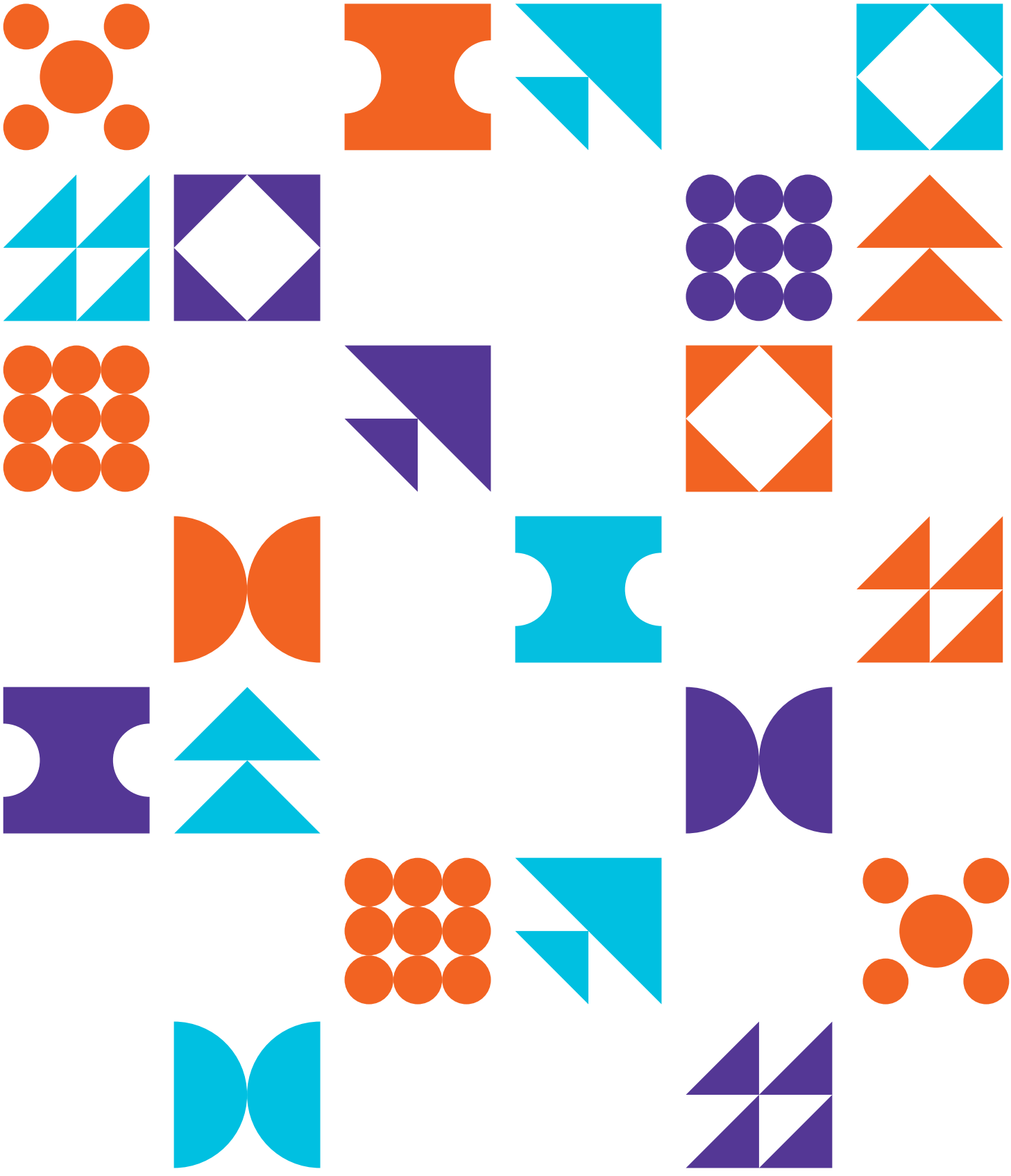

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Sydney, Australia

THE CRITICAL PATH

December 2019

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December 2019

Table of Content

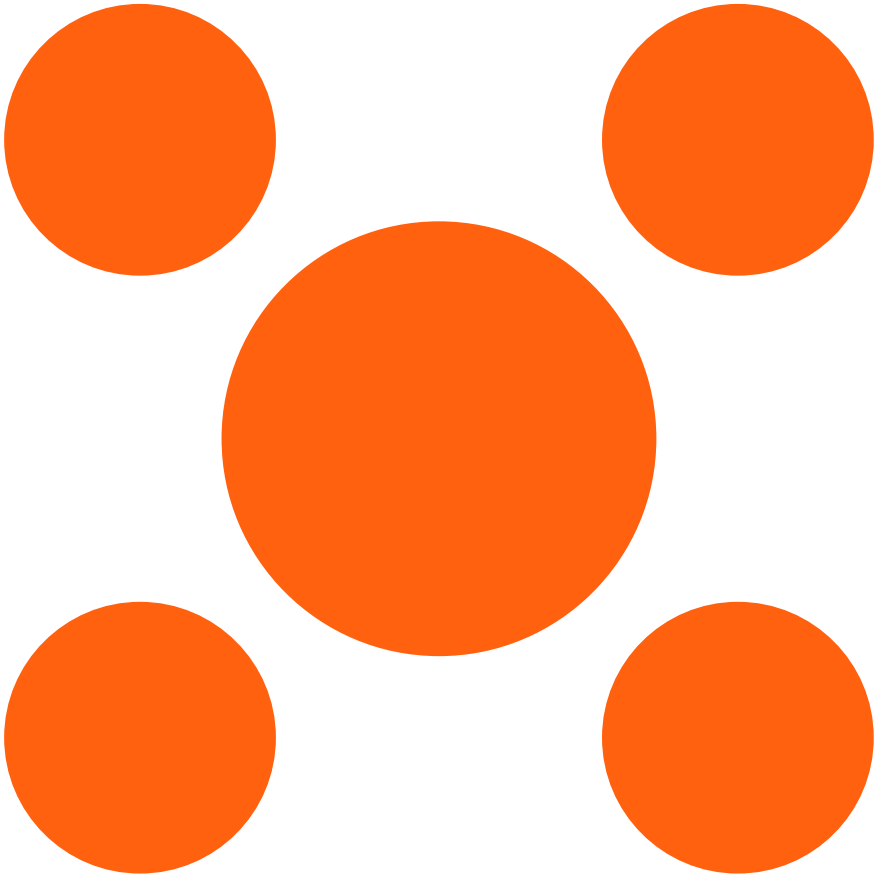
MESSAGE FROM THE PRESIDENT.....2
NEW PMI BRAND.....4
EARLY ADOPTERS PROGRAM.....6
PMI LEADERSHIP INSTITUTE MEETING 2019.....7
PROJECT MANAGEMENT MARKET UPDATE.....10
THE OWNERSHIP OF ORGANISATIONAL INOVATION.....14
PROJECT AND PRODUCT MANAGEMENT.....17
PMDoS 2019.....20
INTEGRATED PMO SOLUTIONS AND SERVICES....24
LACK OF RESOURCES IN PROJECTS.....27
HOW TO DEVELOP FUTURE PROJECT MANAGERS.....31
PMI SYDNEY MENTORING PROGRAM.....33
BOARD OF DIRECTORS.....37

