# PROJECT AND PROGRAM MANAGEMENT SYMPOSIUM • Better Management • Better Projects



**Tuesday 20 – Wednesday 21 August 2019** 

The Canberra Rex Hotel, ACT











SYMPOS	SIUM PROGRAM						
TUESDAY	′ 20 AUGUST 2019						
8.00am	Registration						
9.00am - 9.05am	Room: Rooms 1&2 Symposium Introduction Mr Tim Gavel						
9.05am - 9.20am	Welcome by Chair of Committee and Walt Lipke Award Presentation  Mr Patrick Weaver, Chairman						
9.20am - 9.40am	Opening Keynote Address Hon Andrew Gee MP, Assistant Minister to the Deputy Prime Minister						
9.40am - 10.40am	Keynote Address 2 Integrating Systems Engineering and Program Performance Management Creates a Match Made in Heaven Mr Glen Alleman (USA)						
10.40am - 11.10am	Morning Tea - Grand Ballroom						
11.10am - 12.00pm	Keynote Address 3 Contestability across the Capability Life Cycle Mr Ciril Karo, First Assistant Secretary Contestability, Contestability Division, Department of Defence						
12.00pm - 1.10pm	Lunch - Grand Ballroom						
	Academic	Systems Engineering	Engineering & Infrastructure	Defence Project Management & Project Management Training & Education			
1.10pm - 1.50pm	Session: A1 Room: Conference Room Chair: Patrick Weaver  Engineering Failures and Lack of Recognition of Complex Systems Parameters Professor Vernon Ireland	Session: SE1 Room: Room 5 Chair: Raf Düa  Integrating Systems Engineering (SE) & Program Performance Management (PPM) to Increase the Probability of Delivering the Needed Capabilities for Project/Program Success Mr Glen Alleman (USA)	Session: EI1 Room: Rooms 3&4 Chair: Peter Colquhoun  Transforming Infrastructure with Digital Engineering Mr Simon Vaux	Session: DPM1 Room: Rooms 1&2 Chair: Kym Henderson  A View from the Function Lead in Capability Acquisition and Sustainment Group Mr Stephen McDonald			
1.55pm - 2.35pm	Session: A2 Room: Conference Room Chair: Patrick Weaver  For Boards and their 'Accidental Sponsors' - Guiding Questions to Implement Policy, Strategy and Create Value through Projects Dr Raymond Young	Session: SE2 Room: Room 5 Chair: Raf Düa  Solving Tensions of Overlapping Project Management and Systems Engineering with the Elegance of the Complex Systems Governance Approach Dr Keith Joiner & Dr Rani Yesudas	Session: EI2 Room: Rooms 3&4 Chair: Peter Colquhoun  Utilising Artificial Intelligence and Machine Learning in Project Controls Mr Maisara Al Rais	Session: DPM2 Room: Rooms 1&2 Chair: Kym Henderson  SESSION 1 AS4817-2019 Earned Value Management in Project & Programme Management (ISO 21508:2018, MOD) Current Status, Future Directions & Implementation Options Mr Kym Henderson & Ms Chloe Kempster			
2.35pm - 3.05pm	Afternoon Tea - Grand Ballroom						

Chair The N Defin Unde Supe	m: Conference Room ir: Patrick Weaver  Nexus of Competing nitions and Differing erstandings: The er Seasprite Project Melinda Swift	Room: Room 5 Chair: Raf Düa  A Modelling Approach for Integration of Systems Engineering and Program Management Mr Mahmoud Efatmaneshnik	Room: Rooms 3&4 Chair: Peter Colquhoun  What makes for Successful Infrastructure Delivery Mr Damon Hancock	Room: Rooms 1&2 Chair: Kym Henderson  SESSION 2 AS4817-2019 Earned Value Management in Project & Programme Management (ISO 21508:2018, MOD) Current Status, Future Directions &		
The Notes of the N	Nexus of Competing nitions and Differing erstandings: The er Seasprite Project	A Modelling Approach for Integration of Systems Engineering and Program Management Mr Mahmoud	What makes for Successful Infrastructure Delivery	SESSION 2 AS4817-2019 Earned Value Management in Project & Programme Management (ISO 21508:2018, MOD) Current Status, Future Directions &		
Defin Unde Supe	nitions and Differing erstandings: The er Seasprite Project	for Integration of Systems Engineering and Program Management Mr Mahmoud	Successful Infrastructure Delivery	AS4817-2019 Earned Value Management in Project & Programme Management (ISO 21508:2018, MOD) Current Status, Future Directions &		
				Implementation Options Mr Kym Henderson & Ms Chloe Kempster		
4.30pm Walt	Room: Rooms 1&2 Walt Lipke Essay Presentation Winner to be announced on the first morning of the Symposium					
4.30pm - Day 1 4.45pm	Day 1 Closing Remarks					
4.45pm - <b>Welc</b>	come Networking Drin	ıks				
	ides canapes and bever	rages - Grand Ballroom				

