Foreword

The first public Australian Symposium on Performance Management was held in Canberra in 1990. Subsequent events were staged in 1993, 1995, 1997 and 1999. The last three were particularly successful, featuring high quality presentations and attracting a number of presenters and delegates from overseas.

In the earlier conferences the emphasis was clearly on the application of Earned Value Performance Management (EVPM), or Cost/Schedule Control Systems Criteria as it was then known in the Defence environment. Until 1995 most of the speakers and delegates were drawn from Defence or Defence Industry. Over the last three conferences, the scope has broadened to project management aspects other than Earned Value and the presenters and delegates have included a significant number from the non-defence area.

In 2002 the scope of the Conference has been deliberately broadened to recognise all tools, practices and techniques that affect the measurement and management of project performance.

At the same time, Earned Value Performance Management remains one of the principal focuses of the Symposium and has achieved greater prominence within Defence and Industry. It has become an important tool in contract payment as well as project management. The value of EVPM is recognised outside Defence Industry and has received greater emphasis in the Project Management Body of Knowledge. Furthermore, a draft Australian EVPM Standard has just been released and delegates at this conference are receiving copies of the draft which is now being circulated for public comment.

The 2002 Symposium features some 58 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 defence acquisition, transport, banking, pharmaceuticals and information technology enterprises.

This Conference has been organised by MTC AustralAsia in association with Earned Value Systems. It is conducted by MTC AustralAsia.

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 and EVS 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.

We hope that all presentations will run close to the advertised times as these are designed to allow migration between tracks during the coordinated breaks.

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

and

Enjoy the Conference

For information contact MTC AustralAsia
Phone: 02 6257 3990, Fax: 02 6257 3992
Email: llcarter@mtc.aust.com

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~Track 4~ Earned Value Management Thur. 21 Feb Ballroom North	~Track 5~ Business Benefits Thur. 21 Feb Ballroom South	~Track 6~ Theory of Constraints & Critical Chain Thur. 21 Feb Canberra Room
~Track 7~ Risk Management AM Fri. 22 Feb Ballroom North	~Track 8~ PRINCE 2 AM Fri. 22 Feb Ballroom South	~Track 9~ The Software Packages AM Fri. 22 Feb Canberra Room
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Program

Track 1: Executive Perspectives
Federation Ballroom AM Wednesday 20 February

0845	Welcome and Administration	David Read *Director, Earned Value Systems*
0850	Opening Remarks & Overview of Performance Management	Lloyd L Carter *Managing Director* *MTC AustralAsia*
0915	Defence Keynote Address	Major General Peter Dunn *Head of Change Management,* *Defence Materiel Organisation*
0955	Coffee	
1015	US DoD Keynote Address	Dr Nancy Spruill *Director, Acquisition Resources & Analysis* *Office of the Secretary of Defense*
1050	Industry Keynote Address	Jean-Georges Malcor *Managing Director, ADI*
1130	The Defense Contract Management Agency	Brigadier General Edward Harrington *Director, DCMA*

1230 Luncheon hosted by SAS Australia
(David Needham, Federal Region Manager)
&
Official Opening by Senator The Hon Margaret Reid
President of the Senate

Track 2: Balanced Scorecard
Federation Ballroom North: PM Wednesday 20th

Chair: Mr Martin Vaughan, Director, Terra Firma

1400	Performance Management- A Corporate Perspective	Jim Muir *Director, Materiel Organisational Performance Improvement, Defence Materiel Organisation*
1440	Incorporating the Balanced Scorecard Methodology into Project Management Processes	Czes Szarycz *Head, Enterprise Performance Solutions, SAS Institute* Voytek Kawecki *Partner, Javelin Engineering*
1520	**Coffee**	
1540	Operationalise your BSC	John Ackery *Senior Partner, IMM Consulting*
1620	Defence's Industry Scorecard	Peter Sidman *Director,AII section, Defence Materiel Organisation*

1700: Cocktail Party in the Atrium and Gallery
hosted by the Australian Performance Management Association

Track 3: Practical Software Measurement
Federation Ballroom South: PM Wednesday 20th

Chair: Mr David Taunton, RLM Systems Pty Ltd

1400	Keynote: Current Issues in Practical Software Measurement	Mary Kelaher *Director General, MMPS* *Defence Materiel Organisation*
1440	Earned Value and the Art of Software Development	Gary Morris *Software Engineering Functional Management, RLM Systems*
1520	**Coffee**	
1540	Using Measurement as a Means for Informed Decision Making – a step towards IT Maturity	Pam Morris, *CEO, Total Metrics Pty Ltd*
1620	Earned Value for Business Management	Patrick Weaver *Managing Director,* *Mosaic Project Services Pty Ltd*

1700: Cocktail Party in the Atrium and Gallery
hosted by the Australian Performance Management Association

Track 4: Earned Value Management
Federation Ballroom North: Thursday 21 February

Chair: Australian Performance Management Association

0845	Using Work Breakdown Structures in Cost Analysis	Neil Albert *Sr. Vice President and General Manager, MCR Inc*
0925	In House EVM in Defence	Peter Lang, *Director, Earned Value Performance Management* Brad Flux, *Director, Project Management Systems, Defence Materiel Organisation*
1005	**Coffee**	
1025	Earned Value Management and Alliance Contracting	Lloyd Carter *Managing Director, MTCA* Gavin Fitzpatrick, *BFM, Project Djimindi, DoD*
1105	Tips and Traps for Implementing an EVMS in a Small R&D Environment	Meri Duncanson *Project Management Office, Vision Systems – Fire & Security*
1145	EV Data Integration, Integrity and Reporting	Mark Ruffell-Hazell, *RLM Systems* David Pleasance, *Terra Firma*
1230	**Light Lunch in the Atrium & Gallery**	
1400	EVM Concepts and Surveillance of Major US Acquisition Programs	Richard Zell *Defense Contract Management Agency*
1440	EVMS in Canada	Rocky Galletta, *Chief, Planning & Scheduling, Maritime Helicopter Project (MHP)*
1520	Coffee	
1540	Implementing EVMS on International Projects	Luis Contreras *Senior Consultant, AzTech Int'l*
1620	Building a National Standard	David Read *Director, Earned Value Systems* James Thomson *Standards Australia International*

1900: Conference Dinner hosted by BAE Systems
Mr Alan Wakeham, Managing Director - Defence Systems

Track 5: Business Benefits
Federation Ballroom South: Thursday 21 February

Chair: Mr John Payne, MTC AustralAsia,

0845	Pharmaceuticals: Enterprise Performance Management	Steve Garfien *President, RPM Systems*
0925	NPV and Strategic Value	Mark Heath *Managing Director: MBH Management Pty Ltd.*
1005	**Coffee**	
1025	Workin' on the Railroad: the Sequel	Hugh Dyer *RPM Systems*
1105	Are You Confident Your Projects Will Deliver Your Strategy?	Mark Evans *Principal Consultant, PA Consulting Group*
1145	ABC/M and Integrated Project Management	Simon Dekker *President, Dekker Ltd*
1230	**Light Lunch in the Atrium & Gallery**	
1400	Stakeholder Driven Evaluation – Whose Outcome is it Anyway?	Roger Warr *Partner, PSI Consulting Pty Ltd* David Doherty, *Assistant Secretary, Citizenship and Language Serices, DIMIA*
1440	Measuring your Processes as much as our Projects: Why one Tool is not sufficient in Portfolio Management	Greg McGlone *Head, Group Programme Office, National Australia Bank Group*
1520	**Coffee**	
1540	Northrop Grumman's EVMS – A Shareholder Value Protection Process	Tom Woodling *Director of Program Planning and Control, Northrop Grumman*
1620	Northrop Grumman's EVMS - Continued	" " "

1900: Conference Dinner hosted by BAE Systems
Mr Alan Wakeham, Managing Director - Defence Systems

Track 6: Theory of Constraints & Critical Chain
Canberra Room: Thursday 21st

Chair: Stuart Wilson, MTC AustralAsia

0845	Critical Chain Program Management and EVMS	Joe Kusick *Raytheon Company, USA*
0925	Critical Chain Program Management and EVMS continued	Joe Kusick *Raytheon Company, USA*
1005	**Coffee**	
1025	The five primary causes of project failure - 1	John Parr *Managing Director,* *Manufacturing Education Ltd NZ* Robert Bolton *Principal,* *Probative Solutions Pty Ltd*
1105	The five primary causes of project failure - 2	John Parr & Robert Bolton
1145	The five primary causes of project failure - 3	John Parr & Robert Bolton
1230	**Light Lunch in the Atrium & Gallery**	
1400	An Introduction to the Theory of Constraints Breakthrough Solution of Project Management	Robert Bolton *Principal,* *Probative Solutions Pty Ltd*
1440	Habitat Speedbuild using Critical Chain – A house in under four hours.	John Parr *Managing Director,* *Manufacturing Education Ltd NZ*
1520	**Coffee**	
1540	Applying Theory of Constraints (TOC) and Through-put accounting.	Robert Bolton *Principal,* *Probative Solutions Pty Ltd*
1620		

1900: Conference Dinner hosted by BAE Systems
Mr Alan Wakeham, Managing Director - Defence Systems

Track 7: Risk Management
Federation Ballroom North: Friday 22 February
Chair: Australian Performance Management Association

0845	Overview of the Risk Management Process	Kevin Knight *Queensland Education Department*
0925	Risk Management in E–V Systems - A Practical Approach	Ian Abrahams *Director, CorProfit Systems Pty Ltd*
1005	**Coffee**	
1025	Is That All There Is? The Clash of Functional Civilisations	Kim Williams *Director,* *Performance Management,* *Defence Materiel Organisation*
1105	Managing Risk to Benefit Organisational Requirements	Gavin Halling *Best Practice Project Management*
1145	TBA	

1230: Luncheon Hosted by the Project Management Institute
Speaker: Mr Steve Garfein, President, RPM Systems

1400 Federation Ballroom: Grand Finale:

Monkey Business with Numbers: Earned Value and the A-12 Termination
By Wayne Abba:
Dekker Ltd. Vice President, Integrated Management Services.
& President, PMI College of Performance Management

1500 Open Forum and Closing Remarks
1520 Conclusion

Track 8: PRINCE2
Federation Ballroom South: Friday 22 February

Chair: Mr Martin Vaughan, Director, Terrafirma

0845	EVM in Japan (TBC)	Takeshi (Ken) Nishi, *Senior Partner* *Proseed Corporation*
0925	Mission impossible?	Dan Averstad, *Deputy Head* *Joint Procurement Command,FMV* Sven Antvik, *National Defence College* Jan Wernersson *Head of Project Controller Unit, Project Management Resource Centre, FMV*
1005	Coffee	
1025	Performance, PRINCE2 and PMBoK	Kenn Dolan *Director, Ferguson Project Management Services*
1105	Tailoring Prince2 for Your Organisation	Ian McDermott *Director, Tanner James Pty Ltd*
1145	A Business Case – The Foundation of a PRINCE2 Project	Andrew Hoyle INTEC

1230: Luncheon Hosted by the Project Management Institute
Speaker: Mr Steve Garfein, President RPM Systems

1400 Federation Ballroom: Grand Finale:

Monkey Business with Numbers: Earned Value and the A-12 Termination
By Wayne Abba:
Dekker Ltd. Vice President, Integrated Management Services.
& President, PMI College of Performance Management

1500 Open Forum and Closing Remarks
1520 Conclusion

Track 9: The Software Packages
The Canberra Room: Friday 22 February

Chair: Tony Scuteri, Managing Director, WST Pacific

0845	Integrating Performance Data with Your Program Management Process	Gary Troop *C/S Solutions Inc*
0925	Project Management Intelligence: Anywhere, Anytime, Anyway	Sean Alexander *President, VitalThought*
1005	Coffee	
1025	TASKey® TEAM: Performance Management for Everyone	Neil Miller *Director, TASKey Pty Ltd*
1105	Benefits And Challenges Of An Enterprise Project Management System	Gordon Comins *Managing Director, Primavera Australia Pty Ltd*
1145	The Necessity of a Collaboration Tool in Today's Projects	Tony Scuteri *WST Pacific Pty Ltd*

1230: Luncheon Hosted by the Project Management Institute
Speaker: Mr Steve Garfein, President RPM Systems

1400 Federation Ballroom: Grand Finale:

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By Wayne Abba:
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1500 Open Forum and Closing Remarks
1520 Conclusion

Track 1: Executive Perspectives

Chairman: Lloyd L Carter
Managing Director, MTC AustralAsia Pty Ltd

Lloyd L. Carter is the Managing Director of MTC AustralAsia Pty Ltd. He has been involved with Project Management Systems and Earned Value Performance Management (EVPM) since 1968 when he was assigned as the Production Program Officer in Charge at the General Electric Company in Valley Forge, Pennsylvania, USA. In that position he participated in the review of the first contractor to be validated under what was then called the Cost/Schedule Planning and Control Specification (CSPCS). 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. During this time he was the Director in Charge of the Cost/Schedule Control Systems Implementation and Surveillance Courses. These duties included provision of 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. Mr. Carter has written or tailored governmental policies, regulations, and contractual requirements to meet the needs of foreign military sales, construction, development, and manufacturing projects.

Lloyd Carter joined the United States Air Force in May 1961 in the enlisted ranks. He was commissioned as a Lieutenant in Aug 1967 after attending University and achieving his Bachelors Degree. He served in various systems acquisition capacities while in the Air Force. His concluding assignment was as Associate Professor at the Air University.

From May 1981 he maintained his own company offering consulting services to large contracting organisations. During this period he was associated with several consulting organisations. These consulting companies included Langford & Associates, Humphreys & Associates, Poore & Associates, Valuation Opinions, Decision Planning Corporation, Earned Value Systems Australia and, currently, Modern Technologies Corporation.

As a private consultant he has designed, developed, and conducted public and in-house seminars on Project Management Systems 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, Canada, England, France, Italy, Australia and Saudi Arabia.

Since arriving in Australia in 1990 he has provided long-term consulting support and training to several divisions of Telstra, Telstar, CelciusTech, Australian Department of Defence, Australia Graduate School of Engineering Innovation, Rockwell Systems Australia, Boeing, ACTEW, RLM Systems and Tenix Defence Systems, as well as several short term consulting engagements to various organisations with both defence and commercial orientations..

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Official Opening by Senator The Hon Margaret Reid
President of the Senate

Note

Biographies and Abstracts for the following are also contained in this section:

- David Needham, Federal Region Manager, SAS Australia
  (Luncheon on Wednesday)
- Mr Alan Wakeham, Managing Director - Defence Systems, BAE Systems
  (Dinner on Thursday)
- Mr Steve Garfein, President RPM systems
  (Luncheon on Friday)
- Wayne Abba, Vice President, Dekker Ltd
  (Grande Finale at 1400 on Friday)

Biography: Mr Lloyd Carter

Lloyd L. Carter is the Managing Director of MTC AustralAsia Pty Ltd. He has been involved with Project Management Systems and Earned Value Performance Management (EVPM) since 1968 when he was assigned as the Production Program Officer in Charge at the General Electric Company in Valley Forge, Pennsylvania, USA. In that position he participated in the review of the first contractor to be validated under what was then called the Cost/Schedule Planning and Control Specification (CSPCS). 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.

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Since arriving in Australia in 1990 he has provided long-term consulting support and training to several divisions of Telstra, Telstar, CelciusTech, Australian Department of Defence, Australia Graduate School of Engineering Innovation, Rockwell Systems Australia, Boeing, ACTEW, RLM Systems and Tenix Defence Systems, as well as several short term consulting engagements to various organisations with both defence and commercial orientations.

Overview of Performance Management

In this introductory presentation Lloyd Carter will present the theme of the Symposium and identify the relationship of the various Presenters, Sponsors and Exhibitors to the concept of Performance Management. He will discuss the definition of Performance Management in the context of the symposium and Performance Management as a profession and/or discipline. Also presented will be the life cycle of performance management activities, relative success rates and reasons for success/failures, and a development paradigm. He will then outline the program and presenters, the sponsors and exhibitors. A most important message is how each individual participant can obtain the most benefit from attending the 6th Australian International Performance Management Symposium.

Biography : Major General Peter Dunn AO

Head Of Change Management, Defence Materiel Organisation

Peter is a career military officer who joined the army in 1965. After graduating from the Royal Military College Duntroon, he served on operations in South Vietnam.

After his return from active service, Peter filled a variety of training, staff and command appointments. These appointments included service in Singapore, the United Kingdom and the United States.

Peter has been involved in major change activities in Defence since 1992. These changes have included:

- the move of over 2,500 troops and their families from NSW and VIC to Darwin
- Heading the 'Army in the 21st Century Review' which recommended fundamental change in the Australian Army
- The Defence Efficiency Review which recommended fundamental change in the Australian Army
- The creation of a single, strategic personnel organisation for Defence as a whole
- The creation of the new Defence Materiel Organisation

Peter holds a Masters Degree from University of New South Wales and is:

- a Fellow of the Australian Institute of Management
- a Fellow of the Australian Institute of Company Directors
- an Associate Fellow of the Australian Human Resource Institute

Defence Keynote Address

Enterprise Performance Management in the Defence Materiel Organisation

Introducing Enterprise Performance Management (EPM) is a challenging activity as there is natural resistance to measurement from staff. This presentation will cover the challenges faced by the Defence Materiel Organisation (DMO) in introducing EPM and then addresses the manner in which EPM is being applied. The presentation will also cover the outcomes achieved to date in the DMO by introducing EPM processes.

Biography: Dr Nancy Spruill

Director, Acquisition Resources & Planning,
Office of the Secretary of Defense

Dr. Nancy Spruill is a native of Takoma Park, MD. After receiving Bachelor of Science Degree in Mathematics from University of Maryland in 1971, she joined the Center for Naval Analyses (CNA). From 1971 to 1983, she held a variety of positions on the CNA staff, including Technical Staff Analyst, Professional Staff Analyst and Project Director. In 1975, she earned her Master of Arts in Mathematical Statistics from George Washington University followed by her Doctorate in 1980.

Dr. Spruill served on the staff of the Office of the Secretary of Defense from 1983 to 1993. Initially, she was the Senior Planning, Programming, and Budget Analyst in the Manpower, Reserve Affairs and Logistics Secretariat. Later, she served as the Director for Support and Liaison for the Assistant Secretary of Defense for Force Management and Personnel. Then she served as the Senior Operations Research Analyst in the Office of the Assistant Secretary of Defense for Program Analysis and Evaluation.

In 1993, she joined the staff of the Defense Mapping Agency (DMA), serving as the Chief of Programs and Analysis Division for the DMA Comptroller. Subsequently, she served as Acting Deputy Comptroller and was a member of the Reinvention Task Force for the Vice President's National Performance Review.

In March 1995, she was selected as the Deputy Director for Acquisition Resources for the Under Secretary of Defense for Acquisition Technology and Logistics (USD(AT&L)). In February 1999, she was appointed Director, Acquisition Resources & Analysis (ARA) for USD(AT&L). In this capacity, she is responsible for all aspects of AT&L'S participation in the Planning, Programming and Budgeting System (PPBS); the Congressional process; and the Defense Acquisition System. She serves as the Executive Secretary to the Defense Acquisition Board and is responsible for the timely and accurate submission to Congress of Selected Acquisition Reports and Unit Cost Reports for Major Defense Acquisition Programs. She manages the Defense Acquisition Execution Summary monthly review of programs; monitors cost and schedule status of high interest programs; and conducts analyses of contract and program cost performance including analysis of the effective use of Integrated Program Management principles through the use of Earned Value Management. She leads the Department in developing plans to manage Property, Plant and Equipment, Inventory, Operating Materials and Supplies/Deferred Maintenance and Environmental Liabilities. She proposes modifications to, or acquisition of, new DoD feeder systems, in support of achieving an unqualified audit opinion on DoD Financial Satements as mandated by the Chief Financial Officers (CFO) Act. She also manages the studies program for OSD, oversees USD(AT&L)'s office automation system and manages its information system network, and conducts special analyses for the Under Secretary.

Dr. Spruill has been a member of the Senior Executive Service since 1995. She is a certified Acquisition Professional and an active member of the American Statistical Association. Her many honors and awards include the Defense Medal for Exceptional Civilian Service, the Defense Medal for Meritorious Civilian Service, the Hammer Award and the Presidential Rank Award. She has contributed papers in publications of the statistics and defense analyses communities and authored articles in the general press on how politicians use--and abuse--statistics.

US Department of Defense Keynote

Dr Nancy Spruill

Dr. Spruill's presentation will provide an U.S. Defense perspective on integrated project management that includes technical, schedule, resource and risk management. This presentation will address how Earned Value Management is used for acquisition program decision-making by senior DoD leaders and will identify some potential priorities in improving the operations of the U.S. Defense Earned Value Management policy. And finally, this presentation will include the new U.S. Defense Acquisition leadership team's highest acquisition priorities, associated relevant metrics that will be used to measure progress towards those priorities and an overview of some key acquisition improvement initiatives.

Biography: Mr Jean-Georges Malcor
Managing Director, ADI Limited

Jean-Georges Malcor was born in 1956 at Gap in the Haute Alpes Department of France. In 1979, he graduated as an Engineer from the Ecole Centrale de Paris and in 1980, he completed his Master of Sciences degree at Stanford University, California. In 1983, his doctoral thesis was accepted at the Ecole des Mines. He is married with two children.

Jean-Georges Malcor has extensive experience with Thomson Sintra in France in the field of sonars having been in charge of various development and production programs from 1983 to 1987.

In 1988 and 1989, Jean-Georges Malcor was the Director of Technical Operations for the Sydney based Thomson Sintra Pacific Pty Limited. He was appointed Managing Director of Thomson Sintra Pacific Pty Limited in March 1990.

In March 1991, he was appointed as Director of Marketing for Thomson Sintra Activités Sous-Marines. In this position, he oversaw the development of product lines for the whole Thomson Sintra ASM company and its subsidiaries.

In July 1993, Jean-Georges Malcor was appointed as Director, Foreign Operations for the Thomson-CSF Underwater Activities Group in charge of all foreign investments and external growth. He was directly involved in the Thomson Marconi Sonar Joint Venture process.
In July 1996, he was appointed Managing Director of the new Australian company Thomson Marconi Sonar Pty Limited and in December 1999, Managing Director of the newly privatised ADI Limited, a 50/50 Joint Venture between Transfield and Thales (previously Thomson-CSF).

ADI Limited is Australia's leading defence contractor, employing in excess of 2,800 people and achieving annual revenue of more than $600 million. The company is owned by a 50 :50 joint venture of Transfield and Thales following an Australian Government privatisation in November 1999. ADI is benefiting from a substantial transfer of knowledge edge technologies from its new owners, access to their worldwide pool of R&D and a significant new rolling program of its own R&D investment.

ADI's world-class capabilities include project management ; software engineering ; C4ISR (Command, Control, Commmunication, Computers, Intelligence, Surveillance and Reconnaissance) system development, engineering, integration and support ; telecommunications development and manufacture ; shipbuilding and maintenance ; mine countermeasures systems ; the manufacture of munitions, explosives, chemicals, propellants and weapons ; live fire electronic target systems ; light and heavy engineering ; design and manufacture of military and specialist vehicles ; outsourcing ; facilities management ; provision of logistics sercvices.

Australian Industry Keynote

'Corporate Level Reporting' by Jean-Georges Malcor, Managing Director, ADI Systems

ADI is a large and diverse company with many business units. This presentation addresses the company's corporate reporting requirements and Mr Malcor's approach: Mr Malcor will describe the underlying philosophy and application.

ADI's corporate reporting system demands that managers be able to 'understand' their projects and demonstrate this with sound and supportable qualitative analysis of status and prognosis. This qualitative summary level report must be supported by, and consistent with, information from tools and techniques applied by the managers.

Mr Malcor will describe the system in place for reporting to the MD. A system designed to satisfy external and internal demands and requirements. He will touch on the company use of ERP, EVM, Risk Management and the need to focus on profitability at all levels – particularly in the largest of organizations."

Biography: Brigadier General Edward Harrington, Director, Defense Contract Management Agency

Brigadier General Edward M. Harrington assumed leadership of the Defense Contract Management Agency in February 2001. As DCMA director, Harrington is the senior contract manager responsible for ensuring that Department of Defense acquisition programs, supplies and services are delivered on time, within cost and meet performance standards. This involves managing 325,000 prime contracts valued at $852 billion.

Harrington, a native of Marshfield, Mass., was drafted into the Army in 1970 as an enlisted infantryman prior to his selection for attendance at the Infantry Officer Candidate School at Fort Benning, Ga. He was commissioned a quartermaster officer in September 1971 and was assigned to Vietnam, first as a support platoon leader in the 1st Cavalry Division and later as the commander U.S. Army Traffic Management Center, 3rd Traffic Region, Vietnam. After Vietnam, he was assigned to XVIII Airborne Corps at Fort Bragg, N.C., serving in a variety of company command and battalion staff officer assignments.

He next served as a logistics officer in the 39th Signal Battalion and the 5th Signal Command staff in Germany. Between 1980 and 1983, Harrington was assigned as an assistant professor of Military Science at Worcester Polytechnic Institute, Worcester, Mass. Following that assignment, Harrington was assigned to the United States Army Tank-Automotive and Armaments Command, Warren, Mich., where he was the production manager for the M1A1 Abrams Tank. Harrington then served as the S-3 Logistics Operations officer for the 45th Support Group at Schofield Barracks, Hawaii. His next assignment took him to Fort Lee, Va., where he served as a product manager for two tactical information systems.

In 1992, he attended the Senior Service College Fellowship Program at the University of Texas in Austin followed by an assignment to Office of the Assistant Secretary of the Army for Research, Development and Acquisition in Washington, D.C. From July 1994 until January 1997, he commanded the Defense Contract Management Command, Syracuse, New York. In 1997 he returned to the Assistant Secretary of the Army's office to serve as director of Contracting and, later, chief of staff. In 1998, he assumed command of the Defense Contract Management District East, Boston, Mass., until September 1999, when he returned to Warren Mich. as the Deputy for Systems Acquisition (DSA) at the United States Army Tank-Automotive and Armaments Command.