Message from the President of PMI Sydney Chapter

"Individual commitment to a group effort- that is what makes a team work, a company work, a society work, a civilization work."
Vince Lombardi

It is that time of the year again, time to celebrate achievements, time to say goodbye to the current board and welcome a new chapter leadership team. The last 6 months have been filled with excitement and complexities of what it means to be part of a volunteering leadership team. There have been many changes in the PMI Sydney Chapter board composition, and while it saddens me to see some of the board leaders making different volunteering choices, it is delighting to witness great individual commitment to a group effort from those leaders who are currently serving the chapter membership.

It is often said that change is the only constant in life. Yet we are notoriously predisposed to resist change. Whenever, change happens it is incredibly important to understand the good, the bad and the ugly and be realistic about the lessons one can learn and immediately apply, so here is what has been happening at the chapter and what I have learned.



TEAMWORK

There is no 'i' in LEADER, there is Loyalty, Engagement, Amicability, Determination, Enthusiasm and Resilience. The PMI Sydney Chapter board members currently composed of Julia Checchia (President), Gordon Bartlet (interim Secretary), Sandra Vaz (Treasurer), Gian Bortuluzzi (Marketing and Communications), Hammam (Marshall) Alkouz (Membership and interim Professional Development), Phil Redding (Events), Gaurav Wadekar (Volunteering, Academic Outreach and PMIEF Liaison) and Sean Ryan (Technology) are working as LEADERs. Each and every one of the board members have been doing a terrific job volunteering their heart and soul to ensure the chapter continue to empower project people by connecting them to project talent. Since the leadership changes, the chapter formed a legal subcommittee to review the bylaws, policies and procedures to ensure, as an association we are consistent with local laws while aligned with a global perspective from which we draw expertise for the profession we are so passionate about.

Since June we have delivered at least 2 events a month, have attracted 300 new members, totalling to 515 new members for the year, have kept 70% membership retention, have delivered at least 1 professional course a month, worked on revamping our mentoring program, delivered the Career Day, the Project Management Day of Service in collaboration with IIBA, Humanity in Business, Communiteer, Atlassian, University of Wollongong, Asia Pacific International College and Exterteq whereby over 100 professionals, 800 professional hours, helped 17 charities to develop a community initiative implementation plan.

We have also revamped our website look and feel and connected hundreds of professionals through social media or on face to face events. We have also kept a very healthy bank account and re-energised our sponsorship agreements with M&T and Paxus.

The Nominations Committee have completed the election process for the 2020-2021 PMI Sydney Chapter board leadership, with Ben Howell, the 2020-2021 elected President, joined by the 2020-2021 elected directors Courtney Condren, Omer Iqbal and Sean Ryan and the 2019-2020 elected executives and directors Sandra Vaz (Treasurer), Gian Bortuluzzi, Gaurav Wadekar, Hammam (Marshall) Alkouz, to decide the 2020 board composition. The transition starts in November 2019 and goes up to February 2020.

We had challenges and dealt with them to the best of our volunteering ability whilst maintaining the usual quality of offered services. We welcome your input at all times via surveys, informally via an email or a phone call, face to face during our AGM or in any chapter networking opportunity. The chapter board is committed to bring together project professionals who are interested to grow, to learn, to collaborate and above all to be part of a community who wants to practice project management for good, project management for change. I can safely express on behalf of the board that we are determined to keep involved, keep collaborating and keep embracing the changes with enthusiasm, adaptability and agility. Hope you are too.

Julia Checchia
President
PMI Sydney Chapter

When the Project Management Institute was founded 50 years ago, project management wasn't a thing yet, it was a small group of people talking about new tools, and processes that were changing the way work was being done. Our founders had the foresight to create an organisation that would help people deliver results as their work changed. We are carrying on that vision with our new brand.

We are planting a flag in the future as ways of working continue to change. PM's Value Delivery Landscape encompasses all of what we do today, all of the new offerings and knowledge we now have through our friends at Disciplined Agile and Flex, and is broad enough to keep us relevant through whatever is next, whether that's citizen developer, low code/no code, quantum computing, or something completely new that will emerge as we continue to integrate technology into our ways of working.

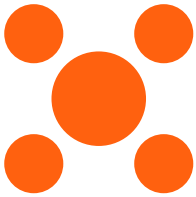
Our PMI Board of Directors (Global) asked for a brand refresh that would position PMI for its next decades of leadership as we strengthen society, enable organisations and empower individuals to turn ideas into reality. We gathered input and feedback from hundreds of stakeholders, including members, certified professionals, executives and volunteers, through surveys, focus groups, and online collaboration forums. We gathered insight from our research and combined these to land on the new brand personality, position and identity you see now.

SYMBOLS

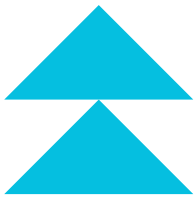
There are 10 unique symbols that make up the language of **The Project Economy**, eight of them are available for use by everyone in the PMI brand ecosystem.
These symbols create a consistent design language that represent some of the characteristics needed to be successful in the future. Over time, as we use them in our communications, these symbols will help shape and define The Project Economy, and demonstrate PMI's authority and leadership in this space.

