

PMI WA-Chapter Newsletter

April 2009

Volume 2009, April Issue

Special Point of Interest!!

Projects-in-Action Program 2009

Leadership in Project Management will be held on Tuesday, 14th of April, 2009.

Ighsaan Davids will facilitate this workshop.

For further information, please go to <http://www.wapmi.org.au/education/index.php#pia>

Clinton in't Veld, PMP
Education Director
PMI WA-Chapter

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Our President's Remarks

Dear Members and Friends,

Outcomes of the Strategic Planning Day

Saturday 7th March saw the Board hold its annual Strategic Planning Day.

During a series of structured workshop sessions, Board Members considered the vision and future direction for the PMI WA-Chapter.

A key input to this process was the feedback provided by you, the Members, in the recent Membership Survey. Thank you to all Members who responded to the Survey. It gave a very constructive and useful insight into a number of areas – both strategic and operational.

Topics included:

- How the WA-Chapter will be impacted by various pressures over the next three years.
- What the pressures are and what they mean for both the organisation and the membership.
- What success means for the WA-Chapter from Members, parent PMI, the Board, and external market/stakeholders' points of view; and
- What the WA-Chapter needs to do to realise this success.

Areas we will be concentrating on are:

- Extending our service delivery throughout WA, for example using webinars, and proving a knowledge base
- Entry to new markets, including enhancing recognition of the PMI brand. We'll be concentrating on raising the

PMI profile amongst Students; Corporate and Government; Alliances with other organisations; C-Level program directors; and, the soon to be established National PMI office.

- Membership retention and attraction: Improved communications with Members; Maintaining an interesting and relevant program of Chapter meetings and other events; Providing support for job seekers; 'Peership' (we created a new word) events – meetings and events targeted at specific groups of membership, e.g., program directors, students, specific interest groups.
- Sustainable business model: Ensuring that we continue to be financially viable; Improving back office services; Increasing volunteer participation and inclusion; Improving the website; Promoting professional standards; and, Increasing Board capability and leadership development.

It's pleasing to see that the WA-Chapter is continuing to grow, and these initiatives are designed to ensure that the services provided to our Members continue to meet their needs as well as the increased demand.

As always, I and my colleagues on the Board welcome your comments, suggestions and support in delivering these services.

Nigel Rarp, PMP
President
PMI WA-Chapter

PMOTY/ DC



2009 Project Manager of the Year (PMOTY) and the Distinguished Contribution (DC) Awards

The annual PMOTY & DC Awards for 2009 will be held in Canberra on 11-August-2009 as part of PMOz 2009 and we will be seeking nominations from the best of the best.

So do you know the best Project Manager in Australia? Perhaps it is you!

Or do you know someone who has made outstanding contributions towards advancement of project management as a profession?

Nominations for these awards will open shortly and more information will follow.

In the meantime you may want to start considering nominating yourself or someone who you believe should win these prestigious awards.

Please contact Ramesh Chandra on 0407 709 190 or ramesh@grapevine.com.au for more information.



Well Planned Is Half Complete

This Article:

The Four Golden Rules of Project Planning and of Project Implementation

Pearls of Wisdom from many years ago:

Failing to Plan, is Planning to Fail

Plan the Work, and Work the Plan.

- Do you work in an environment where undertaking multi-projects is an everyday occurrence?
- Does your team continue to make the same project execution mistakes?
- Is there a lack of consistency regarding how projects are being planned?
- Are these problems giving you, and your project managers, ulcers?

If the answer to any of the above questions is yes, then read on:

The market-driven need to incorporate more complex technology into projects, while reducing costs and schedule, combined with organisational change, makes effective project planning incorporating scope definition, clarification of roles and responsibilities, risk identification and classification, absolutely imperative.

Planning highlights the importance of scope definition and its direct impact on project success. Too often, communication breakdowns between primary stakeholders, along with poorly defined objectives, result in projects that fall short of their costs, schedule, and organisational goals. It is certainly apparent that all parties affected by projects no matter what their complexity or budget, should and can benefit from the importance of planning.

