporate governance needs to be a natural by-product of improved productivity.

This paper identifies critical gaps in the data available to managers at most levels of management. Most importantly, it highlights the critical gaps between the management of tasks and the task actions (ToDo's) actually being done to complete tasks. It also shows how a dynamic team structure can complement traditional task structures to deliver a practical organisation wide matrix management solution.

A world leading Australian developed management paradigm that can simultaneously improve both productivity and governance is presented. Case studies are provided to demonstrate how the method and web software tool (called TASKKey TEAM) has replaced traditional project management systems to simultaneously increase productivity and improve governance. Examples include: RPDE, APEC 2007 Task Force, Multiplex, Wellington Councils Alliance, DOTARS Air Accident Investigations, and a range of examples in DAFF. Overseas examples, such as Los Alamos National Laboratories in the USA will also be covered.

Annette Garcia
Project Manager, Sealord Group, New Zealand

Annette Garcia has worked for Sealord since 1996 and is currently a project manager within the Performance Improvement Team for Sealord. The team was created in 2002 and Ms Garcia has been working with cost reduction and asset management projects.

Prior to joining the Performance Improvement Team, Ms Garcia was Systems Manager for the Sealord Information Systems department. Ms Garcia has been involved with the Information Technology industry since 1974, primarily working in applications development for the manufacturing and finance sectors. During the 1980's she held academic positions with Victoria University of Wellington and the Central Institute of Technology.

Since joining Sealord, Ms Garcia has been actively involved with the local PMI group and also given presentations at information systems conferences in New Zealand, Australia and the USA.

Business benefits from a PI programme

Annette Garcia

Sealord Group Ltd is a medium-size fishing company based in New Zealand. It is a vertically integrated company including wild fishing, aquaculture, production of wholesale and retail products, international marketing subsidiaries and a number of joint ventures.

The late 1990's was a period of considerable growth and by 2002 Sealord faced major problems from excessive costs, greater international competition and major reduction in raw material following fish quota reductions.

Sealord began a 5 year plan, spearheaded by a formal Performance Improvement Team, to overcome the problems, introduce a project management culture and develop into a world-class organisation.

Achievements to date:

- Improved financial and performance reporting
- 17% cost reduction in 3 years
- 7% increased contribution in 3 years
- Better results in all processing KPIs
- Beginning of major automation projects

This presentation is a case study that will cover the objectives and activities of the journey to-date, with detailed examples from the supply chain improvement projects.

Lynn Crawford
Human Systems International, Australia

Managing Director, Human Systems (Asia Pacific) Pty Ltd
Professor of Project Management, ESC Lille, France
Director, Project Management Research Group, University of Technology, Sydney

Through Human Systems, Lynn Crawford works with leading corporations to assist them in enhancing their corporate delivery capability and demonstrating results through use of well developed assessment tools and knowledge sharing as members of a global system of project management knowledge networks. Lynn has taken a leading role in development of global standard for project management and is active in both research and publication. She is currently involved in three PMI funded research projects – *Exploring the Role of the Executive Sponsor*, *The Value of Project Management* and *Impact of Complexity Theory on Project Management*. Results of a completed study have recently been published in a book titled *Project Categorization Systems: Aligning Capability with Strategy for Better Results*. A further book titled *Project Governance: Integrating Corporate, Program and Project Governance* is currently in progress and due for publication in the Routledge Series in Contemporary Corporate Governance in late 2006.

Governance, Leadership and Control: The Role of the Executive Sponsor

Lynn Crawford

Corporate governance has come under intense scrutiny in recent years, following numerous high profile corporate collapses. Shareholders and other stakeholders are demanding increased accountability, transparency and ability to implement strategy. As projects and programs are the vehicles for delivery of corporate strategies, effective project governance, within the corporate governance framework, has become a serious concern for organisations, offering company directors clear visibility and control of non-routine corporate operations and delivery capability.

The executive sponsor of any project or program is the pivotal link between corporate and project governance and has a vital role in leadership and control of programmes and projects. This is the role that articulates the relationship between three crucial elements of an organization: top management who set the strategic direction, business and line managers who deliver the day-to-day profit, services and resources, and the manager and team seeking to deliver the project successfully. Clear definition of the role of the executive sponsor is a vital aspect of both corporate and project governance and is demonstrably crucial to successful performance.

Fresh research to identify which practices are critical to organizational project and programme success (as measured in a variety of ways) has indicated those aspects of the sponsor's role that have the greatest impact.

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ABSTRACTS OF PRESENTATIONS

DAY 2 – TRACK 5

Quentin Redman
Raytheon Missile Systems, USA

Quentin Redman is the Sr.Manager/Engineer Fellow of Advanced Systems Economic Analysis for Raytheon Missile Systems Company (RMSC) in Tucson, Arizona. He is responsible for developing and providing cost information to support program managers, engineers, and IPD teams in making sound business, programmatic, and design decisions and for establishing cost as a key parameter in the design process through the evaluation of economic impacts associated with various concepts and alternatives. This includes Design To Cost, Life Cycle Cost, Risk Analysis, and Cost As Independent Variable.

Prior to his position as Manager, Advanced Systems Economic Analysis, Quentin was Manager of Contracts and Estimating for the Advanced Cruise Missile Program for General Dynamics. He was responsible for supervising and administering the varied activities performed by Contracts and Estimating departments that included contract negotiations, proposal definitizations, data collection and cost modeling.

Previously, Quentin was Group Chief Engineer at Martin Marietta Denver Aerospace Advanced Development Division responsible for standards, Design To Cost, Life Cycle Cost, process planning and industrial engineering.

Quentin received his Bachelor of Science in Engineering Technology Electronics from California State University at Long Beach California in 1970 and his Masters of Science in Financial Management/Economics from West Coast University Los Angeles in 1976. He served six years of duty with the California Army National Guard as a Staff Sergeant.

Quentin was born in Bluefield, West Virginia. Quentin is on the Board of Directors for the International Society of Parametric Analyst as the Treasurer and is a member of the California State University at Long Beach Student Advisory Board. Quentin is an avid sports fan, Harley-Rogue motorcyclist and enjoys gardening and travel.

George Stratton
Raytheon Missile Systems, USA

George L. Stratton is an Engineer Fellow and the assistant Department Manager in Raytheon Missile Systems' Systems Engineering Laboratory's Cost Engineering Center. He currently leads/supports many challenging assignments. He holds an AS Physics degree from Dixie College, a BS in Physics from Utah State University, an MBA from Pepperdine, and has completed partial work toward a Ph.D. in management science at Claremont Graduate School. He is trained on Parametric models and was selected for and completed the Hughes line managers training course. He is the past vice president of the Southern California Chapter of ISPA (International Society of Parametric Analysts) and is now serving on ISPA's international Board of Directors. George has over 23 years with the company. He helped author "The Testability Notebook" published by RADC in 1982 and has presented a number of papers at internal Raytheon Systems Engineering Symposia and at ISPA, SCEA, INCOSE, NDIA, AIAA, and ICEC conferences/symposia.

Implementing RMS Engineering's DTC Metric

Quentin Redman & George Stratton

Architecting a product requires a defined set of requirements for the finished product; e.g. size, weight, volume, range, power, color, cost, payload, etc. One very necessary requirement is the anticipated product production cost. Failure to set the production cost requirements at design kick-off allows for unexpected and unacceptable production costs. Previously, all too often, programs were allowing establishment of the production cost goal to slip, or they would wait for their customer to establish it for them. Raytheon Missile Systems' (RMS) Engineering Directorate has specified that all development programs will now establish a production cost goal using the Design-To-Cost (DTC) metric described within this paper and will monitor their design progress towards meeting this goal. Each program's DTC metric is now collected monthly and reviewed by senior management. This paper discusses RMS's Cost Engineering departments creation of the RMS DTC metric, the metric's details, its implementation across RMS and the metric's growth plans.

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Craig Terrey
Thales Training & Simulation Pty Ltd, Australia

Craig Terrey is a Project Analyst with Thales Training & Simulation in Sydney, Australia. He spent fifteen years in accounting and auditing before gaining his Electronics Engineering Certificate and becoming involved with Project Planning and Control for the last seventeen years. In this time he has worked in the manufacturing, IT, telecommunications and defense industries. He is a member of the PMI and the Australian Institute of Project Management.

Earned Value Performance Management in a Fixed Price Project
Environment: Some Results and Lessons
Craig Terrey

Originally born (within C/SCSC) of the perceived need for enhanced performance management in the cost-plus-incentive-fee/cost-reimbursement world of late-1960s U.S. Defense contracting, Earned Value Performance Management (EVPM) has become the preferred approach to project oversight and governance in many countries where fixed price, rather than cost-plus, contracts are very much the norm. In this environment, contractor reporting is frequently done at selling price rather than at cost; the conversion of base cost to burdened, marked-up, sell price introduces a number of complicating factors into the treatment of, in particular, Management Reserve. Furthermore, seemingly arbitrary contractual and commercial reporting constraints can unintentionally introduce additional complexity into the process, making the task of the Project Analyst far more onerous than would otherwise be the case.

In a case study based upon an aerospace simulation project, the effects of fixed control account pricing on EVPM in such an environment are examined, and the problems experienced in creating a reliable, stable and accurate reporting regime under such circumstances are considered. The authors conclude that, whilst it is possible, through painstaking development and application of special tools, to maintain data integrity in the face of these challenges, a bit of forethought and analytical input to the contractual reporting aspects early in the project would be a far cheaper investment.

The presentation is intended for EV professionals working in a fixed-price contract environment with EVM/(CS)² reporting requirements.

Jim Muir
EVMS Manager, Raytheon, Australia

Jim Muir is the Earned Value Systems Manager for Raytheon Australia. Jim works from Raytheon Australia's Headquarters in Canberra ACT Australia. Jim leads a team of project planning and control specialists. Together they improve Raytheon Australia's Earned Value policy and procedures, support program managers to apply Earned Value on company projects, and conduct training and systems assurance. Jim is Raytheon Australia's representative on Raytheon Company's EVMS Management Team that is working to improve the application of EVMS across the enterprise to meet evolving customer requirements and provide seamless integration of EVMS with program management processes.

Jim has worked in performance management on Defence projects since 1989. He has held positions in the Defence Materiel Organisation with responsibility for Earned Value policy and implementation, project reviews, balanced scorecard implementation, benchmarking and project management improvement. Jim has also worked for the US Department of Defense in improving performance management. He is a former Chair of the International Performance Management Council.

Jim is a professional engineer and a member of the Australian Institute of Project Management. He is married to Chris. They have five children and one granddaughter. Jim's interests outside work include cycling, bushwalking, surfing and travel.