COLLABORATION
We can't do it alone. Whether it's partnering with a colleague, client, company or non-profit organisation, each of us brings something unique to the table. And we are made stronger when we work together.

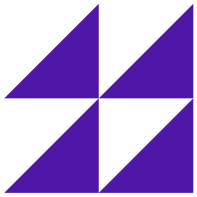
DETERMINATION
Sometimes projects go according to plan. Most of the time, not. Perseverance is needed to complete any project and successfully deliver outcomes that make a difference in the world.



TEAMWORK
Projects are delivered by people, but winning projects are delivered by teams. Project delivery relies on team players and people who contribute added value to any project, making the team stronger.

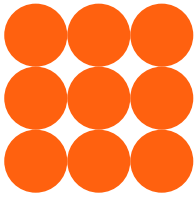


GROWTH
Change and transformation, while at times unfamiliar, spur progress. Whether it's skill development or organizational expansion, growth brings new opportunities into our economy - and contributes to the greater good.



INNOVATION
New ideas. New products. New methods. Constant transformation is what helps us tackle new problems and find fresh solutions. We know that the world isn't one-size-fits-all. We bring new takes on everyday things to constantly move forward and make life better across the world.

OUTCOME
We celebrate not just the process, but the positive impact that projects around the world make on society. We're changing the world - for the better - one project at a time.



COMMUNITY
The people that are part of our world make it what it is today. Our community is one of our most valuable assets. We celebrate it and keep it going by welcoming all who wish to join us to make the world a better place.

VISION
This can mean being unconventional. It can mean coming up with new ideas to solve new challenges. It's about perspective, seeing the big picture, and the ability to create solutions for now that are sustainable for generations to come.

PMI Sydney Chapter, Early Adopters Program

PMI Sydney Chapter had been accepted to be part of the Early Adopters Program which consisted in having exclusive access to all new branding materials before the official launch to public in October 5th. The marketing and technology teams collaborated to update the website style and used this opportunity to also improve some of the content. As of December, the new PMI visual identity has been fully implemented within Sydney Chapter.

Worldwide Chapters selected:

PMI Delaware Valley Chapter
PMI Sydney, Australia Chapter
PMI Mongolia Chapter
PMI Chicagoland Chapter
PMI Bangalore India Chapter
PMI Western Australia Chapter
PMI Central Italy Chapter
PMI France Chapter
PMI Budapest, Hungarian Chapter
PMI Madrid, Spain Chapter
PMI Northern Italy Chapter
PMI Southern Germany Chapter
PMI United Kingdom Chapter
PMI Nuevo Cuyo, Argentina Chapter
PMI Singapore Chapter
PMI Canada's Technology Triangle Chapter
PMI Houston Chapter
PMI Columbus Georgia Chapter
PMI Inland Northwest Chapter
PMI Malaysia Chapter
PMI Montreal Chapter
PMI Olympia Chapter
PMI Rio Grande do Sul Chapter
PMI Poland Chapter
PMI South Africa Chapter
PMI Zimbabwe Chapter

PMI Leadership Institute Meeting 2019, Philadelphia

What an amazing event!
As a newly elected Board Member, I had the opportunity to represent PMI Sydney Chapter at the PMI Leadership Institute Meeting (LIM) and Conference 2019 this October in Philadelphia.

This event is highly recommended for new PMI chapter leaders early on in their volunteering journey. The LIM offers educational sessions with a focus on PMI institutional knowledge, association governance, leadership development and other important information relevant to the chapter operations. Every year during the LIM, key PMI updates and special announcements are shared with the chapter; for example, the new PMI brand was announced and made public at this event. Among all the interesting sessions and discussions that I have took part in, I want to share with you 3 selected takeaways that really resonated with me and would like you to reflect on as well.

"I got a guy"

The PMI Leadership Institute Meeting and Conference is also a fantastic opportunity to learn from both new and seasoned leaders from all around the world. For example, I had a deep conversation with Félix Valdez, founder and first President of the PMI Lima, Peru Chapter in 1999, who has been attending the LIM regularly every year and has seen his Chapter grow since its inception. Félix and many others I met believe that the project community is not a trend and will never come to an end, also that people involved with PMI are part of an enlarged family.

"I got a guy" was a clever expression extensively used during many of the seminars to prove and remind us that great things can be achieved together by connecting with the PMI community around the globe. PMI is the place with many leaders (guys and girls!) that can do you a favour, help you on a tough challenge or even open a door to a job opportunity. Bringing back this concept to Sydney Chapter, it is our leadership imperative to grow a bound local community and offer networking opportunities through morning and evening events, meetups and special chapter events. Please engage with our members and reach out to who you would like to have a conversation with - you got a guy.

with Sunil Prashara

"One Stop Shop"

A special thank goes to two strong and foresighted leaders, the PMI CEO Sunil Prashara and the Chairman Randy Black, who inspired a large crowd of professionals to embrace the Project Economy concept. Todays' work is founded on flexibility, agility and transformation and PMI is determined to accommodate these new ways of working in the project community and ecosystem.
Sunil envisions PMI in becoming a one-stop-shop for project management in the next 50 years; he compared the future PMI to a Wikipedia for project management, where the community can share, collaborate and learn from leaders and across different regions globally. Sunil has also delivered an inspiring speech about becoming a more data driven organisation which again, will serve as a source of project related information to all PMI members and non-members.

A large emphasis was put on the fact that PMI is evolving from referring to a project manager as just a manager. Leadership is the key element to be able to deliver impact in this new world, the Project Economy; the new project manager will have to deliver value through influence rather than command and control. It is PMI mission to develop enhanced project managers who can deliver value with their leadership. To support the evolution of PMI into the one-stop-shop, Sunil has shared

with Jim Snyder

with Annie Sheehan, Robyn Antill, Lyn Windsor, Yannick Arekion, Natalya Towson , Galen Towson

his focus on creating a new organizational design which will introduce three core functional areas: Strategy & Growth, Customer & Operations and Support Services.