Harrington's awards include the Defense Superior Service Medal, Legion of Merit (with two oak leaf clusters), Bronze Star Medal, the Defense Meritorious Service Medal, Meritorious Service Medal (with two oak leaf clusters), Joint Service Commendation Medal, Army Commendation Medal (with eight oak leaf clusters), Army Achievement Medal, the Army Staff Identification Badge and the Parachutist Badge.

Harrington graduated from Northeastern University, Boston in 1970 with a Bachelor of Science degree in Business Administration. He received a master's degree in contracting and acquisition management in 1984 from the Florida Institute of Technology.

Defense Contract Management Agency:
Brigadier General Edward M Harrington

As the leading component within the U.S. Department of Defense for Earned Value Management (EVM), DCMA has been directly engaged in the transition to industry ownership of EVM. While working jointly with leading corporations, DCMA has made significant progress toward successfully expanding the establishment of corporate advance agreements that rely on executive-level accountability for the accuracy of EVMS data and the use of this information resource in company project and program management. Recently, DCMA has initiated the further transition of EVM to focus more directly on the application of risk management concepts in EVM and software capability assessments.

As DCMA Director, Brigadier General Harrington is the senior contract manager responsible for ensuring that Department of Defense acquisition programs, supplies, and services are delivered on time and within cost while meeting technical performance standards. The Agency is responsible for oversight management of 325,000 prime contracts valued at $852 billion. General Harrington provides perspectives on the DCMA mission and its focus on the oversight of supplier management systems using risk-evaluating methods to determine the level and frequency of surveillance required. This approach supports the EVM transition to company ownership and responsibility.

Planned changes within the U.S. DOD in regards to the transformation and modernization of warfighting capabilities will require a dynamic EVM program to achieve acquisition excellence in the future. DCMA looks forward to working with world industry representatives to develop continually improved systems and methods used to manage acquisition resources and capabilities.

Biography: Mr David Needham

Federal Region Manager, SAS Australia

Luncheon Host on Wednesday 20th February

David Needham was born and raised in Manchester, England. He attended Manchester Grammar and Durham University where he was awarded a BSc in Applied Physics.

David has had 30 years IT experience, commencing with IBM where he started as a programmer, Westpac as Data Base Administrator, and SPL Australia (Adabas/Natural, System W, Walker Interactive Financial Products) as Director and Regional Manager for South East Asia.

He has been based in Canberra for 10 years; initially as Regional Manager for StorageTek and now with SAS Australia

Biography: Alan Wakeham
Managing Director - Defence Systems, BAE Systems

Host and Dinner Speaker on Thursday 21 February

Alan Wakeham took up his current assignment as Managing Director - Defence Systems, BAE Systems in January, 2001. Before this he was Operations Director with Airbus UK.

He is married with three children and now lives in Adelaide.

Biography: Wayne F. Abba

Vice President, Dekker Ltd
President, PMI College of Performance Management

Mr. Wayne F. Abba was appointed Vice President for Integrated Management Services with Dekker, Ltd., a leading provider of software solutions and consulting for project management and decision support, in 1999. He has more than 30 years experience in contract and project management, acquired during more than 35 years of public service.

For 17 years before accepting early retirement in 1999, Mr. Abba was the senior program analyst for contract performance management in the Office of the Under Secretary of Defense (Acquisition & Technology). He was awarded the Secretary of Defense Medal for Meritorious Civilian Service on three occasions: in 1993, 1997 and 1999. The awards recognized his personal leadership in the acceptance of effectively integrated technical, schedule and cost performance management principles throughout the Department of Defense, the federal government, commercial enterprise, and in the governments and industries of friendly foreign countries. He also served on the joint government-industry Integrated Program Management Initiative team that in 1997 received the Department's David Packard Award for Excellence in Acquisition.

Mr. Abba's public service career began in 1963 upon his enlistment in the Army Security Agency. Following assignment to Germany from 1964-67, he entered the civil service as a production controller with the Army Ammunition Procurement and Supply Agency in Joliet, Illinois. He held various Army procurement and project management positions at the Missile Command in Huntsville, Alabama, at Materiel Command Headquarters in Alexandria, Virginia and at the Mobility Equipment Research and Development Command in Fort Belvoir, Virginia before joining the Pentagon OSD staff in 1982.

Mr. Abba holds a Bachelor of Science degree from the University of the State of New York and a Master of Public Administration degree from The American University in Washington, D.C. He is a member of the Project Management Institute, the National Contract Management Association and the Society of Cost Estimating and Analysis. He holds a Professional Designation in Contract Management from the Air Force Institute of Technology and NCMA. In 1999 his contributions to the advancement of project management in the public and private sectors were recognized by PMI's Distinguished Contribution Award and also by the Government of Canada. He is president of the Project Management Institute's College of Performance Management.

Mr. Abba resides in Falls Church, Virginia.

Monkey Business with Numbers: Earned Value and the A-12 Termination

Wayne Abba

In 1991, then-US Secretary of Defense Dick Cheney decided not to grant Public Law relief to the contractors on the A-12 "Avenger II" stealth bomber program, causing the Navy to terminate for default the multi-billion dollar development contract. The events leading to termination began with an analysis of the contractors' earned value reporting by the Office of the Secretary of Defense. The contractors responded with a lawsuit in the US Court of Federal Claims contesting the default and seeking more favorable settlement terms.

Through ten years of protracted and expensive litigation, Court decisions precluded testimony on the contract's earned value performance status while finding in favor of the plaintiffs. That changed in 2000 when the Circuit Court, acting on an appeal by the government, remanded the case to the Court of Federal Claims. Finally, in May 2001, the Court qualified Dekker Vice President Mr. Wayne Abba as an expert witness for the government in the area of earned value analysis and heard his testimony. Earned value exhibits thus joined the millions of other documents that had been generated in this extraordinary trial, the largest contract default case in history.

The Court characterized Mr. Abba's testimony as "very persuasive" and said "it goes to the heart of this issue and does so in a very effective way." The trial concluded in July 2001 and the judge issued his opinion in late August. In a stunning decision, he reversed his prior opinions and awarded a clear victory to the government despite the plaintiff's assertion that Mr. Abba's "dramatic" analysis amounted to nothing more than "Monkey Business with Numbers."

Mr. Abba's compelling first-person story shows how his earned value analysis provided the government "... an opportunity to, after ten years of litigation, finally establish the contractors' default status through their relentlessly negative cost and schedule variance trends." Mr. Abba also offers practical advice on how to avoid such costly and damaging litigation by using earned value information to support your management and program oversight objectives.

Biography: Steve Garfein
President, RPM Systems

Speaker at Luncheon on Friday 22nd, hosted by PMI

Steve Garfein is President of RPM Systems, a company he founded in 1979. Since 1989 he has been a technical consultant to Microsoft in the areas of project and database management.

Prior to founding the company, Mr. Garfein developed the prototype of today's ***Enterprise Portfolio Management*** systems for Hughes Helicopters (now a part of Boeing) to facilitate the design, development, and production of the Apache helicopter. He was responsible for leading the Hughes effort to have their performance measurement / earned value system validated by a tri-service team from the U.S. Department of Defense.

Mr. Garfein has lectured at Oxford University and Stanford University in the fields of information technology and ***Enterprise Portfolio Management***

Hobby Shop

Steve Garfein

How can Howard Hughes's behavior be explained? How did his behavior – both his strengths and his weaknesses – permit him to create a company that produced outstanding aircraft like the Apache attack helicopter and the Special Operations Little Bird?

Empire: the Life, Legend, and Madness of Howard Hughes, first published in 1979 and still in print today, concluded:

"Hughes never learned how to convert his knowledge to practical application. Instead, he sought a perfection that assured failure. The results were there for all to see. He was to have mass-produced photo-reconnaissance planes to support the Allied cause during the Second World War, but the war ended before he had completed one. He was to have built three flying boats, but managed to turn out only one, and it was incapable of sustained flight."

"Hughes's estrangement from other human beings went a long way toward explaining the demeaning way in which he treated so many people, orchestrating their daily lives down to and including instructions on what food they should eat and where they should park their cars."

"This runaway obsession with the trivial and the irrelevant accounted, in large part, for Hughes's failures as a businessman: why he ran RKO into the ground, why he nearly plunged TWA into bankruptcy and lost control of the airline, why he never successfully put an airplane into production."

And yet one of his companies, Hughes Helicopter Company, produced two outstanding military helicopters that are still in use today; the Apache and the Special Operations AH-6 Little Bird. Hughes Helicopters is now part of Boeing. But Hughes Helicopters' lineage goes back to the Hughes H-1 Racer that set world records in the 1930's, and to the Hughes Flying Boat, otherwise known as the Spruce Goose, which is now on display in the new Evergreen Aviation Museum just outside Portland, Oregon.

The story of the Apache and the Little Bird includes brutal fly-off competitions, congressional investigations, wiretaps, burglaries, summary executive firings, and many lessons learned. And the story goes on. The Apache will remain in the Army inventory through at least 2030 when it will be a sixty year old design. Yes, it will have had numerous upgrades over the years. But having had its first flight in 1975, it remains one of the ongoing legacies of Howard Hughes.

Chairman:

Martin Vaughan, Director Terra Firma,

Martin Vaughan commenced his professional experience in the construction industry as a specialist planner. After several years in construction, Martin utilised skills in the Defence industry on the JORN project where he gained a detailed knowledge of C/SCS principles. After a number of years working in Defence he completed a number of roles in the Telecommunications and IT industries where he developed broader Project Management skills including change management and risk management. Martin has significant broad knowledge of e-Commerce, e-Procurement, ERP and Telecommunications project requirements.

Concurrently Martin has maintained an interest and developed qualifications in adult education, running a number of Project Management related training courses. He has developed standardised methodology, templates and processes, which form the basis of Terra Firma's current methodologies and tools. Martin has also contributed to large corporate Product Development processes and systems. Martin holds a Bachelor Degree in Engineering and a Diploma in Education. He is also a member of the Australian Institute of Project Management as well as a member of the executive committee of management for the Australian Performance Management Association.

As Director and partner of Terra Firma, Martin has more recently been required to utilise sound financial and communication skills to establish and build Terra Firma into a successful and respected Professional Service Provider.

Track 2: Balanced Scorecard

Federation Ballroom North: PM Wednesday 20th

Chair: Mr Martin Vaughan, Director, Terra Firma

1400	Performance Management- A Corporate Perspective	Jim Muir *Director, Materiel Organisational Performance Improvement, Defence Materiel Organisation*
1440	Incorporating the Balanced Scorecard Methodology into Project Management Processes	Czes Szarycz *Head, Enterprise Performance Solutions, SAS Institute* Voytek Kawecki *Partner, Javelin Engineering*
1520	**Coffee**	
1540	Operationalise your BSC	John Ackery *Senior Partner, IMM Consulting*
1620	Defence's Industry Scorecard	Peter Sidman *Director,AII section, Defence Materiel Organisation*

1700: Cocktail Party in the Atrium and Gallery
hosted by the Australian Performance Management Association

Biography: Jim Muir

Jim Muir is the Director of Materiel Organisational Performance Improvement in the Finance & Business Systems Division of DMO. Jim is responsible for performance management and performance improvement, including introducing and sustaining the DMO's Balanced Scorecard and the application of the Australian Business Excellence Framework. He is also Project Director for the Activity Based Costing Project.

Jim is a professional engineer with more than 25 years experience in engineering and project management roles both in government and industry. He has worked for Ampol and the US Department of Defense, where he received the David Packard Award for his contribution to acquisition reform.

Jim has had a range of management appointments in the Defence Materiel Organisation, in areas of quality assurance, project management and corporate management.

Jim is married to Chris, and they have five children. His interests outside work include cycling, running, taekwondo, camping, and involvement in lay ministry in the Catholic church.

Performance Management – A Corporate Perspective

Jim Muir

What we see as important depends on our perspective. As a member of a project team we are focused on achievement of the project goals and tend to leave it to others to manage the organisation as a whole. In a project environment we use tools such as earned value management to quantify progress towards the projects outputs. If we are part of the corporate management team our focus is somewhat different. Success of the organisation as a whole depends on more than meeting customer outcomes. Successful organisations focus on four perspectives - people and infrastructure development; improving business practices; customer satisfaction and the owner's bottom line. Such a multi-faceted view is the basis of the Balanced Scorecard concept, devised by Kaplan and Norton from the Harvard Business School.

The Department of Defence is using the balanced scorecard concept to focus the organisation on common strategic outcomes. It aims to provide each individual with an understanding of Defence's strategic direction and a clear line of sight to see how their work contributes to the desired outcomes.

This presentation will describe Defence's approach to using the balanced scorecard. It will outline typical measures used to assess organisational performance and show how project performance metrics such as earned value fit within the broader framework. It will also cover tools used to support the balanced scorecard and associated business analysis, including activity based costing.

Biography: Czes Szarycz MBA, B.Sc (Hons)

Mr. Szarycz is the head of enterprise performance solutions with SAS Institute. He obtained his B.Sc (Hons) degree from the University of New England, in 1986 and his MBA in Finance from Macquarie Graduate School of Management, Sydney, in 1996.

He has held frontline leadership, management, and consulting positions in the exploration/mining, defence and financial services industries.

For the past five years, Mr. Szarycz has been assisting both the private and public sectors to adopt the SVA, the Balanced Scorecard and ABC frameworks as an integrated strategic management system. Some of his clients include: Amcor, ANZ, GIO,St.George Bank, Howard Smith, Serco Group, Tenix, Department of Defence, Lang Corporation - Logistics and others. He has had a number of his articles, on strategy implementation, performance management and real time reporting, published in CFO Magazine and other business and professional magazines. In addition, Mr. Szarycz has been a frequent presenter at leading business schools and international conferences..

Biography: Voytek Kaweki ME, MESc, MIEAust, MAPM

Voytek has over 20 years of experience in a variety of management roles including development of schedules and cost control systems, cost/schedule control and management of projects of up to $1 billon. He is currently working in Sydney as planner for Lockheed Martin Australia on the Australian Frigate Upgrade program and also as Project Controls Manager for the NSW Rail Infrastructure Corporation.

Voytek's past jobs include:

- Development of a $700 million winning Tender, Construction Schedules and cash flow forecasts for the M5 East toll way, the largest single awarded civil engineering contract in Australia.
- Consultant Planning Manager for Melbourne City Link Project $500 million contract.
- Development of infrastructure and other programs in Hong Kong, New Guinea, Malaysia, USA and other countries.
- Scheduling of large projects for Telstra Corporation.

Voytek's management skills were proven on projects involving multiple sub-contractors and different business units. He supervised and controlled programs in a variety of systems including Microsoft and Primavera. Prior to this, he had extensive construction experience involving positions of Project Engineer, QA Manager and Project Controls Manager.Voytek has exceptional skills in CPM, Planning/Scheduling, Cost Control, and Earned Value.

Management experience, variety of projects and understanding of modern technologies support his expertise.

At the beginning of his career in Australia, Voytek worked for NSW Public Service and during that time he was able to complete his Australian Masters degree.

Incorporating the Balanced Scorecard methodology into Project Management Processes

Czes Szarycz and Voytek Kawecki

The management of large and complex projects has always been associated with a high level of uncertainty and risk. Over the years, various project management techniques have been introduced to ensure that project milestones are delivered on time and within budget. One of the areas not covered by modern project management techniques is the monitoring of a project's non-financial indicators, for example staff morale, the effectiveness of project value chain, depth of relationship with customers, and many other intangible variables

The Balanced Scorecard methodology has been hailed as an effective approach to corporate strategy implementation and performance management. However, when applied to complex projects it can also provide an additional insight to the project manager and can act as an early warning system.

This paper outlines how to design a project-based balanced scorecard and how to integrate it with modern project management techniques. A project-based strategy map will be presented and project-based KPIs will be discussed.

Biography: John Ackery,
Senior Partner (Head of Client Development) IMM Consulting

John has been awarded a Master of Business (Marketing) from the University of Technology, Sydney and a Graduate Diploma (Marketing) from MGSM. He is a Director of the Centre for Strategic Management and Associate Fellow at Macquarie University. He has regularly lectured in strategic management and marketing at both Macquarie University and the University of Technology.

John has over 20 years of corporate business experience and is a founding partner in IMM Management Consulting. His experience comes from major blue chip organiations such as James Hardie Industries, Pacific Dunlop, Winstones and Crane Group. John has held key management positions in sales, operations, business development and marketing.

As a senior member of the James Hardie Pipelines management team, John played a significant role in a number of change management projects designed to re-engineer the entire organisation from a state based business to a centralised, functionalised organization. This included process re-engineering, development of critical marketing capabilities, management of major capital plans and development of team and cross functional skills.

Since founding IMM with Gary Brady, John has headed major consulting assignments with organisations such as, Onesteel, Capral Aluminium, Bayer Plastics, Amcor Fibre Packaging, Rail Infrastructure Corporation, Tourism NSW, Smith & Nephew, Capral Aluminum and Heath Lambert Insurance. John leads IMM in developing processes, and plays a central role in integrating new methodologies and supporting technologies in these business practices.

Within IMM, John heads the client develop area, technology integration and process development. He has a specific interest in Operational Control and the importance of its integration into the BSC Implementation Process.

Operationalise your BSC - Aligning Teams, Individuals, Goals, Actions and Compensation

John Ackery

'Developing a Performance Based Culture Aligned with the Organisation's Strategy'

The use of Balanced Scorecards (BSCs) is well documented and widely accepted as having sound academic credentials, and more recently proven as effective and valued management tool. Today we have a vast number of cases supporting the theories and proving that they can significantly drive bottom line performance and/or organisational outcomes. In concert with driving performance, the BSC also fulfills a range of important related roles; such as mobilising executive teams with a change management agenda, communicating to engage employees and related stakeholders, the prioritising of key actions, use of measurement to support change, developing transparency of non financial performance of the organisation.

A BSC is a direct translation of the strategy into operational terms described by linked objectives, measure, targets and actions. The development of BSCs is used to describe the operationalising of strategy at corporate levels along with the alignment of lower level business units or functional areas. Professor Kaplan and Doctor Norton in their most recent text on 'Strategy Focuses Organisations', further highlight the use of BSCs, and identify 5 core principles for an organisation to become 'Strategy Focused'. These principles primarily describe how an organisation should utilise BSCs to understand the agenda for change, convert strategy into operational terms, align business units and make strategy continuous and part of everyone's job.

The secret for organisations to achieve the benefits of a BSC is working all five principles, but in particular in making strategy 'part of everyone's job', the alignment of the people with strategic agenda. This critical link of engaging people with strategy is the most difficult phase and is generally where most management teams 'drop the ball' and as such miss the opportunity of delivering the improvement and changes required for success.

In John's presentation he will highlight some of the key steps in building an SFO capability, the development of BSCs, and more importantly on the factors required to effectively operationalise them and align the work force. John will lead a discussion on how to create a performance appraisal system that aligns teams and individuals with strategic goals and links 'hard and soft' metrics with compensation. John will highlight proven methodologies and talk first-hand about several Australian and off shore examples.

This presentation is designed for representatives of Organisations who have made the decision to adopt the BSC methodologies, or those who want to gain an insight into the complete Balanced Scorecard process.

Reference:

Building Strategy Focused Organisations Kaplan, Robert S. & Norton, David P.

Biography: Peter Sidman,

Peter Sidman is the Director, Australian Industry Involvement (AII) within Industry Div of the DMO. Peter is responsible for policy, implementation and management and the AII Program and the design and implementation of the Company ScoreCard system –a significant initiative under the current DMO Reform program.

Peter has held a range of management positions in DMO dealing in areas of contracting and industry development.

Peter has qualifications in Engineering and Public Sector Management.

Defence's Industry Scorecard

Peter Sidman

Peter is to present on the Defence Company ScoreCard approach to managing a contractor's performance whilst under contract to the Department of Defence. The Company ScoreCard provides Defence with a perspective of tenderers' performance in the delivery of defence contracts.

The Defence Company ScoreCard is an initiative that aims to:

- formalise the corporate knowledge of a contractor's performance;
- encourage better performance through active dialogue between the contractor and Defence; and
- allow Defence to make informed source selection decisions during the tender process.

Company ScoreCard illustrates a company's performance in its role as either the prime or significant sub-contractor on specific contracts at a point in time. In relation to the Company ScoreCard, the definition of a significant sub-contractor is interpreted in terms of complexity, cost and risk, as an element on the project's critical path or, as delivering key elements of the supplies.

The presentation will cover:
1. Contractor Performance as a management tool.
2. Decision making using the Company ScoreCard system.
3. Discussion on the outcomes achieved to date.
4. 360^{o} View ScoreCard – a chance to hear industry's perspective on how DMO is performing.

Information on the Company ScoreCard system can be found on the DMO website: www.defence.gov.au/dmo/id/cscard/csc_home.cfm

Track 3: Practical Software Measurement

Chair: David A. Taunton

Engineering Manager
RLM Systems Pty Ltd

Mr David Taunton is the Engineering Manager at RLM Systems Pty Ltd and is responsible for the oversight and general management of projects at RLM such as Seahawk, AP 3C ITTF System Support, State Revenue Office and Queensland Rail. David has more than 30 years experience in Engineering and Program Management.

Mr Taunton's career began in 1978 when he accepted a position of Development Engineer with Marconi Avionics UK, where he was involved in the development of a ground based test system for the Rolls Royce RB199 aircraft engine.

From 1980 to 1987, David moved into Technical Management roles at the Government Aircraft Factories. This was followed in 1988 with secondment to AWA to perform a Systems Engineering role within the Full Scale Engineering Development of Nulka - an Active Expendable Decoy for ship protection.

In 1991 Mr Taunton was a Senior Software Engineer at RLM (formally Telstar Systems) and was seconded to GEC Marconi to undertake System Engineering tasks developing the JORN Operations Centre. In 1994 he was promoted to Principal Software Engineer and Team Leader for the software development of the Network component of JORN.

In 1997 David became the RLM Project Manager for the software component of the upgrade to the Tactical Data System on the Seahawk Helicopter. This led to his current position of Engineering Manager at RLM Systems.

Mr Taunton holds a Bachelor of Science Degree and a Bachelor of Communications Engineering Degree from Latrobe University. He also holds a Master of Systems Engineering Degree from the Royal Melbourne Institute of Technology.

In 1993, Mr Taunton's skills and knowledge were recognised by Telecom Australia when he was awarded a Prize for "The Best Project Thesis in Master of Systems Engineering Course".

Mr Taunton resides in Melbourne, Victoria.

Track 3: Practical Software Measurement

Federation Ballroom South: PM Wednesday 20th

Chair: Mr David Taunton, RLM Systems Pty Ltd

1400	Keynote: Current Issues in Practical Software Measurement	Mary Kelaher *Director General, MMPS* *Defence Materiel Organisation*
1440	Earned Value and the Art of Software Development	Gary Morris *Software Engineering Functional Management, RLM Systems*
1520	**Coffee**	
1540	Using Measurement as a Means for Informed Decision Making – a step towards IT Maturity	Pam Morris, *CEO, Total Metrics Pty Ltd*
1620	Earned Value for Business Management	Patrick Weaver *Managing Director,* *Mosaic Project Services Pty Ltd*

1700: Cocktail Party in the Atrium and Gallery
hosted by the Australian Performance Management Association

Biography: Mary Kelaher

Director General Materiel Management Policy and Services
Defence Materiel Organisation

Mary has recently joined the Defence Materiel Organisation, taking up the role of DGMMPS.

MMPS Branch is responsible for the provision of support and advice regarding Project Management Systems, Performance Management, Project assurance and Advice, and Systems Engineering and Software Acquisition Management.

Prior to joining Defence, Mary was a senior manager at Deloitte Consulting based in both Melbourne and Sydney. During a period of approximately six years, Mary focused upon strategy and operations practice, business streamlining, strategy and performance improvement. Mary originally began her career in Canberra working for the APS for approximately 10 years.

Mary has held various positions at the Branch and Division head level for both the NSW and Victorian State Governments. Mary's qualifications cover a broad range of business management disciplines including an MBA, BSc, and BA.

Keynote: Current Issues in Practical Software Measurement

Mary Kelaher

Software intensive projects represent the majority of complex major capital equipment projects managed by Defence. The benefits of PSM are widely known and generally accepted; so why is PSM not an integral tool for every program manager? PSM is just one of the many tools that project managers should be afraid to leave home without, especially for software intensive projects! This speech will address some of the issues being faced ranging from perceptions to objectives of measurement.

Biography: Gary Morris

Gary Morris has over 17 years experience directly applied to software intensive Defence projects. He is a practitioner conversant with all phases of the software development lifecycle. In his current role with RLM Systems he shares his time between project management of software development programs and Software Engineering Functional Management. Most recently, he has undertaken project management positions where Earned Value Management Systems have been applied to software programs varying in size from the Jindalee Over-the-horizon Radar Network (JORN) Project with a $58 Million software budget to smaller defence programs with less than a $3 Million budget.

Earned Value and the Art of Software Development Paper

Gary Morris

Earned value is well recognised as a "best practice" project management technique. RLM Systems has developed an earned value framework that has proven effective for managing both small and large-scale software development programs. Schedule projection through the use of trend charts derived from empirical patterns observed in historical earned value data has also been used as a useful early warning tool, allowing project managers to instigate corrective action where projected results are undesirable.

Mr. Gary Morris will present the earned value system implemented at RLM Systems

Biography:Pam Morris

CEO, Total Metrics Pty Ltd

Ms Pam Morris (B.Sc., Dip. Ed., Grad. Dip. Computing, CFPS), is the CEO for TOTAL METRICS Pty. Ltd Australia. She has extensive experience in the software development field, specialising in software process improvement and software metrics since 1989. She has consulted to a wide range of organisations in Australia, United States of America, Japan, New Zealand and the United Kingdom.