**Effective Planning – Integrating Scope Definition, Scheduling, Cost
Estimating, Risk Management and Earned Value**
Jim Muir

The origins of a good application of Earned Value Management are rooted in the early project planning when a solution to the customer's requirement is being formulated. Planning is the process of identifying what the project will deliver, how it will be achieved and by whom, when various events will happen, what it will cost, and what can go wrong. Effective planning requires the integration of scope definition (through the Statement of Work, WBS and WBS Dictionary), resource identification and assignment (through the IPT structure, teaming arrangements and subcontractor/supplier identification), defining the key project events, accomplishments and criteria (through an Integrated Master Plan) and the associated resource loaded, time-phased measurable activities (in the Schedule), producing a risk based cost estimate (through a multi-point Basis of Estimate), and an identification of risks, their consequences and treatment (through a Risk Register). There is a danger in this "Capture" phase that these elements will not be properly integrated or that some may be overlooked. This may result in a tendered solution that cannot be executed.

This presentation describes an approach to project planning that focuses on the development and integration of the essential building blocks of an executable project plan. The approach is tailored based on a number of project parameters including cost, duration and technical complexity.

Rammohan Subramanian
Convansys Corporation, USA

Rammohan Subramaniam is a Senior Director of Covansys Corporation Detroit Michigan. He has over 25 years of experience in the field of Information technology. He has played key roles as a part of the delivery management team in large Application Maintenance & Development projects in the USA. During his tenure in IBM (Saudi Business machines, Riyadh, Saudi Arabia), Covansys India and Covansys Corporation USA , Rammohan has held senior management positions directly related to Project and Program Management He has engineered innovative metrics based management paradigms in many engagements and he has played a key role in Covansys India achieving CMM level 5.

Prior to this, as an Electronic Data processing Department Manager in Bharat Heavy Electricals Ltd India for 10 years, he has steered the Information systems group to radically change the way, computer support is rendered to business. He was part of the team to guide the organization towards achieving ISO9000 compliance.

As a member of Computer Society of India and also Expert System group of Bharat Heavy Electricals, Rammohan Subramaniam has contributed many papers in the field of “expert systems”, “Information Security” and “Software metrics”. He was honoured by the Association of Computing Professionals in 1991 which awarded him the Distinguished Computer Professional decree in India. He has been frequently invited to deliver lectures in leading councils and organization in India. He has held positions as Board of studies member in premier Engineering colleges in India.

Approach to Yield measurements in Software Factory Model Enterprises

Rammohan Subramanian

Corporations are moving away from conventional software development and application support to Software factory based model. This is expected to improve the overall efficiency of the organization. This paradigm shift will mean that current performance measurements are no longer viable to provide a true measure of performance of such organizations. In fact there is a strong need to arrive at an yield equation representing the performance of these organization (nee Factories)

In traditional development methods, the costing and through put of a software enterprise was measured by “project cost” and “Cost of Application support” metrics. These estimates were qualified further by “Business Value” per unit project cost and “Service Level Agreements” respectively to tie them to tangible business terms. In switching from stop and shop mode to a continuous assembly line mode, the performance metrics collection process has to be switched from point measurements to continuous measurements.

Attempts have been made to quantify software throughput, but most efforts fall short of true measurement for 2 reasons:

1. Want of a unified approach to measuring software of different flavours applicable to various factory models (in house, outsourced or service based); and
2. Ease of measurement

This Paper presents an approach to continuously measuring Performance of a Software factory which engages itself in both Software development and Application support. The performance is continuously measured by combining Application Development throughput and Application support throughput in a combined measure “Yield”. Yield, here is defined as Cost per unit throughput from software factories.

Yield

The output from a software Factory model enterprise is predominantly of three categories. They are:

1. New functionality to business support applications/new applications
2. Support or maintenance of existing functionality of applications
3. Underlying infrastructural upgrades

Software enterprises’ performance will then be measured on the throughput on these three major areas per unit cost. Underlying infrastructural upgrades are often treated as fixed / capital cost which in turn is linked to the strategic vision of the enterprise. For that reason, from an operational metrics perspective, this element is excluded from the discussion in this paper.

Thus, Operational “Yield” of a Software factory model based enterprise is defined as measure of cost per unit throughput. Throughput consists of both the Application Development throughput and the Production support throughput (aka Application support) . Development throughput is the functionality added to an application. The Production support throughput is further split into Preventive maintenance support throughput and Breakdown maintenance support throughput.

In this discussion, Yield is then a composite measure of the product of 2 Indices of Yield:

1. Development Index
2. Production Support Index

This paper in succeeding sections elaborates the components of the Yield equations, its influencing factors like quality, adherence to schedule, staff availability and effort. Production support utilization Index and Qualified system availability and downtime factors. This paper also presents a measurable and practical approach to quantifying these parameters in any organization.

Summary

The approach in this paper provides an easy to use and easy to implement framework for uniform comparison of performance for software factories across geographies and cultures. This aids the realistic assessment of the performance of software corporations across different countries, cultures, software platforms and organizational structures.

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ABSTRACTS OF PRESENTATIONS

DAY 2 – TRACK 6

David Hodes
Managing Director, The TOC Centre of Australia Pty Ltd, Australia

David Hodes is a qualified System Thinker and Practitioner. He was awarded a National Engineering Scholarship in the UK and attended Imperial College in London, where he graduated with a BSc Mechanical Engineering.

David, who founded the TOC Centre of Australia (TOCCA) in January 2000, has been applying TOC for more than 8 years in Australia, the USA and South Africa. His working history includes TOC-based implementations in strategy, supply chain and distribution, project management and manufacturing, across a diverse cross-section of industries, such as foods, textiles, clothing, steel, FMCG, electrical goods, to name but a few.

David counts amongst his clients BHP Billiton, CSC, Breville, HPM Industries, Cadbury Schweppes, Smorgon Steel and Sheridan.

TOC - Toward an Operations Maturity Model

David Hodes

The Theory of Constraints (TOC) provides an effective means to build a maturity model around all of the activity surrounding operations management. Within a single framework, there are robust solutions dealing with: Strategy (The Thinking Process); Project Management (Critical Chain); Manufacturing (Drum Buffer Rope), Distribution and Replenishment (Dynamic Buffer Management) and Management Accounting (Constraint Accounting). By adopting the TOC framework, the advantages are many: a shared language, common metrics, common approach to problem identification and solution being just some of them. Each of the TOC solutions above have a demonstrated track record of delivering significant improvement in organisational performance: combined, within a maturity framework, they deliver a powerful means of leveraging the proven benefits of system thinking. The talk will provide an outline on the above concepts.

Michael Bennett
Principal Consultant,
SMS Management & Technology, Australia

Michael Bennett is a Principal Consultant with SMS Management & Technology and leads their Governance Establishment and Implementation service. He has broad experience in general management and IT management, having worked in the telecommunications, IT, banking & finance, government, education and health sectors.

In addition to his work as a practitioner in business performance improvement, strategic planning and organisational change, he has had extensive experience in program and project management with hands-on involvement as the leader of major IT infrastructure and architecture projects. His expertise applying industry frameworks such as Australian governance and risk management standards, CobiT and ITIL in varied environments has created considerable demands to speak at seminars and conferences.

A certified AIPM Master Project Director, his academic qualifications include a Bachelor of Science (Computer Science) from Monash University and a Master of Management (Technology) from Melbourne Business School.

Becoming a high performance Organisation through effective Corporate Governance programs

Michael Bennett

Corporate governance has become a hot topic in recent years, driven by a broader, more demanding investor base, increasingly empowered and diligent public agencies and concerns with high profile corporate collapses. Our clients are looking for answers to questions such as:

- How do we know if we are getting the best value from our organisational assets and minimise the risk over their life?
- How do we know if we are making the right decisions and have visibility of outcomes?

Governance is simply about good management practice and can be applied at many levels of an organisation. It consists of the leadership and organisational structures and processes to ensure that each functional area sustains and extends the organisation's strategies and objectives.

Over the last decade SMS has assisted many large organisations to establish governance regimes for their programs, projects, processes, information technology, applications, costs, assets and policies.

Attend this session to gain an insight into how you can apply practical and proven governance disciplines to achieve a high performance organisation.

Val Jonas
Risk Decisions Pty Ltd, UK

Val Jonas has been Managing Director of Risk Decisions since 1998. Prior to that she was the company's technical director. She is a well-known and respected risk management specialist. She regularly advises clients and speaks at conferences on process, cultural and technical issues facing organisations implementing project, business and corporate risk management. She was a contributor to the UK Office of Government Commerce's guidance on risk management – 'Management of Risk: Guidance for Practitioners'.

Val has played a major part in the design and development of the Predict! risk management toolset, working closely with key customers in the defence, aerospace, IT and energy sectors in the UK and overseas. Recently, she developed the Company's Risk Management Master Class; delivering these at executive board and senior management levels within large defence organisations, in industry and government. Risk Decisions has identified the need for senior management buying into the 'whole' risk management ethos.

Val is also a non-executive director of SOLL Leisure Ltd, a fast growing leisure company in Oxfordshire UK, recently short listed (one of the final 3 sites) in the Fitness Industry Association Flame Award for Leisure Centre of the Year.

Practical Corporate Governance - Life beyond compliance

Val Jonas

Currently Corporate Governance is focused on compliance - and this is costing companies dear. The huge expense of documenting control procedures and implementing tighter audit processes is only part of it. It is the hidden and longer-term cost of redirecting senior management's attention away from strategy and innovation, and towards accounting practices that is the most disturbing and will result in the company's performance being impacted over time.

Smart corporates are tackling the root cause of the problem: shortsighted markets require a steady stream of good news; so senior managers have a vested interest in suppressing bad news. The majority of recent corporate scandals were caused by senior management suppressing bad news. Enron and WorldCom in the US, Barings Bank in the UK, HIH and One-Tel in Australia are all examples of companies that got into difficulties and resorted to accounting fraud or loopholes to cover up the problems.

The world of project management is not immune. Huge government IT, defence and infrastructure projects such as Libra and Pathway, Nimrod and Astute, and the Holyrood Parliament building either failed or had to be bailed out at a huge cost to the tax payer and prime contractors. In each case, why did it take so long for the bad news to emerge?

The challenge; senior managers must change their companies culture from one where bad news is systematically suppressed, to one where it is natural and acceptable for individuals to highlight risks early enough to manage them at the right level. A robust business layer is needed between the coal-face and the senior executive. This is the layer though which the communication of important information down into the company and back up to management provides the basis for sound and timely decision-making before problems get out of control.

While deficiencies in accountancy practices need to be plugged, the companies that move into the new era of corporate governance will be those that focus on gaining and maintaining the long term confidence of their wider stakeholder community. And to do this, senior managers need to build confidence within their organisations.