As defined by the Project Management Institute (PMI®), scope definition, to me, the most important element of planning, occurs early in the project lifecycle when major project deliverables are decomposed into smaller, more manageable components in order to provide better project control. The scope and subsequent project plan is a detailed formulation of a continuous and systematic strategy to be used during the execution phase of the project. Success during the execution phase of the project is highly dependent upon the level of effort and accuracy of scoping and planning in the start-up phase of the project.

Inadequate scope definition and planning can and does lead to changes that will delay the project deliverables, causing massive amounts of rework, disrupt project rhythm, and lower the productivity and moral of the project team. Previous research has shown that increased levels of scope definition and project planning greatly improves the accuracy of project deliverables, reduces cost, eliminates rework, and significantly improves the relationship between all internal and external stakeholders.

Specifically, research by CII (Griffith and Gibson 1995, Hackney 1992, King et al. 1994, Merrow 1988 and Merrow et al. 1981) investigated the importance of the planning effort on major projects and its influence on project success. The research concluded that higher levels of pre-project planning effort can result in significant cost and schedule savings. In particular this research effort studied 53 capital facility projects: 17 of which had been executed with a high level of project planning effort; 18 with medium level of pre-project planning; and, 18 with low levels of pre-project planning effort. The results, with high levels of project planning effort, were as follows:

- 20% cost savings
- 39% schedule savings

In my experience of scoping and planning projects, I can say without a shadow of a doubt, that the time spent in the pre-project execution phase of planning has had a direct impact on the many successes achieved on these projects. There seems to be a perception that there is no time to plan and that planning is only relevant for complex and multi-million projects. This is not true at all, as planning does not have to be a long-winded exercise, in my experience projects of any kind can be scoped and planned in no more than three days.

The time spent planning should and does pay for itself many times over due to the following reasons:

- Business reasons for the project are clear
- Project description and objectives are concise and crystal clear
- Standardised terminology increases communication and deliverables
- Rating of completeness is agreed and measurable
- Risk assessment, actions and responsibility to manage risk, is clarified and agreed
- Prediction of escalation is determined and agreed upon
- Project governance rules are defined and enforcing responsibility agreed
- Reconciliation of differences using a common basis for evaluation is crisp and clear
- Cross-training and upskilling is enhanced and facilitated due to the cross-functional nature and definition of team member responsibilities
- Benchmarking for best practice and future predictability is enhanced
- Parties and project being impacted are identified and planned for
- Concerns and expectations are voiced and planned for

It is my firm belief that the planning disciplines and the tremendous benefits that it brings, are suitable for any industry sector, whether that industry is in retail, petrochemical, pharmaceutical, banking, mining, information technology, or education.

The golden rules of project planning are:

- People support what they create
- Planning involves everyone in the team
- Commitment to project goals and plans is due to comprehension of scope and plans
- Empowerment of the project team can only happen if bullets one and two above are facilitated during the pre-execution of a project.

Clinton in't Veld, PMP
Education Director

Projects-in-Action Series: Returns for 2009 !

Confirmed PIA 2009 Schedule (more to come !!)

Tues, 14 Apr:
Leadership in
Project Management

Fri, 22 May:
Building High
Performing Project
Teams

Thurs, 18 Jun:
MS-Project 2007 –
Tools, Tricks and
Tips

The PMI Western Australia Chapter is once again pleased to bring you the Projects-in-Action (PIA) series. This series is designed to provide project managers and others with an ongoing program of training and education seminars to assist with their project management knowledge whilst engaging with fellow project managers.

Projects-in-Action is a learning, development and networking platform, that provides our valued PMI WA members and non-members alike, with a unique opportunity of sharpening their project management tools and techniques, by leveraging the learning's, development, and experiences of those who have "Been There; Done That" and have the T-Shirts to 'prove it.'

Since 2006, the PIA program has been providing a vital service to our Members, in their quest to build or enhance their competencies in project management.

The sessions are always 8.45AM for a 9.00AM start (finish 12.30PM) at Seasons of Perth, 37 Pier St, Perth, with a coffee break mid-way. PMPs can earn 3 PDUs.

The first PIA for 2009 is coming on 14 April (Tuesday) and is all about "Leadership in Project Management."

If project leaders and their teams adopt the right strategies and techniques, the current business climate presents more than its share of opportunity. Managing change, and using project management to manage challenges such as a severe talent shortage, compressed schedules and sprawling supply change, leadership in projects has become more challenging. Professionals in project management and other professions who embody the most essential leadership attributes, balance, instinct, inspiration, respect, perseverance, and agility can make a quantum leap in project leadership.