"Curiosity is the spark, exploration is the fire"

Adam Steltzner, successful Chief Engineer at NASA, was the keynote speaker on day one and his presentation was titled "The Right Kind of Crazy", referring to a particular type of leader. I have been developing new products and managing innovation projects for many years, so when Adam enunciated that quote, it really struck to my heart. I could not agree more with the fact that curiosity is the key element to successful problem solving and exploration just exploits that curiosity and deepens the critical thinking around a challenge.

Curiosity can be seen as a negative characteristic in the work place, where efficiency, automation and completing work more quickly can be the primary focus in many organisations; on the contrary, curiosity is actually a very positive trait that project managers should embrace and promote in business to innovate and transform. Adam also shared with the fully engaged crowd the curiosity-based decision-making concept and how it can make organisations more competitive:

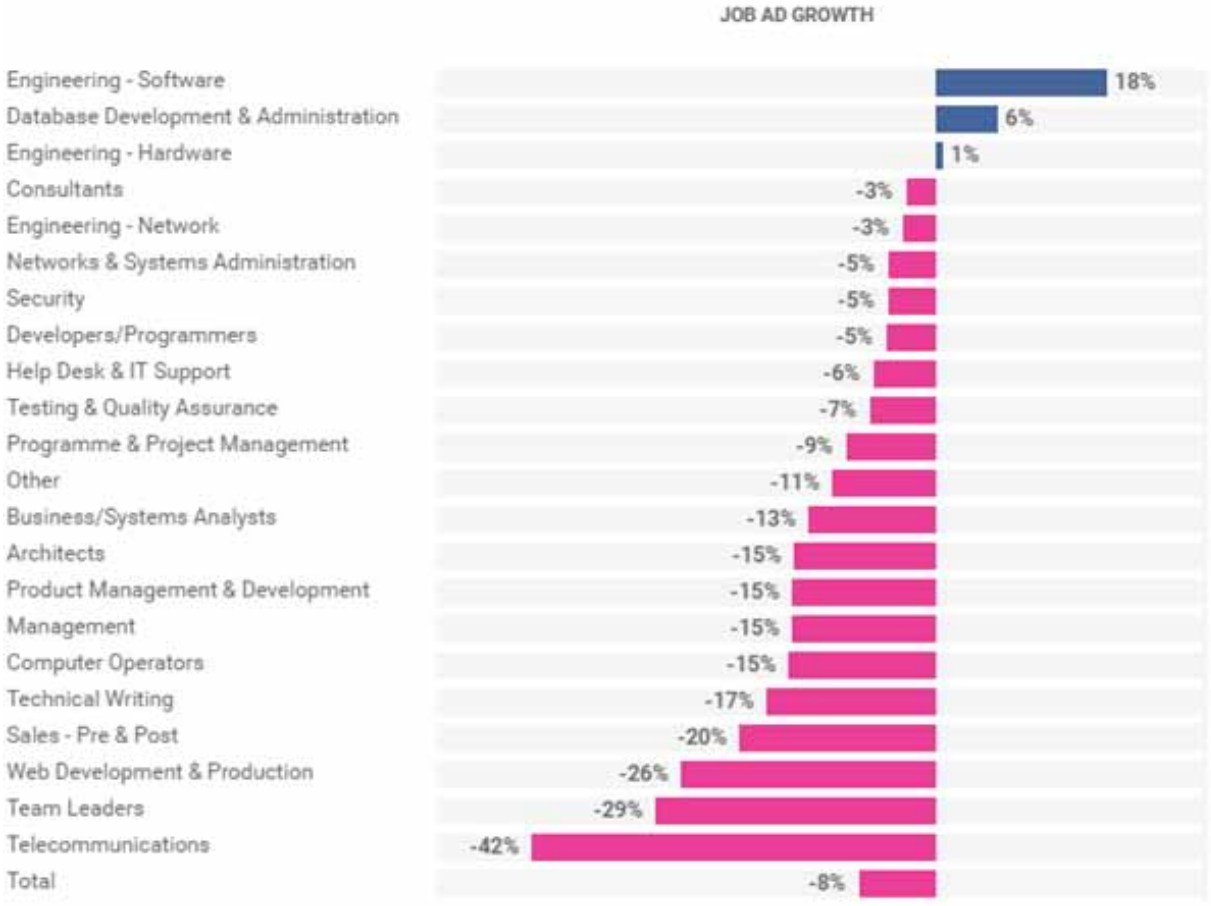
- Enabling to look at alternatives
- Use of creativity to view tough situations differently
- Reducing group conflict by considering a situation from other people's perspective (which is related to the emotional intelligence topic)

Gianluigi Bortoluzzi
Director of Marketing and Communications
PMI Sydney Chapter

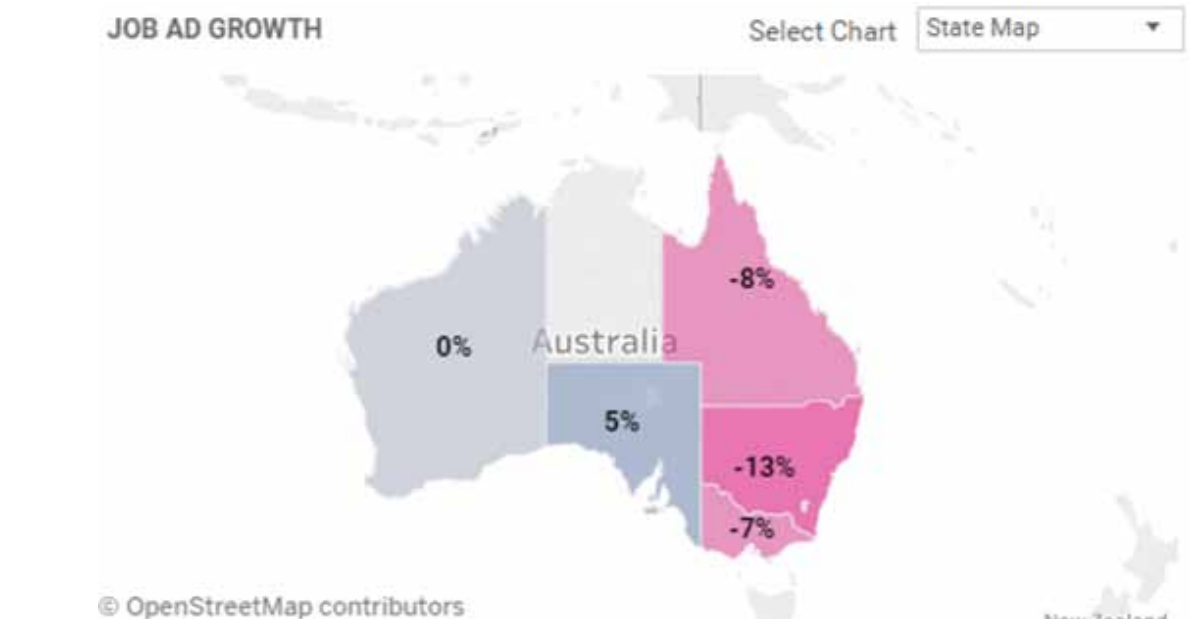
Market Challenges but Opportunities Abound for Skilled Project Managers