In this presentation, Val Jonas describes the practical ways in which Risk Decisions is helping large organisations to build a layer of confidence within the business that helps to avoid nasty surprises that hit share price and threaten company collapse. This in turn builds confidence in the market. And the results have a further up-side - a more efficient and motivated workforce, better able to take opportunities.

Steve Garfein
Managing Director, RPM Systems Corporation, USA

Mr. Garfein was a member of the management team that developed the Apache helicopter at the Hughes Helicopter Company (now a part of Boeing). One of his responsibilities at Hughes was the design and implementation their performance measurement system which was validated by a tri-service team from the U.S. Department of Defence. He also established and managed the Hughes Enterprise Project Management Office (EPMO) that included all military and commercial programs plus information technology and facilities investments.

Upon leaving Hughes in 1979, Mr. Garfein founded RPM Systems Corporation to provide enterprise performance management solutions and training to government and industry. RPM began working with Microsoft in May of 1988 on the development of what became Microsoft Project for Windows 1.0 which was released in May of 1990. RPM Systems Corporation was the first Microsoft Project Solution Provider, and Mr. Garfein continues to work with Microsoft today. For more than twenty-five years Mr. Garfein and RPM have been assisting organizations implement enterprise project management (EPM) systems. With the growing adoption of these server-based EPM solutions, RPM is now focusing on the strategic use of EPM; specifically Strategic Portfolio Management.

Mr. Garfein has lectured on portfolio strategy and enterprise project management at Oxford and Stanford Universities. He has an undergraduate degree in business from UCLA and an Executive MBA from the University of Southern California. He is a frequent presenter at local PMI chapters and at PMI Global Congresses, see (1) and (2).

(1) Garfein, S (2004). *Breakthrough: From FORTUNE's Least Admired to Most Admired in Five Years, The Role of the EPMO in Strategy Execution*. PMI 2004 Global Congress, Anaheim, California.

(2) Garfein, S (2005). *Strategic Portfolio Management: A smart, realistic and relatively fast way to gain sustainable competitive advantage*. PMI 2005 Global Congress, Toronto, Canada.

Strategic Portfolio Management

Steve Garfein

Project Management helps ensure that projects are done right. Strategic Portfolio Management determines the very future of the enterprise; its competitiveness, and ultimately, its survival. Think of strategic successes such as Microsoft, Costco, and Starbucks and strategic failures such as TWA, Digital Equipment, and WordPerfect. Each had a strategic portfolio. Each made strategic decisions on what to place in their portfolios and how to execute. Some have thrived. Some have not survived. This paper provides a framework for developing and maintaining an enterprise-wide Strategic Portfolio Management capability. This paper defines and champions Strategic Portfolio Management which the author believes is the natural, evolutionary next step made possible by the foundational enterprise project management (EPM) tools and process currently being implemented in many organizations.

Conference Dinner Speaker

Neil Albert
President PMI - CPM, USA

ABSTRACTS OF PRESENTATIONS

DAY 3 – TRACK 7

Alistair Bowden
Senior Consultant, Nielsen-Wurster Asia Pacific, Australia

Alistair Bowden is currently a Senior Consultant with Nielsen Wurster Asia Pacific and has a background in cost / schedule analysis and contract, procurement management.

As a team member on Dispute Resolution engagements, Mr. Bowden undertakes analyses of schedule delay, design, project controls, costs and related issues. He has previously represented project owners of major capital improvement projects ranging in value from \$1 million \$2 billion on a wide variety of process engineering and construction projects.

Prior to joining Nielsen-Wurster, Alistair Bowden has worked in a variety of project control and commercial roles for Worley Parsons, Shedden Uhde, Clough Engineering, Pricewaterhouse Coopers, Kvaerner China, Bilfinger + Berger China, Transfield and John Holland Asia.

He is currently completing a Graduate Diploma in Construction Law from Melbourne University after completing a Masters Degree in Technology (Engineering & Management) from Deakin University and a Construction Management Degree from Royal Melbourne Institute of Technology.

EPC(M) risk transfer; fact or fiction?

Alistair Bowden

The paper will outline varying industry preferences for “Cost, Time, Performance” (CTP) risk transfers (trade-offs). The paper will consider potential benefits in lessons learnt from various industries.

The paper will consider why the size and experience of the Owner’s staff, urgency of completion and the availability of qualified contractors must be carefully evaluated.

The paper will consider why a determining factor in estimating cost and time for a project is dependant upon the type of contracting and procurement strategy.

In conclusion, this paper will consider current trends and practices for Owners seeking to transfer the majority of their risks through specific assignment. The paper will outline the advantages and disadvantages of basic contractual arrangements and methods for selecting the optimum arrangements for a particular project.

James Forgan
General Manager
WST Pacific Pty Ltd

Jamie is General Manager at WST Pacific where he has worked for the last decade in supporting customers with their selection, implementation and training of leading project management and earned value management tools. During this time he also played a key role in the development of Cobra, Welcom's earned value software product, both as a developer and as product development manager, managing a distributed team of developers, QA and support staff to help produce one of the most popular EV software products on the market.

Prior to WST Pacific Jamie acted as an independent consultant to leading organizations in the real estate, brewing and freight management industries.

He is a past president of the South Australian Chapter of the Australian Performance Management Association. Jamie holds a Bachelor of Business degree from the University of South Australia.

Earned Value Software: Making the Right Choice

James Forgan

Software can be used to great advantage when implementing an earned value system. In fact it is an essential component of any effective Earned Value Management system today. There are a number of products available on the market, all claiming to support your exact EV needs. But do they? What makes a good EV software product? What are the essential features? Functionality? Performance? Ease of Implementation and maintenance? Total cost of ownership? This presentation discusses a number of key elements that need to be supported by an EV software product so that it can be used effectively in an organization to deliver maximum benefit as part of an EVM system.

Pradip Mehta
Manager of Project Control Directors Office,
Port Authority of NY and NJ
USA

Mr. Pradip Mehta has 26 years of extensive and diversified experience in implementing project controls in Energy, Environmental and Infrastructure Industry. He joined Port Authority as a Manager of Project Controls six years ago after serving in the private industry in various capacities for almost 20 years.

He has spearheaded the implementation of the Enterprise Project Management System at the Port Authority.

He holds Masters in Construction Management from Georgia Tech, Atlanta and has presented numerous papers in the area of Project Controls and currently serves as a one of the Board of Directors in the Project Management Institute – College of Scheduling. PMICOS

Stephanie Dawson
Assistant Director, Capital Programs
Office of the Chief Operating Officer
Port Authority of NY & NJ

Stephanie Dawson is currently the Assistant Director for Capital Programs within the Office of the Chief Operating Officer at the Port Authority of New York & New Jersey, a position she has held since June 2005. She is responsible for providing corporate oversight for the Capital Program in close coordination with the Line Departments (Aviation, Tunnels & Bridges, Port Commerce and PATH Rail) and the newly created Project Management Department. She is focused on initiatives to improve agency-wide capital program management and budgeting. Ms. Dawson also supports the Line Departments in the advancement of Asset Management strategies, programs, and performance management.

Ms. Dawson began work at the Port Authority in 1995 in the Technology Services Department as a Technology Consultant. A certified Project Management Professional (PMP), Ms. Dawson has successfully delivered a number of large-scale, mission critical projects that enhanced transportation, security and revenue at Port Authority facilities. Prior to joining the Port Authority, Ms. Dawson served as an Operations Manager in banking and Senior Project Manager and Director at the New York City Department of General Services.

Ms. Dawson's education includes an undergraduate degree in Economics from Cornell University, and a Masters Degree in Public Administration from Marist College.

**Case Study on implementing a web based integrated Enterprise Project
Management System
Pradip Mehta & Stephanie Dawson**

In its quest to improve productivity over the past four years, the Port Authority's has implemented several initiatives to improve efficiency in the design and delivery process for construction projects. As of part of this corporate governance to help manage several hundred projects supporting a five year Capital plan of \$9 billion, the Port Authority's Engineering Department has implemented an enterprise project management system that uses integrated web based tool as the common portal for all major stakeholders, including Project Managers, Functional Task Leaders, Resident Engineers, Project Control Specialists, and Senior Management staff. This presentation will cover the evolution of this system at the PA, social challenges, overall configuration and integration schema, role based drill down reporting at various levels in the organization, portfolio management and lessons learned.

Patrick Weaver
Director, Mosaic Project Services, Australia

Patrick is the Managing Director of Mosaic Project Services Pty Ltd, an Australian project management consultancy business specialising in project control systems and a PMI Registered Education Provider (R.E.P.). Since 1985, he has held a number of Directorships with various project management businesses.

Following four years full time tertiary education in the UK, Patrick worked on a number of major construction projects in the UK and Middle East before migrating to Australia in 1974. In Australia, he worked with leading construction companies in administration and planning roles until resigning from the position of Chief Planner with Thiess Watkins White Pty Ltd in 1985, to start his own project management consultancy business.

Patrick's consultancy work encompasses: developing and advising on project schedules, forensic analysis of project data, managing the development of internal project control systems for client organisations (including Earned Value and Resource Management components), developing database systems to manage complex project data, developing and presenting project management training courses (including Earned Value training, plus PMP and CAPM courses for PMI accreditation), acting as an expert witness and assisting with dispute resolution and claims management. Past and present clients include: Telstra, Optus, Virgin Mobile Australia, Compaq, Ansett, Bovis Lend Lease, RAAF, ASIC, ADI, ASC, BP and Doyles Construction Lawyers.

Patrick has been a PMI member since 1986, as well as being a member of the Association for Project Management (UK), Australian Institute of Project Management and the Australian Performance Management Association. Within PMI, he is a member of the College of Performance Management, the College of Scheduling.

Patrick has been a team member and reviewer assisting with the development of the PMBOK Guide, 3rd Edition and the Earned Value Practice Standard. He is also a team member assisting with the development of the new Scheduling Practice Standard. As VP Finance on the AustPMA ExCom, he was involved in reviewing AS4817 and the Defence Extensions to AS4817.

He has regularly presented papers on project management topics at conferences around Australia and overseas, as well as being part of the team responsible for delivering a number of these conferences.

Float - What is it; Who owns it.....

Patrick Weaver

The concept of 'float' is less than 50 years old. The existence of a 'critical path' and non-critical activities (with their associated 'float') grew out of the science of 'scheduling' as defined by Critical Path Analysis (CPA).

In 1955/56 Kelly and Walker started developing the algorithms that became the 'Activity-on-Arrow' or ADM methodology. Before this time, Gantt Charts, milestones and industrial processes such as 'line of balance' were used to control projects. However, from the 1960s onwards, the use of 'critical path' techniques began to dominate.