This workshop will cover the following:

- Leadership Characteristics of a Great Project Manager
- Leadership Best Practices for Project Managers
- Morphing from being a technocrat to a Project Leader
- Bringing the best out of a Project Team

Fees: \$110 PMI WA Chapter members; \$165 non-members

Register and pay online:
<http://www.wapmi.org.au/education/index.php>

Enquiries to
admin@wapmi.org.au

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PMI WA-Chapter

"Short Takes"

PM-Oz

WA Archive

Unwanted Magazines

Short Takes: **PM-Oz**, **WA Archive**, **Unwanted Magazines**

The Second PMI Australia National Conference will take place 10 – 12 August 2009 at the National Convention Centre, Canberra, ACT. PMOz, the leading conference for Portfolio, Program and Project Management, will incorporate the PMI Australia National Conference. As the Association Partner of PMOz, the APC invites you to be involved in this national event as a delegate, presenter or through sponsorship. The Australian PMI Chapters and the organizers of PMOz are committed to advancing Project Management skills across all industries.

As a PMI member you receive discounted member registration rates and are eligible to claim PDUs. The conference theme "Projects Sustaining the Future", please visit www.pmoz.com.au. We look forward to seeing you there.

Did you know that we have Chapter Meeting presentations available for viewing on our website?

If you missed the March Chapter Meeting, or you are interested in reading through the presentation on Delivering Predictable Project Outcomes, please browse to our "Meeting Archive" page on the Chapter website at <http://www.wapmi.org.au/archive/archive.htm>

CALL TO ACTION
REMEMBER,
please, WA PMI members and Friends of WA PMI ... to bring along to the April 8 meeting all recent magazines you no longer need.

These will be donated to Royal Perth Hospital.

Project Management
Institute,
**Western
Australia
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AUSTRALIA



The Western Australia Chapter of the Project Management Institute (PMI®) was established in December 2001 as a not-for-profit Australian organisation.

PMI is the largest international professional organisation for the project management profession and is well known for its international defacto standard publication called the "Guide to the Project Management Body of Knowledge" (PMBOK®).

The WA Chapter's vision is "To be the leader in promoting Project Management best practice, professional development, and standards in Western Australia."

www.wapmi.org.au

Member contributions welcome.

Please contact the Editor at: communications@wapmi.org.au

Errors and omissions to communications@wapmi.org.au

Herman Veltkamp, PMP
Communications Director

Building professionalism in project management.™

Project Management Institute

PMI WA-Chapter On-line Survey 2009

The 2009 PMI WA-Chapter survey received a very good participation level with 145 members taking time to give the Board valuable feedback.

The information gathered will enable us to build improved service offerings to members.

Questions were direct and closed attracting very simple answers and then of course there were the questions allowing statements, improvements and suggestions.

There are a few areas that the Board needs to address quickly, those specifics will be discussed at the Board meeting in April and plans put in place to resolve or improve.

In conjunction with the strategic planning day in March, there are now many new initiatives or just activities that need support to improve member satisfaction and service.

You are all aware the WA PMI is a "not-for-profit" group and all the current Board members offer voluntary time to the group.

The initiatives we will be rolling out during 2009/2010 will require a lot more effort than the current team could manage in personal time, therefore, in the coming weeks and months the Board will be looking for support from current or potential members in following through the plans.

The survey results suggest that there are many members who would find time to support the group, if you would like to offer your time whether it be a little or lot, please email Chris Rowlands.

Comments were made about the types of events being held and the information you would like to see either at Chapter meetings or PIA events.

The Events Director is looking for willing Presenters for Chapter meetings and as such would welcome Members to come forward with support for Chapter meetings, suggestions of contacts, or simply offers to conduct a presentation shown in the survey results.

Specifics are Case Studies, Lessons Learned, Real-life Stories, War Stories, Risk Management, PMBoK vs. PRINCE-2, Leadership, People Management, and Earned Value management / Project Controls.

If you missed out on the survey, your constructive comments are always welcome: in an email to the Board Directors; or, in person at a Chapter event.

Chris Rowlands
Membership Director
PMI WA-Chapter