Ms Morris is a founding member of the Australian Software Metrics Association (ASMA), holding a position on the Executive Board and the Function Point Counting and Benchmarking Database Special Interest Groups. Ms Morris is the international project editor of parts 1 and 2 of the ISO Standard 14143 for Functional Size Measurement. She represents Standards Australia as the convenor of SC7/WG12 (the ISO/IEC standards group responsible for the development of functional size measurement standards). She plays an active role internationally in the development of the FPA technique and has represented ASMA on the US based International Function Point User Group (IFPUG) Counting Practices Committee from 1993 - 2000. She is a core member of the Common Software Measurement International Consortium (COSMIC).

Ms Morris has presented at metrics conferences in Australia, USA, Japan and the UK. She has combined her consulting experience in software metrics with her previous experience in secondary and tertiary teaching to develop and present numerous Software Metrics and Function Point counting training courses to over 200 organisations and 2000 attendees in USA, Australia and New Zealand.

Using Measurement as a Means for Informed Decision Making – a step towards IT Maturity – Some industry case studies

Pam Morris

The CMM process capability maturity model assessment scheme requires that in order to be rated as Level 2, an IT organisation needs to have basic project management planning, monitoring and control processes in place. Project processes are performed repeatably and basic project measurement is in place with regards to project scoping, project estimates and measurement of actuals versus estimates.

The presentation focus on functional size measurement as a critical project measure for quantifying project scope early in the project lifecycle so that the scope is effectively monitored and controlled. It will discuss several Australian industry case studies that illustrate how such basic measures of software size can be effectively used to provide invaluable input into critical decisions such as accepting supplier quotations, evaluating supplier performance and making that critical decision to cancel a late project.

Biography: Patrick Weaver
Managing Director, Mosaic Project Services Pty Ltd

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

Patrick is the Managing Director of Mosaic Project Services Pty Ltd and an Associate of Dartnell Grant and Associates Pty Ltd. Since 1985, he has held a number of other Directorships with project management businesses including Micro Planning International Pty Ltd. His areas of management responsibility include developing and managing project planning and schedule control systems, strategic planning, general management, staff development and technical support. Patrick's consultancy work encompasses: -

- Developing and advising on project schedules,
- Managing the development of internal project control systems for client organisations (Project Office),
- Developing database and internet enabled information and control systems,
- Developing and presenting project management training courses,
- Acting as an expert witness and assisting with dispute resolution and claims management.

He is a graded Arbitrator, a trained Mediator and an experienced Negotiator.

Past and present clients include: Telstra, Optus, Virgin Mobile Australia, Compaq, IBM GSA, Ansett, Bovis Lend Lease, RAAF, ASIC, ADI, HIH, ASC, Boeing, BP, Doyles Construction Lawyers and Moray and Agnew Solicitors.

Qualifications

• Project Management Professional (PMI USA)	PMP
• Grade 2 Arbitrator (IAMA)	
• Fellow, Australian Institute of Company Directors	FAICD
• Member, Australian Institute of Project Management	MAIPM
• Member, Project Management Institute (USA)	MPMI
• Member, Association of Project Managers (UK)	MAPM
• Member, Institute of Arbitration and Mediators Australia	MIAMA
• Higher National Diploma (Building)	HND

Earned Value for Business Management

Patrick Weaver

Managers working for a business or department, which has chosen to outsource some of its core internal processes, are battling to retain control over their projects. Two of the key issues they confront is the lack of visibility of many key commercial processes and the lack of direct lines of control caused by the commercial structure of the outsourcing model itself. However, whilst the level of control exercised by the businesses managers has been diminished, many of the outsourced projects remain crucial to the overall success of the business/department.

Many of the levers previously used by project managers to control vendors and contractors working on their projects (eg payment provisions, knowledge of contracted rates, choice of vendor, etc) have either been subsumed into the overall 'outsource' agreement and/or have become commercial secrets hidden from the project manager and/or have been eliminated as an option by the outsourcing arrangements.

This paper discusses how, in this new environment, the client's project management team can use the power of Earned Value (based on commercially less sensitive data such as 'work hours' planned and achieved) to regain a high level of visibility and therefore control over these vital projects.

The paper is in three sections:

A brief review of the issues and problems created by many outsourcing models, with particular reference to their impact on the management of "new" projects (ie projects outside of the original outsourcing brief).

An analysis of the effect of schedule slippages early in the project; why lost time is so difficult to recover later, and the importance of creating visibility of progress from the very start of a project to mitigate the development major problems later.

Proposals for integrating the simplified (but very effective) EV process discussed in the paper into a businesses project management process to the mutual benefit of both the client organisation and the outsource contractor. Including the subtle blend of psychology and technology needed to deliver control back to the project manager in the absence of direct authority.

The paper focuses on the problems of managing outsourced IT projects. However, the techniques discussed and presented have a much wider application in the general project management community.

The paper is <u>not</u> theoretical, all of the techniques have been implemented successfully by consultants working for Mosaic Project Services on a wide range of projects including; maintenance, regulatory and (of course) IT&T.

Track 4: Earned Value Management

Chair: Australian Performance Management Association

Mark Martin: National President

Mark Martin is an Engagement Manager with Earned Value Systems Pty Ltd. He has been involved in the performance management aspects of project management since 1989. Mark is the National President and is a Charter Member of the Australian Performance Management Association.

Over 20 years, Mark has supported projects ranging from short duration low value minor works to multi-million dollar programs. He has been involved in Earned Value Performance Management (EVPM) since its introduction in the Australian Defence sector.

He has been Review Director and Team Chief on reviews of company management systems in Australia, England and Italy. Mark also provides consultancy services to the mining industry in the areas of business improvement, project management and business systems. His clients include Normandy Mining, Great Central Mines and Sons of Gwalia.

Christine Lundahl: President NSW Chapter

Christine Lundahl has worked in Aerospace/Defence for more than twenty years. She has a Master of Science and a Bachelor of Science degree in Engineering, and has worked on a wide variety of projects within the Defence Industry. Christine came to Australia from the US in 1989, and has been actively involved in the APMA since then. She is currently President of the NSW chapter.

Mark Ruffell-Hazell: President Victorian Chapter

Mark Ruffell-Hazell has been involved in the application of project controls on large software and hardware integration projects for the past 10 years.

Working for the Water Utilities to 1996 he has spent the past five years on Defence projects with either C/SCSC or CSSR requirements. His role with RLM Systems encompasses both Schedule Analyst and Earned Value Analyst functions with the lion's share of his effort overseeing the schedule for the Jindalee Operational Radar Network (JORN).

Meri Duncanson: Vice President Publicity

Meri has been involved in Earned Value Management since the early 90's firstly cutting her teeth in AWA Defence Industries with Production then Project Scheduling, before moving across to become the Cost/Schedule Analyst on several development projects within the Project Management Group.

In late 1996 an offer from Vision Abell the defence division of Vision Systems Limited saw Meri move into the Cost/Schedule Controller role implementing Earned Value and in late 1999 being Validated for CSSR on the Hydrographic Database Project. Whilst at Vision Abell Meri also assisted in developing In-house Project Management Training Courses with the emphasis on Project Management Tips and Traps for Vision Abell employees

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Track 4: Earned Value Management

Federation Ballroom North: Thursday 21 February

Chair: Australian Performance Management Association

0845	Using Work Breakdown Structures in Cost Analysis	Neil Albert *Sr. Vice President and General Manager, MCR Inc*
0925	In House EVM in Defence	Peter Lang, *Director, Earned Value Performance Management* Brad Flux, *Director, Project Management Systems, Defence Materiel Organisation*
1005	**Coffee**	
1025	Earned Value Management and Alliance Contracting	Lloyd Carter *Director, MTCA* Gavin Fitzpatrick, *BFM, Project Djimindi, DoD*
1105	Tips and Traps for Implementing an EVMS in a Small R&D Environment	Meri Duncanson *Project Management Office, Vision Systems – Fire & Security*
1145	EV Data Integration, Integrity and Reporting	Mark Ruffell-Hazell, *RLM Systems* David Pleasance, *Terra Firma*
1230	**Light Lunch in the Atrium & Gallery**	
1400	EVM Concepts and Surveillance of Major US Acquisition Programs	Richard Zell *Defense Contract Management Agency*
1440	EVMS in Canada	Rocky Galletta, *Chief, Planning & Scheduling, Maritime Helicopter Project (MHP)*
1520	Coffee	
1540	Implementing EVMS on International Projects	Luis Contreras *Senior Consultant, AzTech Int'l*
1620	Building a National Standard	David Read *Director, Earned Value Systems* James Thomson *Standards Australia International*

1900: Conference Dinner hosted by BAE Systems

Mr Alan Wakeham, Managing Director - Defence Systems

Biography: Neil F. Albert
Senior Vice President and General Manager of MCR

Mr. Albert is Senior Vice President and General Manager of MCR, Inc. MCR is a wholly owned subsidiary of AT&T specializing in cost/schedule management, acquisition management, and technical assessment. In his capacity, Mr. Albert directs and manages operations research analysis, cost estimating, economic analysis, cost-benefit analysis, training, and acquisition support activities for Government and industry customers. He has broad experience in electronics, transportation systems, information (software) systems, space and defense systems, energy, and environmental systems.

Previously, he was Director of Cost Estimating and Analysis at Textron Defense Systems where he directed and managed the cost analysis functions including proposal development, cost/price analysis, cost estimating system 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 has made numerous presentations in the areas of cost analysis and program management. Mr. Albert was the person responsible for developing and writing the Work Breakdown Structure Handbook (MIL-HDBK-881, January 1998) and developed and presented training in the use of Work Breakdown Structures for military systems. He also developed training in Contractor Cost Data Reporting (CCDR) System, which standardizes the approach and use of cost data for estimating purposes.

Mr. Albert holds an MBA in Financial Management and a B.B.A. in Finance/Economics from the George Washington University.

Mr. Albert is a Certified Cost Estimator/Analyst (CCEA), and the past President of the Society of Cost Estimating and Analysis (SCEA). He is a member of numerous other associations including the National Contract Management Association (NCMA), Society of Logistics Engineers (SOLE), the International Society of Parametric Analysts (ISPA), the College of Performance Management (CPM) and Project Management Institute (PMI).

Using Work Breakdown Structures in Cost Analysis

Neil F. Albert

Cost Estimating is the primary function by which most budgets and funds execution plans are established. To develop these estimates it is necessary to have good historical data to provide a basis for estimating new or modified systems/programs.

Before you can apply earned value to any program, the estimated cost and schedule of that program must be understood. Using analogy, bottoms-up or engineering, or parametric methods are common ways of performing these estimating requirements. However, no estimate can be accurate unless a historical data base of cost and technical data is developed and normalized to the program's technical criteria. Once the data is managed estimates of the cost baseline can be developed and maintained.

Establishing these cost baselines are critical to Earned Value success and ultimately project management success. But, planning and executing a project is more than using Earned Value, as indicated above, it must include good cost estimating techniques and data bases. To develop these data bases, a structure is necessary which can recognize the cost, schedule and technical characteristics of the program and be able to translate them across all functions and phases of the program, as well as be understood by all members of the project team. Since the Work Breakdown Structure (WBS) is the key communication and management tool that crosses all functional areas of the program, it would be appropriate to develop these data bases using this tool.

This presentation provides a discussion on how to use a WBS to address cost estimating/ analysis requirements with the focus on developing the initial baseline cost estimate for the program using historical data of other or similar programs in a WBS format and how this structure can help to continually track and collect data for cost estimating and analysis purposes beyond this initial cost baseline development, including developing a separate cost data reporting system.

Biography: Brad Flux

Brad Flux is the Director Project Management Systems in the Defence Materiel Organisation, responsible for the provision of policy and support services on the acquisition of materiel.

Brad has over 15 years engineering and project management experience. His experience includes naval, IT, communications and security projects.

Prior to joining the Department of Defence, he worked in a variety of jobs, including the Department of Health and the Harbours and Marine Department in Queensland.

Brad has a Bachelor of Engineering from the now Queensland University of Technology.

Biography: Peter Lang

Mr Lang has over 25 years project experience, on five continents. His project experience includes construction, mining, energy, transport infrastructure, research and development, IT, business transformation and culture change projects.

Mr Lang has managed the implementation of project management, and project management information systems, into public sector organisations in Canada and Australia. These implementations required simple earned value performance measurement systems appropriate for the particular needs of management in this type of organisation. Examples are:

- the multi-nationally funded, cooperative, research and development projects for the Canadian Nuclear Fuel Waste Management Program - requiring status reporting for the US Department of Energy; and

- the Business Planning, Management and Reporting System for Airservices Australia.

Currently, Mr Lang is managing the "Improve Project Scheduling and Status Reporting" project for the Defence Materiel Organisation.

For one implementation the project team won state and national awards in the 1997 Enterprise Workshop Competition.

Mr Lang is the past National Treasurer of the Australian Institute of Project Management; a Member of the Institution of Engineers Australia; and the Australian Performance Management Association. He holds the qualifications of Registered Project Manager (RPM) from AIPM and Project Management Professional (PMP) from the Project Management Institute, USA. He was the first person to be registered as competent against the Australian National Competency Standards for Project Management. He is a qualified workplace assessor and registered by the Project Management Recognition Council to assess project management competence against the national competency standards. He is an accredited PRINCE 2 Practitioner.

Implementing Project Scheduling & Status Reporting in the Defence Materiel Organisation.

Brad Flux and Peter Lang

A Key Activity on the Defence Materiel Organisation (DMO) Balanced Scorecard is to implement "Project Performance Management" within the DMO. A pilot project is under way as part of a programme of initiatives to address the requirement. The project, "Improve Project Scheduling and Status Reporting", has the following objectives:

1. All projects have a properly maintained schedule and costed Project Work Breakdown Structure that covers the entire scope of work of the project (not just the contracted work);
2. Cost and schedule performance to date, current status and forecast to completion are reported monthly against a properly integrated schedule and Project Work Breakdown Structure;
3. Reporting facilitates easy review by management.

Earned Value metrics are central to this project. The earned value method is being tailored for the DMO environment. DMO manages over 200 Major Capital projects, with a total cost (approximate) of $43 billion and annual spend of $3 billion. The projects are managed in five Divisions, with many subordinate Branches and Systems Program Offices (SPO), where the individual project offices reside.

The performance metrics must roll up for management reporting at Division, Branch, SPO, project, and all levels of the Project Work Breakdown Structure.

Of critical importance, the new work practices being implemented must be seen by the project offices as valuable to them, otherwise the success of the initiative will be limited.
This presentation will describe the business case for this project, the implementation strategy and progress to date. We will summarise hints, tips and lessons learnt so far, and describe the pilot project management information system.

Biography: Lloyd Carter

Lloyd L. Carter is the Managing Director, MTC AustralAsia Pty Ltd in Canberra ACT Australia. He has been involved with Performance Management Systems and Program Management since 1968. 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.

As a private consultant since 1981 he has designed and implemented project management systems and provided consulting services and assistance to over 200 contractor and governmental organisations in the United States, Canada, England, Scotland, Japan, Italy, France, Australia and Saudi Arabia. He has designed, developed, and conducted public training and in-house seminars on project management attended by thousands of students.

Since being in Australia he has provided long term consulting support and training various organisations with both defence and commercial orientations. For the past several years he has been involved in providing consulting support through MTCA to the United Kingdom and Continental European governmental and commercial organisations.

Gavin Fitzpatrick

Gavin Fitzpatrick is the Business Finance Manager of the Undersea Weapons Group within the Australian Defence Materiel Organisation, and manages the Business Finance aspects of several different Torpedo and Mine related Projects, including the Replacement Lightweight and Heavyweight Torpedo Projects.

Gavin has been involved in Major Capital Equipment Projects in Defence for the last 14 years, several of which have had an Earned Value Management aspect to them. He has been involved in the evolution of the Project Djimindi Alliance from the beginnings in late 1999, and is currently conducting the duties of the Alliance Business Finance Manager.

Earned Value Management and Alliance Contracting'

Lloyd L Carter and Gavin Fitzpatrick

The Australian Department of Defence is introducing a number of new concepts into the procurement of equipment. These include innovative and simpler tender specifications, alliance contracting, and private financing of Defence capabilities.

Alliance Contracting (Alliancing) represents a dramatic departure from the traditional methods of Defence systems procurement.
Alliancing has gained ground as the alternative project delivery method with greatest ability to improve outcomes for all parties. Based around an integrated project team of all major Stakeholders with aligned objectives and accountability, many traditional contract barriers are eliminated.

Within alliance strategies, critical implementation principles include:
- Openness and non-adversarial attitudes based on mutual trust
- A step change in culture for all concerned
- Commitment from all levels within the alliance parties
- All parties clearly understanding their responsibilities
- Alignment of business/project/operational goals
- Joint agreement of realistic/stretched performance targets
- Allowing the relationship to develop through the inherent learning process
- A commitment to minimise duplication, eliminate waste or unnecessary work
- **Creation and maintenance of a single team responsible for the new relationship with the necessary authority**

An essential enabler to the required cultural change and performance assurance is tested and compatible work management and cost control systems that incorporate open book accounting. An Earned Value Performance Management System is ideally suited to satisfy these requirements. Project Djimindi, a Defence Alliance Project concerned with the acquisition of Light Weight Torpedoes, employs such an approach. The objectives, design, and advantages of the system will be presented.

Biography: Meri Duncanson

Meri has been involved in Earned Value Management since the early 90's firstly cutting her teeth in AWA Defence Industries with Production then Project Scheduling, before moving across to become the Cost/Schedule Analyst on several development projects within the Project Management Group.

In late 1996 an offer from Vision Abell the defence division of Vision Systems Limited saw Meri move into the Cost/Schedule Controller role implementing Earned Value and in late 1999 being Validated for CSSR on the Hydrographic Database Project. Whilst at Vision Abell Meri also assisted in developing In-house Project Management Training Courses with the emphasis on Project Management Tips and Traps for Vision Abell employees

Meri was then offered a transfer to the head office of Vision Systems - Vision Fire and Security Division in Melbourne, relocating mid 2000. After having her son, Meri is now in the process of establishing a Project Management Office and developing project management standards, policies and systems as well as the implementation of integrated business management processes with an emphasis on Project Performance Management.

Tips and Traps to Implementing an EVMS in a small R&D environment

Meri Duncanson

Implementing an Earned Value Management System in a small R&D company has special challenges. There is no defence CSSR or CSCS requirement to "enforce" the implementation and there is always monetary constraints on creating overheads without a well documented and proven return on investment

Using the successes of the Vision Abell Earned Value Management System (EVMS), Meri Duncanson and Joanne Foster implemented a scaled down EVMS for the Vision Fire and Security - ADPRO division.

After a little reluctance and hesitation the entire R&D group are now enthusiastically involved in embracing a system to plan, monitor and control their projects. Each Project Manager now involves their project team to formally plan the project.

On a monthly basis the earned value data is used as a management reporting tool throughout the corporate chain. Each project member gets their own personal "s-curve", and senior management are notified with all board data based on the earned value data.

This presentation will be a short overview of the tips and traps on implementing an EVMS within a small company without external customer requirements.

Biography: Mark Ruffell-Hazell
RLM Systems

Mark Ruffell-Hazell has been involved in the application of project controls on large software and hardware integration projects for the past 10 years.

Working for the Water Utilities to 1996 he has spent the past five years on Defence projects with either C/SCSC or CSSR requirements. His role with RLM Systems encompasses both Schedule Analyst and Earned Value Analyst functions with the lion's share of his effort overseeing the schedule for the Jindalee Operational Radar Network (JORN).

Biography: David Pleasance
Terra Firma

David Pleasance has over 14 years experience directly applied to Project Control techniques. He is a practitioner conversant with all phases of a project lifecycle. In his current role with RLM Systems he shares his time between development of a Earned Value Software Tool (titled PMLive) and the ongoing project controls support to the Integrated Logistics Support (ILS) Functional Group with in the Jindalee Over-the-horizon Radar Network (JORN) Project.

EV Data Integration, Integrity and Reporting

Mark Ruffell-Hazell and David Pleasance

It is common for project management systems to comprise of a number of software tools and numerous procedural requirements. These software tools and procedures are often specific in their purpose, and rarely is data integration a feature of their design. They typically present two problems.

- The data flows between the packages is limited and as a result the data is often duplicated, inefficient, and lacking in integrity
- The specific nature of the software packages creates a need for a higher level of operator experience, which presents barriers to information availability to other project staff.

At RLM a solution was developed to address these problems. The tool, PMLive, has been successfully rolled out which now

- Sits between existing tools and increases the data integrity, reconcilability, and efficiency by reducing duplicity of information
- Gives access to a wider audience on the project with a central and user friendly application.

David Pleasance will present on the features of PMLive and how a centralised tool can benefit a project.

Biography: Richard Zell

Director, Supplier Operations, Headquarters Defense Contract Management Agency

Richard A. Zell is currently Director, Supplier Operations, Headquarters Defense Contract Management Agency (DCMA), Springfield, VA. He has responsibility for the development and implementation of operational policies and procedures for contract administration elements including all functions of Defense Suppliers systems, including Earned Value Management Systems (EVMS), DCMA supplier risk assessment and surveillance planning, Integrated Digital Environment, Enterprise Resource Planning, supply chain management and pollution prevention. He is also responsible for the DoD EVMS Center of Excellence and DCMA Civil/Military Integration (formerly Single Process Initiative Center). In past assignments he has been responsible for operational policy for all engineering and software functions in the Agency. From 1992-1996 he was the DCMC In-plant Quality Evaluation (IQUE) action officer as well as responsible for Quality standards. Mr. Zell was in Germany from 1985 until 1990 functioning as Chief of Quality, European Section, for all U.S. government and NATO contracts requiring contract administration in Europe. Mr. Zell started his government career with the U.S. Army as an intern in Quality Assurance and has worked at numerous locations as a missile and special weapons inspector.

Mr. Zell holds a Bachelor of Science degree from the University of South Florida, and a Masters of Arts from the National Defense University. He is a member of the Defense Acquisition Corp and a recipient of the DLA Meritorious Civilian Service Award. He is also a 1997 graduate of the Industrial College of the Armed Forces (ICAF), and the Federal Executive Institute (FEI). He is an ASQ certified quality engineer, quality auditor, and a USAF veteran.

EVM Concepts and Surveillance of Major US Acquisition Programs

Richard Zell

During the past decade, the U.S. Department of Defense (DOD) Earned Value Management (EVM) Program has expanded into a major capability and management tool used to control the cost, schedule accomplishment, and performance levels of contracts worth billions of U.S. Defense dollars. As a part of further refinements in the Program planned in conjunction with the U.S. DOD transformation initiative, DCMA has initiated action to focus more directly on the application of risk management concepts in EVM and software capability assessments.

Mr. Richard Zell, Defense Contract Management Agency Director Supplier Risk Management provides an overview of EVM concepts, insight into DCMA's performance of system and program surveillance on major U.S. acquisition programs, and the types of support provided by the Agency to industry and DOD program managers. In addition, the presentation will address recent changes in the U.S movement toward partnering and company ownership of corporate-wide EVM systems along with the systems validation process.

Planned changes within the U.S. DOD in regards to the transformation and modernization of our warfighting capabilities will require a dynamic EVM program to achieve acquisition excellence in the future. DCMA looks forward to working with world industry representatives to develop continually improved systems and methods used to manage acquisition resources and capabilities.

Biography: Rocky Galletta

Chief, Planning and Scheduling, Maritime Helicopter Project (Canada)

Rocky Galletta has over 20 years of Materiel Management and Project Management experience with the Government of Canada. He has worked in various Major Crown Projects for different government departments.

Mr. Galletta is currently employed by the Major Project Service Line working on the Maritime Helicopter Project (MHP) as Chief, Planning and Scheduling. Prior to joining MHP, he worked on the Parliamentary Precinct Renovation Program (a construction project), preceded by the Tribal Class Update and Modernization Project (TRUMP) where he worked on various aspects of the project including EV Analysis and Scheduling.

EVMS in Canada
Rocky Galletta

This presentation will look at: the role of the Major Project Service Line in Canadian Procurement; the status of EV in Canada; why there is a need for a Canadian Standard; and a comparison of the standards. We will look at the Canadian way of doing business, how EV is applied in Canada, and other Canadian initiatives.

The five basic principals of the PPMS include: Work Breakdown Structure and assign responsibility for the work; baseline for measuring both Cost and Schedule performance; objective indicators to assess progress against baseline; control changes to ensure baseline remains valid; and implementation assurance. These will be the focus of the presentation along with the Future of EV in Canada, Full Criteria Compliance versus Tailoring of Standard and striving for best practices in Government and Industry.

Biography: Luis Contreras

Senior Consultant, AzTech International

A Principal Consultant with AzTech International, a US-based project management consulting firm, Mr. Contreras has been a recognized PM expert since 1989. He provides consulting services and training to companies with critical projects. His areas of expertise include PM, Earned Value Management Systems (EVMS), and Enterprise Resource Planning (ERP) systems. He assists clients with all facets of PM–from the proposal stage through completion. Mr. Contreras has designed and implemented a number of widely used custom applications. He has also helped companies implement systems using off-the-shelf PM software including Artemis Views, Primavera, Open Plan/Cobra, Micro-Frame Project Manager, and SAP. He has supported clients throughout the US, Canada, England, and Australia.

Recent successes include lead consultant for Rolls-Royce Defence Europe's EVMS Accreditation (the first company to do so using SAP). The Initial Compliance Review was conducted by the US DoD (aided by the UK MoD). The review included representatives from General Electric, Pratt & Whitney, and the Canadian Maritime Helicopter Project (MHP). Mr. Contreras is now the lead EVMS consultant for the Naval Air Systems Command (NAVAIR) EVMS implementation. This SAP implementation will serve 33,000 users throughout the US.

Mr. Contreras has worked with contractors in various industries, with an emphasis on aerospace and defence. He has supported contractors working with diverse agencies, including the US DoD (Army, Navy, Air Force), DoE, NASA, UK Ministry of Defence, and the Australian Department of Defence. Clients have included Rolls-Royce (Defence Europe & North America), General Motors, AlliedSignal, Electronic Data Systems (EDS), Pioneer Electronics, Lennar Home Builders, GEC-Marconi, E-Systems, Lockheed Martin, and the Chicago Housing Authority, among others.