Unfortunately, the mathematical precision of critical path scheduling also caught the attention of lawyers and contract draftsmen leading to the evolving concept of the 'contract program' and conferring a degree of legal certainty onto the schedule that cannot be supported by objective analysis. Whilst CPA is an extremely useful way of gaining insight to the essence of a project and it helps define an agreed way of working to achieve the project, CPA is not an accurate or foolproof determinant of 'the future'. Every schedule is a creation of assumptions and presumptions crafted (with greater or lesser skills) by a planner and influenced by the algorithms built into the software used for analysis.

The tasks used to create the schedule are variable (different planners can/will choose different patterns of tasks to describe the same work), as are the allocated durations (based on presumed resources) and the interconnecting logic. The schedule may look 'logical' and may represent the best intentions of the project team at the time it is developed, but it is not the actual future (this cannot be foreseen). The schedule is only a presumed future that may happen, and equally, may not. The effluxion of time will of itself destroy 'float', and any changes that occur during the execution of the project can have dramatic effects on the overall schedule.

Other planning presumptions are equally doubtful. 'Overloaded' resources are impossible; a resource can only work for 60 minutes in an hour, even if the scheduling tool is showing 90 minutes work is required! Similarly, 'under-utilised' resources are rarely seen; most committed team members will find something useful to do even if this means blurring and re-shaping the neatly defined tasks included in the schedule.

However, recognising that 'planning' is an imprecise art (supported by science) opens up a range of governance problems. Effective planning, based on this recognition, requires a willingness to continually monitor and adapt the schedule to make sure it represents the 'best' way forward based on the team's current knowledge of the project supported by a cooperative approach to problem solving. A 'legal' view of effective project governance (particularly given the potential size of delay, disruption and prolongation claims) tends to require more certainty and focuses on risk mitigation. This view has created the concept of 'the contract program', that can only be changed by agreement (if at all), and the assumption that only delays impacting the 'critical path' can give rise to extensions of time, delay costs, etc.

This paper will analyse the factors creating the 'critical path' and 'float' within a schedule and then look at ways of resolving the conflicting views outlined above. Potential solutions to be canvassed include the UK 'Delay and Disruption Protocol', client led integrated teams and the use of alternative planning methods such as location based scheduling, trend analysis and earned schedule.

ABSTRACTS OF PRESENTATIONS

DAY 3 – TRACK 8

A V Ramam
Vice President, SSA Global, India

A V Ramam, Vice President R&D heads the SSA Global India Development Center at Hyderabad India. He has been instrumental in building this offshore development center since 1996. Today this center develops a range of SSA Global products in the extended ERP space including SCM, CRM, PLM applications.

Mr Ramam is the president of PMI Pearl City chapter, Hyderabad and represent the executive board of Hyderabad Software Exporters Association. He was selected as the technologist of the year by Hyderabad Management Association in the year 2002.

Mr Ramam was instrumental in establishing CMMI practices within the SSA Global India development organization by bringing an organization wide change across disciplines.

Mr Ramam is a certified software quality analyst (CSQA) and certified project management professional (PMP). He has over 20 years of experience in IT holding various senior management positions.

Enterprise Process Change Management – Embracing cross cultures and contemporary performance management practices

A V Ramam

SSA Global is one of the global leaders in delivering extended enterprise software solutions with 13,000 active customers around the world. SSA Global technologies India Private Ltd is one of the largest research and development hub for SSA Global.

This paper is about implementing performance management system in a process improvement project as part of continuous improvement journey. Challenges in Process improvement oriented projects are many and it is often too difficult when change is to be brought within a sub system aligning to a global system.

In this specific case, the project was to implement a Quality Management System (QMS) satisfying SEI's Capability Maturity Model Integrated (Level 5) within India development center while the rest of the global organization was operating with multiple QMS platforms.

Typical challenges faced were as below:

1. Return On Investment for the effort and cash investment
2. Strategic alignment of the initiative
3. Alignment with respect to Global development process Vs CMMI processes
4. Investment on standard product development Vs Process improvements
5. Team acceptance on new processes and practices
6. Stay on target with respect to schedule, cost and quality of implementation
7. Top down Vs Bottom up focus on planning and implementation

The project was completed six weeks ahead of time on the 20 month schedule baseline, within 90% of the budgeted cost and considered as one of the best implementation according to the SCAMPI Lead Assessor from Quality Assurance Institute India Ltd. On seeing the success and benefits of this project, the global SSA Management decided to extend this project to other development locations.

Following key leadership and management best practices were successfully deployed on this project and

- Establish the right organization structure for the project
- Involvement and Empowerment of key user groups
- Executive participation across the project
- Earned value management on complete lifecycle activities of the project
- Sound communication planning and execution
- Stakeholder management(Sr Management and cross functional user groups)

We believe the best practices from this project will benefit any multicultural, geographically distributed system development organizations to improve up on their process maturity and succeed in process improvement projects.

Cecily MacDougall
Managing Director Building Business4Business, Australia

Cecily MacDougall has had a very successful career in management and management consulting extracting value in business and information technology fields and delivering excellent results from complex business and information technology programs. Cecily is the founder and Managing Director for Building4Business Pty Ltd, Australia. Building4Business practitioners work with organisations to provide frameworks for continuous improvement of intangibles. These support the application of good leadership and management practices to drive meaningful, measurable and sustainable improvements. Building4Business is a member of the Performance Measurement Association, Centre for Business Performance, Cranfield University UK.

Having held varied positions in her career including General Manager, and Operations Manager of online businesses at EMERGE, Principal with Charter Wilson, Senior Consultant with Gartner Group, Management consultant/Project manager with Tier, Unisys, Aspect and Wang Australia, Cecily has an unusual range and depth of skill. Assignments have been extremely varied, including; the development of a Benefits framework for the justification of a business solution to streamline project reporting and portfolio management for Government, as well as Project Directing the development of the business solution and realisation of benefits; determining the value contribution of a research and development division for an engineering company as input for continuous improvement; reviewing cost efficiencies in the depths of underground coal mines; risk mitigation strategies and hazard identification for the movement of an oil rig; knowledge and information management strategies across Government and commercial sectors and many more. Cecily is client focused and attuned to client's business outcomes.

Cecily is Treasurer for the RCH Foundation Live Music in Hospitals Program and Deputy Chair of the Board for Ability Australia Foundation, which is dedicated to help the disabled at an operational level and strategic lobbying level.

Academically her achievements include a Master of Business Administration and is finalising her Masters in the Professional Accounting Stream. Accreditations include Inclusive Value Measurement practitioner (Level 2), PRINCE2 project management practitioner, and Workplace Trainer/Facilitator (Category 1).

Renowned for her relationship building and exceptional lateral thinking abilities, Cecily creates innovative yet practical solutions for the management of business problems. Cecily was a finalist in 2003 for the "Women of Achievement" award, awarded by the Brain Foundation. This award was developed in the mid-1990's to recognize women who contribute to society and demonstrate a multi-dimensional role, risk taking and innovation, commitment to achieving a goal and act as a role model for others.

Quantify Business Benefits to Justify your Project for Investment and Demonstrate Organisational Achievement

Cecily MacDougall

The right investment choice between projects and programs is key to maximizing the achievement of an organisation's long-term goals and objectives. Organisational outcomes occur through this achievement, whether it be partial or otherwise. By not only making the right organizational choice, an organisation must then obtain the most value from this investment.

Executive management requires justification for project investment and this justification requires quantification of benefits.

Jostling and competing for investment, many projects and programs are usually compared only on the financial analysis. One of the main reasons for this is that the benefits are not always explicit and are not quantified in financial terms.

In the past, many managers have struggled to measure and quantify the benefits, especially those of an intangible nature. How many projects that would provide significant benefit and value, have not been selected for the portfolio because they lacked financial justification and could not quantify the contribution of the project? In spite of these difficulties in quantifying the benefits, organizational leaders are now asking the tougher question as to how this investment will improve the business. As a result, organisations are seeking an effective and consistent approach to identifying and monitoring the benefits from investment.

Benefits can be quantified and can be measured through a structured Benefits framework. This framework needs to identify and quantify the benefits in accordance with accounting principles and practices. Using such a framework, means that each benefit is quantified and measured in both financial and non-financial terms. This means that the benefits can then be stated explicitly in the investment appraisals and taken into account for the standard financial analysis methods. Projects can then be compared and contrasted equitably using methods such as NPV and IRR in a commercial environment and a Benefits Cost Ratio can be used in the public sector.

These quantified benefits can be used to both justify the project and then for monitoring, over the life of the project and investment. To an executive, being able to quantify the benefits realized by the investment provides assurance of effective projects not only to the organisation but also to stakeholders and shareholders.

Effective projects lead to the achievement of organisational objectives.

Vladimir Liberzon
General Director Spider Management Technologies, Russia

Vladimir Liberzon is the General Director of Spider Management Technologies, the leading Russian project management consulting company with the branches in other CIS countries and Eastern Europe, PMI Approved Global Registered Education Provider. He is a founder and current Vice President of the first Russian PMI Chapter in Moscow. As PM consultant he was involved in implementation of the project management systems in the leading Russian and Ukrainian enterprises in many industries (Aerospace & Defense, Banking, Construction, Metallurgy, Oil & Gas, Retail, Shipbuilding, Software development, Telecommunications, etc.). He provided public trainings and in-house seminars for leading Russian and International companies including UNESCO, Ericsson, Japan Tobacco International, SAP AG, Siemens, RAO Gazprom, Russian Aluminium, Lukoil, Yukos, etc.

Vladimir presented at many PMI congresses and regional symposia and published 4 books and more than 100 papers on project management.

Vladimir Liberzon is also an architect and a manager of Spider Project development. Spider Project is the powerful professional PM software that is very popular in CIS countries.

Managing Project Success

Vladimir Liberzon

This presentation covers many topics that are listed in the Symposium agenda, such as Setting the Targets, Business Benefit, Theory of Constraints, Integrating Risk with Cost, Schedule and Scope Management, Analysis and Use of Performance Data, Scheduling, Enterprise Scheduling, etc. So it is hard to refer it to any single topic.

Setting targets is a key task that defines the process of project decision making and project performance analysis. The usual approach of triple constraints is very complicated, yet it does not include all necessary considerations for determining if project performance is successful. It does not allow us to interpret the significance if the project exceeded the planned budget but was finished earlier than expected or if it was finished late but saved some money? It fails to evaluate the consequences if the project was on time and within planned budget but expected revenues were not achieved?

In this presentation we suggest to set one single project success criterion that integrates project schedule, cost and business goals. Establishing this single criterion is complex since it must include project scheduling, project budgeting, estimating of the future business benefits from the project product delivery, and risk analysis and simulation. As a result project planner will incorporate the following data:

3. Target finish that may be achieved with reasonable probability,
4. Target budget that may be achieved with reasonable probability,
5. Forecast of the probable future benefits (for an example – future profit curve).

