Foreword

The College of Performance Management (PMI-CPM) is pleased to present and welcome you to EPM2004: The Eighth Australian International Performance Management Symposium. This Symposium is positioned as one of a series of international events that help promote the performance management discipline. Together with its international counterparts, the symposium is an integral part of CPM's strategic vision for the achievement of global excellence in project management through integrated performance management.

Previous symposiums have concentrated on the mechanics of performance management. The theme of EPM2004 – Leadership, Culture and Performance – reflects a very contemporary topic for our discipline and we will address the important cultural elements of implementing performance management systems and the role of leadership in ensuring their success.

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

Perhaps the management environment has yet to fully recognize and take advantage of the power available from emerging systems and concepts. Performance management systems, centred on software tools and processes, have not been enough; it is now timely to take a wider view and consider the need for leadership and cultural change, as well as tools and processes. EPM 2004 will examine how:

- successful performance management systems have been developed due to decision, technology and implementation **leadership**; and

- system acceptability has been achieved through **cultural change** programs focusing on value adding, user friendliness, training and support, management involvement, innovative customer/supplier relationships and change management.

The 2004 Symposium features in excess of 50 theatre-style, luncheon and dinner presentations including many senior delegates and speakers from Australia and overseas. From executive perspectives to practical application, the scope includes Australian and international acquisition experiences, governance issues, the impact of leadership, cultural and organisational environments and new thinking about the performance management discipline.

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

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

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

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

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

and

Enjoy the Conference

For information contact :

College of Performance Management
101 South Whiting Street
Suite 320
Alexandria, VA 22304

Phone : 703-370-7885
Fax : 703-370-1757
Email : college@cpm-pmi.org

MTC AustralAsia Pty Ltd
Level 1, 113 London Circuit
Canberra, ACT 2600
Australia

Phone: 02 6257 3990
Fax: 02 6257 3992
Email: Austsymp@mtc.aust.com

TABLE OF CONTENTS

About the Host **1**
STREAM FINDER **3**
Program - Wednesday (18 February 2004) 4
Program - Thursday (19 February 2004) 5
Program - Friday (20 February 2004) 6
DAY 1 – EXECUTIVE PERSPECTIVES 7
Eleanor L Haupt 8
Fred Tuckwell 9
Peggy Poindexter 10
Nathan Brumby 11
Takeshi (Ken) Nishi 12
Dr Terry Stevenson 13
DAY 1 – STREAM 1 15
Robert Bolton 16
Theory of Constraints - Case Study Complex Mining and Processing Environment 17
Fred Manzer 18
Removing the Fear Factor from Plans 19
Rob Loader 20
Project benefits realisation - Aligning Business Benefits with Corporate Strategy 21
Stephen Keys 22
Project Management Systems 23
DAY 1 – SRTEAM 2 25
Ray Broadbent 26
Adapting Prince 2's Organisational Concepts – Beyond the Text Book 27
Elizabeth Barber 28
Extending Earned Value to incorporate the Human and Risk Factors of Projects 29
Robert Bolton 30
Critical Chain Project Management - Theory of Constraints Breakthrough Solution of Project Management 31
Tony Scuteri & Stephen Pirie – Joint Presentation 32
PM Software: Vendor Hype or Substance 33
DAY 1 – STREAM 3 35
Traci-Ann Byrnes 36
Upcoming Changes in Earned Value Management 37
Greg McGlone 38
Global Leadership in Projects 39
Edmund Lawler 40
Improved Project Scheduling and Status Reporting (IPSSR) 41
Robin Walters 42
Practical Difficulties and Lessons Learnt in Implementing IPSSR 43
DAY 2 – EXECUTIVE PERSPECTIVES 45
Dr. Mohan Kanda & Dr. P K Mohanty (IAS) - Joint Presentation 46
Andhra Pradesh: Online Performance Management in Government 47
Simon Dekker 48
Simple Scheduling Analysis on Large Programs 49
James Thomson & Greg McGlone - Joint Presentation 50
Jim Walker 51
Peter Croser 52
Peter Hill 53
Initiatives to Support Software Project Governance 54

DAY 2 – STREAM 4 55
Brian Barrett 56
The Integrated Baseline Review Process 57
Suzanne Fewell 58
The Organisational Interoperability Maturity Model 59
Kym Henderson 60
Earned Schedule: a Breakthrough Extension to EV Theory 61
Michael Donovan 62
Leadership Development through Business-Mentoring 63
DAY 2 – STREAM 5 65
Simon Wild 66
Project Governance - the use of Key Indicators to Manage Projects 67
Sue Tongue 68
Performance Management and Corporate Governance 69
Manish Agarwal 70
Designing Integrated Performance Management System in Government 71
George Stratton 72
Architecting the Raytheon Production Cost Model (RPCM) 73
DAY 2 – STREAM 6 75
Greg Mills 76
Lifting Performance by Integrating Business Systems into the Project 77
Jo Adams 78
Project Start up: establishing the Project Environment for Success 79
Stuart Garrett 80
Software Metrics on the AEW&C Project 81
Steve Grimmett 82
Performance Management Experiences with the AEW&C Project 83
DAY 3 – STREAM 7 85
Dr Raphael Dua & Kathryn James - Joint Presentation 86
Managing the Unmanageable by Leveraging EVPM to Establish Results Based Service Level Agreement 87
Neil Miller 88
Performance Management and Traditional Toolsets 89
Roland Horat 90
Developing a new commercial performance management methodology 91
Martin Vaughan 92
How to Choose skills, style and attributes of Project Managers 93
DAY 3 – STREAM 8 95
Greg Smith 96
Schedule Risk Assessment 97
Kenn Dolan 98
Productivity for Project Managers: Mindmapping 99
Vladimir Liberzon 100
SDPM – Truly Integrated Project Scope, Schedule, Resource and Risk Management . 101
Stacey Barr & Peter Price - Joint Presentation 102
Cascading Organisational Strategy into The Procurement Process 103
DAY 3 – STREAM 9 105
Czes Szarycz 106
Enhancing Corporate Governance by Integrating Outcome/Output and Balanced Scorecard Frameworks 107
Ian Abrahams 108
Risk Framework Aligned to Performance Management Systems 109

Adhip Tan 110
A Value-Serviced Systemic Balanced Scorecard for Sustainable Competitive Advantage 111
Diane Dromgold 112
Re-adjusting Project Management Fundamentals 113
Executive Perspective - Peter Goldsbury 115
A Radical Leadership Culture that Transforms Ordinary Projects 116
SPONSORS 117
Australian Defence Business Review (ADBR) 118
Australian Institute of Project Management(AIPM) 119
Australian Performance Management Association(APMA) 120
Defence Materiel Organisation, Department of Defence 121
Kellogg Brown & Root Pty Ltd 122
PMI Australian Chapters 123
Software Engineering Australia 124
WST Pacific 125
EXHIBITORS 127
Australian Defence Business Review (ADBR) 128
Australian Performance Management Association(APMA) 129
Cincom 130
CPM-PMI / PMI Australian Chapters 131
Ferguson Project Management Services Pty Ltd (FPMS) 132
Software Engineering Australia 133
TASKey Pty Ltd 134
WST Pacific 135
Xylogy Pty Ltd 136

Page intentionally blank

About the Host

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

About CPM

The College of Performance Management is a knowledge-based component of the Project Management Institute, the premier professional organization for project management professionals. CPM was originally established as the Performance Management Association, but became the first college of PMI in 1999.
We are an international, non-profit professional organization dedicated to the disciplines of project management and performance measurement.
We assist the earned value professional and project manager in professional growth and promote the application of earned value management. We are a growing body of professionals dedicated to managing projects on time and on budget.

CPM Vision

Excellence in project management globally through integrated performance management.

CPM Mission

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

Mission Statement

Purpose

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

Goals

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

Objectives

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

Contact

College of Performance Management
101 South Whiting Street
Suite 320
Alexandria, VA 22304
Executive Administrator: Gaile Argiro

703-370-7885 – Voice
703-370-1757 – Fax
college@cpm-pmi.org - email

STREAM FINDER

Wednesday (18 February 2004)		
Executive Perspectives Lake Huron/Michigan combined		
Lunch Lake Superior Room		
Stream 1 Lake Huron Room	**Stream 2 Lake Michigan Room**	**Stream 3 Nyanza/Geneva combined**
Cocktail Reception Party Lake Superior Room		

Thursday (19 February 2004)		
Executive Perspectives Lake Huron/Michigan combined		
Lunch Lake Superior Room		
Stream 4 Lake Huron Room	**Stream 5 Lake Michigan Room**	**Stream 6 Nyanza/Geneva combined**
Conference Dinner Lake Superior Room		

Wednesday (18 February 2004)		
Stream 7 Lake Huron Room	**Stream 8 Lake Michigan Room**	**Stream 9 Nyanza/Geneva combined**
Lunch Lake Superior Room		

Symposium Administration – Lake Hakone Room

Wednesday (18 February 2004)			
8:00am	Morning Tea & Registration		
9:00am	**Welcome & Opening Remarks - Eleanor Haupt** President, PMI-College of Performance Management, USA		
9:30am	**Executive Perspectives - Fred Tuckwell** Director Business Management & Investment, Telstra, Australia		
10:00am	**Executive Perspectives - Peggy Poindexter** Director of Acquisition, National Geospatial-Intelligence Agency (NGA), USA		
10:30am	Break		
11:00am	**Executive Perspectives - Nathan Brumby** CEO, Software Engineering Australia, Australia		
11:30am	**Executive Perspectives - Ken Nishi** Director, Proseed Corporation, Japan		
12:00pm	**Executive Perspectives - Terry Stevenson** Chief Technology Officer, Raytheon Australia Ltd		
12:30pm	Luncheon		
2:00pm	**Robert Bolton** Probative Solutions, Aust. *Case Study Complex Mining and Processing environment - Theory of Constraints(TOC)*	**Ray Broadbent** Project Management Office Advisor, Crim Trac, Australia *Adapting Prince2's Organisational Concepts - Beyond the Text Book*	**Traci-Ann Byrnes** Program Manager – EVM DMO, Dept of Defence, Australia *Upcoming Changes in Earned Value Management*
2:45pm	**Fred Manzer** Professional Staff, Centre for Systems Management Inc, USA *Removing the Fear Factor from Plans*	**Elizabeth Barber** School of Economics & Management, University of New South Wales, Aust *Extending EV to incorporate the Human and Risk Factors of Projects*	**Greg McGlone** National Australia Bank, Australia *Global Leadership in Projects*
3:30pm	Break		
4:00pm	**Rob Loader** Head of Project Management & Strategy, AXA New Zealand, NZ *Project Benefits Realisation Aligning Business Benefits with Corporate Strategy*	**Robert Bolton** Probative Solutions, Aust. *Theory of Constraints Breakthrough Solution of Project Management*	**Edmund Lawler** Program Manager, IPSSR Project DMO, Dept of Defence, Australia *Improved Project Scheduling and Status Reporting[IPSSR]*
4:45pm	**Stephen Keys** Director Business Development, Primavera, Australia *Project Management Systems*	**Tony Scuteri** Director, WST Pacific, Australia **& Stephen Pirie** Cost Schedule Control Manager, BAE Systems, Australia *PM Software : Vendor Hype or Substance?*	**Robin Walters** Senior Consultant, Kellogg Brown & Root Pty Ltd, Australia *Practical Difficulties and Lessons Learnt in Implementing IPSSR*
5:30pm	Break		Special Interest Session *(See Below)
6:00pm	Reception (Cocktail Party)		

* Special Interest Sessions:	
Wednesday (18th Feb 04) 5:30pm - 6:00pm	Open Forum - **"Do we need a Project Management terminology standard?"** Forum Chair : Dr Raf Dua, member of Standards committee (OB-014 EV)

Thursday (19 February 2004)			
8:00am	Morning Tea & Registration		
9:00am	**Executive Perspectives** **Mohan Kanda -** Chief Secretary, Government of Andhra Pradesh, India **P. K. Mohanty(IAS) -** Executive Director, Centre for Good Governance and Principal Secretary to Chief Minister Government of Andhra Pradesh, India		
9:30am	Executive Perspectives - **Simon Dekker** President & CEO, Dekker Ltd, USA		
10:00am	**Executive Perspectives** **James Thomson -** Project Manager, Standards Australia **Greg McGlone** - Chair AS4817 Standards Committee (OB-014EV), Australia		
10:30am	Break		
11:00am	**Executive Perspectives - Jim Walker** GM Network Enabled Systems, Boeing Australia Limited		
11:30am	**Executive Perspectives - Peter Croser** Managing Director, CEA Technologies Pty Ltd, Australia		
12:00pm	**Executive Perspectives - Peter Hill** Executive Officer, International Software Benchmarking Standards Group, Australia		
12:30pm	Luncheon		
2:00pm	**Brian Barrett** EVMS Manager, C2I, Northrup Grumman Corporation, USA *The Integrated Baseline Review Process*	**Simon Wild** CTO, Xylogy Pty Ltd, Australia *Project Governance, the use of key Indicators to Manage Projects*	**Greg Mills** Chief Operating Officer Cincom Systems, Australia *Lifting Performance by Integrating Business Systems into the Project*
2:45pm	**Suzanne Fewell** Joint Systems Branch, DSTO, Dept. of Defence, Australia *The Organisational Interoperability Maturity Model*	**Sue Tongue** Governance Know How *Performance Management and Corporate Governance*	**Jo Adams** Director, Ferguson Project Management Services (FPMS), Australia *Project Start-up: Establishing the Project Environment for Success*
3:30pm	Break		
4:00pm	**Kym Henderson** Education Director, PMI Sydney Aust. Chapter *Earned Schedule: a breakthrough Extension to EV Theory*	**Manish Agarwal** Knowledge Manager Centre for Good Governance (CGG), India *Designing Integrated Performance Management System in Government*	**Stuart Garrett** Software Engineering Manager, AEW&C Project, Dept of Defence, Australia *Software Metrics on the AEW&C Project*
4:45pm	**Michael Donovan** Regional President, Merryck & Co Global Business Mentors, Australia *Leadership Development through Business Mentoring*	**George Stratton** Engineering Fellow, Systems Engineering, Raytheon, USA *Architecting the Raytheon Production Cost Model (RPCM)*	**Steve Grimmett** Department of Defence, Australia *Performance Management Experiences with the AEW&C Project*
5:30pm	Break		Special Interest Session *(See Below)
7:00pm	Conference Dinner		

* Special Interest Sessions:	
Thursday (19th Feb 04) 5:30pm - 6:00pm	Open Forum - **"One year with AS4817. What do you think of it?"** Forum Chair : Greg McGlone, Chair of Standards committee (OB-014 EV)

Friday (20 February 2004)			
8:00am	Morning Tea & Registration		
9:00am	**Dr Raf Dua** General Manager, Micro Planning International **Kathryn James** Nurse Unit Manager, Latrobe Regional Hospital Australia *Managing the Unmanageable by Leveraging EVPM to Establish Results Based Service Level Agreements*	**Greg Smith** Project Management/Control, Jacobs Sverdrup, USA *Schedule Risk Assessment*	**Czes Szarycz** Head of Enterprise Performance Management, SAS Australia & New Zealand, Australia *Enhancing Corporate Governance by Integrating Outcome/Output and Balanced Scorecard Frameworks*
9:45am	**Neil Miller** TASKey Pty Ltd, Australia *Performance Management Data Collection: Is Project Management Enough?*	**Kenn Dolan** Director, Ferguson Project Management Services (FPMS), Australia *Productivity for Project Managers : Mindmapping*	**Ian Abrahams** Managing Director, Cor Profit Systems Pty Ltd, Australia *Risk Framework Aligned to Performance Management Systems*
10:30am	Break		
11:00am	**Roland Horat** Managing Director, Supertech Project Management Pty Ltd, Australia *Delivering a new commercial performance management methodology*	**Vladimir Liberzon** General Director, Spider Management Technologies, Russia *SDPM - Truly Integrated Project Scope, Schedule, Cost, Resource and Risk Management*	**Adhip Tan** Vice President, Seafresh Industry Public Company Limited, Thailand *A Value-Serviced Systemic Balanced Scorecard for Sustainable Competitive Advantage*
11:45am	**Martin Vaughan** Director, Terra Firma Australia *How to Choose skills, style and attributes of Project Managers*	**Stacey Barr** Principal, Stacey Barr, Australia **Peter Price** Group Manager, Procurement & Services, Energex, Australia *Cascading Organisational Strategy into The Procurement Process*	**Diane Dromgold** Director, RNC Global Projects, Australia *Re-adjusting Project Management Fundamentals*
12:30pm	**Luncheon** **Post Lunch Speaker : Peter Goldsbury** Coordinator, Tipu Ake Communications Team, Auckland University of Technology, NZ *A Radical Leadership Culture that Transforms Ordinary Projects*		
2:30pm	Wrap up and Farewell		

* Special Interest Sessions:	
Friday (20th Feb 04) 2:00pm - 4:00pm	Meeting of the Standards Committee (OB-014EV) - committee members only

ABSTRACTS OF PRESENTATIONS
DAY 1 – EXECUTIVE PERSPECTIVES

WELCOME AND OPENING REMARKS

Eleanor L Haupt

President, PMI College of Performance Management

Eleanor Haupt serves as the Earned Value focal point at Aeronautical Systems Centre, Wright-Patterson Air Force Base in Dayton, Ohio (U.S.A). She is responsible for policy development, guidance, training, and direction for the application of Earned Value Management on all Air Force programs at the centre. As part of her current job responsibilities, she develops and presents a wide variety of training materials and handbooks on EVMS basics, analysis, and integrated baseline reviews. Eleanor serves on the Air Force Earned Value Integrated Product Team. She is also a member of a team chartered to develop an Earned Value Practice Standard, and also served on a government/industry team that prepared an Over Target Baseline guide. She has over 24 years of acquisition experience working for the U.S. Air Force, Navy and Army, and has supported numerous programs in financial and cost management.