Mr. Contreras has a degree in Economics from UCLA. He is also a Lotus Notes Certified Consultant and a Project Management Institute (PMI) member currently working on the team that is writing the new PMI EVM Standard.

Biography: Oscar Banda Alfaro, MSc

Senior Consultant, AzTech International

A Senior Consultant with AzTech International, a US-based project management consulting firm, Mr. Banda has been providing consulting services since 1993. His areas of expertise include Environmental Management, Industrial Hygiene, Project Management, Earned Value Management Systems (EVMS), and Enterprise Resource Planning (ERP) systems.

Mr. Banda has worked with SAP, MS Project, and Artemis. He has supported clients throughout the US and in England.

Recent successes include overseeing design and implementation of Rolls-Royce Defense Europe's EVMS System Description & Instructions as well as training materials. He also participated in the EVMS Reviews that resulted in a US DoD Accreditation (the first company to do so using SAP). He is now the Senior Consultant overseeing the documentation and training materials development for the Naval Air Systems Command (NAVAIR) EVMS.

Mr. Banda has a BA in Environmental Analysis & Design with a minor in Urban & Regional Planning from the University of California Irvine (UCI) and an MSc in International Business from Reading University in the UK. He is also a Project Management Institute (PMI) member.

International & Multi-Company Projects—EVMS, ERP, & Project Management Lessons Learned

'Integrating People, Systems, & Data to Successfully Manage Critical Projects'

Luis Contreras & Oscar Banda

International and multi-company projects are fraught with challenges that arise when corporate and regional cultures clash. Yet, in today's environment these kinds of projects are becoming the norm. This presentation will discuss some common ***people*** issues and some lessons learned to minimize problems—and even realize benefits. Some topics covered:

- Reasons that global, multi-company projects are so demanding
- Dealing with corporate & regional cultural differences

In addition to people issues, companies working together usually employ different management and information ***systems***. Some projects are even faced with team members working to implement new Earned Value or Enterprise Resource Planning (ERP) systems (such as SAP)—further complicating an already complex project. In our discussion, we will address common system issues and suggest lessons learned to streamline the implementation and validation process. We will also review ways that an ERP system differs from the old-fashioned approach used by most other project management applications. Some points covered:

- Tips for successful EVMS (or any system) implementation
- Preparing for customer reviews
- Tips for better documentation & training

Lastly, all large projects deal with how to integrate ***data*** between various key players. Creating, updating, and disseminating cost, schedule, and technical information can be particularly burdensome when dealing with different systems, different currencies, and different accounting practices and calendars. We will end our discussion by addressing some of these common data issues and provide some lessons learned to help focus the project team's attention on taking actions rather than merely gathering data.
Some topics covered:

- Data integration and reporting between companies (contractors, subcontractors)
- Challenges when implementing ERP & PM software/systems

Biography: James Thomson
Project Manager, Standards Australia International

James is a Projects Manager with Standards Australia International in the Management and Business group. He currently is managing projects in corporate governance, market research, knowledge management and business benchmarking.

James graduated with a Bachelor of Engineering (Electrical) from Newcastle University in 1987 and commenced work in the coal industry in the Hunter region. From there he took a position with a multi-disciplined consultancy based in the Illawarra. He was promoted to manager, a position he held for a period of five (5) years. James has experience in information management, facilitated training, finance, administration and engineering.

James is a member of the Institution of Engineers Australia, Australian Professional Engineers Scientists and Managers Association (APESMA), he is a qualified workplace trainer, has a post graduate Certificate in Management and is currently studying for masters in Business Administration (Deakin University) and Professional Accounting (University of Southern Queensland).

Biography: David Read
Director, Earned Value Systems Pty Ltd

David Read is the Director of Earned Value Systems Pty Ltd (EVS), a project management consulting company specialising in Earned Value Management training and assisting customers and contractors to implement management systems.

David has been involved in project management for 29 years. He has specialised in Earned Value since playing a key role in its introduction in Australian Defence acquisition projects when he was Director of Project Management Systems during the period 1988 to 1993.

As a project management consultant since 1993, David has assisted most of the major companies in the defence industry in Australia. He has also undertaken engagements in the USA, Italy and UK.

He played a key role in production of each of the Australian Performance Management Symposia from 1990 to the present time and has acted as Director of this, the sixth Symposium. On completion of this Symposium, David plans to specialise in aircraft construction projects.

Building a National Standard

This presentation will consist of two parts.

Part 1
James Thomson

This paper reviews the history of Standards and standardisation which started in America in the late 1880's and then from it's embracement by industry in Australia in 1917 through to the present. The underpinning elements of a standard are consensus and transparency and the fundamental process leading to the publishing of a standard has varied little in the last 80 years.

Standards Australia International has changed significantly in terms of its structure, since its formation, and is comprised of four (4) operating divisions which function as components of the 'knowledge chain' namely: Knowledge Development, Knowledge Distribution and Transfer, Knowledge Enhancement & Application and Confidence & Assurance. Management & Business is the group within Standards & Technical Writing that has managed the project for the Earned Value Standard. The Group, as part of its charter, is developing value adding tools for industry in such diverse fields as knowledge management, corporate governance, contracts, risk management and market research.

Part 2
David Read

This presentation will address the formal introduction of EVPM into Australia in the Department of Defence, the development of policy, early perceptions of need for a Standard and alignment of practices with overseas. The fundamental considerations influencing determination of the direction and technical content of the Draft Standard will be addressed and discussed.

Lastly, the differences between the draft Australian Standard and overseas equivalents will be described and their impact will be discussed. This information is embargoed pending publication of the draft for comment: the description and impact will represent the views of the presenter and not necessarily every member of the committee.

Note: This presentation is intended to convey an overview of the standard and how it got there. Questions will be answered but it is not intended that this presentation will be a forum for delegates to submit comment on the draft.

Track 5: Business Benefits

Chair: John Payne
MTC AustralAsia

John is currently an Engagement Director with MTCA and has over 15 years experience in the fields of project and performance management, including:

- development of policy within both the Australian and United States Departments of Defence.
- development and presentation of training courses to over 400 Government and Contractor personnel within Australia, the United States and the United Kingdom.
- review of management systems within companies undertaking major defence production within Australia, the United States, Canada and the United Kingdom.
- development and evaluation of source selection docu mentation for a number of major defence projects including JORN, Air 87, Lead-In-Fighter, Hornet Upgrade, Heavyweight Torpedo Replacement and Special Purpose Aircraft.

Since commencing with MTCA in October 1999, John has provided consulting and training services in the area of Project Management and Performance Management to a number of governmental and commercial organisations. Clients have included the Australian Department Of Defence, UK Ministry of Defence (Type 45 Destroyer, Future Offensive Air System, Future Carrier and Beyond Visual Range Missile Projects), BAE Systems (UK), Strachan & Henshaw (UK), Rolls-Royce (UK) and Bell Helicopter Textron (US).

Qualifications and Professional Achievements

1. Bachelor of Arts in Administration (Canberra University) majoring in Economics and Public Administration, 1987.
2. Graduate Diploma in Management (Project Management Specialisation) (University of Southern Queensland), 1999.
3. psc (with distinction) Royal Australian Navy Staff College, 1986.
4. Integrated Logistic Support and Materiel Acquisition (ILSMAC), 1987.
5. Cost and Schedule Control Systems (United States Air Force Institute of Technology), 1989.
6. Risk Analysis and Management (American Graduate University), 1996.
7. Admiral's Commendation – Strategic Systems Programs Office (Trident), United States Navy, 1995.
8. ASM (Australian Service Medal), Bougainville, 1999.

Courses And Seminars Developed/Conducted:

1. Five, two, one and half day Introductory and Overview courses to Defence and Industry students. (Australia and the UK)
2. Data Analysis Course (Australia)
3. Integrated Baseline Review Courses (Australia and the UK)
4. Performance Management Association –Symposiums/Conferences. (United States and Australia)

Track 5: Business Benefits

Federation Ballroom South: Thursday 21 February

Chair: John Payne, MTC AustralAsia

0845	Pharmaceuticals: Enterprise Performance Management	Steve Garfien *President, RPM Systems*
0925	NPV and Strategic Value	Mark Heath *Managing Director: MBH Management Pty Ltd.*
1005	**Coffee**	
1025	Workin' on the Railroad: the Sequel	Hugh Dyer *RPM Systems*
1105	Are You Confident Your Projects Will Deliver Your Strategy?	Mark Evans *Principal Consultant, PA Consulting Group*
1145	ABC/M and Integrated Project Management	Simon Dekker *President, Dekker Ltd*
1230	**Light Lunch in the Atrium & Gallery**	
1400	Stakeholder Driven Evaluation – Whose Outcome is it Anyway?	Roger Warr *Partner, PSI Consulting Pty Ltd* David Doherty, *Assistant Secretary, Citizenship and Language Serices, DIMIA*
1440	Measuring your Processes as much as our Projects: Why one Tool is not sufficient in Portfolio Management	Greg McGlone *Head, Group Programme Office, National Australia Bank Group*
1520	**Coffee**	
1540	Northrop Grumman's EVMS – A Shareholder Value Protection Process	Tom Woodling *Director of Program Planning and Control, Northrop Grumman*
1620	Northrop Grumman's EVMS - Continued	" " "

1900: Conference Dinner hosted by BAE Systems

Mr Alan Wakeham, Managing Director - Defence Systems

Biography: Steve Garfein
President, RPM Systems

Steve Garfein is President of RPM Systems, a company he founded in 1979. Since 1989 he has been a technical consultant to Microsoft in the areas of project and database management. Prior to founding the company, Mr. Garfein developed the prototype of today's ***Enterprise Portfolio Management*** systems for Hughes Helicopters (now a part of Boeing) to facilitate the design, development, and production of the Apache helicopter. He was responsible for leading the Hughes effort to have their performance measurement / earned value system validated by a tri-service team from the U.S. Department of Defense. Mr. Garfein has lectured at Oxford University and Stanford University in the fields of information technology and ***Enterprise Portfolio Management***

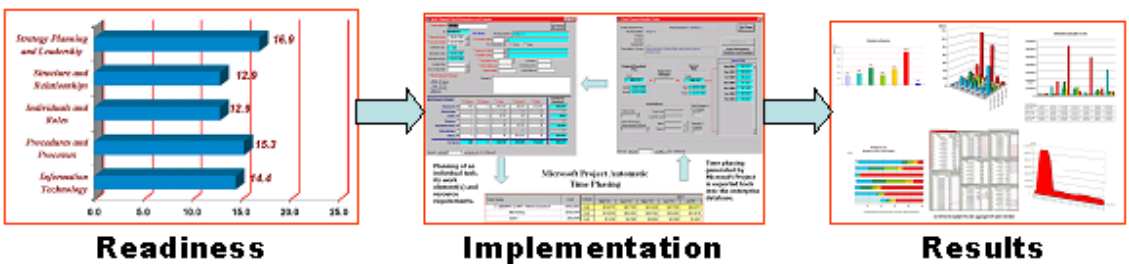
RPM Systems

RPM Systems is a California corporation dedicated to developing and implementing Earned Value Management Systems for companies and organisations having a portfolio of projects to manage. Since its founding in 1979 RPM Systems has pioneered the discipline of ***Enterprise Portfolio Management (EPM).*** Initially developed to coordinate geographically dispersed major subcontractors on the Apache helicopter program, **EPM** has subsequently been employed across a wide range of industries that include:

- ✓ Computers & Software
- ✓ Construction
- ✓ Defense
- ✓ Government
- ✓ Medical Devices
- ✓ Mining
- ✓ Pharmaceuticals
- ✓ Railroads
- ✓ Real Estate
- ✓ Space
- ✓ Telecommunications
- ✓ Universities

Enterprise Portfolio Management enables the automatic aggregation of projects across the enterprise for timely decision making with transparency and accountability. It answers the questions What work do we need to perform in order to meet our goals? What are the priorities? How does each project impact other work? What skills and capacity are available now? What skills and capacity do we need to complete the work?

Over the last twenty years RPM clients have included Amtrak, BellSouth, Boeing, Bovis, Eli Lilly, Ford, General Electric, GSA Public Building Service, Hoffmann-La Roche, Hughes, Intel, Lockheed, Microsoft, Monsanto, Northrop, NYNEX, Rockwell, Swiss Bank, UBS, and The City of New York.



THERAMAX Laboratories, Inc.
A Pharmaceutical Case Study in Enterprise Performance Management

Steve Garfein

Whether in railroading or pharmaceuticals or aerospace, there are generally more projects proposed than can be supported by available funding or other resources. One of the initial functions of an ***Enterprise Portfolio Management*** system is the capturing and quantifying of these potential projects so they can be assessed against the goals and objectives established by management.

The case study that follows was distilled from our experience over the last twenty-two years at RPM Systems Corporation. To protect confidentiality, the case study is based on a hypothetical company: Theramax Laboratories, Inc. The Theramax case study is a synthesis of best practices in the implementation of ***Enterprise Portfolio Management*** (***EPM***) systems, which have been the focus of our practice at RPM since its founding in 1979. It has been our experience that EPM best practices are amazingly consistent across industries. Lessons learned in one industry are frequently a very good fit in other totally unrelated sectors. Accordingly, although this presentation focuses on the pharmaceutical industry, many of the techniques have also been successfully applied in sectors ranging from construction to aerospace to telecommunication and transportation.

Part 1 of the presentation describes the product life cycle environment at Theramax Laboratories, Inc – a life cycle typical of the pharmaceutical industry.

Part 2 describes how Theramax manages its portfolio of "molecules" believed to have market potential.

Part 3 shows one approach to the world-wide planning of clinical trials.

Part 4 describes how those trials are managed on a day-to-day basis.

Part 5 assesses near-term technology that could significantly improve critical aspects of the management processes in the pharmaceutical industry – and other industries having a portfolio of concurrent projects.

Part 6 in conclusion looks at lessons learned.

Pharmaceutical companies, and to a large extent medical device companies, have fairly standard life cycle processes. Theramax Laboratories has seventeen molecules in various stages of development in this hypothetical case study. Whether a pharmaceutical company or a medical device company, or for that matter any organization with a portfolio of concurrent development initiatives, all such organizations experience bandwidth limitations – specifically defined as the limits on throughput of the development funnel at any given point in time.

Implementation of ***Enterprise Portfolio Management*** requires a high level of organizational readiness. A checklist has been proven effective in assessing an organization's readiness and in developing plans to close any gaps that would be barriers to a successful ***EPM*** system implementation.

Enterprise Portfolio Management improves speed to market, enables the more efficient use of resources, and helps avoid unpleasant cost, schedule and technical surprises. Successful ***EPM*** implementation is directly related to an organization's readiness as measured by the ***EPM*** Readiness Checklist.

Biography: Mark Heath B.Bus, CPA

Mark Heath is the founder and managing director of MBH Management Pty Ltd. Mark has a Bachelor of Business at UTS, is a member of CPA Australia, the Australian Institute of Project Management, the Project Management Institute and is a Master Instructor in Microsoft desktop applications development. Mark began his career at AMP and has completed several successful projects for companies including:

British Airways	Rothschild Australia Asset Management	MBF
Kellogg's Australia	Corporate Monitor and Ethical Investor	
Twynam Agricultural Group	Hales Tool and Die Suppliers	

Founded in 1999, MBH is a change management and project management company focused on developing and implementing the Managing by Project philosophy across different industries and into all types of businesses. The main driver for the creation of the company was the belief that there was a market for a unique brand of management consulting. This brand builds on the Managing by Project (MbP) philosophy to deliver growth results to clients rather than the usual consultant's advice-only scope.

Mark, in co-operation with the rest of the MBH team, has developed a unique, generic, top-level MbP methodology. This methodology simplifies the project selection, prioritisation and implementation processes. It creates an easy process for adopting an MbP culture and utilises simple process flows and templates to take the complexity out of delivering each strategic initiative. This methodology includes:

- ☑ A simple feasibility spreadsheet that analyses the project's NPV based on the with/without principle. It easily performs both scenario analysis and Monte Carlo simulation on the base NPV result and then simply calculates the value of subsequent investment options created by the project using Black and Scholes option pricing formula.
- ☑ PowerPoint slideshows and HTML flowcharts that step the main stakeholders through the facilitated workshop approach to developing and planning each project.
- ☑ An overall project management methodology module that simplifies the project manager's administrative and change management tasks through easy-to-use templates and flowcharts

The evolution of this methodology began with Mark's involvement in the feasibility studies of several mission-critical capital projects at British Airways in London. Following on from these assessments, Mark went on to implement the first balanced scorecard into the Cargo division of British Airways. Finally, Mark provided business analysis support to the building of the World Cargo Centre, which is now very visible upon landing at Heathrow airport.

Upon returning to Australia in 1999, Mark quickly formed MBH Management and went about the task of incorporating all the experiences at British Airways into a generic management methodology. A customisable version was developed and rolled out at MBF in 1999, in the midst of the considerable legislative change that was taking place in the medical benefit funds industry. In 2000, MBH Management implemented a full change program for Rothschild Australia Asset Management (RAAM) who took on the generic version that was developed and have been instrumental in testing the various aspects of the MbP process. MBH still has several consultants working with RAAM in helping them achieve their vision of becoming a virtual global fund manager.

NPV and Strategic Value

Mark Heath

A project can be implemented within the constraints of time, cost and quality but if it is the wrong project for that company strategically, then it will rarely deliver the benefits of ongoing value to the business. Delivering a project is not rocket science, even if it is a rocket that you are delivering. What is essential is that

1) the business benefit of delivering the rocket is understood by all parties;
2) the concept of the rocket is the same between the group ie the rocket's size, shape and its purpose; and

It is up to the project manager to ensure that each individual understands the concept and that that concept doesn't differ in any stakeholder's mind. It is also the project manager's responsibility to understand the impact of change on the original project concept and the resulting business benefits that the project is expected to achieve. This should be communicated effectively and without political bias to the sponsor and customers who then make the decisions as to whether the project is worthwhile continuing.

To create this simplicity in delivering any project, companies should follow a Managing by Project approach. What is the Managing by Project (MbP) approach?

MbP utilises four basic principles in driving business value:

- ☑ **Vision** - the development of what your company should look like in the long term
- ☑ **Strategy** - the high-level approach to achieving that vision
- ☑ **Project Selection** - the feasibility of each project analysed in terms of business benefits and alignment to strategy
- ☑ **Project Management** - the delivery mechanism for each project selected.

This paper will focus on the project selection principle of MbP. It will outline the importance of understanding what drives the strategic value of a project and demonstrate how to turn that 'gut feel' identification into a quantifiable value. This value, known as Net Present Value, is the crucial aspect missing from project selection in many businesses across Australia. Furthermore, project selection is often biased by the complete neglect of option pricing to value the project that is being assessed. Many projects will establish long term growth options that far outweigh the immediate benefit of their implementation. A company must be able to value the options a project creates to see if its "strategic value" will outweigh the initial investment.

All new project management techniques and theories must be able to justify the expenditure that is required in implementing them versus the overall triple bottom line benefit that they will bring to the organisation. Critical to this is understanding the benefit drivers and associated change management issues created when implementing systems like EVS, BSC etc. It is the same for knowledge management and competitive intelligence initiatives. Why is it that these concepts have not been grasped with the gusto that their champions suggest would occur? It's because the business benefit (ie the cash inflow) has not been identified accurately enough for senior management to believe that they are going to get a decent "bang for their buck".

Finally, this paper will discuss the main reasons NPV and option pricing are not used and will put forward ways of eliminating these reasons thereby paving the way for NPV and option pricing to be implemented. Correct project selection is the first and most critical element for a company to achieve its vision and grow its business for all stakeholders benefit.

Biography: Hugh N Dyer

Hugh Dyer was the Program Manager for performance management system developed by RPM for Amtrak, the United States Passenger Rail Corporation. Hugh has over 25 years of direct management responsibility and management consulting experience in a wide range of large research, engineering, and manufacturing projects. He began working with Earned Value Performance Management Systems, then called C/SCS, as a member of the Project Controls Group at Hughes Helicopters during the competitive design phase of the AH-64 Apache helicopter program.

Hughes responsibilities have included system design and implementation, personnel training, and system review, evaluation, and demonstration. Working in both the U.S. and abroad, his clients have included National Railroad Passenger Corporation (Amtrak), Lucent Technologies, AT&T, Burns and Roe, General Electric (Aerospace and Electronics Systems Division), McDermott Shipyards, ABB Atom, and Princeton University's Plasma Physics Laboratory. As an associate of Earned Value Systems Australia, his Australian clients have included RLM, Honeywell, ADI Naval Engineering Division, Wormold Technology, GEC Marconi, ASTA Systems, and AWA Defence and Aerospace.

RPM Systems

RPM Systems is a California corporation dedicated to developing and implementing Earned Value Management Systems for companies and organisations having a portfolio of projects to manage. Since its founding in 1979 RPM Systems has pioneered the discipline of ***Enterprise Portfolio Management (EPM).*** Initially developed to coordinate geographically dispersed major subcontractors on the Apache helicopter program, **EPM** has subsequently been employed across a wide range of industries that include:

✓ Computers & Software	✓ Construction	✓ Defense	✓ Government
✓ Medical Devices	✓ Mining	✓ Pharmaceuticals	✓ Railroads
✓ Real Estate	✓ Space	✓ Telecommunications	✓ Universities

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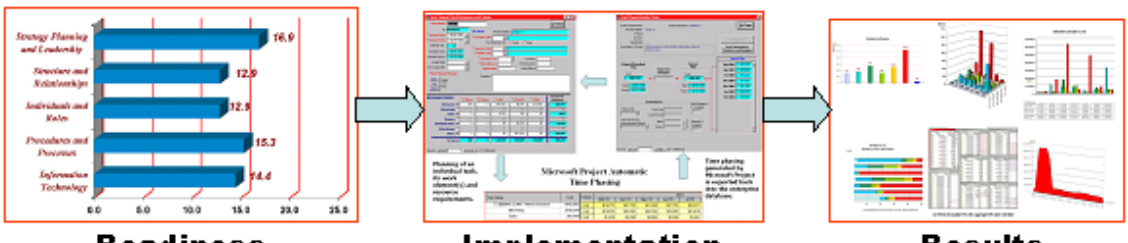

Workin' on the Railroad – Managing a Mega-Project

Hugh Dyer

In any project, large or small, there are always at least three different perspectives or views. The first view is that of the business enterprise itself, as it attempts to examine the enterprise as an integrated whole unit. The second is that of the project leader within a given business enterprise that may have multiple projects underway at any given time. The third view is that of the worker and his or her immediate supervision in the field.

The common thread running through all three views is the program management data. First and foremost, the data must somehow reflect the overall mission and purpose of the total business enterprise, and must be able to clearly show whether or not that mission and purpose are being achieved. Second, the data must be understandable and meaningful from all three views. Finally, the data must reflect both top-down guidance in support of the enterprise objectives, and bottom-up input showing plans and progress at the levels where the work is actually being performed.

This can be a difficult challenge on any project, large or small. But in an environment where the business enterprise is a consortium of three major corporations, and the enterprise objectives are carried out through thousands of relatively small projects with widely spread leadership and locations, the challenge becomes even greater.

In such an environment, the first step is to develop enterprise level guidance, both near-term and long-range, covering the scope and resources available for projects. This guidance is carried down through the enterprise to the level where projects and tasks are actually planned and carried out. Detailed planning can then begin for near-term work, and summary level planning can be established for future work.

Once plans have been put in place, they must be reviewed for conformance with enterprise objectives, as well as the more mundane considerations of resource availability and operational impact. This is accomplished through generating an integrated and aggregated view of all the planned work. With the integrated and aggregated view, projects can be selected which best meet enterprise objectives, and resources can be shifted to obtain the optimum mix.

With planning in place and resources allocated, work can begin. As work continues, progress can be measured through traditional earned value techniques. However, newer technologies now permit more rapid and more frequent data input, as well as more rapid and more frequent data dissemination. With fully integrated and aggregated data, analysis can be effectively conducted at every level from the lowest level work package to the total business enterprise, as often as necessary. With this analysis in hand, corrective actions become much more readily apparent, forecasts become much more realistic, and enterprise objectives can remain in much sharper focus.

You will see how this was achieved with totally integrated and aggregated enterprise project databases using competitively priced commercial off-the-shelf software to the greatest extent possible. We used the Microsoft suite of software products, including Microsoft Access for the user interface and report generator and Microsoft Project as the scheduling tool. This Enterprise Portfolio solution is fully integrated with Microsoft server software with data replication capabilities that readily permit data input, such as actual costs and earned value, from multiple remote locations as frequently as necessary.

Biography: Mark Evans, BE (Chem), MBA
Project Management Practice, PA Consulting Group

Mark is a Principal Consultant in PA's Project Management Practice. He joined PA in 1997 after a twelve year career in the FMCG industry where his breadth of experience extended from working for a Fortune 10 multinational to running his own consulting business. Mark is an experienced project manager who has successfully managed major capital, new product development, performance improvement and post merger integration projects.

During the past 2 years, Mark has developed PA's Project Portfolio Management service offering. Mark has worked extensively with senior executives increasing their understanding of their capital portfolios, their confidence that capital is being appropriately allocated and visibility that real business benefits are being delivered and shareholder value enhanced. Clients have included major public and private sector clients in industries including telecommunications, financial services, transport, insurance, defence, chemicals and postal services. Mark has completed a degree in Chemical Engineering from the University of Melbourne and a Masters of Business from the Melbourne Business School.

Benefits Management
Are You confident Your Projects will Deliver Your Strategy?

Mark Evans

Many organisations have sound comprehensive visions of the future. But many of these visions are never delivered. Project Management professionals are passionate that project management provides the framework – essential processes, skills, tools and techniques – to bridge the gap between vision and delivery.

Benefits Management is a fundamental aspect of the management of any project or programme, aimed at maximising the business return on investment.