All these data are calculated, taking into account all project constraints (including resource, financing and supply constraints) and risk simulation.

The next step is to define a specific point in time for measuring project success. Let's suppose that probable project NPV at this moment is X dollars. This amount can be accepted as the single project success criterion for the project management team. It will influence the project manager's decision making process. Now management decisions will be taken estimating their full business consequences. Project managers may decide to spend additional money to accelerate project performance if the NPV at the targeted date will rise as a result of this action. At any time project performance may be measured by the forecasted target NPV – if it exceeds X then project performance is successful.

Target NPV depends not only on project performance but also on the market conditions and other project environment parameters. So project managers will analyze not only project performance but also profit forecasts trying to improve everything.

We will also discuss a set of project success and failure targets. We recommend to set at least three success targets. One is optimistic project target that is set for the project team, project management team target includes contingency reserve, management target includes management reserve, failure target defines conditions when project performance will be terminated. Probability of meeting all these targets will be estimated during project performance and used for decision making. If success probability trends are negative then corrective action is necessary. If failure probability becomes high then project termination will be considered.

In this presentation we will discuss project success management technique that includes resource limited project scheduling, risk simulation, setting multiple targets, buffer management, and success probability trend analysis.

Catherine O’Gorman
Director,
EDS Service Excellence,
EDS Asia Pacific

Catherine O’Gorman is the Director of Service Excellence in Asia Pacific for EDS. Catherine has been involved in Service Management, Performance Management and Service Quality for the past seven years - consulting on the programmes, processes and tools for ensuring service quality. With over 28 years experience, career highlights also include Applications Development and Support, Change Management, Incident and Problem Management, and Operations Analysis & Implementation.

Following transition to EDS from the Commonwealth Bank of Australia in 1997, Catherine was responsible for expanding the Service Management organisation to support multiple clients in both leveraged and unleveraged environments. Catherine then successfully led a highly matrixed organisation with responsibility for governance, management, collection and reporting of SLA and other internal metrics - developing / utilising associated processes to manage EDS performance by fact.

In her current role, Catherine works with client-facing executives assisting in the implementation of continuous improvement programmes to maintain / improve service quality. Catherine is also responsible for conducting interviews with clients to obtain their feedback on EDS performance and works with client-facing executives to address any client concerns /expectations. Catherine has also developed processes and training programmes designed to improve client satisfaction ratings.

Chris Ifland
Senior Consultant EDS,US

Chris Ifland has worked in the Information Technology industry for over 25 years. He has worked in corporate performance management and client relationship management for the last eleven years. He is currently a senior consultant with the EDS Service Excellence program where he coordinates knowledge management activities for internal and external Service Excellence partnerships.

Prior to this, Mr. Ifland worked with several EDS divisions in organizational change management, management consulting, process reengineering, performance measurement, software measurement and software systems architecture. Chris began his career at EDS by pioneering the design and implementation of EDS' desktop workstations and infrastructure.

Chris resides in the US in rural Washington State with his wife Rebecca and eight children. Chris enjoys books, travel and music.

Creating a Culture of Service Excellence – A Case Study

Catherine O’Gorman & Chris Ifland

EDS instituted its industry-recognized Service Excellence program in 1999 to provide a corporate level focus on client accounts. Over its six years of operation, the program has produced an improvement in client satisfaction from 73% to 93% and improved sales performance, revenue and profit through rigorous correlation with service delivery performance. In addition, it has clarified the path for improvement in client relationships through establishment of a client loyalty segmentation model. The model has become a corporate paradigm for thought and action around client relationships and is reinforced through direct ties to compensation and recognition. Return on investment for the program has been realized through identification and reclamation of costs due to poor service delivery and through higher profit and sales rates associated with improving client loyalty.

The program is comprised of five key elements: client feedback, performance monitoring, alerts, critical response process and learning/improvement. Each area plays a vital role in providing effective response, transparent interactions and sustained business understanding with our clients. Further, these elements establish a basis for proactive leadership and agility in sustaining value and close personal relationships.

At the core of the program is an unprecedented level of client feedback gained through executive interviews and client surveys. Account leaders provide additional insight and perspective on the client experience, while objective measures of service delivery round out a robust set of views on the client relationship. Feedback, performance thresholds and triggers create the basis of performance monitoring and alerts which allow EDS to respond effectively to changing situations as well as service breakdowns. On a broader level, the information we glean from our clients and our service delivery groups is analyzed for trends and insights across client groups by industry and region. Such analysis has produced a client loyalty segmentation model which differentiates the characteristics and behaviors of our least and most loyal clients, giving us a basis for moving relationships forward and predicting financial outcomes.

Improving client loyalty has clear requirements and results at EDS. Through an effective program focused on client relationships and service delivery, EDS has translated the voice of the client into service excellence and financial growth. This paper will detail the history, architecture and results of the EDS Service Excellence program.

ABSTRACTS OF PRESENTATIONS

DAY 3 – TRACK 9

Lloyd Carter
Managing Director,
MTC AustralAsia

Lloyd L. Carter is currently the Managing Director, MTC AustralAsia Pty Ltd in Canberra ACT Australia and Chairman of the Carter Group of Companies. Lloyd has been designated a Project Management Professional from the Project Management Institute and has been awarded a Professional Designation in Contract Management from the United States Contract Management Association. Current organisations under the Carter Group brand operate in Australia as MTC AustralAsia Pty Ltd, the United States as EMTC LLC, and the United Kingdom as MTCA Limited. The skills, intellectual property and personnel of each of the cooperating entities in the Group are available to all of the other members of the Group. In addition to offering consulting services internationally, MTCA Pty Ltd manages the Australian International Performance Management Symposium in conjunction with the College of Performance Management-Project Management Institute and the United Kingdom Performance Management Symposium in conjunction with the Royal United Services Institute.

Lloyd has been involved with Performance Management Systems and Program Management since 1968 when he was assigned as the Production Program Officer in Charge at the General Electric Company in Valley Forge, Pennsylvania, USA. While in the United States Air Force, Mr. Carter served in various acquisition management positions directly related to Project Management and Performance Management Systems. This included assignments ranging from source selection to contract operation activities.

From 1972 to 1981, he served as Associate Professor of Acquisition and Project Management at the School of Systems and Logistics at the Air University. Included in the duties was providing consulting services to various Department of Defense agencies as well as to the National Aeronautic and Space Agency, Department of Energy, and Department of Transportation.

As a private consultant he has designed, developed, and conducted public and in-house seminars on project management attended by thousands of students. He has designed and implemented project performance management systems and provided consulting services to over 200 contractor and governmental organisations in the United States, Australia, England, Canada, Japan, France, Italy, and Saudi Arabia.

Do principles of Performance based Contracting really exist?

Lloyd Carter

Performance Management is considered a relatively new concept to the field of management. What differentiates Performance Management is the focus it brings on overall results, measuring results, focused and ongoing feedback about results, and development of plans to improve results. The focus extends beyond improving results for internal effort to also encompass goods and services delivered under contracts.

Contract performance management is an essential part of every contractual arrangement in assessing, monitoring and reporting contractor performance. It is an issue that every contract professional needs to constantly address to improve performance levels and achieve specified outcomes. Contract performance management therefore involves the in-depth analysis of every aspect of the contract: from performance measures and KPIs and risk management to performance reporting systems and payment models. And the keys to an effective contract performance management system are the continuous review of all principles and techniques and the ongoing dialogue and feedback between the customer and provider.

However, the application of performance based contracting varies considerably between different industry sectors. This presentation will identify the reasons for the differences and attempt to present a standard set of principles which may apply to all industries.

Madhavan Rao
Asst Vice President, Satyam Computer Services, India

Madhavan S Rao is Asst Vice President at Satyam Computer Services Limited, India. He has consulted in IT to several Fortune 500 clients and executed numerous projects as the Project Manager / Program Manager. He has been the Account Manager for moving several programs from onsite to offshore and delivering them with the expected business benefits.

He has been involved with designing and implementing enterprise-wide systems on Project Management and Performance Management to track the business benefits across various levels, for the last 20 years.

Learning from the challenges in implementing enterprise-wide systems, that involve issues of Change Management, he has experimented with approaches that focus on these challenges and put together a strategy called "*Assurance Management*".

This has been applied and fine tuned, and has delivered successful outcomes.

Madhavan is a certified PMP from PMI, USA. He has been the founder Vice President of PMI, Pearl City Chapter, Hyderabad, India. Currently he is one of the Directors of the PMI Bangalore Chapter, India.

Innovations in implementing enterprise-wide Performance Management Systems

Madhavan Rao

IT outsourcing sector is one of the fastest growing global businesses today. The dynamic nature of the industry and changing expectations is exerting a lot of pressure to deliver faster, better and cheaper. Many IT companies are learning from continuous innovation to develop performance management systems that can be designed, developed and implemented with speed across the enterprise. The issues of Change Management during implementation are significant. The human factor in accepting and adapting to such systems in a smooth way continues to influence the success or failure of well designed performance management systems.

Assurance Management deals with the best possible ways to handle the challenges of implementing such enterprise-wide systems. The focus is on human factors and Change Management. The structure for implementation is tailored to factor in distributed leadership, assured buy-ins and increased comfort to handling change.

Learning from the challenges in implementing enterprise-wide systems that involve issues of Change Management, the author has experimented with approaches that focus on these challenges and put together a strategy called “*Assurance Management*”.

This strategy has been applied, fine-tuned and has delivered successful outcomes across several initiatives in the organization.

The innovations factored in *Assurance Management*, as part of the implementation strategy include:

- Establishing a reliable self-sustaining structure for implementing change initiatives,
- Concept called “Change Management”,
- Distributed Leadership, Empowerment and dignity for stakeholders,
- A measurable pull eco-system,
- Proliferation – Small , Fast and Assured,
- Continuous improvement,
- Slicing of Effort & Time required from each stakeholder,
- Real time progress tracking,
- Assurance of minimal disruption of normal business, while implementing the change and
- Culture of ‘Acceptability to Change’.

The innovation and simplicity brought in by “*Assurance Management*” for implementing enterprise-wide systems involving change management will be presented. Practical case studies will be shared.

Adam McInnes
CEO, Open Windows
Australia

Adam is a founding Director and Chief Executive Officer of Open Windows, the Enterprise Contract Management Software company currently managing approximately \$30 billion worth of contracts for their customers. Adam gained his depth of experience and knowledge of contract management working as a commercial construction manager in Victoria in the 1990s. He has a bachelor's degree in Environmental Science from The University of Melbourne and regularly lectures on contract management techniques and the industry for the University's business school. Adam has presented papers titled "The Importance of Contract Management" 2003, "15 Compelling Reasons for Enterprise Contract Management" 2003, "Positive Contract Management in Outsourcing" 2002, and "Benefits of Good Contract Management" 2002.