Eleanor was elected and currently serves as President, PMI College of Performance Management. Prior to that, she served two terms as Executive Vice President. The College of Performance Management is a knowledge based component of the Project Management Institute and is dedicated to promoting excellence in global project performance management and providing professional development opportunities for its over 1,500 international members.

Fred Tuckwell

Director – Business Management and Investment, Telstra, Australia

Fred is a long term Telstra employee, commencing work for the (then) PMG (Post Master General's Dept) in 1966. He currently has 38 years of continuous service.

He has a broad range of experience from developing and manufacturing customer telecommunication systems to sales, product management, process management, strategic planning and investment management.

His current role is Director of Business Management and Investment in Telstra's Consumer and Marketing Group, which involves leadership of a team that is responsible for operational and tactical planning, investment management of the TC&M capital plan, process ownership of the company's initiative development process called Rapid delivery, it's supporting system BIMS and a Regional investment management team. Part of that role involves the management of the $600m Consumer and Marketing capital budget and a lead role in the $2.8b Company Capital budget.

Fred describes his leadership style as inclusive, minimal direct control, preference to see the best in people, never really a manager in the traditional style, preferring lead by setting broad parameters, including individual role clarity and accountability, alignment and motivation of people and let them get on with it. As his career has developed he has established a very broad and detailed knowledge base of how Telstra works and the role of leadership within that environment, together with a strong conceptual ability enables him to link various elements together and create innovative and effective solutions to a range of business issues and opportunities.

Over his long career in Telstra, some of the highlights include:

- As Telstra moved from a monopoly into the era of competition, development of one of Telstra's first highly competitive products aimed at the business market.
- Original concept and development of BIMS (Business Initiative Management System), which is now the cross company standard. BIMS capability includes linking business strategy through plan, implementation and review, initiative management from idea to review and financial management for overall planning and reporting.
- Thought leadership of a plan to restructure the Telephone network to make better use of the currently available technology and infrastructure in a far more efficient manner, from investment and operational perspectives.
- Initial construct and continuous improvements of the Company's investment management process which manages our large capital program. Management of this capital program is frequently commented on as one of the company's strengths.
- Development and mentor of an innovation program for middle managers.

Peggy Poindexter

Director of Acquisition, National Geospatial-Intelligence Agency (NGA), USA

As Director for Acquisition Management at NGA, Peggy Poindexter manages acquisition planning, source selection support, cost estimation, planning, programming and budgeting, Integrated Contract Performance Management (ICPM), that includes Earned Value Management (EVM) and integrated schedule development and management, Financial Management (FM), budget execution activities and associated training for the National Geospatial-Intelligence Agency (NGA).

She has over 25 years within and outside the public sector in managing major systems development, especially large-scale software development efforts. Ms Poindexter has done ICPM consultation within the Intelligence Community, directed business operations for Hughes Information Technology Company (HITC), including program management responsibilities for all federal civil agency efforts for HITC, served as Comptroller for the Defense Mapping Agency Systems Center, and early in her career managed a Program Management organization for a US Air Force ground systems program office.

Ms. Poindexter has spoken widely on the subject of ICPM and EVM for large-scale software-intensive systems, including at many Integrated Performance Management conferences, for the Society for Cost Estimating and Analysis, and at the Software Engineering Institute, and co-authored Elephant Bungee Jumping: A Software Program Manager's Survival Guide.

Ms. Poindexter has a Bachelor's of Art degree in Political Science and a Master's degree in Public Administration. She has been actively involved in the College of Performance Management and PMI since its inception. She resides in a suburb of Washington, D.C., Great Falls, Virginia, with her husband, Jeff. They have two daughters, Kathryn and Allison.

Nathan Brumby

CEO Software Engineering Australia (National) Limited, Australia

The S|E|A| Board welcomed Nathan Brumby to the position of Chief Executive in April 2003 as S|E|A| progresses its transition from Government funding toward self-sustainability.

Mr Brumby had been involved with S|E|A| in 2002 as a consultant to S|E|A|'s new vision that represents and enables software intensive enterprises in Australia to become investor ready, commercially prepared, visible within the marketplace and connected to the software business community. The vision is SoftwareMark™.

"The SoftwareMark™ initiative is all about improving the productivity, efficiency and capability of time poor software developing organisations wanting to develop their skill sets and providing them with a marketable representation of consumer confidence and competency – a SoftwareMark™," says CEO of Software Engineering Australia, Nathan Brumby.

Since returning to Australia in early 2002, Mr Brumby has held a corporate advisory role assisting a number of Australian companies in the areas of corporate finance, restructure, global expansion, strategic business development and the evaluation of the Software Industry in Australia.

Prior to this, Mr Brumby was CEO of NRG Innovations (Canada), incorporating Wireless Energy – a software R&D company focused on emerging wireless technology and Vice President of Business Development for Clyrcom Incorporated – a world leading wireless data hardware manufacturer in Vancouver, Canada. Mr Brumby has also worked as Manager of Business Development for Manpower Services Australasia and as a Business Development Manager for Consultel Australasia.

Mr Brumby brings to **S|E|A|** his extensive industry connections and high level of expertise in capital raising and technology. Mr Brumby has conducted lectures on entrepreneurial business behaviour and is a member of the Australian Institute of Management (AIM).

Nathan Brumby is available to provide skilled comment and information on issues specifically relating to software in Australia. Please contact: ceo@senational.com.au

Takeshi (Ken) Nishi
Director, Proseed Corporation, Japan

Ken Nishi is currently a partner of Proseed Corporation in Japan and simultaneously an advisory to several Japanese governmental and its related organizations pertaining to Acquisition Management reform and ISO management deployment.

He has been working for ACTEC with MOC, Ministry of Construction (currently Ministry of Land, Infrastructure, Transport), as an advisor to develop new acquisition management with ISO standards such as QMS, EMS and Project Management. He has taken an initiative to establish PMI Tokyo Japan with his colleagues and ACTEC (authorized by MOC), and the member of chapter has increased 20 to 1000 and Japanese PMP was proliferated from a few to 2000, while he is engaging in management of PMI Tokyo chapter as a vice-president for 4 years.

In the meantime, he has established a first EVM guideline with METI (Ministry of Economy, Trade, and Industry) and an IT firm for Central governmental IT acquisition programs and is simultaneously conducting the training courses（as an official training scheme of Ministry of Public Management, Home affairs, Post and Telecommunication）including new landscape of governmental IT acquisition model for local governments' staffs. And he is engaging in PMI.CPM-Japan Conference as a vice-chair which was conducted in 2003 in Tokyo and is scheduled to conduct in 2004 as well.

Dr Terry Stevenson
Raytheon Australia Limited

Terry Stevenson is the Chief Technology Officer of Raytheon Australia.

As the Chief Technology Officer, Terry is responsible for the introduction of new technology, research and development, and the execution of all aspects of engineering across the business enterprise. This includes the development of engineering skills and processes to meet the changing needs of the Business Units.

Prior to joining Raytheon Australia, Terry was Technical Director of Boeing Australia for over six years and before this he was with Stanilite Electronics for three years, initially as the Data Communications Manager and then Group Engineering Manager. He also ran his own consultancy while on the staff of the University of Technology, Sydney for a period of six years.

Terry graduated from the New South Wales Institute of Technology with a Bachelor of Electrical Engineering degree and from the University of Technology, Sydney with a Doctorate in Telecommunications. More recently he completed an MBA through Queensland University of Technology. He is also an adjunct professor at both the University of Queensland and the Queensland University of Technology.

Over the last five years he has been actively involved in the Venture Capital industry, promotion and support of small-to-medium enterprises, and the development of creative skills in young engineers. He currently sits on a number of business and academic advisory boards.

Research interests include, systems, complexity and creativity. He also holds a joint international patent in Spread Spectrum communications.

Page intentionally blank

ABSTRACTS OF PRESENTATIONS
DAY 1 – STREAM 1

Robert Bolton
Probative Solutions, Australia

Robert has over 20 years of executive management and project management experience in the construction, mining, IT, financial services sector and consulting sectors. He holds a BE (Civil) from the University of Sydney and a MBA from Ashridge Management College – United Kingdom.

After completing his Civil Engineering Degree, Robert commenced his career with Leighton Contractors. For seven years, he led a number of different building, civil & mining projects. The projects included the Hume Highway duplication, Parliament House development, CWA office centre, Darling Harbour Redevelopment, Sydney Harbour tunnel and the London Victoria goldmine.

In 1990 as part of his MBA program in the United Kingdom, he reviewed of the New Product Development Strategies within Land Rover and Rover. This review was commissioned by Land Rover to compare various Project Management techniques used by Honda, Rover and Land Rover. This resulted with the introduction of new metrics for determining program resources. During the MBA he was exposed to Theory of Constraints (TOC) in its evolutionary form.

For five years from 1991, Robert held leadership positions with Alexander Proudfoot / Phillip Crosby and Price Waterhouse Urwick. In 1996 he established a business that provides innovative constraint based management solutions. He has worked in a number of industries within Australia, New Zealand, Singapore, Malaysia and the United Kingdom. Clients have included Westpac, Zurich Insurance, British American Tobacco (BAT), NZ Post, Lucent Technologies, Argyle Diamonds, P&0, Memorex Telex, Worsley Alumina, Kala Prima Coal, Normandy Mining and Iluka Resources.

More recently he has led a number of business development teams in a start-up environments. This has been from the concept to building block to implementation phases. These businesses include the Australian Derivatives Exchange (ADX), Dual Fuel Systems, IRM and Gulf Group.

He is a leading Australian advocate of the Theory of Constraints (TOC) approach to management and complex systems operations. He has been actively involved in the development of the TOC project management solution. He is currently exploring the application TOC holistic solutions in a start-up, turn around and complex mining environments. He has implemented the Holistic approach in complex mining and project environments.

Theory of Constraints -
Case Study Complex Mining and Processing Environment

Robert Bolton

Iluka Resources Limited is a world leader in the titanium mineral industry. The South West Operation is key part of Iluka. This operation is a major mining and processing plant located at Capel in Western Australia. There 600 people employed at this operation. The production facilities include four (4) mines and concentrators, two drying plants and two Synthetic Rutile (SR) kiln plants.

In May 2002 a study was commissioned by the Iluka – South West Operations management to review and develop of a production capacity model to ensure all likely business constraints are considered. This was to include be both physical and policy constraints. This review was to take a Holistic approach. This included all supply chain element from Planning through to mining to processing to shipping.

In June 2003, key management and planners attended a number of TOC planning workshops. An operational holistic assessment was undertaken. This lead to the introduction of the blending schedules at the "CONSTRAINT", plus the introduction of a weekly planning cycle.

The result by September 2003, was record throughput at the SR kilns (the operational strategic constraints).

This operation in continuing with further Holistic and TOC logistical solutions.

Fred Manzer

Professional Staff, Center for Systems Management, Inc, USA

Experience Summary

A dynamic and skilled trainer requested by customers for their training events. Mr. Manzer combines practical experience with his extensive knowledge of theory to address customer learning needs in their environment and using their terminology. As a government employee and commercial consultant he provided training and project management support for major US defense contractors and US Government agencies acquiring major systems. As a nationally recognized expert in project planning and earned value Mr. Manzer frequently speaks on these subjects at conferences and professional symposia. His systems engineering approach to project management facilitates acceptance by the engineering community and promotes successful implementation of recommended practices.

Education and Certifications

MS – Management, University of Arkansas
BS – Managerial Accounting, University of Maine
PMP – Project Management Institute Project Management Professional
Graduate of Defense Acquisition University 20 week Program Management Course (APMC)
Graduate of Defense Language Institute

Career Highlights

- As the lead project management trainer at Center for Systems Management, Inc. (CSM) he provides classes for a variety of clients on various aspects of project management and related subjects. He also assists clients to successfully establish initial project plans and project management processes.
- As a member of the National Reconnaissance Office Acquisition Center of Excellence (ACE) project and acquisition management team he provided training and direct support to government project teams starting new projects. He provided training and support to over 50 integrated baseline reviews.
- As a department chair and instructor at the Defense Systems Management College (Defense Acquisition University) he lead the complete revision of department curriculum to increase integration and provide experience based rather than lecture based classes. He was consistently rated as one of the best instructors by students in the project management curriculum.
- Selected as a founding member of new business group he had lead responsibility for management and cost proposal structure, philosophy, and preparation. Later reassigned as a direct report to the VP of Project Management he led an effort to improve project management practices.
- As manager of a systems analysis group he was responsible for all software estimating and project management tools. In this position he also consulted across divisions for review of cost estimates.

Instructor Experience

- Instructor and course developer for project management related courses at the Center for Systems Management, Inc. – over 50 successful multiple day classes
- Instructor and course developer for ACE – over 100 classes conducted
- Project management trainer for Management Concepts Inc. – over 25 engagements
- Department chair, instructor and course developer for the Defense Acquisition University -over 5000 hours of classroom experience

Removing the Fear Factor from Plans

Fred Manzer

Although they will not admit it, many organizations manage risk using fear as the primary technique. Under this approach individuals are assigned fixed target dates and budgets and punished for failure to attain them regardless of the impact of external factors or risks. This management style causes individuals to focus on the "Fear Factor" or avoiding failure rather than on achieving high performance. The "Fear Factor" causes individuals to inflate plans and distort performance reporting in an attempt to avoid punishment. Elimination of the "Fear Factor" improves risk identification and management and allows greater accuracy in project performance reporting. This change provides the capability for significant reductions in the cost and schedule from the improved risk management and better decision making. This session will discuss this concept, describe its causes, and propose methods to limit the impact.

Rob Loader

Head of Project Management and Strategy, AXA New Zealand, New Zealand

Rob has worked in financial services for over 17 years in operational and project roles spanning retail banking, banking operations, management consulting, project management and wealth management. His consulting and project management experience includes cost reduction, business process re-engineering, strategic reviews, organisation restructures, shared services, program management infrastructure, and Customer Relationship Management.

Rob has worked throughout Australia, New Zealand, UK, and Asia. He is a qualified Member of AIPM, a Fellow of the Australasian Institute of Banking and Finance, and is a Project Management Professional (PMP). He is in the throes of finalising his Masters thesis, focusing on establishing the contribution of enterprise project management to organisational project performance.

Prior to joining AXA Asia Pacific in mid 2002, Rob was a Director with PricewaterhouseCooper Management Consulting focusing on organisational project competency and CRM. Rob moved to the role of Manager of the Program Management Office for AXA Australia mid last year and has recently commenced a new executive role as Head of Project Management and Strategy for AXA's New Zealand operations.

Project benefits realisation – Aligning Business Benefits with Corporate Strategy

Rob Loader

In recent years a trend has emerged where corporate organisations have placed greater emphasis and reliance on project management to drive execution of corporate strategy. This has been borne out of the realisation that managing change within business as usual via operational staff has increasingly become problematic due to skill differentials, operational constraints and lack of change competency and commitment.

Given the size of the investment many organisations put into project execution, there is a need to build confidence that not only will the project outcomes be delivered, but the projected business benefits will be realised. Central to realising business benefits in a project environment is strong infrastructure that ensures business benefits are clearly defined, assigned to responsible individuals and tracked throughout the lifecycle and beyond.

Essential to creating a strong performance management culture is a benefit realisation process that ensures alignment with corporate strategy and which delivers capability to track and measure realisation of the business value alongside the traditional project outcome measurement. Also essential to ongoing success of the benefits management process is the presence of a body responsible for tracking and monitoring the benefit process itself, providing guidance to project and business managers during the benefits specification process and ensuring lessons are learned and the process refined on an ongoing basis.