Benefits Management has the potential to substantially increase shareholder value, by:

- Directing the organisational investment to achieve identified business benefit.
- Creating a partnership between users and service providers.
- Delivering a business improvement not just a technical system.

It does this by identifying opportunities for increasing or accelerating benefits, reducing or deferring costs, and avoiding benefits 'leakage'. It involves interventions throughout a project's life cycle, from ensuring the scope of work and the project design are aligned to the corporate objectives, setting targets and defining tangible measures and subsequently, to actively realising the benefits during and after implementation.

The key message from this session is that ***"unless benefit delivery is actively managed, maximum benefits will not fully materialise".*** This session will focus on the keys to implementing a rapid, simple and objective approach to benefits management. Through discussion of specific Case Studies, the practical lessons of Benefits Management are shared.

Biography: Simon Dekker

President, Dekker, Ltd., Producers of Dekker TRAKKER® Management Software

Simon Dekker, the author of Dekker TRAKKER™ ABC&P management software suite, and CEO of Dekker, Ltd. brings a unique and diverse background of experience to the field of Activity Based Costing and Performance Management through his experience in scientific, business management, and systems engineering projects. He has provided his management systems expertise to commercial enterprises and government organizations, and is an expert on the implementation and integration of contemporary management techniques.

Mr. Dekker has been a Chief Executive Officer of Dekker, Ltd. for 17 years and has served as a Board of Director member for various organizations. He has published articles and is an invited lecturer on the topics of Activity Based Costing (ABC), Performance Measurement, Earned Value and Integrated Project Management to various trade associations, private enterprises, government agencies and universities. Mr. Dekker's diverse technical and business background coupled with his understanding of computer technology has earned him renown as a leader and major innovator in Activity Based Cost Management (ABC/M), Integrated Project Management and Performance Measurement disciplines.

Activity Based Cost Management and Its Relationship to Integrated Project Management

Simon Dekker

Activity Based Costing (ABC) is the fusion of traditional financial information related directly to the operation of a business unit. The purpose of ABC is to facilitate communication between various stakeholders of an organization that is based upon business objectives, the activities required to meet the objectives, and the actual consumption of enterprise assets used within the activities.

Mr. Dekker's presentation will focus on the definition for ABC with salient relationships to integrated Project Management, Earned Value Management (EVM) and Risk Assessment. The presentation will generically itemize each stakeholder within an enterprise and the types of individualized data views they typically require from an ABC/M system. In addition, attendees will learn various litmus tests to determine if an organization has achieved Activity Based Cost Management (ABC/M).

Biography: David Doherty

David Doherty is Assistant Secretary, Citizenship and Language Services, in the Department of Immigration and Multicultural and Indigenous Affairs (DIMIA). In this role he has executive responsibility for the Adult Migrant English Program (AMEP) as well as Citizenship Policy and Services and the Translating and Interpreting Service (TIS).

Biography: Roger Warr

Partner, PSI Consulting

Roger Warr is a Partner in PSI Consulting Pty Ltd, one of Australia's leading specialist consulting firms. Roger joined PSI 5 years ago after a 30 career in Information Technology, both within Australia and overseas in the UK, Germany and the USA. His experience, from both customer and vendor perspectives, includes data centre operations, systems programming, applications development and maintenance, software design, infrastructure design, capacity planning and performance monitoring, customer service management and consulting. Since joining PSI, Roger has further developed his procurement analysis and planning skills, including advanced evaluation methodologies.

Roger has provided consultancy support for the market testing of several major IT infrastructure projects, including the 37 agencies of the NT Government, and the Dept of Health and Aged Care. He is the principle architect of PSI's Perform!Gain software product which was designed to allow the collection, management and reporting of performance data for a range of purposes, including contract management and program evaluation. He was awarded a patent for the design of a complex artificial intelligence software product in 1992.

Roger has presented and published many papers on Information Technology, Outsourcing and Management topics, in Australia, the USA, UK and Europe.

Stakeholder Driven Evaluation – Whose Outcome is it Anyway?

Roger Warr and David Doherty

The paper presents a case study of an exercise to determine the success or otherwise of a business activity conducted by a range of public and private sector providers as part of an overall government program. With over 30,000 participants annually and with an annual budget of around $100m, the Adult Migrant English Program is a major government program.

PSI advised the Department of Immigration and Multicultural and Indigenous Affairs (DIMIA) in the third year evaluation of the program, which consists of 21 service contracts covering service delivery to the whole of Australia.

The evaluation strategy was developed to utilise PSI's performance management methodology. The approach was to evaluate the service delivery from the viewpoints of the Department, the service providers and the clients.

PSI reviewed the service providers' contracted Key Performance Indicators (KPIs), and helped develop an alternative standard set of outcomes-based KPIs. The KPIs and measures had to reflect industry performance criteria and needed to be agreed by a range of public and private sector providers as well as the Department. The measures agreed were both qualitative and quantitative. The Department took the same set of KPIs for its part in the evaluation, but used only objective measures and pre-determined benchmarks. The client assessment data was collected via a nationwide client survey conducted in the home languages of the clients. PSI assisted in constructing the survey questions to provide client input to the evaluation of service provider performance outcomes.

A database was developed to encapsulate the project requirements and was used to process the performance data. Custom reporting was developed to present the results of the three evaluation outcomes in a manner that allowed direct comparison of the three views of the performance of the program.

The project provided a clear and unequivocal statement of the performance of each of the service provider contracts against their own expectations, the expectations of the Department and the expectations of the client group.

Comparison of the three perceptions allowed detailed analysis of program strengths and deficiencies and reporting of program outcomes to the federal government minister.
As a result of this evaluation, decisions were made upon the extension of the contracts for a further two-year period.

Biography: Greg McGlone

Head, Group Programme Office, National Australia Bank Group

Greg McGlone is currently the Head of Group Programme Office for the National Australia Bank Group. In this position he is responsible for managing the Group's project management framework, developing the Group's investment planning process and internal capital investment portfolio, and prioritisation of project IT resources. The Project Management Framework includes all aspects of project management in the Group – methodology, process, tools, career management, remuneration, training and competency and accreditation. The Group has operations across four continents and nineteen countries and maintains Enterprise Project Management Offices in Melbourne, Glasgow (Scotland) and Auckland (New Zealand).

Greg had previously worked as a Global Manager, Project Management and Resources.

Prior to joining the National, Greg was an Australian Army Aviation Officer. His project management related positions were as the Project Manager for the Department of Defence's Project Air 87 (the Army's Armed Reconnaissance Helicopter Project) and the Deputy Project Manager for the Black Hawk Flight Simulator project.

Greg has a Bachelor of Aeronautical Engineering from the Royal Melbourne Institute of Technology, a Master of Science (Advanced Technology) from Cranfield University in the UK and a Master of Business Administration (Project Management) from the University of Southern Queensland. Greg is an Army pilot and had 22 years of ADF service prior to joining the National

Measuring your Processes as much as our Projects: Why one Tool is Not Sufficient in Portfolio Management

Greg McGlone

There are a variety of excellent methods for measuring performance of individual projects. The different methods are all a part of the tool kit that the project manager must use in order to provide meaningful support to meeting their objectives and obligations.

Whilst applying these performance measurement tools and techniques to individual projects is relatively straightforward, the need to provide measure of overall portfolio position is increasingly difficult. In particular, the ability to detect systemic problems with process (or indeed particular individuals with in the line management) when projects and programmes are at different stages provides additional challenges and these challenges should not be under estimated.

All too often, the project manager is blamed for poor performance and having a problem project when in reality the organisational systems are the root cause. The delays caused by a supervisory manager who has not been trained or does not understand his/her true role and responsibilities can cause a significant excursion in project time and costs through delays and unnecessary rework.

In addition the continual management of portfolios with significant inter-project/programme dependencies absorbs vast amounts of management resources. This paper will discuss the current methods being implemented within the National Australia Bank to deal with these real issues.

Biography: Tom Woodling

Sector Director, Program Planning & Control, Electronic Systems
Northrop Grumman Corporation

As Director of Program Planning and Control, Mr. Woodling is responsible for the Electronic Sensors Systems Sector's program planning & control policies, procedures, tools and personnel. Organizational and operational responsibilities include those associated with the implementation of program planning and control processes, including work-breakdown structure development and maintenance, schedule development and status, work authorization and budget implementation, performance measurement, baseline development and maintenance, program cost reporting, EAC management, and earned value management. In addition, Mr. Woodling is responsible for the sector's Resource Plan and Business Systems Reengineering initiatives. He is also the Electronic Sensors and Systems Earned Value Management focal point.

Mr. Woodling graduated from the University of Georgia in 1969 with a BS. in Math and Physics. He joined the company in Dallas in 1969 in the Commercial Aircraft division and has held increasingly responsible positions in planning, scheduling, indirect cost control, contracts, program planning and control, estimating and pricing and program management. In 1980 he was named Business Manager of the B-2 for the Dallas operations. In 1992 he was promoted to Manager of Pricing & Restructuring to orchestrate the company's new business and restructuring proposals and in 1994 was promoted to Director of Estimating and Pricing at that Division. In 1998 he relocated to the Electronic Systems Division as the Director of Planning and Scheduling and in 1999 was again promoted to his current position as Director of Program Planning & Control

Mr. Woodling is very active in the American Management Association; the Society of Cost Estimating and Analysis, the National Defense Industry Association and various other government sponsored work groups.

A native of Augusta, Georgia, he and his wife, Sandy, have one daughter, one son and one grandson and make their home in Annapolis, Maryland

Northrop Grumman's Earned Value Management System – A Shareholder Value Protection Process

Tom Woodling

Northrop Grumman, a $18B world class supplier of Electronic, Ship, Aircraft, Component, Software and Hardware Systems uses the Earned Value process to manage its' programs. This overview shared by Tom Woodling Jr., Director of Program Planning & Control will familiarize you with the company's size, products and operations with a focus on how this process helps protect shareholder value.

You will learn that the structure that houses this process flows from the top down and is engrained in the operating policies that emanate at the Corporate level. You will be introduced to Northrop Grumman's Program Planning & Control process which houses this management system and you will understand the rules and criteria which govern it's implementation and application. You will learn that the WBS is the key to integrating the schedules, budgets and statements of work within the corporation, and that a strong presence exists in the scheduling process, which is the program clock and vehicle for taking performance. Learn how standardized schedules tools and processes were put in place early on to facilitate this transformation to EV.

Baseline maintenance and control is unique using two processes to control upward pressures and downward approval to control the performance measurement baseline. You will also discover that process variability was a key to its successful implementation along with an industry unique approach to training that allows EV to flourish successfully within the corporation. Come join us in this unique snippet of how practical implementation of EVMS was achieved on a large scale and how shareholder value is protected at the Northrop Grumman Corporation.

Chair: Stuart Wilson

Stuart's professional experience with project management commenced in 1988 when, as a degreed engineer (digital systems and computing) with Telstra he was assigned to work on several projects in both an engineering and project planning capacity. His experience with the major projects began shortly thereafter in the form of a scheduling and cost position assisting in the development of a bid for a major Australian Defence project. With the awarding of the project, Stuart was assigned as the prime contractor Schedule Manager in the Project Control Department. His tenure also included a long-term overseas assignment in the United Kingdom overseeing a major subcontractor as the Resident Cost and Schedule Manager. In this capacity Stuart was responsible for the formal surveillance of the subcontractor as well as customer training. For two years Stuart has served as the Corporate Support Manager/Program Controls Manager for RLM Systems (formerly known as Telstar Systems Pty Ltd). In his position Stuart reported directly to the Project Director, Jindalee Operational Radar Project (JORN). The Project has an estimated total completion cost in excess of 1 billion dollars. Key areas of responsibility included the maintenance of the Project Cost/Schedule Control System; the audit of Subcontractor's Cost/Schedule Control Systems; Cost Account Manager duties; the timely delivery of Project reports to the Department of Defence and internal management; the development or review of Engineering and Contract Change Proposals; and co-ordination of Materials Management in the JORN project including maintenance of financial commitments and tracking of stock.

Stuart led the JORN Project Team in the development of a new cost and schedule baseline. The baseline cost budget was in excess of 400 million dollars over a four-year period. The Integrated Baseline Review was formally conducted by the Department of Defence with a successful outcome for RLM.

During a change of Company ownership and under industrial unrest, Stuart lead a team consisting of Customer representatives, Consultants and Project staff to achieve the re-accreditation of a major Subcontractor's Cost/Schedule Control System and successfully merged three planning groups. During this period he was also a key member of the financial group performing a Due Diligence exercise.

Stuart has been associated with MTCA since the founding of the company. He provided consulting support to a major Defence Contractor during 1998 where he Designed and implemented a Cost/Schedule Control System to DEF-AUST standards including providing the documentation and training. The system was applied to the upgrade of the Seahawk Naval helicopters and Tactical Air Defence Radar programs. The Cost/Schedule Control System was achieved ahead of time and under budget.

From August 1999 Stuart has provided consulting services to several divisions within Telstra. His work included the Establishment of an integrated Performance Management System for Telstra's Internet Program. This involved enhancements to the project development lifecycle, development of a Work Breakdown Structure, hierarchy of networked schedules, milestone dictionary and timephased budgets. An Earned Value system was established in this multiproject environment and training was completed. The system included documentation and procedures. A program database was also designed and developed and was linked to Telstra's Intranet for reporting purposes. The system has been applied to over 30 Internet projects. The establishment of the Performance Management System greatly exceeded the expectations of the customer and was completed on time. He is currently providing consulting support to the Project Director, Integral Project which is focused on the implementation of SAP throughout Telstra.

Track 6: Theory of Constraints & Critical Chain

Canberra Room: Thursday 21st

Chair: Stuart Wilson, MTC AustralAsia

0845	Critical Chain Program Management and EVMS	Joe Kusick *Raytheon Company, USA*
0925	Critical Chain Program Management and EVMS continued	Joe Kusick *Raytheon Company, USA*
1005	**Coffee**	
1025	The five primary causes of project failure - 1	John Parr *Managing Director,* *Manufacturing Education Ltd NZ* Robert Bolton *Principal,* *Probative Solutions Pty Ltd*
1105	The five primary causes of project failure - 2	John Parr & Robert Bolton
1145	The five primary causes of project failure - 3	John Parr & Robert Bolton
1230	**Light Lunch in the Atrium & Gallery**	
1400	An Introduction to the Theory of Constraints Breakthrough Solution of Project Management	Robert Bolton *Principal,* *Probative Solutions Pty Ltd*
1440	Habitat Speedbuild using Critical Chain – A house in under four hours.	John Parr *Managing Director,* *Manufacturing Education Ltd NZ*
1520	**Coffee**	
1540	Applying Theory of Constraints (TOC) and Through-put accounting.	Robert Bolton *Principal,* *Probative Solutions Pty Ltd*
1620		

1900: Conference Dinner hosted by BAE Systems

Mr Alan Wakeham, Managing Director - Defence Systems

Biography: Joseph F. Kusick

Mr. Kusick is the Senior Manager for Program Independent Assessment's for the Air Combat and Strike Systems Business for Raytheon Company. He is also the Chairman of the Raytheon Earned Value Management Council. He reports to the Vice President and General Manager of Air Combat and Strike Systems.

In relation to Earned Value, Mr. Kusick provides staff recommendations for the implementation and use of Earned Value for Government, Internal Development and other selected programs to the Corporate EVMS Executive Council consisting of the Chairman and Vice President Program Management Council, Executive Vice President of Engineering, Chief Financial Officer of Raytheon Electronic Systems, and the Director of Integrated Product Development Systems. He is active on the Management Systems Subcommittee of the National Defense Industry Association, which evolved the Industry Earned Value Management Standard as well as provided guidance and input to the current Earned Value Management Guide.

Mr. Kusick has approximately 24 years experience in the commercial and government environment. His career began in 1976 as a contract administrator at Navalex, Vallejo, California. From 1979 to 1981 he served in a variety of Production Control and Manufacturing Program Management positions at Raytheon Electronic Systems Division. From 1982 through 1995 he held various management positions in Business Management and Industrial Engineering at Northrop Electronics Division Company. During this tenure at Northrop, he was a key management team member for the tri-service CS^2 Validations for Research and Development and Production for the Peacekeeper Guidance System contract. His management capacities included representing Northrop Electronics as their CS^2 focal point as well as the Business Manager for the Peacekeeper, SR71, B2 Guidance, Avionics and Turbine engine monitoring programs.

1n 1995, Mr. Kusick led the management team in developing the Earned Value Management System policies and procedures for Raytheon Aircraft's implementation of Earned Value Management. He was one of the members of the Raytheon Aircraft management team who received the Aeronautical Systems Center/Air Force Association Team (ASC/AFA) award in 1996 for commitment, teamwork and innovations. Mr. Kusick was nominated in 1997 for Vice President Al Gore's "Hammer Award". In 1998, Joe Kusick was a key member of the Integrated Program Management Initiative industry and government team, which received the "David Packard" award. This is the highest civilian honor the Department of Defense awards.

From 1998 until May of 2000, Mr. Kusick was the Senior Business Manager responsible for New Product Development at Raytheon Aircraft Company. He provided strategic and operational business analysis to the executive leadership team at Raytheon Aircraft. He reported to the Vice President of Business Management.

Mr. Kusick earned his Masters Degree in Business Administration from California Polytechnic State University, San Luis Obispo, in 1981. He taught upper division finance courses at this university from 1979 through 1981 and is a member of their permanent part-time staff.

Mr. Kusick is active at the bequest of the Air Force, DCMC, and other national organizations in lecturing on the use of Earned Value as a best practice.

Critical Chain Program Management and EVMS

Joe Kusick

The "Critical Chain" concept focuses on fundamentals of good program management: Control of the statement of work, identification of the resource constraints, setting of priorities (run rules), and the elimination of multi tasking. It forces a disciplined project management process utilizing the basic tools of integrated scheduling coupled with the use of management buffers and "real time" situational awareness. These basic concepts are key to good program planning in the EVMS process.

The parallels of EVMS and Critical Chain will be discussed. The paradigm shift in the use of EVMS metrics will reviewed, and the addition of additional metrics to the program management process resulting from the use of critical chain will be presented. The Critical Chain Process as it relates to EVMS Criteria is not incongruent. Barriers to Critical Chain Project Management will be explored as well as various processes that can be used to minimize EVMS reporting metric distortions.

The attendee to the presentation will acquire a better appreciation of the increased focus for integrated scheduling that is resource loaded and constrained. Suggested methodologies for implementing Critical Chain Project Management in an EVMS reporting environment will be presented. Properly implemented, "Critical Chain" project management will protect customer need dates and contractor profitability. It provides the "safety" to executing a program on schedule, within budget, and meeting contractual requirements

Biography: John Parr

Managing Director, Manufacturing Education Ltd

John is a Director of Manufacturing Education Ltd, a company formed in New Zealand to promote the work of the Avraham Y. Goldratt Institute in Australasia. He is a trained "Jonah" and is licensed to teach Production Workshops, Management Skills and Project Management Workshops for the Institute. He also acts a consultant for companies using the Jonah "Thinking Processes" to deliver rapid results.

John has managed projects for many companies, implementing manufacturing systems, as well as helping companies to apply the Critical Chain approach to project management. In March this year he was the scheduler for Habitat for Humanity when they broke the Habitat World record for building a house in three hours and 45 minutes.

He has a Bachelor of Engineering degree and a Diploma in Business and Industrial Administration. He is a Past President of the New Zealand Production and Inventory Control Society and has lectured in all the courses in Manufacturing Management offered by the Society. He chaired the APICS Australasian Conference in 1990 and was on the organising committee for the 1995 World Symposium of Integrated Management. In 1989 John won "most innovative presentation" award for a paper on Theory of Constraints at the APICS Conference in Sydney. He regularly presents papers at conferences in Australia and New Zealand. Since August 1995 John has been involved in running Theory of Constraints workshops in Manufacturing, Management Skills and Project Management throughout Australasia.

Biography: Robert Bolton, BE, MBA

Robert Bolton has over 17 years of project management and direct management experience in the construction, information technology, and financial services sector and consulting sectors. He is the principal of Probative Solutions, an innovative Sydney management consultancy that provides Business Development and Project Management services and education. He holds a BE (Civil) from the University of Sydney and a MBA from Ashridge Management College –United Kingdom.

His experience includes running a number of building and civil projects with Leighton Contractors. His MBA in 1990 focused on the different Project Management systems for the automotive new product development. This involved comparing the Project Management strategies of Honda, Land Rover and the Rover Group.

He is a leading Australia advocate of the Theory of Constraints (TOC) business solutions of the Avraham Y. Goldratt Institute within Australia. He has been actively involved in the development of the TOC project management solution. He is currently exploring the application the TOC project management and other TOC solutions in an innovation and start-up environment.

Clients companies have included Westpac, JNA Lucent, Argyle Diamonds, P&0, Memorex Telex, Worsley Alumina, GRE Insurance, Australian Derivatives Exchange (ADX) and Global On Line Dealing (GOLD) and Normandy Mining.

The Five Primary Causes of Project Failure

John Parr and Robert Bolton

Have you ever tried to rationalise the real causes of failure of a project? "Yes, we do it with every project debrief," is the standard reply. We are all caught in a mindset that allows us to reason why projects did so poorly, or so well! But is it possible that our mindset is flawed, that our thinking is not commonsense, but that which has been passed down from project manager to project manager through the years?

The thinking processes of Eli Goldratt, built on the analytical methods of the scientific community, have enabled us to determine the real reasons for project failure.

Come and play the "Bead Game" developed by Tony Risso of Lucent Technology. In thirty minutes you will test your common assumptions about managing projects and see the consequences. You will then have a chance to suggest and try some improvements. YOU WILL CHANGE the way you do things after participating in this experiment!

One problem with projects is that we only do them once, otherwise, by definition they are not a project. So how do we know during our project debrief whether our reasons for failure are purely statistical fluctuation, or truly a failure? Watch a computer simulation that can execute a project 1000 times in a few seconds and show the effect of statistical variation.

There are five primary causes of failure of projects, including one specifically for a multiple project situation. For multiple project environments the solution involves a cultural change. All projects need a logistical solution as well.

A team approach is mandatory in order to overcome these problems. Forty per cent productivity (prosperity?) improvements using the Critical Chain solution is not uncommon

Intended style of presentation

This has been planned as a workshop involving group based experiments and discussion to demonstrate one of the major causes of multi project failure. Computer simulations which are able to run a project 1000 times in a few seconds, will demonstrate the fallacies of some common management thinking.

Biography: Robert Bolton, BE, MBA

Robert Bolton has over 17 years of project management and direct management experience in the construction, information technology, and financial services sector and consulting sectors. He is the principal of Probative Solutions, an innovative Sydney management consultancy that provides Business Development and Project Management services and education. He holds a BE (Civil) from the University of Sydney and a MBA from Ashridge Management College –United Kingdom.

His experience includes running a number of building and civil projects with Leighton Contractors. His MBA in 1990 focused on the different Project Management systems for the automotive new product development. This involved comparing the Project Management strategies of Honda, Land Rover and the Rover Group.

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Clients companies have included Westpac, JNA Lucent, Argyle Diamonds, P&0, Memorex Telex, Worsley Alumina, GRE Insurance, Australian Derivatives Exchange (ADX) and Global On Line Dealing (GOLD) and Normandy Mining.

An Introduction to the Theory of Constraints Breakthrough Solution of Project Management '

Robert Bolton

Turning ideas and strategy into reality requires Project Management. To this a project manager must keep a project within scope, time and budget. This will involve dealing with uncertainty. We examine the causes of the uncertainty in projects and how Theory of Constraints (TOC) deals with this uncertainty to achieve the Throughput of the Project.

Concepts such as Multi Project Synchronization, Critical Chain scheduling, and Buffer Management to improve project control and visibility are explored. The resulting change in project team behaviour to a "world class" relay team is also explored.

The total TOC multi Project Management solution requires both LOGISTICAL and CULTURAL change within a project-based organistaion. A team approach is necessary for this to succeed.

Results to date have demonstrated a 40 % improvement in performance improvement is common to those organisations that have adopted this solution as the prime Project Management system

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Habitat Speedbuild using the Critical Chain technique - A house in under four hours.

John Parr and Robert Bolton

Habitat for Humanity is an international charitable organisation which builds simple, affordable houses and sells them on a no interest, no profit basis to needy families.

The previous Habitat World Speed Record, set in June 1998 in Nashville, Tennessee, was four hours 39 minutes and 8 seconds. The New Zealand target was four hours. Using the Critical Chain technique developed by Eli Goldratt, New Zealand achieved a quality house in three hours 44 minutes 59 seconds. As well as constructing a house in this time, it was painted inside and out, windows washed and curtains hung, decks and steps constructed, a front path laid, letter box and clothes line installed, wooden fence constructed around the perimeter, three trees planted and lawns levelled and grassed.

John Parr was the scheduler for the project. He will present the schedule of events from when he first became involved in November 1998 until the Speedbuild in March 1999. What were the things they did right? What changes should they have made? One activity took three times as long as planned and the project still came in fifteen minutes ahead of the planned time.

View the actual network that John used for the job. Learn some of the Critical Chain techniques as the build up of the network is described. See how the "ProChain" software, which sits on top of Microsoft Project, ensures that resource levelling not only does work but is one of the keys to success. View excerpts of video footage taken by TVNZ for a documentary.

In a partnership with needy families, churches and benevolent companies, almost one million families around the world have benefited from Habitat's "Theology of the Hammer".

Intended style of presentation - Case Study

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Applying Theory of Constraints (TOC) and Through-put accounting

Robert Bolton

This paper aims to give attendee an overview of the TOC concepts with Throughput Accounting. And how the key measures of Throughput (T), Inventory or Investment (I) and Operating Expense (OE) are used as effective measures.

Theory of Constraints (TOC) is a management philosophy developed and articulated by Eli Goldratt. It has evolved from solving management system problems at an operational level to a set of proven logistical solution in operations, distribution, marketing, project management, finance and accounting. The solutions are articulated in Eli' books titled "The Goal", " It's Not Luck" and "Critical Chain" and "Necessary but not Sufficient". He still applies his visionary drive into the future development of TOC as a management philosophy.