Contract Management; Essential tools to good Governance

Adam McInnes

In his presentation, Adam will cover the basic elements of electronic contracting and its evolution to the current state of industry acceptance. Electronic contract automation for improved governance and tighter contract compliance is essential for every business, where today, a core competency of every business must be contracting. You can outsource the service, but not the accountability, and a systems approach to ensure specified outcomes are achieved on time and on budget is required. Businesses not managing contracts effectively will be behind the eight ball, and less competitive than those that are.

Rob John
Working Party Chair AS4817-2006 Update.
(Senior Consultant MTC AustralAsia Pty, Ltd)

Rob John has been involved with project management for over 25 years, initially within the Department of Defence, then within Defence industry and over recent years as a management consultant with MTC AustralAsia Pty Ltd, a company specialising in performance management systems implementation, consultancy and training internationally.

Project performance measurement through Earned Value techniques has been an important part of Rob's management toolkit for the past fifteen years. Initially this was due to Earned Value being a contractual requirement imposed on a large Defence project. From that beginning he has been involved in the use of the technique across a variety of projects in both project management and governance roles. Rob's management consulting role is now helping to steer other organisations down that path, tailoring their use of Earned Value and other performance management methods to suit their individual maturity and needs. For instance, Rob recently established an EVM system for a Thiess John Holland JV to assist in the management of the \$2 billion dollar, 40km long EastLink tollway construction project in Melbourne.

In his capacity as a member of the Standards Australia committee maintaining standard AS4817, "Earned Value Measurement Using Earned Value", Rob has chaired the Working Party that has developed the updated 2006 version. He has also assisted SAI Global to establish and deliver Earned Value training programs and an industry 3rd Party Certification program against Earned Value standards, utilising the common framework already in existence for other Certification programs such as Quality (ISO9000). He has also been instrumental in the development of a supporting guidebook, soon to be published by SAI Global, to assist organisations to comprehend the implementation considerations when introducing an Earned Value Management System.

**Recent changes and initiatives relating to AS 4817 Project Performance
Management using Earned Value
Rob John**

This presentation will outline the changes introduced with the recent release of an update to the standard, "Project Performance Measurement Using Earned Value", AS4817-2006. It will also outline the content of a new companion guide being published by Standards Australia aimed at assisting organisations to plan their implementation of an Earned Value based management system. The value proposition for an organisation seeking independent 3rd Party Certification of their AS4817 implementation will also be covered as will the move to develop an International EV standard through ISO.

EXECUTIVE PERSPECTIVE – LUNCHEON SPEAKER

Stephen Garfein Managing Director, RPM Systems Corporation, USA

Mr. Garfein was a member of the management team that developed the Apache helicopter at the Hughes Helicopter Company (now a part of Boeing). One of his responsibilities at Hughes was the design and implementation their performance measurement system which was validated by a tri-service team from the U.S. Department of Defence. He also established and managed the Hughes Enterprise Project Management Office (EPMO) that included all military and commercial programs plus information technology and facilities investments.

Upon leaving Hughes in 1979, Mr. Garfein founded RPM Systems Corporation to provide enterprise performance management solutions and training to government and industry. RPM began working with Microsoft in May of 1988 on the development of what became Microsoft Project for Windows 1.0 which was released in May of 1990. RPM Systems Corporation was the first Microsoft Project Solution Provider, and Mr. Garfein continues to work with Microsoft today. For more than twenty-five years Mr. Garfein and RPM have been assisting organizations implement enterprise project management (EPM) systems. With the growing adoption of these server-based EPM solutions, RPM is now focusing on the strategic use of EPM; specifically Strategic Portfolio Management.

Mr. Garfein has lectured on portfolio strategy and enterprise project management at Oxford and Stanford Universities. He has an undergraduate degree in business from UCLA and an Executive MBA from the University of Southern California. He is a frequent presenter at local PMI chapters and at PMI Global Congresses, see (1) and (2).

(1) Garfein, S (2004). *Breakthrough: From FORTUNE's Least Admired to Most Admired in Five Years, The Role of the EPMO in Strategy Execution*. PMI 2004 Global Congress, Anaheim, California.

(2) Garfein, S (2005). *Strategic Portfolio Management: A smart, realistic and relatively fast way to gain sustainable competitive advantage*. PMI 2005 Global Congress, Toronto, Canada.

Howard Hughes beyond “The Aviator”

Stephen Garfein

Four years ago, at the 2002 Symposium, Mr. Garfein presented a keynote address titled *Project Management Lessons Learned in Howard Hughes’ Hobby Shop*. Upon returning to the United States after that Symposium, he was contacted by Jack Real, Howard’s best friend for the last twenty years of Hughes’ life. Through Jack, Mr. Garfein was able to interview a number of individuals who were close to Hughes during the final decades of his life.

This year’s keynote address will focus on the last twenty years of Mr. Hughes’ life providing new insights on how the Hughes managed his life and his empire, and his continuing legacy ranging from the \$15 billion Howard Hughes Medical Institute, to geosynchronous satellites, to the Apache Helicopter.

Hughes died – some would say prematurely - in 1976. What could have been done to save Mr. Hughes from himself and the Palace Guard? What business lessons can we learn from *The Life, Legacy and Madness of Howard Hughes*?

If you have not seen the film *The Aviator*, we recommend that you view it as background for this keynote address. The keynote begins where the film ends, with the flight of Mr. Hughes’ Flying Boat, the “Spruce Goose” in 1947.

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BAE Systems Australia

BAE Systems Australia is committed to being the Australian Defence Force's through-life capability partner in integrated military systems and support solutions. We combine key skills in project management, engineering and systems integration to provide electronic warfare systems, military air support, air defence, mission support systems, intelligence, surveillance and reconnaissance and battlespace communications.

The company's strategy, robust processes and organisation structure, supported by its 2,600 employees, are designed to meet Defence's evolving requirements. The system works to optimise military capability by delivering the most efficient, value for money solutions. It draws on the strengths of the global company to develop greater capabilities which ensure the protection of Australia and its Defence Force.

Project Management Processes

BAE Systems Australia's businesses are based upon the management and delivery of projects and services. Projects are managed according to mandated processes that are underpinned by a corporate process architecture known as Lifecycle Management (LCM). LCM ensures the ability of BAE Systems Australia to achieve managed repeatability of quality, cost and schedule. It also provides the basis of a common language and terminology across the whole of the business – regardless of market or product.

The LCM process relies on clear planning and processes. Structured peer and management reviews, conducted by domain experts, provide the mechanism to assess the project and to ensure that the best efforts and knowledge available are being used.

In 2005 BAE Systems Australia became one of a very few companies in Asia Pacific to have been awarded Project Managed Organisation (PMO) Level 4 certification by the Australian Institute of Project Management (AIPM). The certification is given to organisations that have demonstrated an organisation-wide commitment to the continuous improvement of its project management capabilities.

Project Management Staff

The projects managed by BAE Systems Australia range from short duration, specialised, one-off projects to large, multi-million dollar, multi-discipline, highly complex programs that span many years in duration. As such, we employ staff in a variety of project management roles, among them Program and Project Managers, Cost Schedule Analysts and Control Account Managers. These employees are subject to project management governance mechanisms that ensure project management activities are executed in accordance with defined processes.

To support our project management staff BAE Systems Australia has developed a full project management learning and development program. This support structure includes training, coaching and networking opportunities within a career and performance management framework. Additionally BAE Systems Australia has an on-going commitment to certifying its project management community against external certifications. Many of our Project Managers hold Project Management Professional accreditation from the Project Management Institute and/or Registered Project Manager accreditation from the AIPM.



**Australian Defence Business Review (ADBR)
Australia's most prestigious defence business magazine**

Established in 1982 as a fortnightly print newsletter, the publication has been continually upgraded and is now highly regarded in Defence, national security and industry circles. ADBR consistently delivers high value-added commentary and analysis of the key issues facing the Australian Department of Defence and border security communities, and how consideration of these issues by the National Security Committee of Cabinet filters down into the generation of new business opportunities for commercial enterprises.

The rapidly-changing global strategic outlook has seen the Australian Government move to an annual cycle of revisions to its security analyses, meaning constant adjustments now occur to the structure of the Defence organisation, along with the prioritisation of capital equipment acquisition proposals contained in each annual Defence Capability Plan. Added to these traditional security issues, have been Australia's active participation in the War Against Terrorism, as well as multi-national efforts to limit the spread of Weapons of Mass Destruction. ADBR keeps readers up to date, in detail, on these Defence policy shifts.

The magazine presents in a print-professional, full colour layout, and circulates throughout Australia and New Zealand, as well as into the United States and Europe. ADBR delivers each month, a high-quality and succinct briefing on all the key defence business issues to corporate chief executives and business development managers, senior Defence officers, higher-level Departmental strategists and planners, acquisition project directors, Commonwealth and State politicians and their senior advisers.

In 2004, ADBR launched a new title, the monthly 'ADBR-Entrepreneur' (ADBR-E) electronic newsletter. Through its endorsement of the 2003 Kinnaird Report into Defence Procurement, the whole Australian military-administrative landscape will change over the next 12-18 months as the Defence Materiel Organisation is extracted out of the Department of Defence, and set up as a independent agency with a CEO hired from private industry.

These are issues of great import for Australian defence-industry suppliers. ADBR-E has been established to report on the detail of such changes, virtually as they happen, and in a manner that is supplementary (albeit complementary) to the monthly ADBR magazine publishing cycle. The Australian Government has also reaffirmed it remains fully committed to pursuing the benefits of the new electronic age for our national defence forces, and has confirmed its promulgation of a Network Centric Warfare (NCW) 'roadmap', whose implementation will have a cross Defence effect on architectures and standards for all major military acquisitions.

Inevitably, adjusting to rapidly changing circumstances in Australia's national defence situation will substantially change the way defence companies organise themselves in order to successfully exploit new opportunities, particularly those emerging from the thirst for intelligence and better quality knowledge. As we head into our 23rd year of continual defence publishing, ADBR's value model continues to assure its readers of delivery in high value-added analysis and commentary on the broad range of issues bounding the Government's implementation of national defence policy.

(Website: <http://www.adbr.com.au>)

Australian Performance Management Association

Australian Performance Management Association

The Australian Performance Management Association is a non-profit professional association. Our goal is to provide an exclusive forum for the free exchange of information and a network of colleagues in Project Performance Management and other quantitative project management disciplines.