Key lessons in managing the benefits realisation process and which will be discussed in the paper include:
Critical role of senior management to support and commit to project benefits
Importance of benefits 'governance' from project initiation, through delivery and closure such as KPI assignment, validation and tracking, benefit reporting and audits
Critical linkage between strategic drivers and business value for determining project prioritisation and approvals

Use of corporate benefits hierarchy

- Benefit evaluation processes and application of lessons learned
- Benefits case specification and refinement through the stage-gating process,
- Sponsor roles in benefits management and role of KPI's in sponsor and corporate performance reporting
- Need for focus on benefits management throughout the entire project process

In 2000, the CEO of AXA Asia Pacific appointed an executive level role to the development of a project management environment. Over the last 3 years AXA has created from an almost non-existent base a robust project management culture core to which is a focused benefits management process. This paper will discuss the implications and lessons learned and explain the process that has been undertaken in creating a strong performance management and benefits realisation culture.

Stephen Keys

Director Business Development, Primavera Australia Pty Ltd, Australia

Stephen Keys is the Director, Business Development for Primavera Australia Pty Ltd and is based in Sydney. Stephen has worked within the Project and Performance Management Systems industry since 1998. Prior to joining Primavera Australia in September 2003, Stephen spent 5 years with Primavera Systems, Inc. a leading provider of project portfolio and enterprise project management systems.

At Primavera Stephen held the post of International Channel Manager. During this time Stephen oversaw the development of Primavera's international business operations, responsible for the establishment of partnerships to penetrate a variety of vertical markets, including aerospace, defence, telecommunications, financial services and utilities sectors.

Stephen has worked closely with a number of large organisations, cooperating on a series of implementation both of core processes and systems designed to support effective project and performance management.

Stephen has been a frequent speaker at a variety of related events, including several return visits to the PMI Gulf Chapter in Bahrain each year.

Project Management Systems

Stephen Keys

Use of project management systems to deliver effective performance management is an urgent challenge that many of today's leading organisations face. For both Government and commercial sectors alike, implementing the right tools can help deliver the visibility necessary to understand and impact performance as well as to realise effective corporate governance. Specifically for those in the commercial sector, such tools are necessary to maintain competitive and strategic advantage.

However, without proper consideration, relatively simple systems can act as a fundamental roadblock towards achieving any real success. This paper therefore presents an overview of how to maximise benefits from implementing relevant technology to support effective performance management.

This paper will explore project management technology in depth, and will present an overview of the change management process necessary to make the most of any investment in tools and technology. In particular, I will explore the need to consider in equal measure the impact of any new technology on both people and processes.
In summary I will present an implementation roadmap designed to get the most out of any investment in new systems or technology, provide advice on potential pitfalls and common risks, as well as describe critical success factors necessary to deliver maximum return on the investment to be made.

Page intentionally blank

ABSTRACTS OF PRESENTATIONS
DAY 1 – SRTEAM 2

Ray Broadbent

Project and Programme Management Office Advisor, Crim Trac Agency, Australia

Ray was commissioned into the Royal Australian Airforce in 1973 and was, at the time the youngest commissioned officer in the service. He started his career as an Air Traffic Controller and quickly progressed to becoming an on the job training officer for other Air Traffic Controllers, developing and implementing training packages and courses. He also lectured and consulted in man management to Air Traffic Control executives as well as facilitating many courses in personal and professional development. Ray was also instrumental in achieving International Civil Aviation Organisation (ICAO) recognition and accreditation for the Air Traffic Controllers in the RAAF, the first military organization to be accredited by ICAO in the world.

In 1991 Ray moved to Canberra to join Headquarters Australian Defence Force as an Information Systems Strategic Planner and Disaster Recovery Planner. In this position he was involved in the development of the strategic direction for Information systems within the Department of Defence and held responsibility for the continuing provision of services for all the Department's mainframe computers during a disaster. In conjunction with the Defence Security Branch, he provided regular lectures in Information Technology Security. He latter joined the Australian Public Service where he became the Programme Manager for more than 20 RAAF Restructuring Projects. During the period, he jointly developed the RAAF Standard Project Management Method (SPMM). This led to his next position in 1995 when he started teaching and consulting in PRINCE. He provided PRINCE consulting and training to members of the RAAF, Royal Australian Navy, Royal Australian Army and civilians. On a major consulting assignment to Logistics Command, he trained more than 100 staff of the Directorate of Logistics Development in project management and assisted them in the introduction of PRINCE.

In 1997 Ray moved to the Defence Acquisition Organisation as a consultant in PRINCE2 and also held responsibility for the introduction of PRINCE 2 into the Defence Acquisition Organisation. In 1998 Ray joined Technology Australasia as a Senior Consultant and principle trainer in PRINCE2 where he provided training and consultancy support services to both private and public institutions. He moved to Tanner James Management Consultants in 1999 to become their Principle Public Trainer in PRINCE2. While at Tanner James Ray became one of Australia's most prolific trainers of PRINCE2. He assisted with consultancy services to many of Tanner James clients and was involved in the development of many of Tanner James consulting and training products. Ray also taught the fundamentals of project management on behalf of the University of Canberra for their Professional Development Program.

Ray rejoined the Australian Public Service in August of 2002 to become the CrimTrac Agency Project and Programme Management Office Advisor.

Adapting Prince 2's Organisational Concepts – Beyond the Text Book

Ray Broadbent

The Project Organisation is the framework of interrelated roles, responsibilities and authorities that will provide effective delegation, accountability and control for a Project. Effective project management is achieved through several elements, all of which need to interact and be complementary. The object of project management may be simply said to be 'control'. However, control is dependent on the organisational structure within which it is exercised. Control is essentially about decision-making and a clear understanding, by all involved in a project, of who is responsible for making which decisions. The purpose of the organisation component of project management is to ensure that the roles of the people involved in the project are correctly defined without ambiguity. This provides a framework for delegation and control so that decisions are made at the right level and appropriate accountability is maintained. Even a large, complex permanent organisation operates effectively, under good leadership, when its various elements pursue their roles under a clearly understood framework of rules, responsibilities and consultative processes. This is an environment geared to handle clearly defined and understood processes, which, by definition, require a minimum of management. In most such cases, this is the most efficient form of control. However, when an element within that structure undertakes an initiative to change the status quo; i.e., it launches a project, it is leaving the stable process work environment and entering one of instability - one where:

- Actions and reactions are largely unknown,
- Repercussions of change are unclear and may be well beyond the boundaries of the initiating element, and
- Risk of errors is much higher.

The permanent organisation's hierarchical communication and reporting chain does not cope efficiently with the needs of this volatile project environment. The initiating element leading the change initiative will also have a tendency to perceive considerations from its own perspectives and requirements, which will invariably differ from those of other agencies affected. The permanent organisation must also invariably maintain production within its processes, and the pressure of this regular, familiar work will invariably predominate attention of staff away from the unfamiliar and often perplexing project tasks.

Elizabeth Barber

Australian Defence Force Academy, Australia

Elizabeth Barber is an academic at the Australian Defence Force Academy at University of New South Wales in the School of Business. She has researched earned value management practices for a number of years. She teaches project management and EVM to both undergraduate and post graduate students. Her research interests include project management issues, logistics management and strategic supply chain management. Her publications include "Benchmarking the Management of Projects" in the International Journal of Project Management, forthcoming.

Extending Earned Value to incorporate the Human and Risk Factors of Projects

Elizabeth Barber

Evaluation of the management of a project traditionally related to the three principal criteria of attaining target dates, achieving financial plans and controlling the completion to the specified quality. This paper presents a model that incorporates the technical success factors of schedule, budget and task completion as well as an extended earned value approach. Risk management and the human factors involved with projects are bought together in a modified version of the Balanced Scorecard evaluation tool. The model consequently overcomes some of the limitations of the traditional earned value methodology.

Robert Bolton
Probative Solutions, Australia

Robert has over 20 years of executive management and project management experience in the construction, mining, IT, financial services sector and consulting sectors. He holds a BE (Civil) from the University of Sydney and a MBA from Ashridge Management College – United Kingdom.

After completing his Civil Engineering Degree, Robert commenced his career with Leighton Contractors. For seven years, he led a number of different building, civil & mining projects. The projects included the Hume Highway duplication, Parliament House development, CWA office centre, Darling Harbour Redevelopment, Sydney Harbour tunnel and the London Victoria goldmine.

In 1990 as part of his MBA program in the United Kingdom, he reviewed of the New Product Development Strategies within Land Rover and Rover. This review was commissioned by Land Rover to compare various Project Management techniques used by Honda, Rover and Land Rover. This resulted with the introduction of new metrics for determining program resources. During the MBA he was exposed to Theory of Constraints (TOC) in its evolutionary form.

For five years from 1991, Robert held leadership positions with Alexander Proudfoot / Phillip Crosby and Price Waterhouse Urwick. In 1996 he established a business that provides innovative constraint based management solutions. He has worked in a number of industries within Australia, New Zealand, Singapore, Malaysia and the United Kingdom. Clients have included Westpac, Zurich Insurance, British American Tobacco (BAT), NZ Post, Lucent Technologies, Argyle Diamonds, P&0, Memorex Telex, Worsley Alumina, Kala Prima Coal, Normandy Mining and Iluka Resources.

More recently he has led a number of business development teams in a start-up environments. This has been from the concept to building block to implementation phases. These businesses include the Australian Derivatives Exchange (ADX), Dual Fuel Systems, IRM and Gulf Group.

He is a leading Australian advocate of the Theory of Constraints (TOC) approach to management and complex systems operations. He has been actively involved in the development of the TOC project management solution. He is currently exploring the application TOC holistic solutions in a start-up, turn around and complex mining environments. He has implemented the Holistic approach in complex mining and project environments.

Critical Chain Project Management - 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 Critical Chain and the 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 organisation. 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.

.

Tony Scuteri & Stephen Pirie – Joint Presentation

Tony Scuteri
Director, WST Pacific, Australia

Tony Scuteri is a founding Director of WST Pacific, a company established in 1991 that specialises in the development, implementation and support of Project and Performance Management Software. During his career, Tony has assisted a diverse range of organisations in the implementation of Project based systems. This has included System Design and Development activities, design and delivery of Training Programs and the provision of Systems Support. His current role includes technical responsibility for the Scheduling Software handled by WST Pacific, company marketing and management activities. He holds a B.Sc. in Applied Mathematics from the University of Adelaide.

Stephen Pirie
Cost Schedule Control Manager, BAE Systems, Australia

Stephen Pirie is currently the Cost Schedule Control Manager for BAE Systems Australia, where his primary responsibilities include planning and execution consultancy to projects; development, maintenance and enhancement of company's performance management systems; project control staff recruitment, training and development; and ongoing maintenance of the company's C/SCSC accreditation. In recent years Stephen has been involved in the Wedgetail AEW&C Contract which successfully completed its Integrated Baseline Review (IBR) in December 01. Stephen has been working in defence project management systems for the past 10 years at Easams Australia Ltd, GEC Marconi, AWA Defence Industries and BAE Systems (formally British Aerospace). Specific projects he has worked on have included IASSF (RAAF), Parakeet Program (Army), AEW&C (RAAF), as well as 10 months abroad on the Lead In Fighter project in the UK. Stephen has been a speaker at several Australian C/SCSC symposiums, as well as a guest speaker at the 1996 International Performance Management Conference in Washington. He holds a Bachelor of Engineering Degree from the University of Technology Sydney and is a current member of the APMA.

PM Software: Vendor Hype or Substance

Tony Scuteri & Stephen Pirie

PM software is used in some capacity on almost every major project in the Country. Typically the core of the system will consist of commercial off the shelf applications from suppliers of PM software along with supporting integration of Finance and ERP systems from vendors such as SAP and Oracle. But does it deliver the capabilities and benefits that the PM software vendors claim? Some questions for you to consider:

- Was the Vendor's promise the best part?
- Did the software perform well when used stand-alone but cultural, organisational and other issues were a barrier to the success anticipated prior to implementation?
- Were you in line for promotion following a particularly successful implementation?

The presentation will debate alternate points of view with regard to the success, or otherwise, experienced by organisations in the implementation of PM Software systems. It will be argued by Tony Scuteri who will be representing a software vendor and Stephen Pirie as the customer organisation representative. The debate will focus on the acquisition/implementation process for a major organisation. Key milestones in this process to be discussed are:

- Vendor Survey
- Product briefings
- Software evaluation
- Procurement
- Pilot
- Training
- Roll out
- Post implementation review/fall out

The audience will be left to make up their own minds whether the benefits of PM software is just vendor rhetoric or represent a realistic view of implementation outcomes.

Page intentionally blank

ABSTRACTS OF PRESENTATIONS
DAY 1 – STREAM 3

Traci-Ann Byrnes

Program Manager – Earned Value Manager, DMO, Department of Defence, Australia

Traci-Ann Byrnes is the Program manager – Earned Value Manager for the DMO. Ms Byrnes has responsibility for the development, implementation and review of EVM policies, procedures and guidance for the DMO. Recently Ms Byrnes led a complete review of EVM policies and practices with a view to adopting new standards and providing revised guidance to support this change. Prior to undertaking this position, Ms Byrnes participated as the Performance exchange officer with the USA and worked with both the Defense Contract Management Agency and Office of the Secretary of Defense for a period of 18 months. In past assignments, Ms Byrnes has worked on a variety of major acquisition projects as Business Finance Manager and Adviser.

Traci-Ann holds tertiary qualifications as follows:

- Bachelor of Accounting
- Graduate Diploma in Public Policy and Management
- Graduate Certificate in Strategic Procurement
- Graduate Certificate in Management

Upcoming Changes in Earned Value Management

Traci-Ann Byrnes

(Abstract not available at time of printing)

Greg McGlone
National Australia Bank, Australia

Global Leadership in Projects

Greg McGlone

(Abstract not available at time of printing)

Edmund Lawler

Program Manager, DMO, Department of Defence, Australia

Ed Lawler is the program manager for one of major reform initiatives for the improvement of project management practices in the Defence Materiel Organisation (DMO). Ed served for 21 years in the Royal Australian Navy as a supply officer, specialising in logistics management. During his service in the RAN he had many postings both ashore and at sea. He has also served overseas in the USA on the staff of the Naval Attache in Washington, DC. He has also held logistic management positions within major acquisitions projects in Defence.

Since leaving the Navy in 1998, he has worked in local ACT government as a finance manager and since joining the Department of Defence in 2001 he has managed two performance improvement programs, being Activity Based Costing and more recently the Improved Project Scheduling and Status Reporting (IPSSR) Program.

Improved Project Scheduling and Status Reporting (IPSSR)

Edmund Lawler

In September 2002, the DMO commenced a program to put in place fundamental project scheduling and status reporting processes and tools for acquisition projects across the DMO.

IPSSR is an approach for improving how a project office can manage Defence acquisition projects. It is a combination of techniques and the application of an integrated software tool-set. Broadly, the technique involves breaking down the work, scheduling activities and attaching resources (effort and costs) to the activities on a weekly basis.

Project data is rolled up weekly and current status reports are available to a Project Manager on a Web browser. Data includes dollar amounts and dates. Planned costs and times are as accurate as estimation allows, while actual costs and times are as accurate as the project office can provide.

IPSSR is important to project managers in the DMO because:

- Projects will be able to provide realistic estimates of project delivery dates and budget.
- Improve resource utilisation and information, leading to better outcomes across the life of the project.
- Project and senior level management will have early indications of schedule and cost variances enabling them to provide timely revisions to in-service dates and costs.
- The ability to conduct schedule risk analysis using the risk scheduling capability of the tool to quantify the risks identified in the project risk log, enabling management to make more informed decisions.
- Projects will be able to conduct resource scheduling and provide accurate time phased resource forecasts.
- Management information across DMO will identify systemic areas of poor performance, and enable senior management to address the drivers, potentially reducing the cycle time to implement projects and reduce the overall DMO costs.

IPSSR is a culture change program, introducing improved project management practices into the DMO. This culture change is essential to the achievement of improved project management practices.

Robin Walters

Senior Consultant, Kellogg Brown and Root Pty Ltd, Australia

Robin Walters has 15 years experience in Defence capital procurement, firstly as a military officer, then as a public servant and for the last 6 years as a senior consultant with Kellogg Brown and Root Pty Ltd. In that time he has filled many Project roles including Project Manager, ILS Manager, Training Manager and currently as a project scheduler within the Defence Materiel Organisation's Command Support Systems Branch. He graduated from the Royal Military College Duntroon in 1979 with a Bachelor of Science degree and subsequently gained a Graduate Diploma in Systems Analysis and Programming in 1985. In 1988 he attended the Royal Military College of Science in Shrivenham UK completing the Technical Staff Officer Course Division 1 which established him for a position in the then Army Materiel Division.

He has worked on many Defence projects including several minor computer projects within the Army's Directorate of Ordnance, Project RAVEN (combat net radio), the Supply Systems Redevelopment Project, Project NINOX (thermal surveillance) and most recently the Battlefield Command Support System and Air Command Support System projects.

For the last two and a half years Robin has been involved in implementing the Improved Project Scheduling and Status Reporting (IPSSR) initiative into two major defence projects using Open Plan Professional as the scheduling tool. In that time he has tripped and stumbled over a number of hurdles that will face any project attempting to implement earned value as a performance management tool and no doubt will face many other defence projects in the future as IPSSR is rolled out across DMO. Robin now feels obliged to pass on some of his lessons learnt to the wider forum and to expose some of the cultural issues and difficulties in translating project management and earned value theory into practice.