The core idea with TOC is that every real system such as profit-making enterprise must have at least one constraint. It assumes that the Goal for a profit making organization is to make money now and in the future.

Traditional management accounting assumes the local impact is equal to the impact on the organization. TOC throughput accounting treats the organization as a whole or "holistically" with the constraint controlling the global impact. The following measurements are used: -

- Throughput ("T') - The rate at which the system generates money through sales. (Or, the money coming into the system).
- Inventory ("I") – All the ***money*** the system has invested in purchasing things, which it intends to sell. (Or, the money that is inside the system).
- Operating Expenses ("OE") – All the ***money*** the system spends in order to turn inventory into throughput. (Or the ***money*** that is paid out to make throughput happen.)

After these measurements are applied, many investments and product or service related costs are viewed differently.

A number of examples in the project management, mining and manufacturing are explored.

Intended style of presentation. – Case Study

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Applying Theory of Constraints (TOC) across an organisation.

"The holistic approach to business" ' by Robert Bolton

This paper aims to give attendees an overview of the TOC concepts, approach and a description of how the proven logistical solutions can be applied across organisations.

Theory of Constraints (TOC) is a management philosophy developed and articulated by Eli Goldratt. It has evolved from solving management system problems at an operational level. To a set of proven logistical solution in operations, distribution, marketing, project management and finance and accounting. The solutions are articulated in Eli's books titled "The Goal", " It's Not Luck" and "Critical Chain". He still applies his visionary drive into the future development of TOC as a management philosophy.

TOC helps companies and organisation by focusing improvements efforts where they will have a greater impact on the bottom line. Plus giving a reliable process that insures follow through.

TOC applies the methods used by the hard sciences (Physics) to understand and manage the material world to human based systems (individuals and organisations). The core idea with TOC is that every real system such as profit-making enterprise must have at least one constraint.

All systems are affected by dependent events and statistical fluctuations, which govern these real time human system flows making them difficult to manage.

The proven logistical solutions aim to better manage the inherent variability in these systems. These proven systems have been applied in operations, distribution, marketing, project management, finance and accounting.

All solutions use an Aristotelian logic problem-solving tool set. This toolset is named the "Thinking Problems" which solves complex problems by seeking answers to the following 3 questions.

What to change? What to change to? And how to cause the change?

Typical improvements that organisations have achieved with the proven solutions include:-

- Lead times: mean reduction 70%
- Due-Date-performance: mean improvement 44%
- Inventory levels: mean reduction 49%
- Revenue: mean increase 63%

With the advent of the Enterprise Resource Planning (ERP) software systems many organisations are now reviewing their supply chains – both externally and internally. This has lead to an examination of a solution to better manage the business linkages and relationships with its customers.

TOC logistical solutions provide a way of obtaining global view of organisations performance. These solution help the organisation managers and leaders to better manage the inherent variability that's is caused by dependent events and statistical fluctuations. This is achieved by providing toolset to gain the maximize organistations performance by managing the systems constraints.

Chair: Australian Performance Management Association

Chris Kharsas: VP Membership

Chris Kharsas is an Associate and Senior Project Manager with Terra Firma Pty Ltd. He has over 15 years experience in the field of project management for Industries including Defence, engineering and commerce.

Chris has international experience including successfully managing the project controls effort for a multi million-dollar construction project. He has held positions of C/SCS Manager, Planning Manager and Project Services Manager on various defence projects such as JORN, Anzac Ship Project, SEA 1405, Celsius Tech (now SAAB) and a number of private sector projects throughout Australia.

As an Associate, Chris is responsible for business development within the Defence and Engineering sectors, conducting internal professional development sessions that amongst other things broaden the defence knowledge base within Terra Firma. He is also mentor for a number staff members providing advice and direction for both professional and personal development. Chris holds a Bachelor Degree in Engineering and is a member of the Australian Institute of Project Management as well as a member of the executive committee of management for the Australian Performance Management Association

John Payne: President ACT Chapter

John is currently an Engagement Director with MTCA and has over 15 years experience in the fields of project and performance management, including:

- development of policy within both the Australian and United States Departments of Defence.
- development and presentation of training courses to over 400 Government and Contractor personnel within Australia, the United States and the United Kingdom.
- review of management systems within companies undertaking major defence production within Australia, the United States, Canada and the United Kingdom.
- development and evaluation of source selection documentation for a number of major defence projects including JORN, Air 87, Lead-In-Fighter, Hornet Upgrade, Heavyweight Torpedo Replacement and Special Purpose Aircraft.

Since commencing with MTCA in October 1999, John has provided consulting and training services in the area of Project Management and Performance Management to a number of governmental and commercial organisations. Clients have included the Australian Department Of Defence, UK Ministry of Defence (Type 45 Destroyer, Future Offensive Air System, Future Carrier and Beyond Visual Range Missile Projects), BAE Systems (UK), Strachan & Henshaw (UK), Rolls-Royce (UK) and Bell Helicopter Textron (US).

Track 7: Risk Management

Federation Ballroom North: Friday 22 February

Chair: Australian Performance Management Association

0845	Overview of the Risk Management Process	Kevin Knight *Queensland Education Department*
0925	Risk Management in E–V Systems - A Practical Approach	Ian Abrahams *Director, CorProfit Systems Pty Ltd*
1005	**Coffee**	
1025	Is That All There Is? The Clash of Functional Civilisations	Kim Williams *Director,* *Performance Management,* *Defence Materiel Organisation*
1105	Managing Risk to Benefit Organisational Requirements	Gavin Halling *Best Practice Project Management*
1145	TBA	

1230: Luncheon Hosted by the the Project Management Institute
Speaker: Mr Steve Garfein, President, RPM Systems

1400 Federation Ballroom: Grand Finale:

Monkey Business with Numbers: Earned Value and the A-12 Termination
By Wayne Abba:
Dekker Ltd. Vice President, Integrated Management Services.
& President, PMI College of Performance Management

1500 Open Forum and Closing Remarks
1520 Conclusion

Biography: Kevin W. Knight

Kevin Knight is President of the Australasian Institute of Risk Management; Chairman of the International Organisation for Standardisation (ISO) Working Group on Risk Management Terminology; a member of the Standards Australia Management and Business Standards Sector Board; and a member of the Standards Australia/Standards New Zealand Joint Technical Committee OB/7 - Risk Management;

He has been active in furthering the management of risk and the professional development of its practitioners throughout the Asia - Pacific Region in particular, as well as globally over the past 20 years. He has been widely published and quoted by the risk management media throughout the world as a leading advocate for the management of risk. He has presented papers, lectures, seminars and workshops on risk management in Japan, Korea, The Philippines, Indonesia, Singapore, Malaysia, India, South Africa, Canada, Belgium, England and Monaco in addition to extensive activities in Australia and New Zealand.

His work was recognised by his peers in Australia in 1996 when ARIMA at its Annual General Meeting elected him to Honorary Life Membership and in 2000 when the AIRM Annual General Meeting elected him as an Honorary Fellow. In 2001 he received the Asian Risk Manager of the Year Award.

Overview of the Risk Management Process
Kevin Knight

RISK MANAGEMENT? WE ALREADY DO IT. DON'T WE????

A critical aspect of managing an Organisation is the management of the risks associated with its operations. This session sets out to identify what is meant by risk; and to outline the relationship of risk and corporate governance.

Risk Management is an integral component of effective corporate governance and should become part of the strategic planning and management of every organisation.

Corporate governance may be regarded as the glue which holds an organisation together in pursuit of its objectives. Risk management provides the resilience. Both are critical to long term prosperity.

All organisations address risk, some better than others, but rarely do they do it systematically. The process set out in AS/NZS 4360:1999 provides an organisation with a common language of risk and a systematic method of managing risk throughout the enterprise.

Biography – Ian Abrahams
Director, CorProfit Systems Pty Ltd

Ian hails from a background of civil and structural engineering, extending his design functions into project management services in a career spanning some 26 years. The last 15 years have been performed principally in the role of project management services with a strong emphasis on Risk Management, IT Management systems and associated scheduling/reporting functions.

Ian has also been engaged as an expert witness in disputes proceedings in the construction industry. This role tends to keep practitioners at the cutting edge of why conventional planning approaches can often fail to deliver, reinforcing the added value of using good earned value techniques and risk management.

Ian is a member of the Institute of Engineers Australia, Australian Institute of Project Management and the Australian Institute of Risk Management. He was invited as a Visiting Fellow for the University Of NSW's School of Civil Engineering, Department of Construction & Project Management, lecturing to under- and postgraduate students during 1994 & 1995. More recently, he was invited by the Electronics Department at Macquarie University to establish a postgraduate course in Project Management, in 1997, 1999 and 2001. At the request of the students, this course now embodies 50% risk management content. Ian's area of expertise includes project management, contract administration, design of project management reporting systems, risk management and coordination planning.

Ian is the Institute of Risk Management's representative on Australian Standards Committee OB-007, that publishes the Risk Management Standard and compendium documents.

Ian is the Managing Director of CorProfit Systems Pty Ltd, a software company based in Sydney that develops and markets the KnowRisk, Risk Management software package. Prior to this role he worked for the LMT Group, project management consultants, where he associated with Stuart Simpson, a notable expert of Earned Value Systems.

Current assignments in risk management include:

Assisting the ASX, HCF Australia, Queensland Investment Corporation, Goodman Fielder, Delta Electricity, Victorian Energy Networks Corporation, New England University, and others in the development of a broad ranging enterprise wide risk management framework.

Assisting Baulderstone Hornibrook and Walter Constructions with the development and implementation of project based risk management frameworks.

EnergyAustralia, Substation Mitigation Program, where Ian chaired a committee that used risk profiling to derive suitable design solutions that would reduce the loss of power supply to customers, increase the protection of safe working environments, reduce the impact of damage to the environment as well as pave the way for hundreds of projects to be outsourced in the next 3 years, where contractors will be obliged to continuously have risk management programs in place.

Sydney Water Corporation, risk assessment of both the SWC owned water filtration plants and the privately owned water treatment plants that are associated with the Drinking Water Program. This exercise entailed determining any gaps in the performance of the assets and the development of suitable action plans to contain the risks that were identified.

Risk Management in E–V Systems - A Practical Approach

Ian Abrahams

Risk management is not a new concept; somehow it has touched each of our lives at some time. Perhaps someone else was helping us to take care of those potentially nasty situations where some level of comfort was put in place to soften the impact if the risk occurred.
It seems that over the last few years the word "risk" is being mentioned more frequently than ever, reaching deafening proportions as people from all walks of life make reference to something about the presence of, or absence in carrying out risk management. Interestingly, with an age old awareness of risk management it seems that most people are still looking for a practical, easy to use approach that will also cope with increasingly more sophistication to meet the inevitable thirst for more accurate forms of analysis.

Australia was most fortunate to have had a dedicated team under the aegis of Standards Australia in producing AS4360, the Risk Management Standard. The strength of the Standard, in my view, lies not in it being rigidly prescriptive, but rather as a guidance document for users to craft their own risk management framework.

In my experience the planning and monitoring of the time / cost performance of projects, whether at a simplistic level or the most sophisticated forms of earned-value systems, still seem to cause difficulties amongst project staff. Earned value systems and their increasing efficacy will no doubts continue to provide benefits. Perhaps the problem is that time and cost management is only part of the problem and that traditional earned value systems only deal with part of the solution.

I'm mindful of the Paper put forward by Stuart Simpson for the previous EVPM Symposium in 1999, when referring to this subject, he said that Monte Carlo simulation techniques are now incorporated in earned value methodology to predict the probability of a range of possible cost and time scenarios for completing a project or some portion of it.

In other words, Monte Carlo simulations give a snapshot, going forward, of the possible trends in performance and can thus assist to contain any adverse trends that might otherwise occur, if the appropriate control measures are recognised and put in place early enough.

The context of the Paper that the Writer is submitting here will in fact look at operational risk management which encompasses a broader range for reducing risk from that of just time and cost that earned value techniques with Monte Carlo simulations may deliver.

This Paper sets out a method showing how risks are identified and assessed, data stored and action plans determined. The action plans can be incorporated into earned value scheduling for assisting stakeholders achieve their objectives in the project.

Biography: Kim Williams

Director of Performance Management, Defence Materiel Organisation

Kim N. Williams - Director Performance Management, Materiel Management Policy and Services.

Kim began his career with Defence in 1972 as a cadet naval architect. He moved to Canberra in 1975 working in the Directorate of Naval Ship Design. In 1979 he spent 12 months working in industry.

From 1980 till 1990 he worked as a Naval Architect looking after new concepts, stability of ships, hydrodynamics (and in particular propellers). In 1991 he became the Design Manager for the Hydrographic Ships, coordinating all engineering disciplines in the preliminary design and specifications. In 1995 Kim became the Project Director for the Hydrographic Ships, which were subsequently delivered to Navy in March 2000.

During 2000 Kim completed a Graduate Diploma in Strategic Studies at the Australian Defence College. He is currently completing his masters thesis in strategic studies on New Challenges Facing Defence Acquisition, while filling his current role of Director Performance Management. This position pulls together the disciplines of Quality Assurance, Earned Value Management and Risk Management.

Kim has been married for 27 years, has three children, enjoys sailing, tennis and farming.

Is That All There Is? - The Clash of Functional Civilisations.

Kim Williams

Earned Value Management is seen by the Australian Department of Defence as an important and effective tool to monitor and control Project schedule and costs. There are, however, projects that still get into trouble. In fact there are many that don't use the techniques at all. This is also true of Risk Management, Practical Software Measurement, Quality Assurance, Activity Based Costing and the list goes on.

The impression the specialists in each of these areas used to give was that any ills of projects could be resolved by proper application of their functional techniques. The old adage of "To an axeman everything looks like a tree" is alive and well. What would happen if we tried to apply all these techniques appropriately and at once? We're finding out!

In late 2000, Materiel Policy and Services Management Branch was created as a corporate resource in the Defence Materiel Organisation and early in 2001, the Directorate of Performance Management (DPM) was established within that Branch.

Earned Value Management had been active in the old Acquisition organisation for approximately 15 years. The purpose of the application of EVM was to monitor and report the progress of project budgeting and scheduling. It appears that although closely following the US requirements there didn't seem to be much emphasis on other important performance measures such as quality and technical performance. Kemps in his "Fundamentals of Project Performance Management" points to the pulling together of cost, schedule and technical performance as an essential to any sound project management system. I want us to consider why?

Quality Assurance used to be an organisation of 1200 in the early 90's, with a Division Head at two star level. Today the DPM team is seven. How can the application of quality assurance improve DMO outputs effectively?

Twelve months ago Risk Management had only just been addressed after an ANAO Report of 2000 strongly suggesting a corporate or enterprise approach to risk management be mandated throughout the organisation. What are the aims of the introduction of risk management and how do these other two disciplines relate to risk management?

There is always a risk of a project exceeding the budget, being late and not meeting the technical performance requirements. What are the appropriate levels for each of these elements? What information is required to effectively measure and mitigate against moving outside acceptable limits during the course of a project? What techniques are to be employed? How can we translate or transition procurement risks to in-service capabilities and manage them?

This presentation attempts to answer these questions and expose the expectations of the DMO for the combination of the three disciplines in DPM. To stay within the theme of the symposium and the risk management stream the content will take the views from each perspective and expose were the cultural shifts must occur and the methodology being employed to achieve those shifts.

Biography: Gavin Halling M Eng Sc, MBA, MIE Aust, MICE, MAIPM, MIAMA
Director Best Practice Project Management Pty Ltd

Gavin is currently the Co-Director of Best Practice Project Management Pty Ltd based in Canberra. He specialises in Project Management Consultancy, Major Projects Delivery, Risk and Contracts Management and is a qualified Arbitrator. Gavin has worked with a wide variety of organisations in Australia and the Asia Pacific Region to analyse, develop, design, conduct and evaluate methodologies, and toolsets for the development of project-driven businesses and project management staff of public and private sector organisations. Most of the organisations have been undertaking significant business process re-engineering and have relied on methodology/procedures development and, in conjunction, professional development programs to facilitate change through project management.

Gavin has assisted many organisations to improve their project and thereby business outcomes. His emphasis is on the development and practical application of methodologies, procedures and tools. For example the development of robust organisation specific project management procedures and the use of quantitative risk analysis for the resolution of commercial disputes have been used by a number of organisations. Gavin was also contracted by Rail Services Australia (RSA) to assist in the development of Project Management and Commercial Processes because of his private enterprise expertise in project management, engineering and building. The recent Sydney airport link won the 2000 NSW Institute of Project Management Excellence Award for RSA. Gavin has had project directorial and management skills in a variety of infrastructure developments.

Gavin has managed and consulted in a diverse range of projects including building and construction, highways and roads, organisational change, technical deliverables, and international infrastructure projects. The selection and use of relevant procedures and toolsets is a key strength and Gavin has assisted many organisations to achieve optimal processes for the specific level, type and complexity of project.

In the last ten years, Gavin has been involved in the following project environments:

Land Development: As Regional Manger for Australia's third largest land developer, MBA Land, Gavin was responsible for project managers developing subdivisions in the Australian Capital Territory. With a turnover totalling some $50 million pa, he was responsible for the earthworks, installation of infrastructure and development of subdivisions in Gungahlin, ACT, and in Orange.

Engineering Works: Gavin's portfolio if projects includes fit-out of the Airport Link in Sydney, post tensioning of Captains Flat dam, a $25 million upgrade of the road between Mt Hagen and Mendi in the Highlands of Papua New Guinea, the building of the "Quadrant" 19 storey residential tower in Canberra. A variety of rail projects in Queensland and major marine works in the Middle East.

Current Consultancies: Ergon Energy (QLD), Honeywell Limited, Rail Services Australia, Rail Infrastructure Corporation, Invensys Corporation, Asea Brown Boveri, Defence Housing Authority, PriceWaterhouseCoopers Legal.

Managing Project Risk to benefit organisational requirements – providing lasting results for Organisational Maturity

Gavin Halling

Project performance depends on the successful management of the nine (PMBOK) functions of project management. Risk management is one function that is relatively new. Although some organisations have developed project procedures and have some processes in place for qualitative risk analysis the management of this function at a programme level is not well developed.

This paper describes how organisations can improve project and thereby organisational outcomes by developing succinct readily used and robust procedures. Using such enterprise specific procedures immediately reduces risk for the organisation The paper then focuses on project risk management (both Qualitative and Quantitative) and how to manage the significant amount of information that arises when managing risk. Management of risk also needs to address the several different standards that apply (covering Risk, Workplace Health and Safety, and Environmental management).

A number of tools are described with particular emphasis on the development of a suitably structured risk management database. This allows project risk management to cater for project and other organisational needs such as managing performance at programme level and line functions such as environmental management and corporate compliance.

These tools when adopted for an enterprise will significantly reduce risk to the organisation, enhance the bottom line, improve competitiveness and provide lasting results for organisational maturity.

Track 8: Prince2

Chairman: Martin Vaughan,
Director, Terra Firma

Martin commenced his professional experience in the construction industry as a specialist planner. After several years in construction, Martin utilised skills in the Defence industry on the JORN project where he gained a detailed knowledge of C/SCS principles. After a number of years working in Defence he completed a number of roles in the Telecommunications and IT industries where he developed broader Project Management skills including change management and risk management. Martin has significant broad knowledge of e-Commerce, e-Procurement, ERP and Telecommunications project requirements.

Concurrently Martin has maintained an interest and developed qualifications in adult education, running a number of Project Management related training courses. He has developed standardised methodology, templates and processes, which form the basis of Terra Firma's current methodologies and tools. Martin has also contributed to large corporate Product Development processes and systems. Martin holds a Bachelor Degree in Engineering and a Diploma in Education. He is also a member of the Australian Institute of Project Management as well as a member of the executive committee of management for the Australian Performance Management Association.

As Director and partner of Terra Firma, Martin has more recently been required to utilise sound financial and communication skills to establish and build Terra Firma into a successful and respected Professional Service Provider.

Track 8: Prince2

Federation Ballroom South: Friday 22 February

Chair: Mr Martin Vaughan, Director, Terra Firma

0845	EVM in Japan (TBC)	Takeshi (Ken) Nishi, *Senior Partner* *Proseed Corporation*
0925	Mission impossible?	Dan Averstad, *Deputy Head* *Joint Procurement Command,FMV* Sven Antvik, *National Defence College* Jan Wernersson *Head of Project Controller Unit, Project Management Resource Centre, FMV*
1005	Coffee	
1025	Performance, PRINCE2 and PMBoK	Kenn Dolan *Director, Ferguson Project Management Services*
1105	Tailoring Prince2 for Your Organisation	Ian McDermott *Director, Tanner James Pty Ltd*
1145	A Business Case – The Foundation of a PRINCE2 Project	Andrew Hoyle INTEC

1230: Luncheon Hosted by the the Project Management Institute
Speaker: Mr Steve Garfein, President RPM Systems

1400 Federation Ballroom: Grand Finale:

Monkey Business with Numbers: Earned Value and the A-12 Termination
By Wayne Abba:
Dekker Ltd. Vice President, Integrated Management Services.
& President, PMI College of Performance Management

1500 Open Forum and Closing Remarks
1520 Conclusion

Biography: Sven Antvik

LtCol Sven Antvik, is currently assigned to teaching and research in project management at the Swedish National Defence College in Stockholm, Sweden. He has more than 20 years of project management experience from the Swedish Defence Materiel Administration. He has been an active user of earned value management since the 1970´s. He has been active in further development of EVM analysis and ways of presenting results to senior management.

He has published articles and given presentations on project management at conferences in Sweden and abroad. In 1994 he participated in review team training managed by the Australian Department of Defence. He was a member of the joint US-Australian C/SCSC review team at E-systems in Greenville, TX, for the P3 Orion upgrade. He has been an active participant in the International Performance Management Council (IPMC). He is responsible for the course in Industrial Project Management at the Royal Institute of Technology, Stockholm, Sweden. He also lectures on project management at other universities in Sweden.

He received a Master of Aeronautical Engineering in 1973, a Master in Business Administration in 1977 and a Licentiate in Engineering with a dissertation on EVM in 1999. He is a PMP with PMI since 2000.

Biography: Jan Wernerson

Jan Wernerson currently serves as Head of Project Controller Unit in the Project Management Resource Centre of the Swedish Defence Material Administration (FMV). FMV is a fee-financed and state owned agency that work on assignment from the Armed Forces and other customers. Mr Wernerson is responsible for all Project Controllers and also for implementing methods for Project Management in general and Earned Value Management in particular.

His first employment after the University was at The Royal Fortification agency. His responsibility there was to do controls and analyse military property. This included bringing forward key-figures and teaching in economic control and accounting. After that he was admitted as one of fifteen to go to the states master of economics at Riksrevisionsverket (the Swedish National Audit Office, NAO). After the program he was employed in the performance audit department and had also responsibility for procurement co-ordination of the Swedish Government. After NAO he worked as an Audit director of internal audit at the Swedish Board of Customs. Mr Wernerson has a university degree of Bachelor of Science in Business Administration.

Mission impossible?

Or can defence projects be properly managed?

Can projects be properly managed? Managing programs and projects is an interesting and at the same time demanding task. It can be said to be a process of continuous risk management. There are a huge number of stakeholders. Managing tax-payers money is a serious task. The defence project are often larger, more complex and more risky than many other projects, for example to build a new conventional house to live in.

International cooperation and trade is in a way not new. The Vikings sailed to America 1000 years ago. But the tools for communication has made international cooperation o lot easier and cheaper. I appreciate the possibility to attend this important conference. The cooperation within the International Performance Management Council (IPMC) has been very valuable for us in Sweden. This cooperation between customers is mutually beneficial. The customer role in projects is difficult and demanding, but still little described in the literature. Today the large contractors to the government use subcontractors to an increasing extent and thus become customers to a larger degree than before.

The IPMC is a positive example of international cooperation between governments. Australia and United States has exchanged officers working in the Earned Value Management area. Sweden had sent people to Australia for review team training (1994) and participated in the previous Australian conferences here in Canberra since 1995. The annual international conferences in Sweden focusing on Earned Value Management between 1997 and 2000 was very well attended. They helped to spread the message and show people that earned Value Management is an internationally recognised best practice in project management. FMV has taken policy decisions on the implementation of EVM. But change takes time, also in Sweden.

The experiences from the Swedish Gripen project shows that EVM can be a very useful tool for analysis as well as communication between the responsible acquisition unit in the government and the political level.

The favourable management experience with EVM on the Gripen project is one important reason for the decision to require contractors to use EVM.

There are other important management tools and techniques that are important for project managers. Many of them will be discussed during this conference. But I think EVM is unique because it integrates technical performance with schedule and cost. In hte 1960´s the US government looked at management at Boeing Commercial Aircraft Company in Seattle, Washington, USA. They then wrote the Cost/Schedule Control Systems Criteria (C/SCSC) with Boeing way of management in mind. It is now national project management standard in Australia, Canada, UK and US.

My answer to the initial question is a strong “Yes”. We can improve the use of tax-payers money if we cooperate and learn from our own experiences as well as from experiences made by other people in other countries.

Biography: Kenn Dolan

Director, Ferguson Project Management Services Pty Ltd (FPMS)

Kenn personifies the FPMS philosophy of commitment, professionalism and adaptability by providing quality solutions that meet and exceed the needs of our diverse client base. The FPMS approach to Project Management delivers world-class systems to provide competitive advantage for contractors, accountability for clients and consistency for all.

Kenn, as director of FPMS, has been influential in increasing awareness of PRINCE2 in Australia and providing Project Management support to develop highly productive and successful teams for clients such as Department of Defence, Government Agencies and Commercial Organisations in Australia and South East Asia.