AIMS AND OBJECTIVES

- To provide a forum for the free exchange of information with respect to performance measurement aspects of project management.
- To foster recognition and professionalism in performance measurement disciplines.
- To coordinate and encourage governmental, industrial, and educational efforts toward improved application in the performance measurement disciplines.
- To develop and disseminate common terminology and techniques so as to improve communications among the personnel in these disciplines.
- To provide the vehicle for successful interaction between the users and suppliers of computer hardware and software systems for performance measurement in project management.
- To provide guidelines for instruction and education in performance measurement in project management and encourage the growth and further development of career opportunities in these disciplines.
- To foster the integration of the technical, cost and scheduling aspects of performance measurement in project management.
- To establish a library and source publications of interest and make them available to members.

WHO TO CONTACT

ACT Chapter – austpma_president_act@austpma.org.au

NSW Chapter – austpma_president_nsw@austpma.org.au

VIC Chapter – austpma_president_vic@austpma.org.au

SA Chapter – austpma_president_sa@austpma.org.au

QLD Chapter – austpma_president_qld@austpma.org.au

MEMBERSHIP - What do you get for your membership?

- Regular Chapter meetings with Guest Speakers and Product Demonstrations (Contact your State Chapter President for further details)
- Quarterly Newsletters and regular articles of interest via e-mail. (Please advise your e-mail address)
- Special Members only area on the AustPMA web-site
- How to apply for membership? Download the form from the website www.austpma.org.au and send to the address on the form.

Primavera Australia



Primavera Australia is the sole distributor of Primavera Project Portfolio Management systems for Australia and New Zealand. With over 15 years of implementing Primavera solutions to more than 1,300 local customer organisations, we have gained a reputation for both product capability and excellent service. In recognition of this, our company is accredited by Primavera Systems Inc. as the only Premier Primavera Solutions Provider (PSP) outside of USA. We are wholly Australian owned, profitable and growing.

With offices in Sydney, Melbourne, Canberra and dealers in Perth, Brisbane and Auckland, the group has in excess of 50 professionals offering end-to-end services, including implementation, integration, training and technical support. Our experts bring to clients a uniquely powerful combination of project management and technological expertise. They have worked in nearly every industry, on nearly every type of project, and are proficient in leading-edge database and information systems technology. They have implemented Primavera solutions for customers in a wide variety of environments, providing services ranging from short-term support to managing full-scale, global rollouts.

Primavera Systems, Inc.

Primavera Systems, Inc. is the world's leading project and portfolio management software company. We provide the software foundation that enables all types of businesses to achieve excellence in managing their portfolios, programs, projects and resources. It is estimated that projects totaling more than \$5 trillion in value have been managed with Primavera products.

Primavera provides industry-specific solutions to more than 75,000 customers around the world. Companies turn to Primavera to help them make better portfolio investment decisions, improve governance, prioritize their project investments and resources, and deliver tangible results back to the business. Primavera professional services personnel are equipped to help our customers reduce implementation risk, time and cost, while maximizing the return on their software investment.

Only Primavera offers a complete selection of best-of-breed project and portfolio management solutions - each one specifically designed to meet the challenges of specific vertical industries.

With Primavera, you will:

- Select the right strategic mix of projects.
- Assure project, IT and corporate governance.
- Enhance processes and methods.
- Improve project team collaboration.
- Measure progress toward objectives.
- Complete more projects successfully and with the intended payback.

<http://www.myprimavera.com.au/06/>



WST Pacific

WST Pacific is a full service organisation which has been providing project-oriented software products, training and consulting services since 1989. Using the company's project management industry knowledge together with the technical skills of a commercial application developer, WST Pacific has the knowledge and professional experience to deliver solutions that meet current and future needs.

The company is an exclusive distributor for leading project and performance management solutions including those from **Welcom**, **C/S Solutions** and **HMS Software**. Products include:

- **WelcomHome**[®]: a web-based project portal and collaboration tool that allows all project participants to collaborate and share information through a common interface.
- **WelcomRisk**[®]: WelcomRisk provides a structured means of identifying, mitigating, and reporting project risks. It helps organizations to proactively reduce project risk.
- **WelcomPortfolio**[®]: a web-based application providing a structured approach to evaluating, selecting, and prioritizing projects so that resources are always invested in the right projects – those that best fit with current business strategy.
- **Open Plan**[®]: a powerful and flexible enterprise project management system that supports multi-project analysis, critical path planning and advanced resource management.
- **Cobra**[®]: a powerful system for managing project costs, measuring earned value, and analysing budgets, actuals, and forecasts. It offers seamless integration with leading scheduling tools and unmatched flexibility.
- **Cobra Web Pack**[®]: a set of web-based reports that provide secure access to Cobra data over the web, allowing your enterprise to better communicate with stakeholders, analyse data interactively, maintain earned value data centrally and manage project performance.
- **wInsight**[®]: a tool for analysing, sharing, consolidating, and reporting earned value management data.
- **TimeControl**[®]: an enterprise timesheet system designed to integrate with both your project management system and your Finance/ERP system

WST Pacific Consulting can tailor the products we offer to suit specific client requirements. The company's software development team has experience with a wide range of technologies as well as corporate databases such as Oracle[®] and MS SQL Server[®]. WST Pacific's structured software development methodologies ensure the delivery of robust software and the resulting systems are professionally documented and supported.

WST Pacific also offers a comprehensive choice of training programs for the Welcom product range, TimeControl and wInsight. To ensure users with different levels of experience are accommodated, topics range from basic operation to advanced customising techniques. Additionally, company consultants work in conjunction with organisations to adapt the standard courses to achieve particular client objectives

MTC AUSTRALASIA

MTC AustralAsia

Enterprise Performance Management

MTCA is an Australian-registered company specialising in Performance Management Consulting, Project Management Staffing and related Training Services for Australian and overseas clients.

Our vision is to be recognised leaders in the furtherance of the performance management discipline, a customer's first choice for the provision of performance management system solutions and to continually improve through the professional growth and active involvement of our people.

Employing only specialist staff with extensive project based experience, **MTCA's** primary aim is to assist organisations to plan, establish and control their project, program, portfolio and strategic enterprise level endeavours. We identify the performance objectives at each level and then focus on the value, timeliness, integrity and analysis of relevant measurement data. We ensure that an enduring performance management system results by addressing the leadership, technique and cultural changes required within the organisation.

We provide advice on governance and teaming structures to meet various contracting scenarios, help to identify key performance indicators and to develop integrated performance reporting systems that assist the various management levels to better comprehend their project and business performance.

MTCA offers consultants and staff who are uniquely acquainted with international commercial and government practices and requirements. Project work in both Government and Industry sectors includes experience in telecommunications, shipbuilding, construction, electronics, aircraft, space, military, energy and transportation, many with a software intensive focus.

MTCA is an Australian Government Endorsed Supplier and a Defence Recognised Supplier. It is affiliated with the **Carter Management Group**, which provides international services in Performance Management. Current organisations under the Carter Group brand operate in Australia as **MTC AustralAsia Pty**, the United States as **EMTCo LLC** and the United Kingdom as **MTCA Limited**. The skills, intellectual property and personnel of each of the cooperating entities in the Group are available to all of the other members of the Group.

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EXHIBITORS



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- Improve project team collaboration.
- Measure progress toward objectives.
- Complete more projects successfully and with the intended payback.

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Are your corporate objectives adequately supported by your organisation's capability to deliver?



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There are a range of Knowledge Networks to choose from so you decide who you want to network with.

Think of what you and your organisation could learn from our Knowledge Networks – and think of what we've learned that's at your disposal as a member.

→ **Here's what our members have said:**

“We have benefited, and continue to benefit from Human Systems Knowledge Networks – especially in improved team performance and project success.” **Alex Wright, Director, Microsoft Human Resources IT**

“Membership ... allows participants to gain an understanding of what does constitute contemporary best practice ... gain a reassuring sense that they are not alone ... [and] learn from examples where organisations have materially improved aspects of their project delivery capability.” **A Leading Australian Financial Institution**

→ **Human Systems Knowledge Networks**

Human Systems Pty Limited
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Founded in 1969, Cognos employs over 3,500 people and serves more than 23,000 customers in over 135 countries. Whether they choose to apply Cognos software strategically on an enterprise scale, or leverage it as a point solution to address key operational requirements, our customers use Cognos to better monitor, understand, and drive the successful performance of their business. Cognos customers are involved in every industry sector including automotive, banking and insurance, energy and natural resources, government, healthcare, manufacturing, and pharmaceuticals.

"As enterprises around the world move to adopt corporate performance management (CPM), Cognos will continue to direct our products, support, and services toward helping our customers deliver on its promise."

Rob Ashe, President and CEO, Cognos

Enterprise Planning

Define what you want to achieve-and how you will achieve it. Use a hierarchy of plans, measures, and reports that flow from broad strategic objectives to tactical plans across departments, divisions, and locations. Cognos delivers the planning, budgeting, forecasting, modeling, consolidation, and financial reporting you require.

Cognos Controller

With a strong focus on corporate accountability and new standards of regulatory governance comes a demand for an effective reporting, consolidation and analysis system. Cognos Controller is a proven financial reporting solution designed to streamline the process of consolidation, compliance, and reporting for large enterprises that are looking to drive speed and integrity into their corporate performance. A complete solution that meets today's compliance requirements (SOX and GAAP), while preparing organisations for future regularly requirements (IFRS and IAS).

Enterprise Scorecarding

Manage what matters to your company. Implement any form of performance management initiative: Balanced Scorecard, Six Sigma, TQM, or your own internal system. Cognos delivers software that lets you create metrics, populate them with dynamic data, and link them to each other and the underlying data that provides detail.

Enterprise Business Intelligence

Cognos 8 Business Intelligence is the only solution that provides complete BI functionality in one product, on a single, proven architecture. It delivers seamless reporting, analysis, scorecarding, dashboards, and business event management. It makes all systems and data sources available. It simplifies your IT environment and the way everyone works with information. The result is higher user adoption, better decisions, and a quicker response to threats and opportunities across the organisation. Cognos 8 BI is the clear choice for BI standardisation and a cornerstone of better performance management.



what we do

We support the most important task of any organisation – the execution of their plan. We have software tools, methodologies & people development programs focused exclusively on execution – we translate thinking into action

- *We give leaders back the head space for thinking & strategisation*
- *We help engage people to the plan, facilitate implementation + the ability to track & trace execution*

who we are

Etvia are a new firm & we are doing things in a way no one has done before, so be prepared for something different.

how we do it

We know planning is typically loathed & very dry topic, so we use a proven & easy to work with methodology & technology with a fun & interesting approach to planning. We change the mindset from; *“please! no more planning. I have to get my work done”* to one of empowerment & enthusiasm.

“I know my part in the plan & that is my job”.