Practical Difficulties and Lessons Learnt in Implementing IPSSR

Robin Walters

DMO is undergoing a number of reform initiatives, one of which is the Improved Scheduling and Status Reporting (IPSSR) project. IPSSR is tasked with establishing proper Project WBS that cover the entire scope of work of the project (not just the contractual components) and establishing realistic project schedules that can aid in improved status reporting at all levels within the DMO. However, there are a number of cultural and practical issues that are making this initiative difficult to implement plus some specific difficulties encountered in evolutionary acquisition projects. This presentation will cover some of the differences between the theory of earned value and the practical realities of implementation including some of the lessons learnt that can be applied to other projects. The presentation will focus primarily on two example implementations, the Battlefield Command Support System (BCSS) Project and the Air Command Support System (ACSS) Project within DMO and will cover amongst other things:

- Why ACSS and BCSS adopted IPSSR (the need to reform).
- Particular difficulties in implementing IPSSR within BCSS and ACSS (including issues related to evolutionary acquisition).
- The value of proper product descriptions
- Achieving a baseline (the actual effort involved)
- The discipline needed to control a project (plan the work then work the plan)
- Progressing the schedule
- Achievements so far
- Lessons Learnt

Page intentionally blank

ABSTRACTS OF PRESENTATIONS
DAY 2 – EXECUTIVE PERSPECTIVES

Dr. Mohan Kanda & Dr. P K Mohanty (IAS) - Joint Presentation

Government of Andhra Pradesh, India

Dr. Mohan Kanda, IAS
Chief Secretary,
Government of Andhra Pradesh,
India

Dr. P.K. Mohanty, IAS
Executive Director, Centre for Good Governance and Principal Secretary to Chief Minister,
Government of Andhra Pradesh,
India

Andhra Pradesh: Online Performance Management in Government

Dr. Mohan Kanda & Dr. P K Mohanty

This paper describes the approach of the Government of Andhra Pradesh to improve governance by using a performance management system. The Government of Andhra Pradesh is the first state in India to establish a performance management system to improve governance. Performance indicators have been adopted for more than 200 Departments, which are monitored monthly, quarterly, and annually by the Chief Minister and at the levels of Ministers and Secretaries to Government. The indicators are drilled down to the lowest jurisdictions and also functionaries, who are assigned monthly and cumulative grades based on measurement of performance with respect to set targets. Andhra Pradesh intends to use performance measurement as a tool to drive the state towards achieving its Vision 2020 goals.

Simon Dekker
CEO, Dekker, Ltd.

Mr. Simon Dekker, the author of Dekker TRAKKER® EPM and Dekker iPursuit® software suite, and CEO of Dekker, Ltd. brings a unique and diverse background of experience to the field of enterprise Project Portfolio Management through his experience in scientific, business management, and systems engineering projects. He has provided his management systems expertise to commercial enterprises, government agencies, and government contractors around the world. Mr. Dekker is an expert on the implementation and integration of contemporary Project Portfolio Management applications and techniques; he has been the Chief Executive Officer of Dekker, Ltd. for 20 years and has served on the Board of Directors for various business organizations. He has published articles and is an invited lecturer on the topics of enterprise Project Portfolio Management, Performance Measurement, Earned Value Management and Activity Based Costing (ABC) to numerous trade associations, private enterprises, government agencies and universities.

Prior to Dekker, Ltd., Mr. Dekker directed the Business and Engineering computer centers for the Ballistic Missile Program Office; was a software systems analyst on satellite telemetry, control, communication and navigation systems; worked on various missile defense projects; and automated experimental analysis from Gas Chromatograph/Mass Spectrometer and Micro Ion Probe Scientific Instrumentation. Mr. Dekker's diverse technical and business background coupled with management has made him to a leading project management innovator.

Mr. Dekker was educated at CSU Dominguez Hills, and UoP. He is currently working towards an advanced degree in High Technology Management Sciences.

Simple Scheduling Analysis on Large Programs

Simon Dekker

Scheduling analysis can be confusing, especially when the analysis is being conducted by an oversight organization. There are various scheduling techniques that can be employed to help analysts efficiently determine schedule risk assessment without being professional schedulers. Mr. Dekker's presentation will address schedule assessment techniques that are easy to use and understand. In addition, the review will cover how schedule influences resource and cost components when dealing with very large programs.

James Thomson & Greg McGlone - Joint Presentation

James Thomson
Project Manager
Standards Australia

Greg McGlone
National Australia Bank
Australia

Jim Walker

General Manager Network Enabled Systems (NES) Business Unit,
Boeing Australia Limited

Jim Walker is the General Manager of Network Enabled Systems (NES) Business Unit, Boeing Australia Limited. NES provides C3ISR systems and solutions to its Defence and other Government customers and is home to Boeing Australia's major design and development projects, namely the High Frequency Modernisation Program, Wedgetail, Vigilare and HQIADS C2 programs. In addition, NES has a comprehensive support systems capability which provides operations and through life support to its customers.

Jim previously served as the Vigilare Program Manager; the project that is the centre-piece of the RAAF's network centric warfare concepts. Prior to this assignment, Jim was the Boeing Australia Systems Support Group Manager responsible for the leadership and management of Boeing's communications and information operations and maintenance projects nationwide.

Before joining Boeing Jim served in the Royal Australian Air Force working in the areas of satellite operations, intelligence, engineering and training.

In his spare time, Jim enjoys spending time with his family, the odd rugby match, surfing and fishing.

Peter Croser

Managing Director, CEA Technologies, Australia

Peter Croser is the Managing Director of CEA Technologies a radar and communications company carrying out research and development and supplying solutions to Defence, industry, and government customers locally and internationally. Peter is responsible for the management of the day-to-day operations and planning for CEA. A Chartered Practicing Engineer, having served as a marine engineer officer in the RAN. He is also Engineers Australia Deputy President, Canberra Division.

Peter has previously worked in the international field of Industrial Automation, written 20 books on the subject, and developed R&D and marketing strategies for a German Industrial Control company. Peter has design skills in control systems, structures for Naval and aviation applications, including thermal loads, shock and vibration, and using Finite Element Analysis. Peter is an approved Aircraft Engineer to CASA design and alteration standards with approval under Civil Aviation Regulations CAR35/36.

Peter Hill

Executive Officer, International Software Benchmarking Standards Group, Australia

Peter Hill has been in the Information Services industry for more than thirty five years with broad experience covering a number of industries including manufacturing, distribution, freight and aviation. He initially worked in Australia in the 1960s, being transferred to New Zealand by ACI in 1968. He subsequently joined a start-up software company in Auckland eventually moving to a client, to manage their I.T. Company. In 1977 Mr. Hill established and managed, the first on-line service bureau in New Zealand, ("ComputerTime"). In 1979 he was approached by ACI to return to Melbourne to manage ACI Computer Services' on-line service bureau.

After leaving ACI in 1982, for 12 years Mr. Hill was the Executive Director and a major shareholder of an Australian Software Company. During his time with the company it grew from start-up to a $10m turnover. Mr. Hill had responsibility for managing and marketing the company's software development business, direction of the company's internal quality programme, external quality consulting and training services and the "Q/Plan" Software Quality Management product development. He was responsible for the company's dual certification to AS 3563.1 and AS 3901, (now ISO9001).

Having sold his interest in the software company, over the last six years Mr Hill has worked as a consultant and company director, primarily in the areas of software acquisition, I.T. management consulting, software quality management, I.T. project management and testing. His involvement in software metrics, estimation, benchmarking and scope management has added to the breadth of the software development process consulting he provides. The following are some of the companies that he has assisted:

- Smorgan ARC
- Schweppes Cottee's
- ESANDA
- Bristol Myers Squib
- Pilkington Glass
- Glaxo Wellcome
- The Preston Group
- Lanes Biscuits
- Lion Nathan Australia
- Boral Plasterboard
- VFR Technologies
- NEC
- Department of Human Resources
- Software Engineering Australia

Mr Hill has been a speaker at conferences in Australia, New Zealand, Finland, UK, Spain and Malaysia and has had a number of articles published, covering key aspects of the Information Services industry. He is a past Chairman and Secretary of the Victorian branch of the Australian Computer Society and a past Director of Software Engineering Australia (Vic).

Mr Hill has compiled and edited four books for the International Software Benchmarking Standards Group: "Software Project Estimation", "The Benchmark Release 6", "Practical Project Estimation" and "The Software Metrics Compendium". He runs courses on Project Management, with an emphasis on software acquisition projects and on the practical use of software metrics.

Current Positions:

- Executive Officer of the International Software Benchmarking Standards Group Ltd.
- Joint Chair of the Australian Computer Society National Conference 2003.

Industry Memberships:

- Member of the Australian Institute of Company Directors
- Fellow of the Australian Computer Society
- Member of the Australia Software Metrics Association

Initiatives to Support Software Project Governance

Peter Hill

The paper will reveal the initiatives undertaken by the International Software Benchmarking Standards Group, (ISBSG), that provide business and I.T. professionals with information and tools to support performance management and governance for software investments. The paper will cover the Industry Sector reports and the tools and processes available to evaluate software investment proposals and software project governance.

The ISBSG exploits its growing international repository of software project metrics to help business and I.T. professionals to better understand and manage their software investments. The Group's most recent report looks at the Government Sector, analysing what has worked and not worked, what can be considered best practice, what the future trends might be in software project management. Non I.T. Executives can learn about risk minimisation and the governance factors involved in software project investment. This is the first in a number of industry sector reports being produced by the ISBSG.

Note: The ISBSG is a not-for-profit organisation. The Industry Sector Reports are distributed free of charge.

.

ABSTRACTS OF PRESENTATIONS
DAY 2 – STREAM 4

Brian Barrett

EVMS Manager, C2I, Northrup Grumman Corporation, USA

Brian E. Barrett is currently the EVMS Manager for the Command, Control, and Intelligence (C2I) Division of Mission Systems Sector, Northrop Grumman Corporation. As such, he is responsible for uniform guidance to, review of, and representation of all projects with EVMS requirements. Brian has over 20 years of Project Planning, Project Control, and Project Management experience. He has conducted many IBRs as the contractor representative with many different agencies of United States Government. He has also implemented many aspects of EVMS on projects that do not require it, taking advantage of the project management improvements EV provides.

The Integrated Baseline Review Process

Brian Barrett

The Integrated Baseline Review (IBR) process is defined very well with respect to it's objectives and scope. Unfortunately, many of the mechanics of the IBR process divert valuable program resources into inefficient activity and hinder us from getting to the correct and intended outcomes of the IBR. There are various approaches to how the data is collected, presented, reviewed, and analyzed for the IBR. Some programs will send mounds of data to their customers several days before the IBR and wait for questions. Other programs won't share any data until the actual IBR interview takes place. Any of these approaches can be adequate toward meeting the goals of the IBR, but there is an efficient way to step through an IBR so that all parties can eliminate wasted time on non-value added process steps and focus on the correct outcomes of the IBR process. This session will discuss the IBR intent, an effective way to step through the data, and how to drive to the correct outcomes of the process.

Suzanne Fewell

Suzanne Fewell
Defence Science and Technology Organisation

Suzanne Fewell currently works in the Defence Systems Analysis Division of the Defence Science and Technology Organisation. She has worked in Education, Environmental Assessment and Defence Science. Since joining DSTO in 2002, she has worked in the Systems of Systems Group. Her major focus has been on the development and application of models to evaluate interoperability between military organisations. She obtained her BSc from the Australian National University in 1974, Graduate Diploma in Education from the Canberra College of Advanced Education (CCAE now University of Canberra) in 1975, Graduate Diploma in Computer Studies from CCAE in 1988 and BSc(Hons) from the University of New England in 2002.

Thea Clark
Defence Science and Technology Organisation

Thea Clark works in the Defence Systems Analysis Division of DSTO where her focus is on future architectural and interoperability issues for C4ISR systems, in particular, to support the new strike fighter and the development of the Aerospace Surveillance and Battlespace Management Domain. She joined DSTO in 1991 after working in structural design, industrial engineering, robotics, air traffic control, information systems and software engineering. She has a BE.(Hons) in Chemical Engineering from the University of Sydney (1977), a Graduate Diploma in Data Processing from NSWIT (1982) (now UTS) and a Graduate Diploma in Strategic Studies from the Joint Services Staff College (1998).

The Organisational Interoperability Maturity Model

Suzanne Fewell & Thea Clark

Interoperability in military operations i.e. the ability of military organisations to work together effectively, is of prime interest to the Australian government. This presentation examines a comprehensive schema that has been developed within Defence for monitoring and evaluating interoperability.

DSTO has developed an Organisational Interoperability Maturity Model (OIM) which evaluates the level at which military organisations interoperate at the organisational or human-activity level and also provides a framework for the systematic identification of interoperability problems. The focus is on the exchange of information. The model examines factors such as preparation, command and co-ordination and socio-cultural issues. It is designed to be used in conjunction with the US Levels of Systems Information Maturity Model (LISI), developed by the MITRE Corporation, which covers the technical, systems and operational levels of information exchange. The OIM has been used to identify major interoperability problems and conduct evaluations in coalition operations such as INTERFET, multinational experiments and between military commands and organisations in Australia and the US.

Kym Henderson

Education Director, PMI Sydney Australia Chapter, Australia

Kym Henderson's information technology career features broad experiences covering project and program management, software quality and product assurance management as well as project planning and control. He has worked for a number of reputable IT companies across many industry sectors including commercial IT, defence, government, manufacturing, telecommunications and more recently financial services. The focus has been large, complex project and program environments.

Kym has a Masters of Science (Computing) from the University of Technology Sydney. He is currently the Education Director of the PMI Sydney Australia Chapter and is also a member of the PMI College of Performance Management (PMI-CPM). Kym has also received a number of awards including a Reserve Force Decoration (RFD) for 15 years efficient service as a commissioned officer in the Australian Army Reserve and a Chief of the General Staff Commendation certificate while serving in the Australian Army. He has also been awarded a United States Army, Army Commendation Medal and State of Nevada Commendation Medal for meritorious service as an attached foreign officer with the 1150th Medical Detachment (Air Ambulance), Nevada Army National Guard.

Kym has also developed and teaches a short course sponsored by the PMI Sydney, Australia Chapter called “Applying Earned Value Concepts to Commercial [IT] Projects – A Practical Approach” which is attracting Australian and international interest. This course was presented at the recent PMI World Congress, North America held in Baltimore, USA. He was also a presenter at the recent inaugural International PMI-CPM Conference held in Tokyo, Japan and 14th Integrated Performance Management Conference held at Tyson’s Corner in the Washington DC, USA area.

Kym has extensive experience in "project recovery," where the use of simplified Earned Value Management techniques to assist in rapidly evaluating current project status, statistically predicting a range of likely project Costs at Completion and objectively measuring project progress to completion have proven invaluable.

Earned Schedule: a Breakthrough Extension to EV Theory

Kym Henderson

The Earned Schedule Theory and Results of the Retrospective Application to Real Project Data

Earned Value Management (EVM) is a wonderful management system, integrating, in a very intriguing way, cost …schedule …and technical performance. It is a system, however, that causes difficulty to those just being introduced to its concepts. EVM measures schedule performance not in units of time, but rather in cost, i.e. dollars. After overcoming this mental obstacle, we later discover another quirk of EVM: at the completion of a project which is behind schedule, Schedule Variance (SV) is equal to zero, and the Schedule Performance Index (SPI) equals unity. We know the project completed late, yet the indicator values say the project has ***had …perfect schedule performance!!*** A senior executive receiving the project performance report, minimally knowledgeable of EVM, cannot understand why he has an angry customer screaming, "Your product delivery is late!" This presentation discusses the dilemma with the EVM schedule indicators, SV and SPI. A method we are using to resolve the problem, Earned Schedule, is presented. It is shown that the result from the method is schedule indicators having the same behaviour as those for cost.

Henderson has retrospectively applied the Earned Schedule measures proposed by Lipke to his portfolio of projects and subprojects managed using a "simplified" EVM approach. This presentation also shares the data and results of that study.

The conclusion is that the Earned Schedule concept has validity. The Earned Schedule based schedule metrics more accurately portray a project's schedule performance compared to the EVM equivalents. It is concluded that the ES measures and metrics are expected to have utility similar to their cost based counterparts, the recognized strength of EVM, and a greater utility than their historic EVM based equivalents.

By extending EVM to include valid duration based measures of schedule performance, Earned Schedule may be considered a "breakthrough" extension to Earned Value theory.

Michael Donovan

Regional President, Merryck & Co Global Business Mentors, Australia

Michael has a long and international career that started in banking, ventured into the arts and film then transport, government and tourism. He is a Fellow of the AICD and AIM. He holds certification in environmental business management (USA), global best practice benchmarking (Aust), team management structure (TMS) and has won a number of leading awards in business productivity and business technology application. He is a company director and heads the Australasian operation of global Mentoring group Merryck & Co.