by paxus Technology + Digital Talent

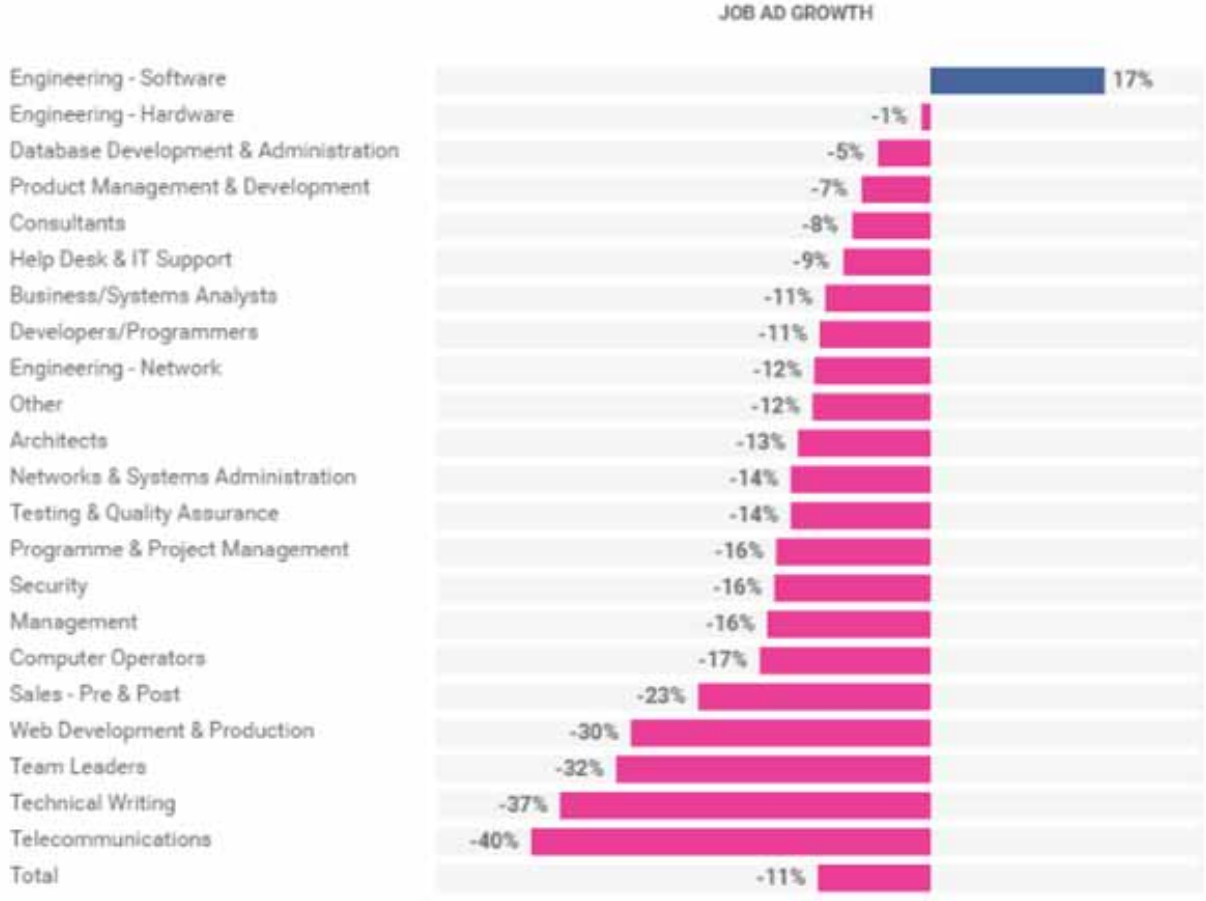
The Project Management market has been challenging in 2019. Latest research from SEEK shows that advertised PM roles nationally were down 9% to the year ending October 30 2019. In NSW, this figure was even more alarming with a drop of 16% in the past quarter, accompanied by a significant decline of 13% in job ads in the overall NSW IT sector. Industry analysts suggests that this slump can be attributed in large part to the lag effect of a state election in March closely followed by a Federal election in May, which impacted government projects and hampered business confidence.



All Australia ICT Sector Job Ads by Job Type, Aug 19 – Oct 19 vs Aug 18 – Oct 18
Source: SEEK Employment Trends



All Australia ICT Sector Job Ads Growth by State, Aug 19 – Oct 19 vs Aug 18 – Oct 18
Source: SEEK Employment Trends



NSW ICT Sector Job Ads Growth, May - Oct 19 vs May - Oct 18
Source: SEEK Employment Trends

However, there is no need for pessimism! Paxus has seen the ebb and flow of the market over many years of successful recruitment in the IT sector and we know that there is always strong underlying demand for high-calibre Project specialists. We have placed or extended over 300 high quality Project and Program Managers with our valued NSW clients over the past year – and more than 500 across Australia; we're also seeing some exciting opportunities coming down the pipeline for 2020.