Kenn Dolan and Jo Adams (Director, FPMS) developed the PRINCE Coach™ Programme to guide and support organisations and teams during the implementation of PRINCE2 within the project environment. The programme is designed to maximise the benefits of the adoption of the methodology and introduce the change with minimum disruption to the organisation, projects and personnel. The PRINCE Coach™ Programme is a flexible and unique approach to allow the collaborative establishment of the project environment and provides experience and leadership to all levels of the team as the new culture is introduced. As a result of using this approach, increases in project success of 40% have been recorded. DSTO, DAIS and SA Water are among the clients benefiting from this programme.

Kenn holds a BEng (Hons) degree in Civil Engineering from Imperial College, London. He gained extensive experience throughout the United Kingdom with such clients as European Development Fund, Ministry of Defence and Department of the Environment before taking up a key role on the Project Management Team for the prestigious European Commission Headquarters Development in Luxembourg. On successful completion of this project, Kenn was assigned to the key management role for the completion of a problematic infrastructure project in Mozambique. Through Kenn's expert guidance the project was successfully completed 15% ahead of schedule. It was as the Programme Manager for Research and Development at National Engineering Laboratories that he introduced PRINCE2 as the methodology for managing projects.

Kenn established FPMS to focus on the delivery and support of projects using the PRINCE2 Project Management Methodology. Having the unique and powerful combination of a background in Performance Measurement, Productivity and PRINCE2, Kenn has provided expert guidance, to a large number of high profile projects and organisations by implementing strategies, to secure increases in productivity of 35% and increase in profit of over 300%.

Performance, PRINCE2 and PMBoK

Kenn Dolan FPMS

As the discipline of Project Management has evolved so has the need to improve project success. This need to perform is emphasized by escalating costs and increased public accountability. A number of tools have been developed to assist Project Managers and their Organisations in the effectual management of their assets.

Amongst the most successful Project Management Developments has been the PRINCE2 Project Management Methodology. PRINCE2 provides a 'Best Practice' approach to Project Management and is now widely used in UK, Europe, South East Asia and Australia. One of the most frequently asked questions faced by PRINCE2 Practitioners is, "How does PRINCE2 relate to PMBoK?"

The two documents, PMBoK and PRINCE2, were developed to achieve very different objectives. Therefore, it is not simply a case of using one in preference to the other. Greatest advantage is gained by meshing them to assist in the management of projects.

Projects are successful as a result of the people who deliver the objective as a team. It is therefore essential that the team as a whole have the knowledge and experience to manage the project. This cumulative knowledge is the cornerstone of improving the success rate of projects. However, assembling a good team with knowledge and experience of Project Management is not enough. The Team need the tools to allow them to deliver the project. PRINCE2 provides control within projects and across programmes. Once control is established it is possible to utilise PRINCE2 and other techniques to enhance project performance. Without the control improvement strategies will be impotent – PRINCE2 is therefore the foundation upon which we can improve project success rate.

PRINCE2 is the only public domain project management method and is therefore freely available and does not require a licence to use. It is unique in being a practical method, with an extensive support network.

This paper shall address this issue by comparing and contrasting the key elements of the two, discussing the fundamental role that they can play in delivering successful projects within successful organizations.

Biography: Ian McDermott
Director, Tanner James Pty Ltd

As a Director of Tanner James Management Consultants, Mr. McDermott currently plays a lead role in the implementation of the PRINCE 2 Project Management Method for Tanner James key clients including the Defence Acquisition Organisation (DAO) and Department of Foreign Affairs and Trade. Ian is an internationally accredited PRINCE 2 consultant and trainer.

Prior to joining Tanner James Management Consultants, Ian was Business Director for LBMS Asia Pacific. Ian was responsible for running Consultancy Operations in Melbourne, Brisbane and Hong Kong and for the set-up of a distributor network for LBMS methods and tools within Singapore, Malaysia, Thailand, Philippines and Korea. As part of this role, Ian spent much of his time assisting organisations in the evaluation and implementation of methods including Project Management, Strategic Planning and Systems Development. Major organisations which Ian assisted included, Electricity Generating Authority of Thailand, Revenue Department Thailand, Siam Commercial Bank, Mass Transit Railways (MTRC), Kowloon and China Railway Corporation (KCRC), China Light and Power, Hong Kong Government, Hong Kong Jockey Club, Citibank and Hewlett Packard Singapore.

Before becoming Business Director for LBMS, Ian was the General Manager of LBMS Victoria and prior to that a Senior Consultant within LBMS Victoria. Ian provided training and consultancy to a number of clients on a variety of projects in the use of Project Management, Programme Management and Structured Development. Clients included Telstra, ANZ, Norwich Union and the RAAF.

Ian played a significant role in the development of the LBMS Method for Graphical User Interface (GUI) Client Server Systems Development. Ian also developed and implemented standards for GUI Client Server systems design for a number of clients.

Prior to joining LBMS Ian gained experience in the design and development of GUI Client Server Applications and Systems working within the Research and Development Department of a European Computer Manufacturer.

Making PRINCE2 Work Within Your Organisation

Ian McDermott

PRINCE2, PRojects IN Controlled Environments version 2, is a public domain project management method covering the organisation, management and control of projects. Since the release of the first version in 1989, PRINCE has become widely used in both the public and private sectors and is now the UK's de facto standard for project management with rapid adoption within Australia, Europe and the US.

PRINCE2 is designed to be applied to any type of project irrespective of size and complexity. The key to successful implementation of the method is to vary the formality of application to suit the project. This presentation will run through the steps involved in managing a project using the PRINCE2 method, but in doing so will discuss how its application can be varied for a small versus a large project. The Tanner James web-enabled PRINCEPlus™ toolset will be used to demonstrate how the method can be tailored for pragmatic use within your organisation.

PRINCE2 is a process-based approach for project management providing an easily tailored, and scalable methodology for the management of all types of projects. Each process is defined with its key inputs and outputs together with the specific objectives to be achieved and activities to be carried out.

The methodology describes how a project is divided into manageable stages enabling efficient control of resources and regular progress monitoring throughout the project. The various roles and responsibilities for managing a project are fully described and are adaptable to suit the size and complexity of the project, and the skills of the organisation. Project planning using PRINCE2 is product-based which means the project plans are focused on delivering results and are not simply about planning when the various activities on the project will be done.

A PRINCE2 project is driven by the project's business case, which describes the organisation's justification, commitment and rationale for the deliverables or outcome. The business case is regularly reviewed during the project to ensure the business objectives, which often change during the lifecycle of the project, are still being met.

There are often different groups of people involved in projects: the customer, one or more suppliers, and of course the user. PRINCE2 is designed to provide a common language across all the interested parties involved in a project. Bringing customers and suppliers together typically involves contracts and contract management, although these aspects are outside the scope of PRINCE2, the methodology provides the necessary controls and breakpoints to work successfully within a contractual framework.

Biography: Andrew Hoyle
Senior Consultant, Intec Consulting Group

Andrew Hoyle is a Senior Consultant with the Intec Consulting Group (ICG) in South Australia. ICG is an IT consulting and development firm specializing in the provision of high quality project management, strategic planning, systems development and training services.

Andrew has over 20 years experience in the information technology industry, in the roles of Systems Analyst, Data Administrator, IT Development Team Leader and Project Manager gained via a broad range of consulting and training assignments.

Andrew has developed and regularly delivers Project Management, Service Level Agreement, Business Case and Risk Management training courses throughout Australia and South East Asia. He is also an accredited trainer in the PRINCE2 project management methodology.

Andrew has also undertaken consulting and Project Management assignments such as:
Integration Manager of a development team producing a client server based Customer Services Information System for a large utility company
Implementation of Service Level Agreement frameworks within a number of South Australian government departments
Development of a number of business cases for major projects within South Australian government
A project sizing and scoping assignment to establish the project plan for the development and implementation of a major client server system, which is utilised in Hong Kong and other sites in Asia.
Re-engineering of the organizational processes and supporting IT framework associated with the case management of offenders within the South Australian Department for Correctional Services,
Project manager of a major re-engineering project associated with the administration of the state concessions process for the SA Department for Family and Youth Services

Andrew's excellent communication skills, his ability to quickly establish a rapport with others, his pragmatic approach, coupled with a broad based business knowledge and proven project management background provide a framework for successful seminars/workshops.

A Business Case – The Foundation of a PRINCE2 Project

Andrew Hoyle

Traditionally the development of business cases for major organisational projects tended to focus on the goal of securing funding for the work. Once funding was obtained the business case was secondary – it had little or no use beyond the feasibility stage of the project.

Modern project management methodologies see the business case in an entirely different light. In today's business world no project should be undertaken without a clearly articulated set of business reasons that form the cornerstone of the endeavour. The business case is certainly still used to secure funding but it serves many other vital purposes:

- To define the overall business outcomes sought
- To describe how those outcomes (and hence the success of the project) will be measured
- As a means to determine the overall scope
- As a means to determine the project stakeholding
- As a means to determine the cost/benefit relationship
- As a basis for the project planning
- As a means to perform an initial risk assessment
- As a constant reference point throughout the project life cycle
- As the only real way of answering the fundamental questions 'Should the project be undertaken?' and 'Should the project continue?'

Within PRINCE2 the business case must exist at every stage of the project. It is outlined in the project Start Up process, detailed in the Project Initiation Stage, and continually referenced and updated as required throughout the project. It also forms an important assessment tool at the conclusion of the project, and beyond that up to the point that the project outcomes are achieved, and the benefits delivered.

This paper will explore the need for a clearly articulated business case for every project, discuss the range of formats and structures of a business case and describe how these link to the PRINCE2 project management method.

Track 9: The Software Packages

Chair: Tony Scuteri
WST Pacific

Tony Scuteri is a founding Director of WST Pacific, a company specialising in the development, implementation and support of Project and Performance Management Software.

During his career, Tony has assisted a diverse range of organizations in the implementation of Project based systems. This has included System Design and Development activities, delivery of Training Courses and the provision of Systems Support. His current role includes responsibility for the Scheduling Software handled by WST Pacific, company visibility and management activities. He holds a B.Sc. in Applied Mathematics from the University of Adelaide.

Track 9: The Software Packages

The Canberra Room: Friday 22 February

Chair: Tony Scuteri, Managing Director, WST Pacific

0845	Integrating Performance Data with Your Program Management Process	Gary Troop *C/S Solutions Inc*
0925	Project Management Intelligence: Anywhere, Anytime, Anyway	Sean Alexander *President, VitalThought*
1005	Coffee	
1025	TASKey® TEAM: Performance Management for Everyone	Neil Miller *Director, TASKey Pty Ltd*
1105	Benefits And Challenges Of An Enterprise Project Management System	Gordon Comins *Managing Director, Primavera Australia Pty Ltd*
1145	The Necessity of a Collaboration Tool in Today's Projects	Tony Scuteri *WST Pacific Pty Ltd*

1230: Luncheon Hosted by the Project Management Institute
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Dekker Ltd. Vice President, Integrated Management Services.
& President, PMI College of Performance Management

1500 Open Forum and Closing Remarks
1520 Conclusion

Biography: Gary W. Troop

President, C/S Solutions, Inc.

Mr. Troop is a graduate of Florida State University (BS Accounting) and California State University (MBA). He served four years in the United States Air Force, finishing his tour as the Chief of Business Management for the NAVSTAR Global Positioning System (GPS). During active duty he also participated in C/SCSC validations/reviews for various other programs. After leaving the Air Force, Mr. Troop worked in the field of software development with General Research Corp. and Thomas Scifers. At Thomas Scifers he was the Vice President for software development and ultimately became the President of that corporation. Business areas of Thomas Scifers during his tenure included space systems survivability analysis, custom software development, and the design/development of high performance off road vehicles for the U.S. Marine Corps.

In 1994 he co-founded C/S Solutions, Inc. C/S Solutions specializes in management/analytical tools that integrate with leading earned value and scheduling tools. Organizations such as the Defense Contract Management Command (DCMC), the Defense Systems Management College (DSMC), US Air Force, US Navy, US Army, Department of Energy, DARPA, and the vast majority of US defense contractors use tools from C/S Solutions to help manage complex programs. Most recently Mr. Troop supported both the Boeing and Lockheed teams in integrating the wInsight Tool set into the JSF program.

Mr. Troop was a principle author of the ten-day DSMC Advanced Contract Management course that includes an interactive computer based cost/schedule simulation. During the course, students are “aged” through computer simulations instead of on the job over several years. Processes simulated included RFP generation, contract award, and analyzing/tracking performance of the contract over several years.

Mr. Troop, his wife and five children live in Manhattan Beach, California.

Integrating Performance Data with Your Program Management Process

Gary Troop

Commercial cost/schedule software tools required to plan and manage projects continue to improve at a remarkable rate each year. The timeliness, quality, and volume of data available to program managers to assist in decision-making are unprecedented. The sheer volume of data can sometimes overwhelm program managers and their program control staffs.

This presentation will focus on the use of wInsight in US defense programs (including the JSF) and key metrics (which ones and how often), techniques for management by exception, and the wInsight software tool set. Advancements in the web will be covered and how performance data can be integrated with other commercial tools such as Microsoft's Sharepoint Server to create user defined "Digital Dashboards" that contain data from many sources.

Biography: Sean Alexander,PMP
President, VitalThought, Inc

Sean Alexander has been involved in the field of project management for over 25 years. For the past 19 years, as a consultant, he has assisted over 70 organizations in four countries and has scrutinized the operation of more than 500 projects that range in size up to $8 billion. Sean's experience with EVMS includes the design of over 40 management systems, as well as the training of over 9,000 individuals at all organizational levels.

Sean's clients are from both the public and private sector, and include a diverse cross-section of domestic and international organizations. A sampling of past and present clients include AT&T, Boeing Helicopter Company, EDS, General Electric, The Johns Hopkins University, Johnson Engineering, Litton Industries, Lockheed Martin, Lucent Technologies, Raytheon Systems Company, Motorola, United Space Alliance, United Technologies, Telecom Australia, Bombardier (Canada), Marconi (UK), NASA, US Navy, US Air Force, and the Department of Commerce.

Sean is founder, President & CEO of VitalThought, a project management consultancy and software development company.
and has received the Project Management Professional (PMP) certification from the Project Management Institute.

Project Management Intelligence: Anywhere, Anytime, Anyway
Sean Alexander

Project data is developed easily, and continuously, throughout the project. Unfortunately, getting to that data and being able to use it intelligently is not so easy. Most users of project data are limited to what someone else thinks is important, rather than what the users think is important. Additionally, the relative importance of information can vary—significantly—from person to person.

Sean Alexander will present an approach to project management intelligence that focuses on the user first, the data second. Whether the user is a front line manager, responsible for one part of a single project, or the Chief Operating Officer, responsible for the results of all projects, the problem is getting the right information, delivered to the right person, in the "right" format. The key to obtaining user-centric project management intelligence is to provide users—at all levels—with the capability to structure the data according to their needs and desires at the moment, and to be able to restructure and collaborate with others about the data, as needed, from wherever they are. Come see what project management intelligence really looks like

Biography: Neil Miller BE Hons, ME, PhD

Neil Miller is Director of TASKey Pty Ltd, which works with managers and their staff to help them achieve their organisational goals through team based distributed management methods. He is a specialist in strategic planning, change management, task and project management, computer modelling, systems thinking, team development and leadership.

As a Project Manager, Neil has managed a wide range of projects in Australia and the US. Projects have included; a wide range of construction, Defence equipment procurement, large military exercises, re-engineering and implementation, change management and software development.

In his Doctoral studies on Change Management, Neil examined a wide range of changes in public and private sector organisations to develop practical methods that managers could use to introduce and manage change. His recent focus has been on filling the gap between strategic planning and implementation plus the concurrent management of many projects and tasks. He holds an Australian and US patent on a team based distributed management method to integrate and coordinate strategies, projects, tasks, actions, teams and people.

TASKey® TEAM: Performance Management for Everyone

Dr Neil Miller

Leaving performance management to senior managers is like focussing on the tip of an iceberg. The full benefits can only be realised when performance management is distributed and coordinated throughout the whole organisation.

When all levels of management (strategic, operational, tactical and personal) are integrated, critical directions and progress information can be made available to everyone in real-time.

TASKey TEAM web-based strategic management software that concurrently manages strategies, projects, tasks, actions, teams and people will be discussed. Its broad scope will be contrasted to project management software that only manages projects, tasks and resources.

TASKey TEAM's real-time alert system cuts through complexity to provide each user with the performance information they need to focus on where they can achieve the most value for their effort. A range of examples of the use of TASKey TEAM in the workplace will be provided.

Biography: Gordon Comins

Managing Director, Primavera Australia Pty Ltd

Gordon is co-founder, Managing Director and majority shareholder of successful project management company Primavera Australia Pty Ltd. In addition to software sales, the organisation provides professional training, implementation and integration services to clients in all industries. In 2001, Primavera Australia had the second highest Primavera software sales in the International division (outside USA) and sixth highest including USA. The company employs 20 people in Melbourne and Sydney and is growing. They also have their own dealers in Perth, Brisbane and New Zealand.

He is a Civil Engineer with over 30 years experience in Project Management in many countries. He has worked for consultants, contractors and project management organisations in many roles from highway design engineer to project manager. Projects have included a swamp reclamation and irrigation scheme in Mocambique, M11 motorway in England, tunnels and roads in Peru, an aluminium smelter in Venezuela and the Ok Tedi mine in Papua New Guinea. He has also worked on many projects in Australia, New Zealand, South Africa and Indonesia.

Projects have included Petrochemical, Process Plants, Building, Heavy Civil Engineering, Shipbuilding, Aerospace, Mining, Maintenance and Turnarounds, IT, R&D

Roles have included Project Controls Manager in charge of planning, cost control and estimating on an $800 million resource project in Queensland and Project Manager on a 40 storey condominium in Jakarta. He has also been a consultant on major petrochemical, and plastics facilities shutdowns, aircraft overhauls, shipbuilding (including ANZAC Frigates).

He has been a guest lecturer on RMIT's Master of Systems Engineering course. He also developed and ran 1 week Project Management for Technical Officers courses for Dept of Defence.

Gordon is originally from South Africa. He left in 1972 to travel and work overseas. In 1973 he married an Australian nurse in England. After working in the UK, Peru and Venezuela and travelling extensively in Europe, North and South America (and producing a daughter in Peru), they settled in Australia in 1979. He worked for Fluor Australia Pty Ltd from 1979 until 1996, when he formed his own consulting company Falcon International. In 1990, he co-founded Primavera dealership P3 Software – now renamed Primavera Australia.

He and wife Jan live in Melbourne and have 2 children in their 20's.

Benefits And Challenges Of An Enterprise Project Management System

Gordon Comins

The degree of success of any Earned Value System is dependant on the underlying component systems that contribute towards it. Project Management software, which is an intrinsic part of any EV system, has the ability to make a system purely reactive (reporting what has or hasn't happened) or actively proactive, where reporting is accurate and changes are recognised early enough to be useful.

PM systems have been around for over 30 years but have generally been isolated, desktop based, single project applications run by a specialist office, that are then somehow linked, often by third party or homegrown systems, for corporate reporting. There has been little or no interrelationships between projects or even parts of the same project ie. to optimise resource utilisation, take into account inter project relationships, review portfolios and programs, etc..

Enterprise Project Management (EPM) addresses many of these shortcomings by providing scalability (tools for use at all levels), management of risk, integration to other systems, visibility across all projects, realtime updating, the ability to decide whether projects need to be frozen or killed off and more. This results in better project performance and better bottom line results for client, contractor, vendors, etc..

This presentation will address the following topics:

- benefits of an EPM system (users are reporting 10 to 20% productivity improvement),
- how this improves the quality of EV reporting.
- the challenges and pain of implementing an EPM system
- tips on tool and vendor selection
- helpful hints on preparing a Business Case.

Biography: Tony Scuteri B.Sc
Managing Director, WST Pacific Pty Ltd

Tony Scuteri is a founding Director of WST Pacific, a company specialising in the development, implementation and support of Project and Performance Management Software.

During his career, Tony has assisted a diverse range of organizations in the implementation of Project based systems. This has included System Design and Development activities, delivery of Training Courses and the provision of Systems Support. His current role includes responsibility for the Scheduling Software handled by WST Pacific, company visibility and management activities. He holds a B.Sc. in Applied Mathematics from the University of Adelaide.

The Necessity of a Collaboration Tool in Today's Projects

Tony Scuteri

The need for project collaboration is not new and to an extent has been conducted in an informal, non-structured manner for many years through traditional means of communication. However, the past few years have seen new challenges emerging with regard to successful project management, and there is an increasing awareness that managed project collaboration is a vital key to project success.

There are several factors that warrant careful consideration:

- With project lifecycles typically becoming shorter, there is less relevance in using traditional, detailed planning techniques, and expectations of shorter project turnarounds are much greater. Less detailed planning requires more emphasis on collaboration techniques for managing projects.

- A greater number of parties are now typically involved in different aspects of a project, often in different locations, and even working for different companies. Thus, the need to share information in an easily accessible manner is rapidly increasing.

- Many projects involve a large amount of repeatable work and the ability to build on previous project approaches and successes is often critical to the successful completion of the project in hand. Being able to model tasks and procedures on previously validated, successful work is important.

- Scheduling still plays an important role in modern projects. However, there is now an additional need to share information between different team members as well as being able to carry out more traditional project management tasks such as updating and controlling project status. Gone are the days when project management was solely the responsibility of the project manager or planner whose primary tool was a very specific project planning software package that required a high level of expertise and training.

In response to these changing needs, new project management tools, techniques, and attitudes have emerged. Through the use of a new breed of collaboration- based project management tools, team members of differing roles are now being given additional responsibility and involvement in the project management process. The presentation examines the roles of various team members and looks at how a collaboration tool can facilitate better project management.

A demonstration of WelcomHome, a tool from Welcom for web-based project collaboration will be given as part of the presentation.

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BAE SYSTEMS is a global systems company, innovating for a safer world.

BAE SYSTEMS employs 120,000 people and has annual sales of around £12 billion. The company offers a global capability in air, sea, land and space with a world-class prime contracting ability supported by a range of key skills.

BAE SYSTEMS designs and manufactures military aircraft, surface ships, submarines, space systems, radar, avionics, communications, electronics, guided weapon systems and a range of other defence products. BAE SYSTEMS is dedicated to making the intelligent connections needed to deliver innovative solutions.

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Australian Performance Management Association

Mission Statement

The Australian Performance Management Associated Incorporated (APMA) (Founded 1989) is a non-profit, professional association with the goal of providing a forum for the free exchange of information and a network of colleagues in Earned Value Project Management and other quantitative project management disciplines.

Aims

The Australian Performance Management Association aims to:

- Foster recognition and professionalism in performance measurement disciplines.
- Coordinate and encourage governmental, industrial, and educational efforts toward improved application in the performance measurement disciplines.
- Aid in the dissemination of common terminology and techniques so as to improve communications among the personnel in these disciplines.
- Provide a vehicle for successful interaction between the users and suppliers of computer hardware and software systems for performance measurement in project management.
- Encourage the growth and further development of career opportunities in these disciplines.
- Promote integration of the technical, cost and scheduling aspects of project management.

Membership Benefits

- Chapter meetings;
- Newsletters;
- Articles of interest via email; and
- Regular information exchange via the APMA website.

Contact

Email: info@austpma.org.au Website: www.austpma.org.au

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Since its founding in 1969, the Project Management Institute (PMI ®) has grown to be the organisation of choice for project management professionalism. With over 75,000 members worldwide, PMI ® is the leading non-profit professional association in the area of Project Management. PMI establishes Project Management standards, provides seminars, educational programs and professional certification that more and more organisations desire for their project leaders.

In Australia, PMI has established Chapters in Canberra, Brisbane, Melbourne, Adelaide, Perth and Sydney.

PMI in Sydney now boasts more than 700 members, nearly 300 of whom have achieved PMP status - award of the Project Management Professional certificate which is the industry benchmark for project management professionalism, recognised around the world.

PMI in Melbourne has in excess of 500 members and has been chartered for over 5 years. The Chapter has just been recognised by the worldwide PMI organisation with a "Sustained superior performance" award. The award recognises the Chapter's ongoing program of guest speakers, professional development, study groups, links with academia and other member benefits. The current program is always available on the Chapter's website.

Visit PMI on the Internet:

Sydney Chapter: http://www.pmi.org/chapters/sydney
Melbourne Chapter: http://www.pmi.org/chapters/sydney

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RLM Systems is a joint venture between the Tenix Group and Lockheed Martin Corporation. The Company was established to undertake the roles of prime contractor, systems integrator and software developer for major government and commercial projects in conjunction with the parent companies. RLM is one of the few companies offering total systems house capability in Australia and operates the largest, private secure development and integration facility in the region.

RLM utilises its engineering expertise and critical mass to deliver the most demanding and technically complex systems and software projects, utilising internationally recognised processes. We successfully harness and tailor our structured engineering and management approach to address small to medium scale projects ranging from Defence technologies through to commercial e-Business applications.

RLM – CAPABILITY, COMMITMENT AND TECHNOLOGY

RLM Systems Pty Ltd
23 Lakeside Drive
Burwood East Victoria 3151
Australia
Telephone: +61 3 9210 4444
Facsimile: +61 3 9210 4699
Email: information@rlmsystems.com.au
Website: www.rlmsystems.com.au

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SAS provides software and services that enable customers to transform data from all areas of their business into intelligence. SAS solutions help organisations make better, more informed decisions and maximise customer, supplier, and organisational relationships.

Solutions from SAS, the world's largest privately held software company, are used at more than 37,000 business, government and university sites around the world. Customers include 98 of the top 100 companies on the Fortune 500, and 90% of the Fortune 500 overall.

For 25 years, SAS has been giving our customers The Power to Know™.

For more information, visit http://www.sas.com

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TERRA FIRMA

■ PROJECT MANAGEMENT ■

http://www.terrafirma.com.au

Grd Floor, 199 Toorak Road
South Yarra, Victoria 3141
Telephone + 613 9826 2002
Facsimile +613 9826 2023

Suite 10,263 Alfred Street
North Sydney, NSW 2060
Telephone + 612 8920 9833
Facsimile + 612 8920 9855

Terra Firma was established in 1995 as a specialist Project Management Company providing independent professional services primarily in the IT, E-Commerce, Defence and Engineering sectors. We are endorsed supplier with the Australian Government (ESA), Telstra and the Victorian Government.