Leadership Development through Business-Mentoring

Michael Donovan

What is good leadership? How can it be identified and fostered to the mutual advantage of the corporation and the individual?

A recent global survey by Booze Allan shows that the tenure of CEO's and senior executives has fallen dramatically. Why is this turnover happening with such ferocity? What benefits might be gained by slowing the 'churn'? What options are available to do so?

Global business-mentoring organisation Merryck & Co. work with CEO's to transfer the experiences of their CEO-mentors to their clients in order to make a difference to the business bottom-line and to lives of the individual executive. Becoming and maintaining ones role as a great leader requires that you understand a lot about yourself and how people see and react to you in your role as leader.

In April 2001, a group of CEO's and business leaders from the UK/Europe, Australia and USA met in Denver Colorado to spend three days with Professor Jim Collins. Collins had released a study into why 11 US corporations have outperformed the NYSX so spectacularly over a period covering 50 years. His book was titled *Good to Great* (following on from his co-authored book *Built to Last).*

In 2004, the unstructured manufacturing enterprise of SEMCO in Brazil will be the subject of investigation by another 21 business leaders and a three-day workshop with radical CEO, Ricardo Semler.

Annually, Merryck & Co. take their clients to hear from the likes of Collins and Semler as part of their Business Leaders Forum – a 16-month long leadership development process of peer interaction and one-on-one CEO mentoring. Over the past few years over 80 recognised global brands have had their leaders benefit from business-mentoring. Dealing exclusively with the issues of leadership – loneliness, stress & pressure to deliver, clarity of thought, emotive communication skills, top-team management, market pressure for results and achieving strategic goals – the modern leader now has a way to gain immediately useful, practical and current reflection.

Taking a hint from the aphorism, *'Learn from the mistakes of others because you won't live long enough to make them all yourself.'* It is now possible to access new insights into leadership and performance improvement by using a former CEO as business-mentor. Recognising that internal leadership candidates have a significantly better performance track record than external candidates, a structured investment in the line-of-succession can pay off handsomely in better results, improved corporate / institutional memory and market stability. But, this realisation is slow to develop among boards – who are themselves made up of corporate leaders.

Over 50% of company directors in Australia see no reason for further self-improvement once they 'make the grade'. Those who continue to seek new ways to do their job invariably win and challenge the others for market-share and results. The new area of business-mentoring as a personal leadership tool offers both old & new leaders a way to remain challenged, innovate, health-check their decision making or perhaps fast track in their new role while enjoying the additional benefit of energy and newer skill sets.

This presentation will further explore these issues and provide practical examples of success in application. Examples of good and even great leadership are sighted to illustrate the emotional balance and inspirational approach used by successful leaders, who survive and prosper.

Page intentionally blank

ABSTRACTS OF PRESENTATIONS
DAY 2 – STREAM 5

Simon Wild

CTO, Xylogy Pty Limited, Australia

Simon Wild is the Development Manager of Xylogy Pty Limited. He has over the last 20 years been involved in the management of IT projects working in a range of organisations from small Australian technology companies to managing large projects in multinationals in various parts of the world. The improvement of project and engineering processes has always been a key interest.

In 1999 Simon Wild together with a colleague (Jim McLean) set up Xylogy to develop systems that would better support the management of IT systems from the senior management perspective. The systems that have been developed by Xylogy have proved to be of use to a much wider audience than IT and have led to the development of systems supporting acquisition management and project governance.

Project Governance - the use of Key Indicators to Manage Projects

Simon Wild

It is recognized that for many project driven organizations a major stress is the interface between management and the individual projects, between clients and suppliers and between contractor and their sub-contractors. There is a need to get consistent and timely information across multiple projects allowing decisions to be made that will positively affect a successful outcome – "you can only manage what you understand".

Project Governance is about executive management not project management. It is about the need to steer projects to meet business and organisational goals and about making decisions to resolve consequential problems. It deals with managing projects from the perspective of those acquiring assets, systems and services from either internal or external suppliers rather than a project management perspective.

Effective project governance requires excellent communications between all the parties involved, it requires consistent and reliable information and it requires the ability to audit what has happened.

This paper deals with the sorts of information that is required to get a good understanding of the true state of a project from a Project Governance perspective.

A traditional approach has been to put a lot of emphasis on monitoring time and cost but this has tended not to highlight problems until to late. By taking a whole of project view and capturing information across a wide range of project activities, including: Project Plans, Goals, Scope, Requirements, Acceptance Criteria, Milestones, Risks, Reviews and Issues, it is possible to get a much clearer perspective on how a project is progressing..

A key issue in interpreting this information is to understand how it changes over the lifecycle of the project. For example, requirements changing rapidly early in a project may be expected but later in a projects lifecycle this is a key indicator that something is wrong. By tracking key indicators from across a wide range of project activities and looking at the resulting trends it is possible to get early warnings of upcoming problems.

Sue Tongue

Director, Governance Know How, Australia

Sue Tongue is a lawyer and former head of three federal public sector agencies. Highlights of her career include working as a UN lawyer, Associate to a High Court judge and adviser to the federal Attorney-General. She is a Visiting Fellow at the ANU Law Faculty.

With Carmen Zanetti, Sue is a director of Governance Know How, a niche consultancy specialising in corporate governance. Sue and Carmen have experience in reviewing corporate governance structures, conducting performance reviews of boards, linking operations to governance arrangements and facilitating discussions on enhancing governance.

Sue regularly speaks on corporate governance and recent feedback was: *Despite the dry subject matter of Corporate Governance, Sue Tongue made this session interesting and at times fun, when interspersed with Sue's anecdotal stories drawn from her wealth of experience. Executive Officers rated this session very highly and excellent despite their initial lack of enthusiasm for the topic. (www.acc.gov.au/newsletter/june_2003/)*

Performance Management and Corporate Governance

Sue Tongue

This paper examines the strong links between sound performance management and good governance.

Corporate governance is a concept for the structure and processes for decision making including controls and behaviour, direction, accountability, performance outcomes and annual reports. Successful public and private sector agencies focus on upholding core values, observing the law and respecting the trust placed in them. Staff performance must be carefully managed as part of corporate governance. This approach is particularly important at a time of "joined-up government" when many of the traditional ways of delivery of government services are being replaced by partnerships with other organisations.

The paper examines various approaches to performance management and explores the optimum structures and processes for creating an environment for performance enhancement. The impact and roles of leadership, customer focus, and team dynamics are discussed.

The paper discusses the challenges in achieving sound performance management. It concludes with examples of practical steps taken by organizations to enhance the overall quality of corporate governance.

Manish Agarwal

Knowledge Manager, Centre for Good Governance(CGG), Hyderabad, India

Current Assignment at Centre for Good Governance, Hyderabad

- Coordinating the Performance Monitoring work at CGG
- Projects in the area of Human Development (Strategic Review of School Education Department; Strategic Review of Government Schools in Hyderabad)
- Performance Evaluation of Public Enterprises
- Design & Implementation of Media Perception Index

Previous Assignments

Research Assistant, Delhi School of Economics for the projects:

- "A Leading Index For India's Exports" under the RBI-DRG Study Series
- "Leading & Coincident Indexes for Indian Economy"

Research Economist, Consumer Unity & Trust Society (CUTS), Jaipur for the projects:

- "Liberalisation and Poverty: Is there a Virtuous Circle?" sponsored by DFID-UK
- "Eradicating Child Labour while Saving the Child" sponsored by Friedrich Ebert Stiftung, Germany

Papers written/presented

- "*Governance Reforms in Andhra Pradesh: Key Initiatives*", National Seminar on Role of Civil Society in Economic Governance, Jaipur, December 2003.
- "*Andhra Pradesh: Online Performance Management in Government*", presented in the International Conference on e-Governance, IIT Delhi, December 2003.
- "*Municipal Reforms in Andhra Pradesh*", presented in the International Conference on Good Urban Governance: Making Cities Work, Hyderabad, November 2003.
- *"Handbook on Performance Management in Government"*, CGG Working Paper, October 2003
- *"Performance Management in Andhra Pradesh: Online Performance Tracking System"*, presented in a Seminar on "Performance Indicators and Administrative Reforms" organized by the Government of Gujarat, Ahmedabad, September 2003.
- *"Government Schools in Hyderabad: an Overview",* presented in a meeting chaired by the Minister for School Education, GoAP, Hyderabad, July 2003.
- *"Analyses of Mergers in India",* M.Phil thesis, November 2002.
- *"Merger Announcements and Insider Trading Activity in India: an Empirical Investigation",* NSE Research Initiative, Paper No.8, December 2001 http://www.nseindia.com/content/research/Paper48.pdf

Academics

- M.Phil (Economics) from Delhi School of Economics November'02; Research area – Applied Industrial Economics
- M.A. (Economics) from Delhi School of Economics (1996-98); Specialisation - Industrial Economics, Game Theory, Econometric Methods and Money & Credit
- B. Com (Hons.) from St. Xavier's College, University of Calcutta (1993-96)

Designing Integrated Performance Management System in Government

Manish Agarwal

This paper provides a framework for designing an Integrated Performance Management System in government and highlights the various issues that need to be addressed for designing such a framework. It also presents the Performance Management System adopted by the Government of Andhra Pradesh, which is the inspiration for developing this framework.

In the present era there is a movement from the traditional approach of "accountability for compliance" to the modern approach of "accountability for results" highlighting the importance of "results-based management system". Performance management system based on performance indicators, which are linked to outcomes and impact has emerged as a tool to address the issue of accountability for result. A model Performance management system in government envisages the participation of all stakeholders (elected representatives, civil servants, media and citizens) at various stages.

Performance Management and Evaluation is a philosophy, system and tool which is continuously evolving. While assessment of achievements (outputs) against functional targets by departments is relatively easy, it is more difficult to assess the policy outcomes and their impacts. There is also considerable difficulty in objectively assessing the performance of functionaries based largely on the achievement of targets without a qualitative assessment which takes into account the nature of functions, scope, level, constraints as well as the efforts put in for results by the concerned functionaries.

The performance indicators, if co-related with the generally accepted economic, social and infrastructure indicators at the State, National and International level and widely accepted benchmarks, can serve the purpose of securing sharper focus on set or desirable objectives and for comparison of relative performance. The policy makers should therefore clearly fix the objectives and goals of Government and align the departmental priorities and targets accordingly.

The functionaries whose performance is monitored have to be informed, included, involved and consulted about performance planning and resource availability before fixing Performance Indicators as they have to accept the 'ownership' of indicators and be 'committed' to its achievement. The identification of 'Star-performers' and talent management as well as the management of 'non-performers' will have to receive greater attention.

External performance assessment should be instituted which involves the media and citizen for providing external assessment of outcomes and impacts of the programs and projects implemented by the government on life of the citizen.

A review mechanism has to be developed which takes into account the frequency and level of reviews. Performance reviews should be designed in such a way to involve all the stakeholders (elected representatives, bureaucrats, media and citizen). A white paper could be produced annually to review the progress made, improvements carried out and high light the achievements during the year.

George Stratton

Engineering Fellow, Systems Engineering, Raytheon, USA

George L. Stratton is an Engineering Fellow within Raytheon Missile Systems' (RMS) Advanced Systems Economics Analysis (ASEA) center.

He currently provide leadership for Cost Engineering at RMS and on many challenging program assignments. He holds degrees (AS, Dixie College & BS, Utah State) in Physics, an MBA (Pepperdine), and has completed partial work toward a Ph.D. (Claremont Graduate School) in management science. He is trained on Parametric models and was selected for and completed the Hughes line managers training course. He is the current vice president of the Southern California Chapter of ISPA (International Society of Parametric Analysts), is serving on ISPA's international Board of Directors, and will be the conference chair for ISPA's 2005 international conference.

Architecting the Raytheon Production Cost Model (RPCM)

George Stratton

A complete understanding of a system's cost is fundamental for the Program Office, Systems Engineering and IPT leader to manage the design process in order to arrive at an affordable solution. This paper will discuss the methodology used to create the model architecture, and rational behind the methodology, used to develop a cost model that estimates, and helps manage and control the cost for a number of concurrent and interrelated programs. The Advanced Systems Economic Analysis (ASEA) Department and Systems Engineering at Raytheon Missile Systems (RMS) was presented with the challenge to develop a software tool to track and report costs on various production programs. This challenge was driven by the Guided Projectile product line, which had an immediate need to provide production cost projections for three similar programs. The goal for the tool was to track and manage costs in order to meet the Design to Cost (DTC) goal for each production program. The tool tracks the recurring system costs and accumulates the cost of components in a hierarchy which allows each model user to derive the necessary information needed to manage their own program's cost.

RMS Information Technology (IT), in conjunction with ASEA, developed this Raytheon Multi-Program Product Cost Model (RPCM). This cost model provides Missile Systems programs (and after formal roll out, Raytheon wide programs) with a tool that can provide management and control cost, thus aiding in satisfying the company goal of providing quality products at the least cost. Cost data is presented to developers and managers in a form that allows them to make decisions in a timely manner. With this tool, they are able to understand projections of cost for baseline programs, and evaluate design changes, pre planned product improvements, productivity improvements, changes to business practices, and other factors which impact production costs. The one requirement that makes this tool different from all currently available COTS tools is the ability to track and take advantage of commonality across all production programs. The commonality discussed here refers to two different categories: 1) parts that are common across programs and 2) suppliers that are common across programs. The ability to have visibility into this information not only allows RMS to work better deals with it's suppliers, but also gives it the ability to determine the business impact of changes to schedule and loss of award.

This application was developed as a client-server application, using Visual Basic 6.0 as the front-end and MS Access as the data repository. The decision to go with MS Access was solely based on the requirement for the tool to work on a laptop in a "disconnected" environment. Plans are currently in place to move the data repository layer to Oracle, in anticipation for an enterprise wide implementation of the model. The tool was rapidly and inexpensively developed using extreme programming principles and an iterative development process. This design approach mandated that the chief engineer, lead designers, and future application users work closely with the programmers.

RPCM will reduce estimating cycle time, by providing a common cost modelling tool with the ability to 'reuse' data from previously entered programs and analysis efforts. This model will eliminate the need to maintain the dozens of Excel models currently in use and will reduce the wasted effort associated with creating these models in the first place. It is the intent of ASEA to make this tool available as an enterprise wide asset that may be used by any interested program or organization in Raytheon, thus allowing for common estimating practices Raytheon wide.

This cost model design project is unique in that it had to support multiple interacting programs with common parts and suppliers. Properly modelled, the program cost savings, if they used these common parts could be demonstrated. Also, once this interaction was calculated, impacts due to changes for one programs schedule or level of funding could be show for the other programs.

Page intentionally blank

ABSTRACTS OF PRESENTATIONS
DAY 2 – STREAM 6

Greg Mills

Chief Operating Officer, Cincom, Australia

Greg joined Cincom as a Senior Industry Consultant in 1998 managing the implementation of two large software projects for the defence industry covering implementation of ERP solutions and providing business and software consulting to clients. He then managed the entire client services group providing support and services to Cincom's broad range of customer needs. Greg currently heads up Cincom's Large Manufacturing Enterprise group, responsible for the sales, development and support of Business systems for customers in Australia and New Zealand.

Prior to joining Cincom Greg was the Managing Director of Amtico Flooring a rapidly growing flooring manufacture business, Project Manager MRP2 for Courtaulds Australasia and Operations Manager for Taubmans Paints. Greg held a number of management positions in materials and manufacturing management. Greg joined Taubmans as an Industrial Chemist.

Lifting Performance by Integrating Business Systems into the Project

Greg Mills

Maximising your ERP investment requires comprehension of the 'link' between enterprise knowledge and the variable components of project delivery. This paper will explore the use of ERP in a number of project organizations and how they support the project nature of the operation. Various areas of the project management process will be reviewed from requirements definition, bidding and estimating, budgeting, cost collection and reporting and how these processes are supported with an ERP solution reviewed using some practical examples.

Points will include a definition of extended ERP (Enterprise Resource Planning) Systems; the relationship between ERP and project management methodologies will be discussed and the practical application of these links will be illustrated by describing how ERP is used in a project environment. A number of case studies will be examined where large and successful project based organizations use their ERP solution as the backbone of their information systems. Integration to project specific tools will also be discussed.

The value of ERP in project based organisations will be illustrated through a return on investment analysis and how to build value through a project-based approach. Some implementation issues & the value of people to a successful project will be highlighted and then wrapped up by sharing some lessons learnt from recent implementations.

With the emergence of new web based technologies ERP will be put in context with other systems as we see a convergence of Customer Relationship Management, e-Commerce and Project Systems.

Jo Adams

Director, Ferguson Project Management Services(FPMS), Australia

Jo gained her qualifications in Architecture and Interior Design in Glasgow and Edinburgh and has contributed to many award winning Architectural and Interior Design Projects as both project manager and team member.