On a global scale, the demand for good project management experts continues to grow. A recent white paper from the global PMI organisation notes that employers around the world will need to fill nearly 2.2 million new project-oriented roles each year through to 2027! As a result, the authors argue that 'project talent of today and tomorrow is at the forefront of substantial opportunity.'

The same paper observes that in-demand project experts require a blend of technical, leadership and business management skills. In Australia, as in the US, UK and Europe, we are seeing increasing requirements for candidates with a 'hybrid' skill-set. Of course there is continued demand for Project Managers with hands-on Waterfall and Agile experience as well as specific technology expertise in domains such as cybersecurity and infrastructure. However, the strong growth in CX (Customer Experience), HCD (Human Centred Design), UX (User Experience) and more recently EX (Employee Experience) is adding people-focussed abilities such as empathy, engagement and listening skills to the criteria for good PM roles.

In a rapidly changing workplace, today's workers are encouraged by career experts to engage in lifelong learning that will nurture both ends of the skill spectrum – 'hard'/technical skills and 'soft'/people-oriented skills. For Project Managers looking to benefit from the forecast market expansion, ongoing learning could include not only formal certification through PMI but also short courses on emerging digital topics or deepening people management and interpersonal capabilities in areas like leadership and communication.

PMI provides outstanding professional development opportunities to project professionals at all stages of their career, from aspiring beginners to seasoned veterans. As Australia's leading provider of technology, digital and SAP talent solutions, Paxus is delighted to be a long-time Silver Sponsor of PMI and to assist members with career advice and job opportunities. We invite you to contact us for to discuss your next career step, find out about any roles on our Jobs Board or express interest in our 2020 pipeline.

Paxus extends Seasons Greetings to all in the PMI NSW community.

How Paxus Can Help

At Paxus, we are leaders in the recruitment of Technology and Digital PMs – we know the market, and can not only help you fi nd your next Technology and Digital PM role, but can also provide you with career coaching and advice to help you get ahead. To fi nd out how we can help, and to speak to one of our dedicated recruitment consultants, please don't hesitate to get in touch with your local Paxus branch.

Projectified™ with PMI Podcast

Projectified™ with PMI is a lively forward-looking series of conversations about hot topics and emerging trends impacting the world of project managers, from digital transformation to artificial intelligence to career development. Each podcast episode includes insights and perspectives from senior and rising project managers, business leaders in Fortune 500 companies and startups, best-selling authors, top researchers and a wide range of leading-edge thinkers. All Projectified™ with PMI episodes are free to download.

The Ownership of Organisational Innovation - A Counter Intuitive View

This article is intended as the first in a series of thought leadership pieces moving the profession forward in new ways of thinking and looking at the future roles of the project manager within modern organisational contexts.

There are few of us who would not have encountered, almost on a daily basis, organisational imperatives such as climate change, diversity, industry 4.0/IoT, and then of course, there is that perennial management favourite, innovation. Having just completed a 10 year longitudinal study into the innovation readiness of Australian organisations[1], we have reached a counter intuitive and somewhat controversial conclusion that:

"Regulation drives innovation"

Our findings are interesting as we have noted that the innovation readiness of generalist organisations (i.e. organisations operating without the need to adhere to strict government, industry or customer standards or frameworks) has been low, and falling steadily, from 25% when reported 10 years ago, to zero this year[2]. Over the same period, we have seen regulated organisations (i.e, organisations operating within strict government, industry or customer standards or frameworks) innovation readiness remain constant at or about 100% (see Figure 1.0) .

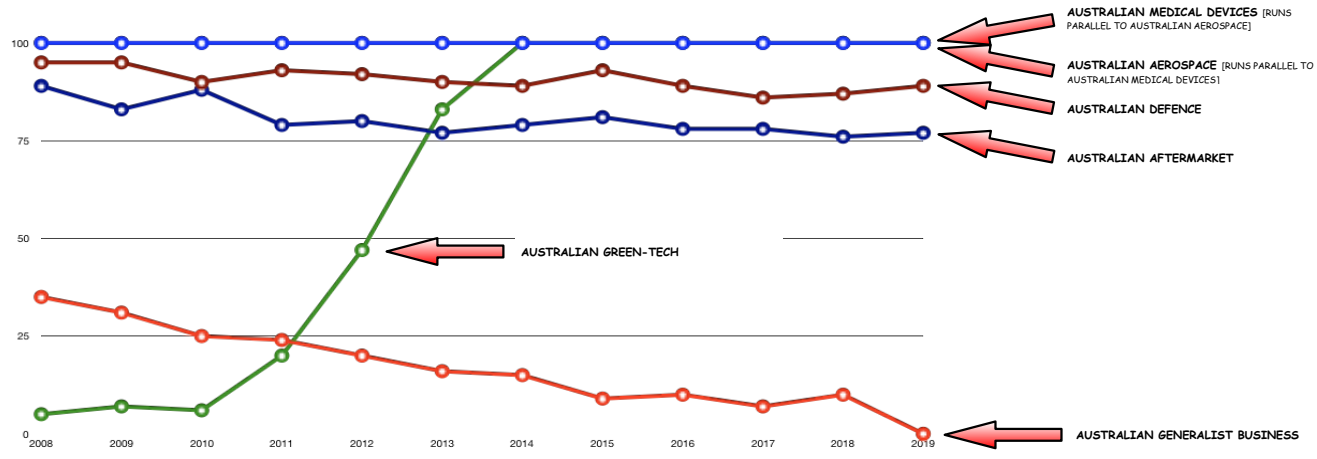


Figure 1.0 - A Comparison of Innovation Readiness Levels within Sectors of Australian Business

So why is this the case? Basically regulated companies are, by necessity, surrounded by robust quality management systems (QMS). It is the QMS that places a mandate on, and seeks evidence from, an organisation for customer focused, evidence based, decision making within a prescribed framework. As such, there is a demand or pull within the QMS to innovate to comply and therefore to continue to stay in business. Often, regulatory frameworks place emphasis on the design and delivery of customer centric products. Generalist businesses on the other hand have none of this "enforced" environment and there is therefore no "pull" to survive via rigorous New Product Development (NPD) projects. At first sight, it would appear to be the QMS that is the differentiator between regulated and unregulated organisations. This is perhaps some of the case, but we are identifying NPD "projects" in regulated organisations, and as such, a second equally intriguing question is then posed:

Who is the custodian of NPD and therefore innovation in an organisation?