Our aim is to provide a value add service utilising innovative and proven Project Management methodologies (PRINCE 2 & PMBOK), internally developed systems and process as well as techniques that achieves tangible time, cost and quality benefits. Our focus is on the project deliverables and our clients' objectives.

Terra Firma has an internal collaborative approach, capturing specialist expertise from across the organisation as required. This process is relatively seamless to clients, but results in a superior service and a higher quality end product. Core competencies cover:

- Time and Resource Management
- Integrated Cost/Schedule Management
- Earned Value Management
- Systems Risk and Issues Management
- Scope and Change Management
- Procurement and Contract Management
- Quality Assurance Systems and Processes
- Team Management and Leadership
- Training

In addition, a network of associates and business partners provide an extended capability that broadens our value proposition.

Terra Firma has around 35 full time staff members with a variety of backgrounds, qualifications and experience. The founding directors, Nicholas Bartels and Martin Vaughan are committed to investing in the career development of its people.

Exhibitors

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Asia-Pacific Defence Reporter

Asia Pacific Defence Reporter

Now in its 29th year of publication, The Asia-Pacific Defence Reporter (APDR) provides news and authoritative analysis on defence issues and developments throughout the Asia-Pacific region. APDR is written by international specialists on strategy, conflict analysis, military doctrine and defence industry. Its worldwide readership ranges from political and military leaders to intelligence analysts, academics and senior defence industry executives. APDR is a trusted authority on regional and Australian defence issues that has been developed over many years of refining the requirements of its readers. It is the largest circulating defence magazine in Australia with the regional distribution growing steadily each year through a controlled and paid subscription by readers that meet the qualification criteria.

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

Established as a fortnightly industry newsletter back in 1982, the publication has been continually upgraded and is now well established and highly regarded in Defence and industry circles.

ADBR consistently delivers high value-added commentary and analysis of the key issues facing the Australian Department of Defence, and how consideration of these issues filters down into new business opportunities for commercial enterprises.

The rapidly-changing global strategic outlook and its impact in the Asia-Pacific region 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 and the prioritisation of major capital expenditures contained in the Defence Capability Plan. ADBR keeps readers up to date, in detail, on these shifts in Defence policy and commercial activities.

The magazine has been in continuous publication since 1982, and circulates throughout Australia and New Zealand, as well as into the United States and Europe. ADBR delivers, on a fortnightly basis, 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 2002, ADBR continues to forge further ahead of its competitors with our focus on highly researched and insightful articles. Great changes are taking place in the way advanced defence forces plan for, and undertake combat. This is often referred to as the "Revolution in Military Affairs" (RMA) or the knowledge edge. The Australian Government is also now committed to the international war against terrorism.

Inevitably, adjusting to these concepts will substantially change the way defence companies organise themselves in order to successfully exploit new opportunities, particularly those emerging from knowledge management (via C4ISR) and the shift to the network centric warfare model across the Australian Defence Force.

ADBR's objective is to head into its 21st year of continual defence publishing in 2002 with a record of consistent delivery of high value-added analysis and commentary for defence company executives and defence strategists on all the issues raised by the RMA and related concepts.

(website: http://www.adbr.com.au)

Codarra Advanced Systems

Communications, IT and electronics projects are complex, and failure to understand and manage this complexity is the reason that many fail to meet performance, schedule and budgetary objectives. The **reasons** are usually inadequately defined requirements, lack of user involvement, lack of resources and inappropriate project management. The **result** is a project that has to be refinanced, take more time to complete, or compromise on its specification or performance. Codarra Advanced Systems specialises in managing complexity and has established a reputation of achievement in this most demanding environment.

Consultant IT, Telecommunications and Security Engineering

Codarra Advanced Systems' provides professional communications engineering services spanning voice and data communications, local and wide area networks, network design, and contingency planning.

In addition, we offer a full range of consulting services in cryptographic and secure communications technologies including system architecture design, security policy development, security planning and threat assessments, design and implementation of secure systems, and development of standard operating procedures for networks or systems.

Our Project Management practice provides services to assist you with requirements analysis and project definition, preparing specifications, contract and financial management, cost and schedule control, life cycle cost management, resources and work package management.

Special Products Development

The AVATAR Unmanned Aerial Vehicle (UAV) is an autonomous aircraft that can be easily programmed to fly over a specific area using a map on a notebook computer. It carries two video cameras and the images are immediately transmitted to the operator on the ground. AVATAR has captured the imagination of people for numerous surveillance applications in military, law enforcement, search and rescue and land management.

Codarra has developed the AVATAR, as a private venture R&D project to extend its in-house surveillance and image capturing capability. In April 2001 the ACT Government provided a grant though the ACT Research and Development Grants Scheme to support the continue development of AVATAR.

Codarra Training Solutions

Codarra conducts formal training programs in Project Management and Risk Management.

Codarra offers accredited courses in the PRINCE2 project management methodology. In addition, our Project Management consultants are experienced in the introduction of cultural change in the approach to project management in large and small organisations through the development and roll-out of project management methodologies tailored to your specific requirements.

Codarra's Risk Management course is structured around the requirements of Australian Standard AS/NZS4360. Contact us for programs tailored to your project requirements.

(Webpage : http://www.codarra.com.au)

CPM GROUP

The ability to provide fully scalable, integrated projects and portfolio management solutions is the key to CPM Group's success.

A wholly owned Australian group of companies, CPM Group specialises in the delivery of high quality, integrated project management services and products within Australia and the Asia-Pacific region. Established in 1990, the Head Office is located in Canberra, with centres in Sydney, Melbourne, Brisbane, Perth and Kuala Lumpur.

CPM Group has developed a generic project management methodology which forms the basis of its integrated consultancy, training and software solutions. The company offers expertise in generic project management consultancy, development of the project management environment, consultancy in business management and organisational change and information technology support.

As a leading provider of Portfolio Project Management software solutions, CPM Group distributes a range of products, and is the sole Australian distributor for the Pacific Edge *Project Office*™ suite of products. *Project Office*™ is an enterprise application that automates and streamlines project delivery within and between organisations. CPM Group's own product - *PMLink*™, is a web-enabled methodology manager that provides staff with all the necessary project management procedures and templates, and supports project staff in the management of their project documentation.

As one of a select few AIPM-endorsed course providers, CPM Group offers clients a number of industry focussed award courses at the Certificate, Diploma and Advanced Diploma level; as well as a range of one, two and three day, Best Practice courses. Completing the service, all CPM Group workplace assessors are members of the AIPM Assessor Network and can assist clients with progress towards the AIPM Registered Project Manager awards. CPM Group is also a PMI Charter Registered Education Provider.

CPM Group has successfully introduced customised solutions to project managers in a broad range of industry sectors. Our current client list includes the following industries:

- Banking & Finance
- Government
- Transport
- Retail
- Telecommunications
- Research
- Electricity, Water & Gas Utilities
- IT
- Oil & Gas
- Engineering & Construction
- Mining & Resources
- Manufacturing
- Management Consultants

Our staff look forward to meeting you at the CPM Group Exhibition Booth at the Symposium. (Webpage : http://www.cpmgroup.com.au)

Ferguson Project Management Services

We believe in establishing partnerships to promote a common goal – the successful outcome of Projects.

Ferguson Project Management Services Pty Ltd (FPMS) is a client-focused organization with 20 years of Experience in Project Management with particular expertise in Performance Management, Productivity, Risk Management and Training. We have a broad base of skills that allow us to provide Management Services to a large selection of clients from a diverse range of Industries worldwide. These include Commonwealth and State Government Departments, Defence, Financial Institutions, Health Boards, Overseas Development Agency, European Commission, and other blue chip organizations.

The FPMS emphasis is on nationally and internationally recognised best practice management principals and their application within a variety of environments. Our client base is testimony to our commitment to improve performance for our clients through the application of unique management procedures and techniques designed for greater management control.
The powerful combination of project management, performance management and PRINCE2 together with our commitment, professionalism, and adaptability, allows us to provide quality solutions that meet and exceed the needs of our clients. **The FPMS approach delivers world-class systems to provide competitive advantage for contractors, accountability for clients and consistency for all.**

FPMS are an OGC (CCTA) accredited PRINCE2 training organisation (ATO) and registered consultancy. This accreditation for both consulting and training enables us to provide you with a full range of support services including:

- PRINCE2 Consultancy
- PRINCE Coach™
- PRINCE2 Training
- PRINCE2 Examination revision workshops
- Project Support
- Project Assurance

Our Training Services are based upon current best practice in accordance with PMI PMBoK, PRINCE2 and National Competency Standards.

Corporate and public seminars include*:*

- PRINCE2 Project Management Methodology
- Generic project management
- Risk Management
- Project Planning
- Management of Change

Our training support services include

- Training needs analysis
- Course design and development
- Workplace assessments
-

(Website : http://www.fpms.com.au)

IMM CONSULTING
PERFORMANCE SOLUTIONS

IMM Consulting was established in 1998 by former senior executives of corporate organisations. Our Senior Partners have held sales, marketing, operations and logistics roles in businesses such as BHP Steel, James Hardie Industries, Crane Group and Pacific Dunlop.

Our consulting practice has grown substantially over this period based on our adherence to offering pragmatic, business solutions and our involvement in implementation issues as well as development work. IMM Consulting wishes to be known as an organisation that understands real organisational improvement, and as such we prefer to be "involved" in our clients' business performance issues.

Since its establishment, IMM has developed a broad client base of blue chip organisations ranging from Amcor Fibre Packaging, Heath Lambert, Rail Infrastructure, Tourism NSW, Wyeth Pharmaceuticals, and Australia Post

Today IMM Consulting specialises in providing a 'partnered solutions' approach to assist organisations in developing capabilities to be 'Strategically Focused'. *(Note 'Strategy Focused Organisation's [SFO] is the subject of Professor Kaplan and Dr Norton's latest text and builds on previous concepts developed in 'The Balanced Scorecard').* The SFO is a revolutionary management approach, which enables businesses to effectively focus and align the organisation with their strategic direction. The SFO enables businesses to more effectively mobilise around the execution of strategy through the discipline of the Balanced Scorecard (BSC), and operationalise that strategy through alignment with performance management and governance systems.

IMM has developed a proven four-phased process underpinned by the Balanced Scorecard methodology, which translates a company's strategy into real world action.

Phase 1 - Develop the 'Executive' level Balanced Scorecard: Establish executive level commitment and develop a shared vision to mobilise change. Translate strategy into operational terms.

Phase 2 - Cascade the executive level scorecard. Align key entities of the organisation to create a unified coherent approach. Involve a wider group of managers in the process to create buy-in and seek input to the organisational agenda

Phase 3 - Align Teams, Goals, Action & Compensation. Make strategy everyone's job through integrating strategic and operational objectives into a single transparent performance management system**.**

Phase 4 - Establish governance systems and critical enablers for a Strategy Focused Organisation. Make strategy a continuous process through ensuring critical governance systems are aligned, integrated and supportive of the organisation's direction.

IMM Consulting has offices in Sydney and Singapore and services clients in the Asia Pacific region. (Webpage : http://www.immconsult.com.au)

MBH Management

MBH Management was founded in 1999 with the coming together of a triumvirate of people with diverse skills ranging in project management, change management, financial and IT SDLC development knowledge. The main cause for the creation of the company was the belief that there was a market for a unique brand of management consulting. This brand consists of utilising a Managing by Project (MbP) philosophy to deliver growth results to clients rather than the usual consultant's scope of advice only.

What is the Managing by Project (MbP) approach?

The Managing by Project (MbP) methodology provides companies with a new business project perspective. This project perspective facilitates the reshaping of the company around strategic project initiatives. It utilises cross-functional teams identified to meet the objectives of these initiatives. MbP can be applied to all organisations, large or small, and across all industry sectors. It allows for a filtering process to be applied to all initiatives. This filtering process increases the potential for correct project selection and removes non-performing projects before their peak resources are taken up. MbP then provides the methods, tools and techniques to tactically deliver the selected projects within the constraints of time, performance, quality and cost.

MbP utilises four basic principles in driving business value:

- ☑ Vision - the development of what your company should look like in the long term
- ☑ Strategy - the high-level approach to achieving that vision
- ☑ Project Selection - the feasibility of each project analysed in terms of business benefits and alignment to strategy
- ☑ Project Management - the delivery mechanism for each project selected.

Why MBH?

MBH is quickly building a strong track record for delivering growth to clients. This is because:

- ☑ We know and understand the change elements in adopting MbP.
- ☑ We create a company specific MbP Methodology that adopts the key elements of the existing culture while allowing for the benefits of an MbP culture to filter through.
- ☑ We have highly skilled and qualified staff who are experts in project management, administration and programme management. These experts can lead the change throughout the client's business, mentoring and inspiring the existing employee base to adopt MbP sooner.
- ☑ Each corporate culture can adopt the MbP philosophy and become self-sufficient in project management, thereby delivering continual improvements and profit growth.

In 2000, MBH Management implemented a full change program for Rothschild Australia Asset Management (RAAM) who took on the generic version that was developed and have been instrumental in testing the various aspects of the MbP process. MBH still has several consultants working with RAAM in helping them achieve their vision of becoming a virtual global fund manager.

(Website : http://www.mbh.com.au)

METYOR

Artemis International
Since 1976, Artemis has evolved to become the premier provider of project, resource and project portfolio management software and services for many vertical markets – including the manufacturing, financial, pharmaceutical, and aerospace and defence industries.
Artemis has helped its customers meet and beat production schedules, and become more efficient in executing and tracking all aspects of their projects – large and small. And we've shown our customers how to coordinate, communicate and collaborate more effectively within their organisations and across networks of companies.
Artemis is distributed and supported in Australia, New Zealand and PNG by Metyor, and has been represented in Australia for 20 years.

Metyor
Metyor is involved in the global acquisition and commercialisation of intellectual property through licensing, marketing channels and managed business services solutions for clients. Metyor provides the identified solution, often business software and the managed service to see the solution through to implementation and successful operation.
Metyor can also provide suitable data hosting and infrastructure support to permit clients to fully outsource needed solutions. Metyor combines this with an ability to finance such projects and works in conjunction with a number of preferred vendors to ensure on time delivery of leading edge technologies. Metyor's aim is to provide a total solution to support a client's business opportunities.

Metyor subsidiaries are currently located in Australia, Ireland and the USA.

Visit the Web Sites
www.artemispm.com
www.metyor.com

Primavera Australia

Building the new economy is no easy task. Growth for most businesses is a result of successfully developed and deployed projects. Primavera provides the most comprehensive project management software solutions available. Today's most progressive companies across many industries look to Primavera to successfully achieve their project goals.

Primavera Enterprise® suite

Primavera Enterprise® is enterprise-class software that offers a comprehensive, multi-project planning and control solution, effectively uniting project managers, team member and stakeholders into the project communication and feedback loop.

Primavera Expedition® suite

Primavera Expedition® ensures the schedule you have planned is executed successfully to an on-time and on-budget completion through contract control, change management and RFI/Communications management.

Primavera TeamPlay® suite

To create a strategic business advantage, leading companies are using effective project management. TeamPlay® is the first unified project, process and resource management software that offers the combined benefits of managing projects, building and using standard methodologies and efficiently leveraging resources to help companies minimise project lifecycles and deliver project results.

Primavera Australia: are the sole distributors of Primavera Project Management systems for Australia and New Zealand. With over 14 years of implementing Primavera solutions to more than 650 companies in Australia and New Zealand, we have gained a reputation for both product capability and excellent service. With our head office in Melbourne, an office in Sydney, and dealers in Perth, Brisbane and Auckland, the group has in excess 40 professionals to provide a total range of services, including management consulting, software implementations, training and education, technical services, integration and project management.

We have approximately 5000 registered users in over 450 local organisations. Primavera products are now used by virtually every major engineering and construction organisation in Australia as well as other industries such as plant maintenance, research and development, information technology and defence where professional project management is demanded.

For further information on any of our products or professional services please see **http://www.primavera-aus.com**.

Tanner James Management Consultants

Tanner James provides Project Management and Programme Management training and consultancy services. We are the leading provider of accredited PRINCE2 services within the Asia Pacific region, having implemented PRINCE2 on several hundred projects. Based around PRINCE2 (**PR**ojects **IN** **C**ontrolled **E**nvironments version 2), an internationally recognised method for Project Management, our PRINCEPlus™ System provides a total project management solution combining training, workshop facilitation, coaching and a web-enabled delivery mechanism. An overview of our products and services is provided below.

PRINCE-in-Practice™ Classroom Training

PRINCE2 for Practitioners - Targeted at Project Manager's, Team Manager's and Team Members, this hands-on 4-day course provides delegates with a solid model for setting up and successfully managing projects.

PRINCE2 Overview - Targeted at Team Members and Business Representatives, this one-day session provides delegates with a structured framework for successfully managing projects based around the PRINCE2 process model and underpinning components.

PRINCE2 Board Room Briefing - Targeted at senior management who are likely to be involved in the directing of projects as apposed to the day-to-day management, this one-day or half-day session provides a clear framework for decision making throughout the life of a project based around the PRINCE2 Directing a Project process.

PRINCE-in-Practice™ Workshops

Tanner James offers PRINCE-in-Practice Workshops to assist project manager's/projects in the effective application of project management. Designed to be delivered on a just-in-time basis, workshops focus on driving projects through the project management process and are intended for those who wish to improve key areas of their projects.

The PRINCE Plus™ System

The Tanner James patented PRINCE Plus System uses live syndicate work to capture initial knowledge of how the PRINCE2 Project management Method can be applied within your organisation and for your project types. The PRINCE Plus System provides tailored advice to your Project Manager's and project staff on how to apply PRINCE2 to your projects. The option also exists to provide ongoing tailoring to the method as required via the PRINCE Plus Maintenance Engine.

Consulting Services

Tanner James provides a range of consulting services to assist your project manager's/projects in improving their project management and programme management.

Computer based Training (CBT) Products

Tanner James offers a suit of CBT products for PRINCE2, Project Management Fundamentals, PMBOK, Risk Management and Programme Management, providing a cost effective solution for training those in your organisation who either do not require full classroom training or those who are unable to find time to attend classroom training.

(Website : http://www.tannerjames.com.au)

TASKey Pty Ltd (www.taskey.com)

TASKey Pty Ltd is a Canberra based management and IT company that develops innovative management methods and software tools to apply those methods. TASKey has developed a simple method that helps people work together more productively with less stress. Web enabled TASKey TEAM software makes the method easy to apply.

In addition to the traditional task perspective, TASKey looks at productivity from a people perspective. This people perspective is important, because it helps people see how to best apply their knowledge and skills. The amount of effort people apply to getting the job done will affect results.

TASKey's patented method goes well beyond existing management practice. It keeps track of the dynamic relationships between people and tasks. But most importantly, task information is presented in real-time from each individual's perspective, rather than merely a task perspective. When people can see where they can add the most value, work gets done.

Traditional management (including project management) is hierarchical and relies on managers to do all the coordination. The TASKey method is hyperarchical (includes hierarchies as a sub-set) and TASKey TEAM software easily handles the complex tedious coordination, so managers can lead and add value.

TASKey TEAM software facilitates "Distributed Management" across organisations and teams. Multiple virtual teams can be easily formed in your own organisation or across the world. It is ideally suited for enterprises, teams, and people who want to work together to achieve outstanding results.

Some examples of how TASKey TEAM may be used are: implementing strategic plans and management; planning and managing change; performance management, and quality management, international bid development; tender development; business projects; managing multiple business projects and tasks; and project administration.

Unique features of TASKey TEAM software are:

- it keeps users updated on any relevant changes to tasks, actions or teams,
- a control panel provides hyperlinks to relevant overdue tasks and actions, and
- it provides real-time progress reporting automatically.

(Website : http://www.taskey.com)

TASKey TEAM - A NEW METHOD FOR A NEW MILLENNIUM

"Get It Together & Get It Done"

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Vital Thought

COMPANY INFORMATION

VitalThought is a Project Management company. We specialize in the Earned Value technique of project management as defined by the DoD Cost Schedule Control System Criteria.

VitalThought provides consulting, training and outsource services, system integration support and commercial software products. Our products and services will make you better at managing what it is that you do. You know your business, it's our business to help you manage it to your advantage.

CONSULTING

VitalThought specializes in the enterprise-wide deployment and use of project management intelligence. Our consulting practice focus is on the rational design, development, integration, implementation, operation, use and maintenance of project management systems. To that end, we work with clients to help them identify their needs and desires, and to reconcile any disparity between the two. And that's ***before*** we submit a proposal.

TRAINING

At the heart of any successful management system implementation lays a core of knowledgeable individuals. At VitalThought, we provide training and educational programs designed to help those individuals gain the right level of knowledge at the time when they most need it.

Our training programs, which have been delivered to over 9,000 attendees from a wide variety of industries in seven countries, cover the entire earned value management system (EVMS) process, and have received critical acclaim from the people most affected b the training—those in attendance. Our training programs can be modified to match specific management system methodologies at a particular company, and are designed to meet the needs of multiple stakeholders.

SOFTWARE DEVELOPMENT

VitalThought brings to the management system development process a wealth of knowledge and capability. If you are struggling with your management system software integration we can likely break through the bottlenecks that are slowing you down.

PRODUCTS

VitalThought Toolbox™ for MPM

The VitalThought Toolbox™ uses your MPM™ project files to provide clear and concise reports that managers and administrators need to keep the project on track. Includes the new VitalThought™ Proactive Technical Support System.

VitalThought Bridge™ extracts data from your Microsoft® Project resource loaded schedules, validates the data against MPM™ data and generates MPM™ import files for BCWS, ETC and BCWP.

(Website : http://www.vitalthought.com)

WST Pacific

WST Pacific is a full service organisation which has been providing project-oriented software products, training and consulting services since 1989. Using our project management industry knowledge combined with the technical skills of a commercial application author (COBRA), WST Pacific has the intimate knowledge and professional experience to understand, develop and grow a professional solution that meets current and future needs.

WST Pacific is the exclusive distributor of the Welcom suite of products which include WelcomHome: a web based project collaboration tool, Open Plan: a high-end project and resource scheduling tool, and COBRA: a market leading Earned Value Performance Management software package. As well as the Welcom product range, WST Pacific also distribute HMS Software's TimeControl and the C/S Solutions suite of integrated analytical tools for cost, schedule, and risk management.

In addition to commercial systems development, WST Pacific offers bespoke software solutions and tailoring of the COTS products it distributes. WST Pacific's development team has experience with a range of technologies including ASP, Cold Fusion, COM, XML/XSLT and DHTML as well as corporate databases such as ORACLE and MS SQL Server. WST Pacific structured software development methodologies ensure the delivery of robust software and the resultant systems are professionally documented and supported.

As a full service organisation, WST Pacific offers Training and Consulting services. All WST Pacific consultants are professionally qualified and specialise in Project, Performance and Time Management applications. The Principals of the company have over thirty years experience in supporting organisations for which Project and Performance Management is a critical business requirement.

C/S Solutions, Inc.
(WST Pacific is the Australian distributor of C/S Solutions products)

C/S Solutions (C/SSI) produces “wInsight” an analytical tool set that provides integrated cost, schedule, and risk management of complex projects. wInsight is specifically designed to engage program managers, technical managers, integrated product development (IPD) team members, cost account managers (CAMs), financial managers, and cost analysts in proactive earned value (cost), schedule, and risk management of programs. The desktop and web based tools are widely used in a variety of industries and government organizations to proactively manage and share performance information on many of world’s largest projects. The tool set seamlessly interfaces with Microsoft Project and earned value cost tools such as Artemis Cost Views, Business Engine MPM, IMC Millennium, MS Project, SAP and Welcom (WST) Cobra. C/SSI also produces “Risk+”, a Monte-Carlo based risk analysis add-in for Microsoft

Project. WST Pacific is the Australian distributor of C/S Solutions products. Our core products are briefly described below:

wInsight
wInsight is the premier tool for analyzing, sharing, consolidating, and reporting earned value management data. wInsight functions as a user-friendly MS Windows interface to high-end earned value management systems for engaging technical managers, senior managers, and program control professionals in proactive project management. wInsight Web brings wInsight's celebrated sort windows, reports, trend charts, and C/S Glue schedule correlation to any client running a standard browser. Analysts, managers, and engineers can simply point their browser to a wInsight Web URL and begin evaluating project performance. wInsight Web Parts allow wInsight Web objects (charts, reports, sort windows, schedule Gantt view, etc.) to be seamlessly inserted into a Microsoft SharePoint Portal Server or Microsoft SQL Server Digital Dashboard. Our Connect products take the underlying earned value data generated by earned value/scheduling systems (Artemis, Business Engine, MS Project, P3, & SAP) and exports that data to wInsight for analysis and tracking. Our Briefing Wizard application works with MS PowerPoint and wInsight to automatically generate project management review presentations from the underlying earned value data

C/S Glue
C/S Glue is a software tool that integrates the performance measurement data in wInsight with true schedule status in MS Project, P3/SureTrak, and Open Plan. A stand-alone version of C/S Glue (Schedule Viewer) that presents schedule data is also available for clients who wish to share schedule Gantt views without the need for a scheduling package on each desktop.

Risk+
Risk+ is a Monte Carlo based risk analysis add-in for Microsoft Project. Risk+ allows users to answer questions such as: "What are the chances of completing by 2/28/2004?" "How confident are we that costs will be below $9 Million?"; or "What are the chances that this task will end up on the critical path?" Version 2.0 of Risk+ adds to the already powerful simulation engine 1) probabilistic branching, 2) conditional branching, 3) if/then else conditions, 4) sensitivity analysis, 5) custom risk distributions and 6) correlations to model the relationship of risk between tasks. Risk+ is used by an assortment of industries on projects of various sizing ranging from small software developments to large defense programs such as the Joint Strike Fighter (JSF).

(Website : http://www.wstpacific.com.au)

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