Jo Moved to the client environment when joining Cedel Bank Luxembourg as Project Director responsible for all premises related projects which included Construction, Organisational Change and IT. This portfolio included projects in Luxembourg, London, New York, Hong Kong and Dubai.

After a spell in Mozambique, Africa, Jo concentrated on Healthcare Projects where she was a key member of the Project Management Team on a multi-million Pound (Sterling) hospital development in Hereford, England, which was managed using PRINCE2 Project Management Methodology.

Since 1999, Jo, co-founder of FPMS, has concentrated on Project Management Consultancy and Training. An Accredited PRINCE2 Consultant and Trainer, Jo now focuses on guiding organisations through establishing a controlled project environment to improve the standards of project management, therefore delivering successful projects.

Jo, a Buzan Licensed Instructor, is a member of the Risk Management Association and is currently a Board Member of the South Australian Chapter of the PMI in Adelaide

Jo studied Spanish and art at Granada University in Spain, and has travelled extensively in Europe, Middle East, Africa S. E Asia and South America.

Project Start up: establishing the Project Environment for Success

Jo Adams

The point in the project life-cycle at which the Project Manager has the greatest opportunity to influence the outcome of the project is at the start. The need to establish the project environment during the earliest stages of the project can not be over-emphasised.

Often the team submits to the temptation to rush into the technical stages without the adequate dedication of resources to define, plan and establish appropriate control of the project. The design of a project is likely to cost in the order of 10% of the project costs. However, when the design is finalised, or approved, approximately 80% of the project costs have been determined. From a Client's perspective, the opportunity to save or reduce costs during the implementation stages is small compared to the opportunity that exists during the initial definition and design stages.

This paper will discuss the implementation of global best practice to establish the appropriate project environment prior to the commencement of the technical stages of the project. Using PRINCE2, the most widely used project methodology, Jo will demonstrate the unique approach employed by FPMS to establish the project environment based upon the need to articulate the Business Case from the earliest possible stage. The Project Approach and the Business Case then shape the outcome and design of the project to ensure that the costs are optimised and the benefits maximised to meet the Client's success criteria.

The presentation will emphasize how project managers can implement a disciplined approach to the management of projects to ensure that the elements required for success are established. The foundations for success are constructed during Project Start-Up.

Stuart Garrett

Software Engineering Manager AEW&C Project, Department of Defence, Australia

Stuart Garrett was appointed to the Wedgetail Resident Project Team Software Engineering Management position in March 2000. He is responsible for implementing the Practical Systems and Software Management (PSM) System on the Airborne Early Warning and Control (AEW&C) Project.

Stuart Garrett has been with the Department of Defence for 30 years. He served the first 20 of these with the RAAF, having joined as an Engineering Cadet at RAAF Frognall in Melbourne.

His professional career has been strongly focused around technology and software, with engineering tours to Air Defence / fighter, software / computing, and major capital acquisition positions.

His early career in the RAAF included opportunities to develop hardware and software, to integrate radar systems and Air Defence computing systems, to design and build radar and computing models and simulations, and to work with DSTO in data fusion exercises.

This led on to 10 years working in a great variety of tasks in engineering management and project management for major capital acquisition projects, including 3 years in Washington DC, working closely with the Canadian Defence Forces and the USN NAVAIR.

He has served at 114 MCRU Amberley, the Software Development Unit (SDU) HQOC Detachment "E" at 3 CRU Williamtown and RAD PROJ (Air Defence and Air Traffic Control Radar Project Office) in Russell Offices. During other postings he developed software for the original CAMM with Computer Services Division (CSD), managed the software, avionics and EW aspects of the F/A-18 acquisition Project, and managed specifications on the JORN project.

After leaving the RAAF in 1994, he worked with the Army Systems Support Agency (SSA) to establish a standardised environment for Army hardware and software acquisitions and then, post Defence Efficiency Reform (DER) / Defence Reform Program developed policy for Information Systems within Defence.

Stuart Garrett holds a Masters Degree in Management (Information Systems) from University of New South Wales and the Australian Defence Force Academy. In addition to this he has completed other tertiary qualifications in Project Management (University of Southern Queensland), Post Graduate Computing Studies (University of Canberra) and an Electronic Engineering Diploma from the Royal Melbourne Institute of Technology (RMIT).

Stuart Garrett lives in Seattle with his wife and two children. His interests include travelling / exploring, sightseeing, bush walking, camping, the stock market, programming, fine food and high school sports.

Software Metrics on the AEW&C Project

Stuart Garrett

The Commonwealth of Australia entered into a contract with Boeing to develop an Airborne Early Warning and Control (AEW&C) capability based on a commercial Boeing 737-700 Next Generation Increased Gross Weight aircraft. Surveillance capability is provided by a Northrup Grumman Multi-role Electronically Scanned Array (MESA) Radar with a range in excess of 400 km. The MESA provides 360 degree coverage with both primary and secondary (IFF) radar. The platform includes Electronic Warfare Self Protection measures and an extensive array of communications systems. Boeing is developing the on-board mission computing system and is the prime integrator for the airborne platform. The airborne platform alone involves the development and integration of in excess of 2.6 MSLOC of new and reused code and a further 1.4 MSLOC of software will be developed for support systems. Boeing has adopted an incremental build strategy and is 20 months into the software development phase of the project. The first two builds of software have been completed on time and subsequent builds are progressing according to schedule. How has Boeing managed to achieve this success where other projects have failed or have fallen far behind schedule? Could the success be due to this project's strong commitment to the implementation and use of software measurements? This presentation will discuss how Boeing and the Project Office have planned and implemented an extensive software measurements program to provide management at various levels of the developing and acquiring organisations with insight into software development status and progress that managers on other projects can only dream about.

Steve Grimmett

Department of Defence, Australia

Stephen Grimmett has been involved in Earned Value Management Systems since joining the Australian DoD's Directorate of Project Management Systems in 1992.

In that time he has prepared policy documentation and training courses in the area of Earned Value Performance Management as well as participating in contractor systems reviews in Australia, Israel, and the USA.

Since 1996 Stephen has been posted to the USA as part of DoD Resident Project Teams on the AP-3C Upgrade Program and, most recently, the Wedgetail AEW&C Program at Boeing in Seattle.

In his capacity as Resident Earned Value Manager, he has overseen the implementation of EVMS reporting systems comprising integration of EV performance reporting from Australian, US and other international subcontractors, utilising payments based on EV performance in a fixed price environment.

While on posting in the US he has also provided ad hoc support for other US based DoD acquisitions.

He has been a speaker at the US CPM conferences and is a regular contributor to EV discussion groups.

In 2001 he received his MBA in Project Management from the University of Southern Queensland.

He is married with four children.

Performance Management Experiences with the AEW&C Project

Steve Grimmett

In December 2000 the Australian Government signed a contract with Boeing for the development and production of a 737 AEW&C capability. Known as Project Wedgetail, this represented an opportunity to employ the lessons learned over recent Defence Acquisitions, not only in the implementation of Earned Value, but also in the areas of software development, systems integration, and Project Management in general.

With respect to Earned Value, the challenges facing the contractor and customer included:

- Implementation of an Australian EV requirement on US soil with a company used to dealing with US EV requirements,
- Implementation of EV in a fixed price environment,
- Establishment of a regime of Payment by Earned Value,
- Incorporation of baselines from subcontractors based in the US, Australia, and elsewhere, and
- Provision of timely and useful project performance advice to upper level management within the DMO.

This presentation will cover, among other things, the steps taken in the Earned Value implementation on Wedgetail, the establishment of the relationship with the contractor, the development of the roles and responsibilities of the customer IPT members, and the development of a reporting framework for informing upper level management of the status of the program from an EV perspective.

It will address the trilateral MOU on EV implementation and how it was used to good effect on the initial IBR at the outset of the contract, the importance of subcontractor IBR timings in the context of the prime IBR, the challenges faced by having a different WBS philosophy between the prime and the customer and the prime and the subcontractor, and achieving a balance between continuing surveillance and periodic surveillance review activity.

Page intentionally blank

ABSTRACTS OF PRESENTATIONS
DAY 3 – STREAM 7

Dr Raphael Dua & Kathryn James - Joint Presentation

Dr Raphael Dua
General Manager, Decisive Tools(USA) t/a Microplanning International Asia Pacific

Dr. Raphael M. Dua is well qualified and has worked in the project management arena for the past 45 years developing software, planning and scheduling projects as a consultant and working as a project manager. His 31 years with UK computer company ICL included two years seconded to Kelley and Walker (the original authors of CPM), two years seconded to Booze Allen Hamilton on the Fleet Ballistic Weapon Project (POLARIS) and nuclear submarine construction and numerous other consulting and management roles..

Raf was a co-author all of the PM software packages ICL produced between 1958 and 1984. Throughout the 70's and early 80's he was heavily involved in many major projects both as a consultant and scheduling engineer both here in Australia and overseas. Over the past 15 years he has been extensively involved in the Planning & Scheduling of major defence projects, ie the "O"-boat refits and the Collins Submarine, ANZAC Ship, RAAF Aircraft Repairs and the
first privately built and managed public hospital.

Since 1987 until 1999, Raf has been the Technical Director of MPI. Now as General Manager, Raf still maintains a direct involvement in the development of Micro Planner software. He is currently the Federal Vice President of the Defence and Industry Courses Association, and was a board member of Australian Health Industry Incorporated. He is also visiting Senior Fellow at the Faculty of Architecture, Building and Planning at Melbourne University and Project Consultant, Faculty of Medicine, Nursing and Health Sciences at Monash University

Raf is currently working on major EVPM projects in the healthcare industry both in Australia and Canada; and is a member of the Standards Australia International, EVPM standards and Value Management committees. He has the added advantage of having Kathryn as a daughter!

Kathryn James
Operating Theatre Unit Manager, Latrobe Regional Hospital

Kathryn is a dedicated healthcare professional. Born in Melbourne and now a part-time resident in Latrobe valley, Kathryn is the Operating Theatre Unit Manager at the Latrobe Regional Hospital.

Having completed her general nurse training at the Royal Alfred Hospital in Sydney in 1981, Kathryn has since completed a degree in Health Sciences at Latrobe University. During her career as a healthcare professional Kathryn has attained post graduate qualifications in Operating Theatre Management, Operating Theatre and is a Fellow of the Williamson Leadership Program.

In building her extensive background within the healthcare profession, Kathryn has worked in both public and private hospitals around Australia, including time in private healthcare, providing consultation and support on the establishment of private surgical clinics. This consultancy has extended to the Department of Human Services in Victoria as well as Decisive Tools as its specialist healthcare consultant.

Kathryn has a passionate interest in healthcare issues and believes that project management and especially the use of EVPM can provide significant improvements in the workplace. Kathryn also likes to relax from her demanding professional life by scuba diving and snow skiing and being mother to three poodles.

Managing the Unmanageable by Leveraging EVPM to Establish Results Based Service Level Agreement

Dr Raf Dua & Ms Kathryn James

All over the world the public hospital system is faced with the common problem of managing a tight or shrinking budget whilst maintaining existing services and having to provide additional ones: in other words trying to "Manage the Unmanageable".

One of the major issues within the public health system is the shortage of skilled nurses as well as surgeons. Managing the workload within all departments especially the operating theatres is a complex and difficult issue. By utilising workforce planning techniques coupled with targeted Service Level Agreements utilising Earned Value Performance Measurement ensures that case lists are managed effectively.

Workforce planning has many definitions. For purposes of this paper, we have adopted the following common definition:

> *Workforce planning* is a systematic process for identifying the human capital required meeting hospital goals and developing the strategies to meet these requirements.

Workforce planning involves:

- A *systematic process* that is integrated, methodical, and ongoing.
- *Identifying the human capital required to meet hospital goals*, which consists of determining the number and skills of needed staff and where and when they will be needed.
- *Developing the strategies to meet these requirements*, which involves identifying actions that must be taken to attract (and retain) the number and types of staff the hospital needs.

In other words, effective workforce planning through the use of Critical Path methodology is a continuous process that ensures an agency has the right number of people in the right jobs at the right time.

This paper will discuss how the continuation of previous research in improvement in theatre efficiency and patient access to surgical facilities by using Earned Value Performance Methodologies (EVPM) was improved and how this was be achieved. Some characteristics of Earned Value Performance Measurement are shown in Appendix 3.
It discusses on how the model was established to improve the effective performance measurement of Casemix usage of the operating suite using non-traditional healthcare methods.

Neil Miller

Managing Director, TasKey Pty Ltd, Australia

Neil Miller BE Hons, ME, PhD is Managing Director of TASKey Pty Ltd that develops innovative management methods and software tools to apply these 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 implementing strategic plans using matrix management. TASKey's web enabled software (called TASKey® TEAM) uses his patented team based distributed management method to align and synchronize strategies, projects, tasks, actions, teams and people.

Performance Management and Traditional Toolsets

Neil Miller

Performance Management requires timely relevant data for effective decision-making. There is a strong trend towards using project management tools to collect key performance management data on activities/tasks and resources.

However the jury is still out on the effectiveness of project management tools for the collection of performance management data when managing multiple projects and tasks. Users' views range from vocal advocacy to significant frustration at the ineffectiveness of project management tools in their situation.

This paper provides an overview of the strengths and weaknesses of using traditional project management tools for providing timely key performance management data. Then it briefly looks at possible ways to close some of the obvious gaps.

Practical examples (from both the private and public sector) of a distributed management approach and tools are briefly discussed. This approach builds on the strengths of project management tools and addresses some major gaps in managing at the ToDo level, team management and timely relevant feedback.

Roland Horat

Managing Director, Supertech Project Management Pty Ltd, Australia

Roland T Horat is the managing director of Supertech Project Management (Australia) Pty. Ltd. a successful international project management and software development consultancy providing services to wide range of industries including aeronautic, construction, defense, manufacturing, motor vehicle, petrochemical, power, and telecommunications. Customers include some of the Top Australian 500 companies.

Academic

Roland is a graduate of the Monash University School of Engineering (Melbourne Australia) and has a Post Graduate Diploma of Project Management. Roland has a total 27 years experience in Engineering, Procurement, Project Management and Software Development undertaking a wide range of projects in Asia, Australia, New Zealand, South Africa, UK, and the USA.

Training

Roland has developed and conducted public and in-house management workshops and training seminars to over six hundred companies and implemented management systems in over one hundred contractor and government organizations. The practical experience gained in solving management and project control issues is passed on in these workshops.

Consulting Services

Roland consults to small to medium enterprises: developing strategies and implementing commercially based project management systems conforming to CSSR/CSCS schedule and cost Earned Value performance criteria.

Software Development

Under Roland's guidance, his company has developed a number of computer and web based software applications tailored to clients undertaking defense, construction, communications and software development projects. Applications include an Internet/Intranet based document, multimedia and data messaging, distribution, archiving, control and work flow system (IDOCS), Internet/Intranet cost estimating and tracking system (ICEPAC), a Microsoft Project companion product “C/SSR Cash Flow Expert” facilitating desktop Earned Value analysis and trending, contract management and financial modeling.

Roland's company, Supertech, is an accredited Microsoft Project Partner and Application Developer.

Roland's presentation will draw on his and the company’s experience in the evolving technology, cost and risk in the development, commercialization, delivery and support of project based Cost Estimating, Tracking and Earned Value Systems.

Developing a new commercial performance management methodology

Roland Horat

The paper illustrates how traditional project based earned value can be extended and integrated with job cost accounting systems to deliver a new commercial performance management methodology. The addition of Sell Price for example allows for the establishment of a project's financial status (profitability or otherwise) and can be used to streamline the certification process for contractor and subcontractor claims and payment. The paper addresses earned value implementation strategies and processes including issues related to the capture of history and the synchronization of accounting and project data. Other subjects covered include how the methodology can be applied to analyze project performance with respect work and quantity usage against established labor production constants. The referenced case studies used Microsoft Project together with **'C/SSR Cash Flow Expert' software, developed specifically for commercial earned value project management and reporting by Supertech Project Management. Case studies used to illustrate commercial practice include: The building construction of a $13,000,000, thirty two apartment residential and commercial block located on the Gold Coast; Construction management of a $240,000,000 industrial plant located in South Australia where earned value methodology was used for cost management and for performance management with respect to the placement of quantities and expenditure of man-hours for structural steel, piping, platforms, roofs, electrical cable, instrumentation and terminations.

Martin Vaughan

Director, Terra Firma, Australia

Martin Vaughan is the Operations Director of Terra Firma (a Project Management and Business Analysis Professional Services Provider). His responsibilities include recruitment strategy and professional development of forty Project Management and five Business Analysis professionals currently employed by the company. Martin's experience includes Project Management within the IT, Telecommunications, and Defence industries as well as Government and the Community Services sectors. Drawing on professional qualifications in Project Management, Education and Engineering, he is involved with a number of Professional associations. Martin has a strong interest in education and training and is supporting the development of competency standards in Earned Value and Business Analysis.