WEDNESI	WEDNESDAY 21 AUGUST 2019						
8.00am	Registration						
8.50am -	Room: Rooms 1&2						
9.00am	Welcome and Recap on Day 1: Introduction to Day 2						
	Mr Tim Gavel						
9.00am -	Keynote Address 4						
9.50am	Complex Systems Governance: A New Approach for Addressing the 'Messes' and 'Wicked Problems' that are						
	By-product of Modern Projects which Overwhelm PM Practitioners						
	Professor Charles Keating (USA)						
9.50am -							
10.20am	Morning Tea - Grand Ballroom						
10.20am -	Room: Rooms 1&2						
11.10am	Keynote Address 5						
	Infrastructure Investment Program – Overview and Governance Arrangements						
	Mr Phil McClure - General Manager - DIRDC						
11.10am -	Keynote Address 6						
12.00pm	Designing for Project Success - The Power of many and the Undoing by Multitudes						
	Professor Kerry London						
12.00pm -	Lunch - Grand Ballroom						
1.00pm	A and ami's	Constants	Fusingsuing and	Defence Ducinet	Duningt		
	Academic	Systems Engineering	Engineering and Infrastructure	Defence Project  Management	Project  Management		
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1.00pm -	Session A4	Session SE4	Session EI4	Session DPM4	Session TE1		

	Academic	Systems Engineering	Engineering and Infrastructure	Defence Project Management	Project Management Training & Education
1.00pm -	Session A4	Session SE4	Session EI4	Session DPM4	Session TE1
1.40pm	Room: Conference	Room: Room 2	Room: Rooms 3&4	Room: Room 1	Room: Room 5
·	Room	Chair: Raf Düa	Chair: Peter	Chair: Kym	Chair: Patrick
	Chair: Keith Joiner		Colquhoun	Henderson	Weaver
		Responding to			
	Design Structure	Complex Systems	Department of	Earned Value	Controlling Agile
	Matrix based	Challenges for	Infrastructure,	Management in	Projects
	Modular analysis	Project	Transport, Cities	Defence	Mr Patrick Weaver
	and its	Management	and Regional	Mr Andrew Goodwin	
	Applications	Professor Charles	Development –		
	Dr Li Qiao	Keating (USA)	Cost Estimation		DOUBLE SESSION
			Policy and		
			Implementation		
			Mr Ben du Bois		

1.45pm - 2.25pm	Session A5 Room: Conference Room Chair: Keith Joiner  Exploring Project Teams' Collaborative Behaviour in Hong Kong's Relational Contracting Projects Dr Shoeb Ahmed Memon	Session SE5 Room: Room 2 Chair: Raf Düa  Bring Organisational Agility through Improved Alignment to Deliver Greater Capability and Value in Large and Complex Organisations Mr James Bawtree	Session EI5 Room: Rooms 3&4 Chair: Peter Colquhoun  Project Leadership: The Game Changer in Large Scale Complex Projects Mr Collin Smith	Session DPM5 Room: Room 1 Chair: Kym Henderson  Management of the Defence Science and Technology Research Portfolio in a Dynamic Strategic Environment Mr Roger Vodicka & Mr Richard Bartholomeusz	Session TE1 Room: Room 5 Chair: Patrick Weaver  Controlling Agile Projects Mr Patrick Weaver  CONTINUATION OF DOUBLE SESSION
2.25pm -	Afternoon Tea brea	k - Grand Ballroom	1		
2.40pm - 2.40pm - 3.20pm	Session A6 Room: Conference Room Chair: Keith Joiner  Walt Lipke Runner-up Presentation	Session SE6 Room: Room 2 Chair: Mahmoud Efatmaneshnik  Panel Session: Current Systems Engineering Challenges, Trends and Solutions  Mr Glen Alleman, (USA)	Session EI6 Room: Rooms 3&4 Chair: Patrick Weaver  PMOs by Design Mr Mark White	Session DPM6 Room: Room 5 Chair: Kym Henderson  An Overview of the Schedule Compliance Risk Assessment Methodology (SCRAM) Dr Shari Soutberg	Session TE2 Room: Room 1 Chair: Peter Colquhoun  Deriving Certainty from Uncertainty - Value from Project Risk and Contingency Management Mr Gavin Halling
3.25pm - 4.05pm	Session A7 Room: Conference Room Chair: Keith Joiner Walt Lipke Runner-up Presentation	Mr Nelson Bates, CASG Mr Stephen Hughes, BAE Systems Mr Donald Lowe, DSTG	Session EI7 Room: Rooms 3&4 Chair: Raf Düa  The Extreme Cost of Technical Debt Mr Patrick Weaver	Session DPM7 Room: Room 5 Chair: Kym Henderson  Cost Estimation – Building Better Practice Ms Chloe Kempster	DOUBLE SESSION
4.10pm - 4.55pm	Room: Room 2 Conference Locknot Mr Hayden Thomas	te - Needed - Triple Th	reatd Leaders!	1	1
4.55pm - 5.00pm	Conference Closing Mr Kym Henderson	Remarks			

## WALT LIPKE AWARD FINALISTS

A Model for Organizational Project Management and its Validation

Professor Shankar Sankaran

**Project Benefits Realization- Academics Aspiration or Practitioners Nightmare** 

Mr Saeed Munir

A Framework to Manage Uncertainty in Early Planning of Projects, an ICT Project

Dr Saeed Shalbafan & Ms Kim Ballestrin

EXHIBITORS					
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NOTES		

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SAVE THE DATE 18-20 AUGUST 2020