We know that as an NPD project progresses, project success becomes less reliant on its founders, indeators and champions, and transitions into a more complex reliance on an ecosystem of internal and external suppliers and stakeholders. This ecosystem must come together to reach a state of system or project equilibrium, pre the new product launch phase (i.e. Gate 4 and/or Technology Readiness Level 8) (see Figure 2.0)[3].

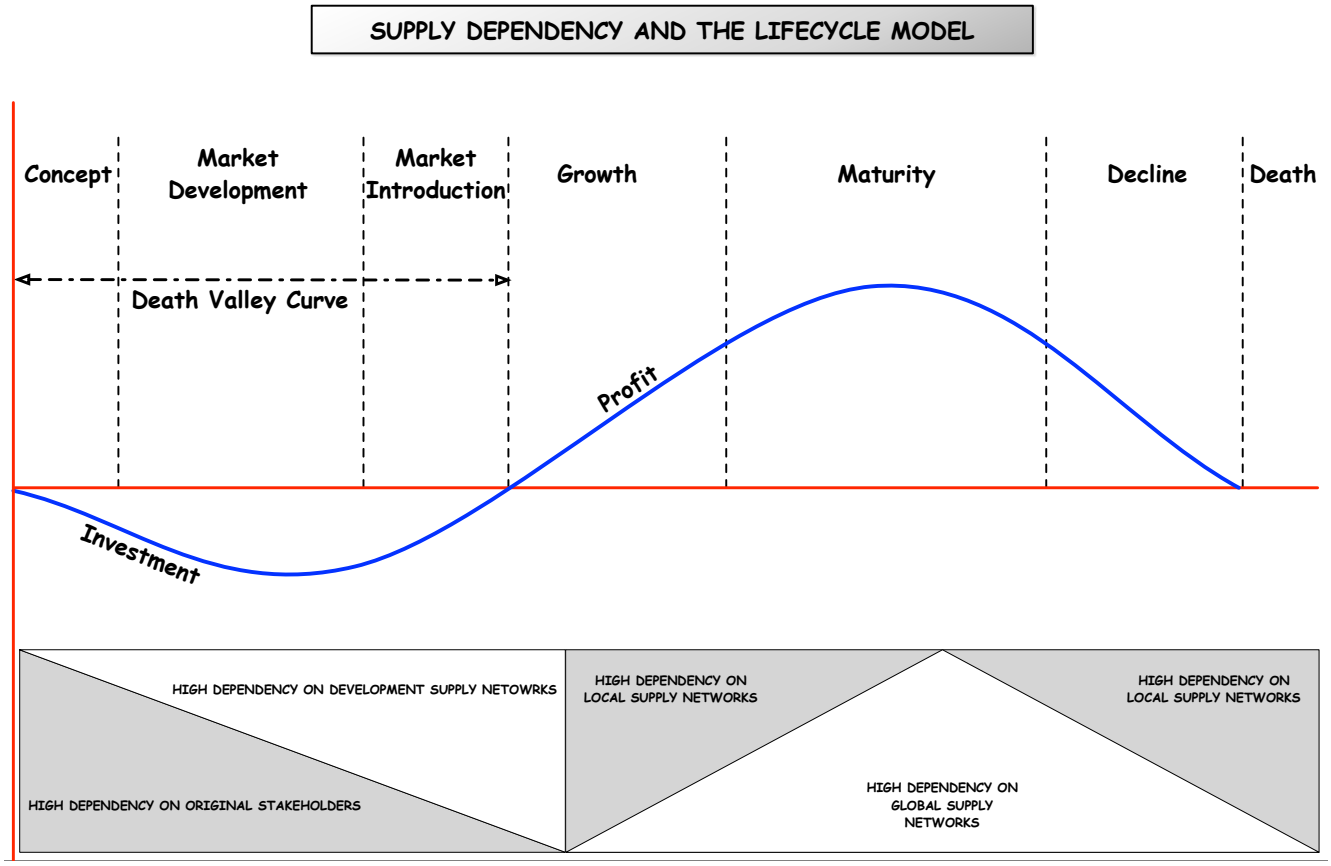


Figure 2.0 – Illustration of Stakeholder Dependency within a Single Product Lifecycle

We also know that there is little crossover of one subset of players (the initiators) with the second subset (the ratifiers) and only a rare breed of person actually can, and does, transcend both groups. To reach the state of equilibrium something such as the QMS, or, in reality, someone such as a carbon based life-form, needs to have stewardship of the entire process, and we call this someone:

"The Project Manager"

So, to be innovative, do organisations need this rare carbon based life-form? Do we need to reach a new conceptual state or necessity within organisations to recognise more fully the innovation project manager? Are we now at a point where we face, head on, the concept of and embrace the title of the:

"iPM"

The iPM certainly has a nice ring to it, but how many of us are ready, willing and able to take up the rollercoaster task of managing the Double Death Valley Curves of the product lifecycle? A new certificate in New Product Development Project Management anyone?

Makes you think don't it?