How to Choose skills, style and attributes of Project Managers

Martin Vaughan

What makes an effective Project Manager? Well it depends a lot on the nature of the project, the nature of the organisation and the key requirements placed on the Project Manager. I'd argue there are three main attributes of an effective Project Manager:

- Technical skills ("hard" skills" such as planning ability, scope control skills etc)
- Ability to manage relationships ("soft" skills such as leadership, conflict resolution skills etc)
- Astuteness/ Street smarts ("instinctive" skills - knowing when to push and when to back off)

Different environments will require a different Project Management style. Depending on whether the Project Manager represents the Technical delivery or the Products and Marketing side of the organisation, the level of internal and external stakeholder involvement, the level of external vendor engagement and the culture of the organisation will dictate the primary responsibilities and style of the Project Manager. Styles are highly individual and can range from the "hugs and reassurance" approach to the "commercial bulldog" to the "highly organised" approach.

In my experience I have seen scenarios where a highly effective Project Manager experienced in leading teams of application developers struggle in a different environment where they are required to deal with product development project stakeholders (sales, marketing, operations, legal & regulatory, vendors). In other scenarios a Project Manager who could deal with one or both of these has struggled where there are complex commercial interactions. Getting an individual who could deal with all of these scenarios and who could adopt multiple styles I'd argue is highly unlikely.

So my message is to embrace individual difference in terms of style but be mindful of focusing your selection around the individual, don’t put a good person into the wrong role. Structure training and professional development around addressing the "hard" and "soft" skills but manage your expectations. It takes quite a while to teach the soft skills and it takes a lifetime to develop astuteness.

Page intentionally blank

ABSTRACTS OF PRESENTATIONS
DAY 3 – STREAM 8

Greg Smith
Project Management/Control, Jacobs Sverdrup, USA

Greg Smith is a member of the Program Support & Evaluation Team at Marshall Space Flight Center in Huntsville, AL. His area of expertise is in project management and control techniques. Greg specializes in schedule assessment for Jacobs Sverdrup, a unit of Jacobs Engineering, employed by NASA, that specializes in aeronautics and defense work. Greg comes from a very diverse almost 20-year background including experiences in the construction, engineering, and project management disciplines in the nuclear power, petroleum, chemical, fossil power, defense, and aeronautics industries.

Prior to his current position, he was the Manager of Project Controls for the Raleigh, NC office of Black & Veatch, an international engineering and construction firm. Here he was responsible for personnel management, technical and administrative oversight, and customer relations for the Project Controls section. Project Controls is responsible for scheduling, cost engineering, estimating, and project management functions at Black & Veatch.

Greg received a Bachelor of Science in Liberal Studies degree in August 2001 from Excelsior College, a member of the University of the State of New York, with studies concentrating in nuclear engineering and technology areas. He has also completed course work in welding engineering.

In 1991, Greg began almost a decade of work with Bechtel, an international engineering and construction company, in a number of geographic locations and positions. His career began as a planner and scheduler on fossil power projects. Next, he was a Project Controls Manager in the petroleum and chemical industry. Finally, he became a Regional PCM with business responsibilities for projects in the southeastern USA.

Before entering the private sector, Greg served in the US Navy for 6 years in the Nuclear Power Program in a variety of roles. His specialties included mechanical operation and maintenance, chemistry and radiological controls, and supervision of integrated plant operations. He also served a tour as an instructor at a joint DOE/DOD facility that performed nuclear research and trained personnel in nuclear theory, operation, and maintenance. While serving in the US Navy, he received a letter of appreciation for participation in a DOD Low Observables Symposium, a Letter of Commendation for sustained superior performance of duties, the Meritorious Good Conduct Award and the National Defense Medal for service during the Persian Gulf War.

Greg is the Chairperson of his employer's Safety Committee and is an ISO 9001:2000 internal auditor.

Schedule Risk Assessment

Greg Smith

Probabilistic schedule risk assessment is a valuable management tool that has been around for some time but is not yet in wide spread use. This is an unfortunate circumstance, as the schedule risk assessment process can be a valuable one for project managers to use in order to determine the likelihood of completing a project on time and within budget constraints.

Schedule risk assessment bridges the gap left between traditional CPM scheduling techniques and the project manager's need to know the most likely completion date and cost for a project to a specified level of probability.

The results of this type of assessment can be used to establish or evaluate a baseline. Once established, subsequent changes to the project plan, reflected in the project schedule, can be further analyzed and their schedule and cost impacts assessed. In addition, it is possible to examine multiple scenarios with multiple outcomes using schedule risk assessment methods.

The value of any given schedule risk assessment is dictated by several factors. Each of these factors will be discussed in the presentation. The presentation will begin with some reasons why it is prudent to conduct a schedule risk assessment and proceed into a flow chart illustrating the basic process. Subsequent slides will break each flow chart element down into discreet topics for discussion.

There are five distinct categories of schedule risk assessments. Each of these will be discussed. There are two different mathematical assessment techniques. These will also be discussed.

The attendees for this presentation will be the familiarized with the schedule risk assessment process and the methods of conducting such an assessment, including the strengths and weaknesses of each.

Kenn Dolan

Director, Ferguson Project Management Services Pty Ltd (FPMS), Australia

Kenn personifies the FPMS philosophy of commitment, professionalism and adaptability by providing quality solutions that meet and exceed the needs of the FPMS 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.

He graduated with a degree in Civil Engineering from Imperial College, University of London, before working as a contractor and consultant within the UK construction industry. Kenn then took on project management roles through a series of environmental projects prior to working in Luxembourg and Mozambique on major construction projects.

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 to such clients as Department of Defence, Government Agencies and Commercial Organisations in Australia and South East Asia.

Having the unique and powerful combination of an acclaimed 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, utilizing Earned Value and Inter-Active Planning, to secure increases in productivity of 35% and increase in profit of over 300%.

Productivity for Project Managers: Mindmapping

Kenn Dolan PMP

One of the most valuable resources that the Project Manager must manage is his or her time.

Mindmapping increases the productivity of management by 70%.

The application of Mindmapping reduces planning time by 2/3.

The technique of mindmapping is not new, however, it has been under-utilised by the profession of project management. Mindmapping allows the rapid collection of thoughts and ideas from a variety of sources or a single user. It is therefore ideal for recording the outputs from workshops or brainstorming sessions.

The technique is generic and can be applied to a variety of management activities applicable to the project manager. The advent of software tools allow the simple development of templates and the transfer of data from the mindmap which is essentially a data collection tool into Gantt Charts or MS Word documents.

This presentation will demonstrate the power of the technique and its relevance to the role of the project manager. The number and variety of uses of the technique will be discussed including:

- Planning
- Developing a Work/Product Breakdown Structure
- Risk Management
- Managing Meetings
- Developing Reports.

The focus of the presentation will be to show how the use of this simple technique can have significant impact on the productivity and effectiveness of the project management team.

Vladimir Liberzon

General Director, Spider Management Technologies, Russia

Vladimir Liberzon is

- General Director of Spider Management Technologies - the leading Russian project management consulting company, vendor of Spider Project (most popular Russian professional Project Management software package),
- Architect and manager of Spider Project development,
- Founder and President of the Moscow, Russia PMI Chapter.
- Project management consultant, advisor and trainer for the largest Russian enterprises in many industries (Aerospace & Defense, Banking, Oil & Gas, Construction, Banking, Shipbuilding, Telecommunications, Software development, Metallurgy etc.).
- Lecturer on Project Management at the Moscow State University Business school, author of four books on project management (3 in Russian) and more than 100 papers.
- Author of the Moscow PMI Chapter training courses on PM Outlines, Project Scheduling Technique, Project Risk Management, Project Cost Management, PMP preparation, that are extremely popular in Russia and Ukraine.
- Presenter at PMI conferences in years 1994, 1996, 1998, 1999, European PMI conferences in years 2000, 2001, 2003, IPMA congress in 1996 and 2003, and many regional PM symposia.

SDPM – Truly Integrated Project Scope, Schedule, Resource and Risk Management

Vladimir Liberzon

Success Driven Project Management is a proven methodology of project planning and performance management that is based on a set of indicators estimating project performance and forecasting its final success. These indicators include current contingency reserves and probability of achieving various project goals, and success probability trends that could be used for determining corrective actions.

Success probability trends show current project status and performance problems taking into consideration not only performance results, but also network dependencies and project risk evolutions. Other integrated methods like Earned Value Analysis do not account for network logic and project risks. In an example shown in the presentation you will see that it may lead to totally wrong estimates of the current project status.

SDPM methodology is supported by software tools that supply project management teams with the following information:

1. During Planning Stage:
    a. Project dates, costs and material requirements that are likely to be achieved with a user specified probability.
    b. Time, cost and material contingency reserves that should be assigned to all project tasks and resources to support achieving project goals with a specified probability,
    c. Probability of achieving user assigned project goals – Success Probability.

2. During execution and control:

a. Current contingency reserves and probability of achieving various project goals,
b. Success probability trends that could be used for determining corrective actions,
c. The influence of any corrective action of project success probability.

The success driven Project Management methodology is based on the resource critical paths approach. This approach is used in Russia since 1993 and has common features with the Critical Chain theory. It includes:

- calculation of the critical path taking into consideration all schedule constraints including resource and financing constraints,
- calculation of resource constrained activity floats (analogue of the Critical Chain feeding buffers),
- calculation of resource constrained assignment floats and identification of critical resources,
- project risk simulation,
- calculation and management of the contingency reserves (analogue of the Critical Chain project buffer).

By monitoring and controlling the current values and trends of the project success probability, the project managers acquires powerful tools for the project planning and performance analysis that integrates project scope, time, cost, resource and risk management. Success probability trends that may be calculated and controlled for any project phase depend not only on project performance results but also on changes in project scope or risk estimates. Project managers will be motivated in solving uncertainties ASAP if their performance is evaluated by SDPM indicators.

Stacey Barr & Peter Price - Joint Presentation

Stacey Barr

Principal, Stacey Barr Australia

Stacey has been a freelance specialist in the field of organisational performance measurement for the last 5 years, part of a 14 year career in statistics, measurement and business improvement. Her work focuses specifically on the evaluation, design and implementation of performance measurement processes that create useful and useable organisational performance information for tracking and improving business success - at all levels and in all areas.

The PuMP® methodology, the product of Stacey's research and development, has made performance measurement an integrated and valued part of business management for her clients, in both the public and private sectors. Her clients have included Queensland Rail, Office of Fair Trading, Queensland Fire & Rescue Service, Energex, Endeavour Foundation, Pioneer Electronics, Department of Natural Resources and Mines, Counter Disaster & Rescue Service and the Australian National Training Authority.

Peter Price

Group Manager, Procurement & Services, Energex, Australia

Peter has worked in the Energy Industry for 22 years. During the last 9 years he has held senior management positions at ENERGEX and has also represented Queensland on numerous national committees. Most recently Peter has played a significant role in the successful implementation of the Shared Services model within ENERGEX. As Group Manager Procurement and Services Peter is accountable for a broad range of technical and commercial outcomes and has overall accountability for ENERGEX Procurement . Peter has also led teams to deliver four organisation wide strategic projects, viz Strategic Sourcing, Fleet Rationalisation, Inventory Reduction and Workshop Rationalisation.

Cascading Organisational Strategy into The Procurement Process

Stacey Barr & Peter Price

ENERGEX is full swing into an organisational efficiency program, which includes very specific opportunities for improving the efficiency of its procurement process. Five integrated procurement objectives, supported by three specific strategies, were developed to provide the focus for improving the efficiency of the procurement process. To enable the progress of these objectives and strategies to be tracked and managed, and their ultimate success to be tested, a set of inter-related performance measures were developed.

The notion of cascading strategy down through the organisation is referred to often in today's literature, but the role of performance measurement in this cascading process has only received some attention. Performance measures took a lead role in the cascading of ENERGEX's strategy down through the procurement process. Specific activities involved in this experience included:

- strategy mapping
- researching how procurement strategy and processes are measured
- adopting or refining measures from research to suit the ENERGEX strategy
- developing new measures where research did not uncover anything suitable
- defining measures to specify how to implement them
- bringing the measures to life through a reporting process
- using the measures to assess progress toward strategic outcomes

Page intentionally blank

ABSTRACTS OF PRESENTATIONS
DAY 3 – STREAM 9

Czes Szarycz

Head of Enterprise Performance Management, SAS Australia & New Zealand, Australia

Mr. Szarycz is the head of enterprise performance solutions with SAS Institute. He obtained his B.Sc (Hons) degree, 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 six 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, Howard Smith, Serco Group, Tenix, ACT Housing, SA Police, Department of Defence, Hunter Area Health, Department of Employment and Work Relations, 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 in Australia and international conferences.

Enhancing Corporate Governance by Integrating Outcome/Output and Balanced Scorecard Frameworks

Czes Szarycz

In recent years both private and public sectors have been dedicating considerable attention to the issue of Corporate Governance. No one is surprised why the private sector regulators demand more transparency related to governance processes. Spectacular corporate collapses and corporate scandals in Australia and abroad resulted in high level shareholder distrust as demonstrated in many opinion surveys.

Are government agencies immune form poor governance and performance issues or indeed fraud? Clearly not. If that's the case it is easy to see what impact similar corporate scandals would have within the public sector. No doubt some of the effects would lead into an electoral outrage and a rapid erosion of trust in democratic processes. Clearly governments must act.

This paper reviews a number of attempts to integrate Outcome/Output reporting with the Balanced Scorecard framework. It then further develops and presents a pragmatic methodology that will help to ensure the integrity between these external and internal performance management frameworks. This paper will further argue that the integrity between external and internal performance management frameworks is the essential component of effective corporate governance processes.

Ian Abrahams

Managing Director, CorProfit Systems Pty Ltd, Australia

Qualifications

Bachelor of Science Civil Engineering, University Witwatersrand (Johannesburg)
Master of Engineering Science, University NSW, Construction &
Engineering Management

Memberships

Member, Institution of Engineers Australia
Chartered Professional Engineer
Member, Australian Institute Of Project Management
Member, Australian Institute Of Risk Management

Ian graduated from civil and structural engineering, and after working in many multi-disciplinary projects where design and documentation has had to be carefully coordinated with construction work, he moved into project management services. This led to Ian performing in business strategies, where performance management, strategic planning and change management were key aspects of his work.

The last eighteen years have been performed principally in the role of management services with a strong emphasis on Risk Management, IT Management systems and associated Scheduling/Reporting functions.

Ian is a member of the Institute of Engineers, 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 as well as the Electronics Department at Macquarie University to establish a postgraduate course in Project Management. 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 AS/NZS 4360 Risk Management Standard and compendium documents.

Ian is currently assisting SAAB Systems as well as Tenix with the implementation of risk management frameworks. He has participated in over 60 risk management assignments in the last 3 years. The scope of work has included establishing enterprise wide risk frameworks that encompass techniques for delivering strategic risk management, project risks, compliance frameworks as well as business continuity and managing the insurance program.

Some other clients include: CountryEnergy; Australian Inland (Energy & Water); Telkom (South Africa, largest telecommunications company in Africa); Victorian Energy Networks Corporation, Ergon Energy, CSIRO (Perth) ; Ngai Tahu Group, New Zealand: TCorp; Delta Electricity; Goodman Fielder; Lion Nathan; HCF Australia; ASX; Queensland Investment Corporation; Baulderstone Hornibrook; University New England; Sydney Water: CPS Credit Union, Canberra; Momentum Group (South Africa), Liberty Life (South Africa).

Risk Framework Aligned to Performance Management Systems

Ian Abrahams

Risk is as old as the hills, but formalised operational risk management is a relatively new skill demanding the appropriate rigour, knowledge and skills to enable executives at all levels to understand and control risks in their corporations in an intuitive and real-time environment. Some of these risks are inherent. Others emerge from the precarious nature of modern business, or from external factors that are beyond normal control.

Earned value has established a leadership role in traditional project management services that work to deliver the client's project within time, quality and cost allowances. Performance management has served industry well in relation to containing the risks of cost and or time overruns, however, an "earned value" approach is unable to present other dimensions of risk exposure that lead to adverse impacts on project performance. This is where a risk management system and performance management can work together to complement each other to achieve project milestones.

The talk by Ian Abrahams will explain the role of risk management methods to fit within the performance management system to bring a greater reliability in the allocation of contingencies and the opportunity to minimise the drawing down of management reserve to cover risks that occur. A good risk management approach also leads to a cultural shift across an organisation's operations to embrace a risk aware environment. The benefit in adding risk management systems into the performance management suite of applications is to target resources more effectively to minimise key risks that would otherwise not be recognised so easily.

Adhip Tan

Vice President, Strategic Planning and Organization Development
Seafresh Industry Public Company Limited, Thailand

The author is currently the Vice President for a publicly listed company in Thailand responsible for strategic planning and organization development. He has published in numerous reputable refereed journals and symposiums, including Euro Asia Journal of Management, Journal of Intelligent and Robotic Systems, International Journal of Heat and Mass Transfer, Journal of Combustion and Flame, International Symposium on Industrial Robots, and Symposium (International) on Combustion.