Our approach has two key elements;

execution excellence

1. planning process & software:

Break through software to simplify & streamline the planning process & facilitate & manage execution – we put everyone’s accountabilities on their desktop

Process



2. culture & leadership development:

The leadership & cultural environment required to execute to a standard of excellence - today, tomorrow, the next day. . .

People



TASKey Pty Ltd



TASKey is an award winning Canberra-based software development and services organisation which enables real-time structured task and team collaboration over the web.

TASKey® TEAM software enables organisations to manage work through a web browser. Employees and teams are focused on what they need to do to contribute to the business objectives. Work progress, critical feedback and other key decision making information is provided to users in close to real-time. When integrated with Microsoft Exchange, TASKey TEAM actions can be managed in Outlook on mobile devices.

Clients include the APEC 2007 Task Force, ACT Planning and Land Authority, Department of Defence, Business ACT, Dubbo City Council, Wellington Blayney Cabonne Strategic Alliance, Berri Barmera Council, Multiplex Constructions and in the USA Los Alamos National Laboratories.

TASKey would welcome the opportunity to demonstrate TASKey TEAM to you and your colleagues and we look forward to seeing you at our stand over the next few days.

Contact: Dr Neil Miller, Managing Director
Phone: (02) 6296 1150
Mobile: 0413135311
Address: Unit 4, 61-63 Colbee Court, Phillip, ACT, 2603
Email: support@taskey.com

open windows

Open Windows is the market leader in delivering Enterprise Contract Management solutions to the Australian corporate and government sectors. Established in 1994, Open Windows has been delivering an innovative and evolving business solution for over 10 years.

Since incorporation, Open Windows has built its market leadership and financial viability by maintaining a strict focus on the strategic needs of enterprise organisations whilst utilising the latest innovative technologies.

The investment in Open Windows solutions has been made by leading Australian organisations including the following;

- Commonwealth Bank of Australia
- Western Australia State Government
- NRMA
- Stanwell Corporation
- BlueScope Steel
- Tattersall's Holdings
- Bendigo Bank
- Department of Defence

Open Windows estimates that in excess of \$30 Billion in Contract expenditure is being managed through the 'Contracts 5' application. This management is spread across various industries and market segments as demonstrated by our sample customer list above.

All of these organisations are leveraging the 'Contracts 5' product to increase their understanding of Contract and Procurement spend, to measure suppliers and supplier performance, to managing their Corporate Governance and Compliance responsibilities, improve efficiencies across group divisions from a procurement perspective and proactively managing their supplier and business interactions and communications, all of which ensure an effective contract management and procurement process from both an internal and external perspective.

Being able to identify areas of spend with regard to suppliers, services, licenses, business divisions and locations is critical in delivering an organisation the capability of leveraging its buying power and improving its procurement and contract management processes. 'Contracts 5' delivers this capability immediately out of the box.

Risk Decisions



Best practice risk management, helping you reduce risks and exploit opportunities

Increasingly seen as a core business competence, effective risk management plays a key role at many levels in helping organisations meet their corporate and strategic objectives.

Risk Decisions has a well-established reputation for delivering good practice risk management solutions, based on its global experience of working with large corporate and government organisations.

Having started in 1985 the company celebrates its 21st birthday this year. Since that time Risk Decisions has broadened its expertise from risk analysis tools and now provides a complete range of risk management solutions.

Risk Decisions clients can expect to receive:

- Robust, flexible and scalable enterprise risk management solutions
- The Predict! risk management software:
 - fully configurable to reflect your organisation's business or project risk management process.
 - scalable from large enterprise to single project installations.
 - uniquely provides fully integrated schedule and cost risk analysis
 - and has a reputation for being intuitive to use.
- Responsive and knowledgeable training and technical helpdesk support.
- Professional services that focus on transferring risk management skills that help your organisation embed risk management with long-lasting effectiveness.
- Training from trainers with many years experience of working as project and risk management professionals in major corporations.

Clients have peace of mind that they are dealing with a company who have a reputation for building strong long-term relationships with their clients and partners.

In a business environment where effective risk management is essential, you can rely on Risk Decisions' experienced and authoritative risk professionals to provide long-term expert support.

Risk Decisions
Contact E-Mail:
Web Site:

Oxford . Canberra . Washington
enquiries@riskdecisions.com
www.riskdecisions.com/.au

Tanner James



“Working With Clients to Deliver Successful Business Change”

Tanner James is a management consultancy specialising in the provision of project and programme management training and consultancy services.

By listening carefully to our client’s needs, goals, and objectives, we tailor our services to fit precisely within their organisational drivers and imperatives. We become the catalyst that ultimately enables our clients, their people, projects, and organisations, to be successful.

With an “A grade” client list and many successful implementations to our credit, Tanner James has firmly established its position as Australia’s pre-eminent provider of project and programme management consultancy and training services to both Corporate and Government clients alike.

Our credentials include introducing PRINCE2 to Australia in 1996, and more recently we became the world’s first accredited consulting organisation in Managing Successful Programmes (MSP). We have trained over 10,000 people and facilitated best practice project and programme management practices in dozens of organisations on outcomes worth billions of dollars.

Tanner James currently offers a variety of accredited training courses in PRINCE2, PMBoK, and MSP. We also offer an assessment service for the nationally recognised award course Certificate IV in Project Management, the Australian Institute of Project Management’s (AIPM) Registered Project Manager Award Program (RegPM).

Whether you are an individual wanting to learn more about project management, an organisation wishing to manage a single project, or whether you want to implement project and programme management across your whole organisation, Tanner James can design an implementation solution to fit your needs.

Could your organisation benefit by honing the skills of those responsible for delivering strategic change? What about applying those skills in a consistent, manageable and repeatable fashion? We’d love to hear from you - we are only a 1800 phone call away!



SMS Management & Technology

SMS Management & Technology (SMS) [ASX:SMS] is Australia's largest, publicly listed business services firm providing Consulting, Resourcing and Technology Services. SMS has revenues in excess of \$110 million, employs over 800 professionals and has offices in Sydney, Melbourne, Brisbane, Canberra, Singapore and London. SMS implements solutions and delivers business transformation services through three lines of business:

- SMS Consulting
- M&T Resources
- Technology Services

SMS was founded in 1986 on the basis of three core values; add value, maintain unity and enhance reputation. These values remain central to our business, which is soon to celebrate its 20th year of service to Australian and international governments and corporations.

Renowned for our innovative approach to solving complex business problems, we have an enviable reputation for delivering results. We adopt a pragmatic, vendor neutral approach to business engagements and work in partnership with our clients, forming strong and long-lasting relationships. By engaging SMS, our clients have access to a company that generously shares its knowledge, expertise and energy, with a single-minded focus on producing results.

SMS delivers outcomes through five areas of experience; Consulting, People, Technology, Solutions and Business Transformation.

A longstanding Defence Partner

For over a decade, SMS has delivered outstanding outcomes to defence organisations in Australia, the Asia/Pacific region and more recently the United Kingdom.

Around 20% of SMS's overall business is in the defence sector. We have more than 100 consultants with personal defence force or defence experience. Across the business we have built diverse international expertise in systems and processes regarded as best practice by leading defence agencies.

With offices in Australia, Asia and Europe we can draw on fresh ideas and local knowledge to provide defence clients with practical and cost effective outcomes.

A Decade of achievement

Over the last decade, SMS has contributed to major defence projects in areas as diverse as:

- Capability Development
- Strategy
- Corporate Information Systems
- Logistics
- Architecture
- Organisational reform

Contacts

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ANU College of Engineering & Computer Science



The ANU College of Engineering and Computer Science (CECS) is composed of the Research School of Information Sciences and Engineering, and the Faculty of Engineering and Information Technology. It offers undergraduate and postgraduate degrees in engineering, software engineering, information technology and computer science. The College undertakes pure and applied research and doctoral degree are available in a wide range of areas. The College also has a strong association with National ICT Australia (NICTA).

STUDY PROGRAMS

Postgraduate coursework degrees are available on a full-time and part-time basis in the following areas:

Master of Engineering

One year full-time or equivalent part-time. Strategically designed to allow graduates from all engineering disciplines to gain a comprehensive understanding of the systems approach to engineering design and management. Courses include:

- Operations Management
- Technology and Innovation Management
- Systems Engineering
- Modelling and Optimisation
- Project Management

Master of Software Engineering

One year full-time or equivalent part-time. Industry best practice is incorporated into this degree in a unique way to give existing software engineers and computing professionals expertise in software engineering in a systems environment. It also gives engineers the opportunity to become more expert as software engineers. Course include:

- Requirements Elicitation and Analysis Techniques
- Managing Software Projects in a Systems Context
- System/Software Development Methodologies
- HCI and Usability Engineering

Professional Development

Enrolment is possible in individual courses and the College is also able to offer training courses to meet the specific needs of organizations.

Contact Information:

E: Student.Services@feit.anu.edu.au
Ph: (02) 6125 0677

PMI – Project Management Institute



About PMI

Established in 1969 and headquartered outside Philadelphia, Pennsylvania USA, the Project Management Institute (PMI) is the world's leading not-for-profit project management professional association, with over 125,000 members world

Worldwide Today

Currently, PMI supports over 125,000 members in 140 countries worldwide. PMI members are individuals practicing and studying project management in many different industry areas, including aerospace, automotive, business management, construction, engineering, financial services, information technology, pharmaceuticals and telecommunications.

Over time, PMI has become, and continues to be, the leading professional association in project management. Members and project management stakeholders can take advantage of the extensive products and services offered through PMI. These products and services are described below and are explained in detail throughout the PMI Web site.

Australia

The first PMI Chapter in Australia was formed in 1996. Today there are Chapters in Adelaide, Brisbane, Canberra, Melbourne, Perth and Sydney. The activities of the individual Chapters are coordinated through the Australian PMI Council (APC).

Individual Chapters and the APC support and offer members access to a wide range of activities including training, networking events, conferences, workshops and other special events. Details of national events and activities supported by APC are on this web site. Details of local events and activities are on the individual Chapter web sites. PMI Chapter members in Australia are welcome to attend other Chapter's events and activities.

PMI's Areas of Focus

Professional Standards	Education & Training	PMI Global Congresses
Certification	Knowledge & Wisdom Centre	PMI Professional Awards Program
Research		
Publications	PMI Educational Foundation	Component Organisations Corporate Relationships

Join Today!

Join the tens of thousands of professionals worldwide who are taking advantage of the educational, networking and career advancement opportunities that PMI has to offer. As a member, you will benefit from members only services and discounted rates on PMI products and services. [Complete a membership application](#) and become a member of PMI, the project management association of choice, today!

National Web Site:

<http://www.pmichapters-australia.org.au/home.asp>



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The 9th Australian International Performance Management Symposium



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