A Value-Serviced Systemic Balanced Scorecard for Sustainable Competitive Advantage

Adhip Tan

Balanced Scorecard is a weapon or tool for strategists who are recognized for their superiority in cognitive power and being praised for their supreme ability and leadership traits for consistency and coherence. This article undertakes to explore the key postmodern traits and study the effectiveness of an implementation model of Balanced Scorecard in leveraging systems-wide resources for sustainable competitive advantage. The model embraces higher-order learning as the winning organizational learning methodology, systemic paradigm as the theoretical basis for competitive advantage, strategy-focused values-based BSC structure as the thematic organizational system to deliver prioritized strategic targets, and soft systems differentiation as the culturally enriched soft technologies for enterprise synergy, alignment and positive motivation.

Diane Dromgold
Director, RNC Global Projects, Australia

Long before project management was a 'position' in corporations Diane was using it to succeed in positions as diverse as Industrial Relations Advocate, Human Resource Director and Asia Pacific Sales and Marketing Director of large international companies.

Diane has worked on projects in Australia, Mexico, Canada, The Philippines, Hong Kong, Singapore, New Zealand, USA, The Netherlands and England.

Diane runs RNC Global Projects and since 1999 she and her team have delivered projects in IT, network implementation, biotech product development, manufacturing, logistics, HR, marketing and retail.

Diane developed and uses a method of project management that is a leap forward from where the body of knowledge sits today. Diane's method concentrates on achieving the result required of a project and ensuring all the resources are ready willing and able.

In this paper Diane will outline her unique approach.

Diane no longer calls herself a project manager….she calls herself a project deliverer.

Re-adjusting Project Management Fundamentals

Diane Dromgold

It's a disgrace. Despite all the talk, training and certification, projects are failing at an escalating rate.

In recent years the research and advancements in project management have focused on getting the elements of project management right. They've become so sophisticated there are now specialists in risk, estimation and earned value (to name a few). Big projects often even have a person dedicated to keeping the project plan up to date.

What's wrong? Why isn't it working?

The answer lies in taking a fresh look at the very premise of project management. The aim is to achieve a particular result, and yet we focus on the microelements believing the sum of the parts will equal the whole. Alas it rarely does.'

A fresh look at one of the very pillars of project management reveals that the pillar is unstable. Its been providing a false sense of solidity for too long.

Diane will explore this problem and propose an alternative, which takes the project management and strengthens it so it can be used effectively to deliver the required results.

The proposed approach might just revolutionise project management.

Page intentionally blank

EXECUTIVE PERSPECTIVE – LUNCHEON SPEAKER (DAY 3)

Peter Goldsbury

Coordinator, Tipu Ake Communications Team
Auckland University of Technology, New Zealand

Peter Goldsbury B.E.(Elec) DMS, GDTE, returned to his old primary school and in the last two years the people there have taught him more about change, innovation and leadership than did almost a lifetime in senior engineering, project, management, consulting, educational and organisational development roles. On this workshop, Peter will use video material, presentations, interaction, the Tipu Ake organizational self-assessment questionnaire and powerful stories to share the wisdom of Te Whaiti Nui-a-Toi, largely in the words of its people.

Peter currently works in partnership with the Auckland University of Technology and others to deliver both public and in-house workshops "Managing Projects and Innovation in your Organisation" www.aut.ac.nz/shortcourses/business/projman Clients include many of New Zealand's most innovative organisations in a wide range of private industry and public service sectors.

A Radical Leadership Culture that Transforms Ordinary Projects

Peter Goldsbury

If you do what you've always done, you'll get what you've always got... so if your organisation is seeking exceptional performance from its projects, get radical!

Performance management strategies developed for stable repetitive environments often fall apart in complex project situations. In response our engineering tradition teaches us to deploy project methodologies with linear processes in an attempt to isolate and thus manage our project. Too often we try to micro manage at levels of detail far below the ambient noise levels of our world's environment of complexity, apparent chaos, interconnectedness, intense competition, change, uncertainty and ambiguity.

To prosper in this environment, rather than fighting with it, perhaps we could learn to swim in the turmoil and exploit the rich opportunities it uncovers for us. This presentation will introduce you to a radical organic leadership model that can help organisations, teams and individuals to surf in the turbulence and manage above its noise levels.

The Tipu Ake Lifecycle is all about finding and growing the courage we have within us. It's a cyclic behavioural model that encourages a culture of shared leadership, exceptional teamwork that spans organisational boundaries, intense pro-activity, sustainability, social responsibility and most of all fun. It is compatible with and extends PMBOK thinking beyond the linear domain. It is freely shared on the web at www.tipuake.org.nz and is attracting international interest. It has been recently translated into French.

What can the exceptional performances of a tiny school in an unemployed Maori community in the midst of the New Zealand bush teach us about real world project management? – Come along with an open mind, step outside of the square and find out for yourself.

SPONSORS

Australian Defence Business Review (ADBR)

Australia's most prestigious defence business magazine

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

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

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

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

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

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

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

Australian Institute of Project Management(AIPM)

AUSTRALIAN PERFORMANCE MANAGEMENT ASSOCIATION

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

AIMS AND OBJECTIVES

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

WHO TO CONTACT

President – Mark Martin – austpma_president@austpma.org.au
Exec VP – Mark Ruffell-Hazell - austpma_exec_vp@austpma.org.au
VP Finance – Patrick Weaver - austpma_vp_finance@austpma.org.au
VP Membership – Chris Kharsas - austpma_vp_membership@austpma.org.au
VP Publicity – Meri Duncanson - austpma_vp_publicity@austpma.org.au
ACT Chapter – Kylie Swan - austpma_president_act@austpma.org.au
NSW Chapter – Claude LeComte - austpma_president_nsw@austpma.org.au
VIC Chapter – David Lynnl - austpma_president_vic@austpma.org.au
SA Chapter – Kenn Dolan - austpma_president_sa@austpma.org.au
QLD Chapter – Steve Auhl - austpma_president_qld@austpma.org.au

MEMBERSHIP

What do you get for your membership?

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

Defence Materiel Organisation, Department of Defence

Australian Government

Department of Defence

Defence Materiel

Organisation

Kellogg Brown & Root Pty Ltd

PMI Australian Chapters

Software Engineering Australia

About Software Engineering Australia

Software Engineering Australia (**S**|**E**|**A**|) is a National organisation supported by the Federal Government through the Department of Communications, Information Technology and the Arts, with a mission to improve software acquisition and development capabilities in Australia.

As an objective, independent authority on software engineering capabilities, **S**|**E**|**A**| works collaboratively with the Australian software industry to increase accessibility to the products, services, information and tools needed to help companies identify and achieve their own software improvement goals.

Software Engineering Australia offers executives and IT professionals training courses, workshops and industry briefings Nationally, covering a range of topic areas from Business of Software to Emerging Technologies and Methodologies and Standards. Further to this, **S**|**E**|**A**| also works in collaboration with industry experts to produce a resource journal entitled 'Software'. Internationally recognised, the 'Software' Journal promotes Australian innovations and expertise, case studies and best practice.

Now **S**|**E**|**A**| is turning its focus to better software governance. While it is clear that there is a need for increased awareness of software governance practices at the Board level, **S**|**E**|**A**| sees an even bigger reason for improved software governance: the need to ensure a self-perpetuating, sustainable Software Process Improvement industry for Australia.

At **S**|**E**|**A**| we believe that to improve the industry, it isn't enough to just train software developers to do a better job. Instead, an holistic view and an action plan, that includes the buyers and users of software systems as well as developers, is required. This is how **S**|**E**|**A**| is helping to lift the history of dissatisfaction with software acquisition and improve software capability in Australia. For more information please visit www.seanational.com.au or call us 1300 884 888.

WST Pacific

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

The company is the exclusive distributor of the Welcom suite of project management products which include:

- **WelcomHome®:** a web-based project portal and collaboration tool that allows all project participants to collaborate and share information through a common interface. WelcomHome provides a single portal to multiple applications, including:

  - schedule integration with Microsoft Project 98/2000/2002® and Open Plan
  - custom integration with other systems through Dataviews

  WelcomHome is both customisable and extendable, allowing companies to create collaborative project portals that reflect the unique way they manage projects.

- **Open Plan®:** an enterprise project management system that substantially improves an organisation's ability to complete multiple projects on time and on budget. With multi-project analysis, critical path planning and resource management, Open Plan offers the power and flexibility to serve the differing needs of business, resource and project managers

- **Cobra®:** a powerful system for managing project costs, measuring earned value, and analysing budgets, actuals, and forecasts. It offers seamless integration with leading scheduling tools and unmatched flexibility to meet even the most exacting cost management requirements, such as the rigorous EVMS standard required by various governments around the world..

As well as the Welcom product range, WST Pacific also distributes HMS Software's **TimeControl®** and C/S Solution's **wInsight®**.

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

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

Page intentionally blank

EXHIBITORS

Australian Defence Business Review (ADBR)

Australia's most prestigious defence business magazine

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

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

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

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

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

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

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

AUSTRALIAN PERFORMANCE MANAGEMENT ASSOCIATION

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

AIMS AND OBJECTIVES

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

WHO TO CONTACT

President – Mark Martin – austpma_president@austpma.org.au
Exec VP – Mark Ruffell-Hazell - austpma_exec_vp@austpma.org.au
VP Finance – Patrick Weaver - austpma_vp_finance@austpma.org.au
VP Membership – Chris Kharsas - austpma_vp_membership@austpma.org.au
VP Publicity – Meri Duncanson - austpma_vp_publicity@austpma.org.au
ACT Chapter – Kylie Swan - austpma_president_act@austpma.org.au
NSW Chapter – Claude LeComte - austpma_president_nsw@austpma.org.au
VIC Chapter – David Lynnl - austpma_president_vic@austpma.org.au
SA Chapter – Kenn Dolan - austpma_president_sa@austpma.org.au
QLD Chapter – Steve Auhl - austpma_president_qld@austpma.org.au

MEMBERSHIP

What do you get for your membership?

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

Cincom

Over 35 years ago, Cincom Systems was established to provide systems software to business. Cincom was the first company to develop a stand-alone database solution, the first to introduce software support desks and a host of other 'firsts'.

Today Cincom provides solutions from data integration, application development, enterprise solutions, knowledge application solutions through to document production and customer relationship management, with over 5000 customers in over 90 countries.

Cincom was one of the first software companies to establish an office in Australia and has been a supplier to Government and many well known Australian companies in some cases for over 20 years.

Cincom's customers' success has been Cincom's success. We have been part of transforming an organisation's operations wherever Cincom were used. This success is due to the vast experience that the team at Cincom has built up in assisting their customers design, develop, install, implement, educate and transform their business systems, their processes and their performance.

With this background, we have been able to provide our customers with significant improvement in their business performance using the tools and techniques that have been developed over decades.

Cincom Services can offer advice and guidance in improving information visibility, integration of data and systems, deployment of expert knowledge, understanding business processes, requirements definition, project management, education and implementation in all spheres of IT service.

Our 35 years of experience at your service.

CPM-PMI / PMI Australian Chapters

Ferguson Project Management Services Pty Ltd (FPMS)

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 recognized 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 OGC (CCTA) accredited PRINCE2 training organization (ATO) and registered consultancy. This accreditation for both consulting and training enables us to provide you with a full range of support servicing 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.

FPMS have Standing Offer with the Department of Defence to provide PRINCE2 and PMM training and consulting services.
FPMS is a member of the Panel of Training Providers to the Australian Customs Service.

Our 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

Software Engineering Australia

About Software Engineering Australia

Software Engineering Australia (**S**|**E**|**A**|) is a National organisation supported by the Federal Government through the Department of Communications, Information Technology and the Arts, with a mission to improve software acquisition and development capabilities in Australia.

As an objective, independent authority on software engineering capabilities, **S**|**E**|**A**| works collaboratively with the Australian software industry to increase accessibility to the products, services, information and tools needed to help companies identify and achieve their own software improvement goals.

Software Engineering Australia offers executives and IT professionals training courses, workshops and industry briefings Nationally, covering a range of topic areas from Business of Software to Emerging Technologies and Methodologies and Standards. Further to this, **S**|**E**|**A**| also works in collaboration with industry experts to produce a resource journal entitled 'Software'. Internationally recognised, the 'Software' Journal promotes Australian innovations and expertise, case studies and best practice.

Now **S**|**E**|**A**| is turning its focus to better software governance. While it is clear that there is a need for increased awareness of software governance practices at the Board level, **S**|**E**|**A**| sees an even bigger reason for improved software governance: the need to ensure a self-perpetuating, sustainable Software Process Improvement industry for Australia.

At **S**|**E**|**A**| we believe that to improve the industry, it isn't enough to just train software developers to do a better job. Instead, an holistic view and an action plan, that includes the buyers and users of software systems as well as developers, is required. This is how **S**|**E**|**A**| is helping to lift the history of dissatisfaction with software acquisition and improve software capability in Australia. For more information please visit www.seanational.com.au or call us 1300 884 888.

Can you manage ***everything*** you have to do – in your head?

The Future of Team and Task Management

Cost effective web enabled software for collaborative Task & Team coordination

Free Online Trial
@
www.taskey.com

Ph: (02) 6296 1150
Email: info@taskey.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 the company's project management industry knowledge together with the technical skills of a commercial application author, WST Pacific has the knowledge and professional experience to deliver solutions that meet current and future needs.

The company is the exclusive distributor of the Welcom suite of project management products which include:

- **WelcomHome®:** a web-based project portal and collaboration tool that allows all project participants to collaborate and share information through a common interface. WelcomHome provides a single portal to multiple applications, including:

  - schedule integration with Microsoft Project 98/2000/2002® and Open Plan
  - custom integration with other systems through Dataviews

  WelcomHome is both customisable and extendable, allowing companies to create collaborative project portals that reflect the unique way they manage projects.

- **Open Plan®:** an enterprise project management system that substantially improves an organisation's ability to complete multiple projects on time and on budget. With multi-project analysis, critical path planning and resource management, Open Plan offers the power and flexibility to serve the differing needs of business, resource and project managers

- **Cobra®:** a powerful system for managing project costs, measuring earned value, and analysing budgets, actuals, and forecasts. It offers seamless integration with leading scheduling tools and unmatched flexibility to meet even the most exacting cost management requirements, such as the rigorous EVMS standard required by various governments around the world..

As well as the Welcom product range, WST Pacific also distributes HMS Software's **TimeControl®** and C/S Solution's **wInsight®**.

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

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

Xylogy Pty Ltd

Xylogy was founded in 1999 by Simon Wild and Jim McLean.
Both had been responsible for the management and execution of IT projects in Australia, Europe and North America. From experience they had found, that although there were many individual tools that supported various aspects of managing these projects, there was no single system that provided reliable, consistent and timely information that could be used by senior management to steer projects.
Xylogy was set-up with the aim of addressing this problem.
The need was to:

1. **Provide measurements and metrics for use by all levels of management that were be based on as broader understanding of the project as possible.** Much broader measures are needed than just time and cost. For example, are all the projects goals covered by requirements, do some requirements not contribute to goals, are requirements changing over the life of the project, at what rate are issues being closed versus being opened, etc?
2. **Allow everyone to have access to all relevant information and have a consistent and current view of what was happening.** All too often one person has one copy of a document while a second has another version. For example, the contractor is using one version of the specifications while the client is using another.
3. **Know how things are change over time.** Most important management information is about understanding trends over time. For example, are more and more critical issues arising and not getting closed?
4. **Understand what depends on what and what and what was the impact.** For example if a change is requested against a requirement, what will be the impact on the acceptance criteria, schedule and the cost of the project?
5. **Allow people to perform various project activities using a consistent process, without the process being onerous.** Ideally the person should not even be aware they are following the process, they should be guided by the system.

The problem with current approaches is that project information is kept in a combination of disjoint tools and locations. For example, project schedules have been kept in project management systems, minutes of review meetings in word processing documents, issues in an issues database, project objectives, goals, requirements, acceptance plans, etc in word processing documents. This information is maintained and kept by different people, and is poorly integrated. Changes to one piece of information are not reflected elsewhere. The result is that by the end of a project the hard kept project documentation tends to be at best inconsistent and at worst irrelevant. Further, few consistent and reliable metrics for measuring and managing project progress have been generated along the way.

Solving the above problem required the development of a new approach and some unique technology.
The Xylogy technology is based on a temporal (time based) object database that has been developed in a combination of java and XML providing both internet accessibility and therefore the ability to share information.
This approach has proven to be relevant to a wide range of projects. Xylogy working with partners is now supporting projects in disciplines as diverse as defence (Raytheon Australia), utilities (Sydney Water) and transport (Sydney Airport Corporation Limited).
Xylogy was originally funded by a combination of government funding through the BITS program and private investment, from here it has worked with commercial partners to further develop the product. Recently Beacon IT has made a major investment in Xylogy and is also acting as its distributor.

For more information about Xylogy, Please come and visit us out our stand.

Notes

Notes

Notes

RETURN TO INDEX