Lee Styger
Associate Director of Academic Outreach
PMI Sydney Chapter

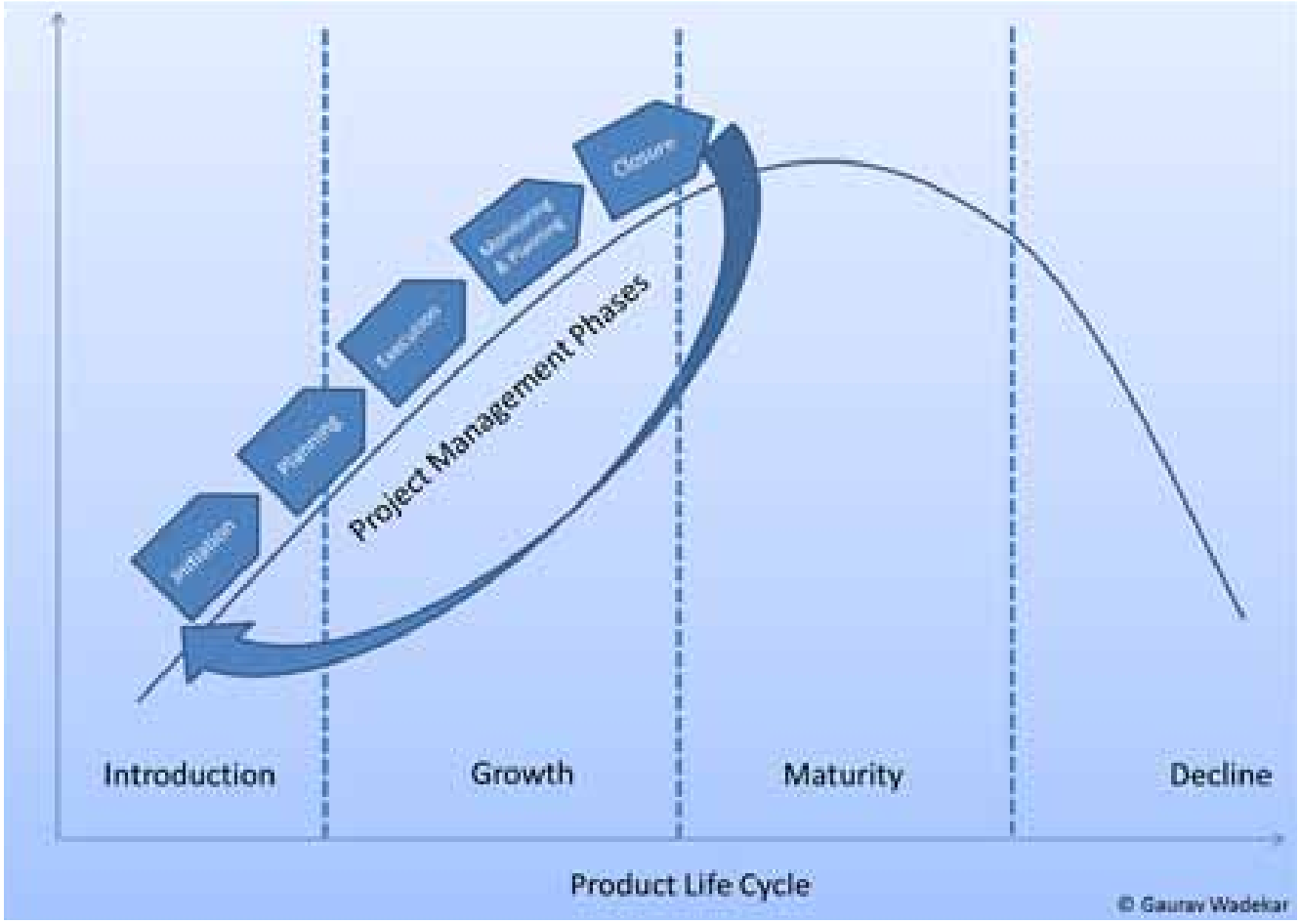
1 *Styger L, Edwards, M, Chiang K & Richardson L (2019), Navigating the Double Death Valley Curve of New Product Introduction and Successful Product Lifecycle Management – A Longitudinal Study into Product Development Strategy in Regulated Australian Grass Roots Suppliers, EISIC (TVC) Thessaloniki*

2 *Styger L, Edwards, M, Chiang K & Richardson L (2019), A Longitudinal Study into Product Development Strategy in Generalist Australian Grass Roots Suppliers - an Insight into Innovation, EISIC (TVC) Thessaloniki*

3 *Copies of both papers can be provided by contacting the author at lstyger@uow.edu.au*

How Project Management can be applied to Product Management?

This is the day and age of fast economy. Everyone wants everything, right now. If one misses on the opportunity, someone else takes it. Even at large organizations, the investments are moving towards proof of concepts and pilots when it comes to testing the waters. In this fast phased environment, the key is to ensure that decisions are made holistically and hence it is important to consider the project management principles in the right context when it comes to develop products and services.



Have you come across a scenario where someone came to you with a problem and you tried to resolve that problem with a point solution? Of course, you have. Now, each time a point solution is created in the context of the problem at hand, there is a missed opportunity to look at the solution holistically in the context of long term benefits of creating a product which can benefit other parts of the organization too.

Now, you maybe wondering all this is good but what product are we talking about. In this context, we are talking about applications or solutions developed within the organization

to help organization growth. This could be content management, customer relationship, operations, finance, vendor management, employee management, and much more. So, how does one go about investing in the continuous development of existing solutions (or products) with long term objectives?

I think it is a 3 step process:

1. Align with the strategic objectives

The first step is to answer some key questions like:

- **a.** Where does the organization see itself in the next 3 – 5 years?
- **b.** What are the key objectives the organization is trying to achieve?
- **c.** Where is the technology growth and new innovations in the space?
- **d.** What is the competition doing?
- **e.** The skill set of the people in the organizations

Once these questions have been answered, the key is to communicate it with the right people within the organization and move on to the next step.

2. Start creating MVPs

It is an era where fast decisions need to be taken and hence move on to develop minimal viable products based on the existing solutions in line with the strategic objectives of the organization. It is important to define success criteria for the MVP and also determine the measure of success before any work begins on the mini project.

This is where the project management principles are extremely important. A structured way to realize the benefits of the MVP and its long term impact on the overall development of the product is a key to the success of the organization. Right through from initiation to closure, each step is important with short sprints of 4 – 8 weeks. When organizations start seeing the benefits of this short and sharp activities, the appetite to take risks and invest in the right areas increases.

3. Analyse and move on

The last step in this process is to analyse the outcome of the projects and move on to the next objective. Here the process involved in the closure of the project is very important. Take a decision to understand if the benefits are realized or it is better to change course and move on.

While the topic is quite vast and I have highlighted the concept in the context of technology solutions, it can be applied to other industries too. The food for thought to consider is how short term activities can benefit a long term vision. Rome was not built in a day but it was built one day at a time!

Gaurav Wadekar
Director of Volntering and Academic Outreach
PMI Sydney Chapter

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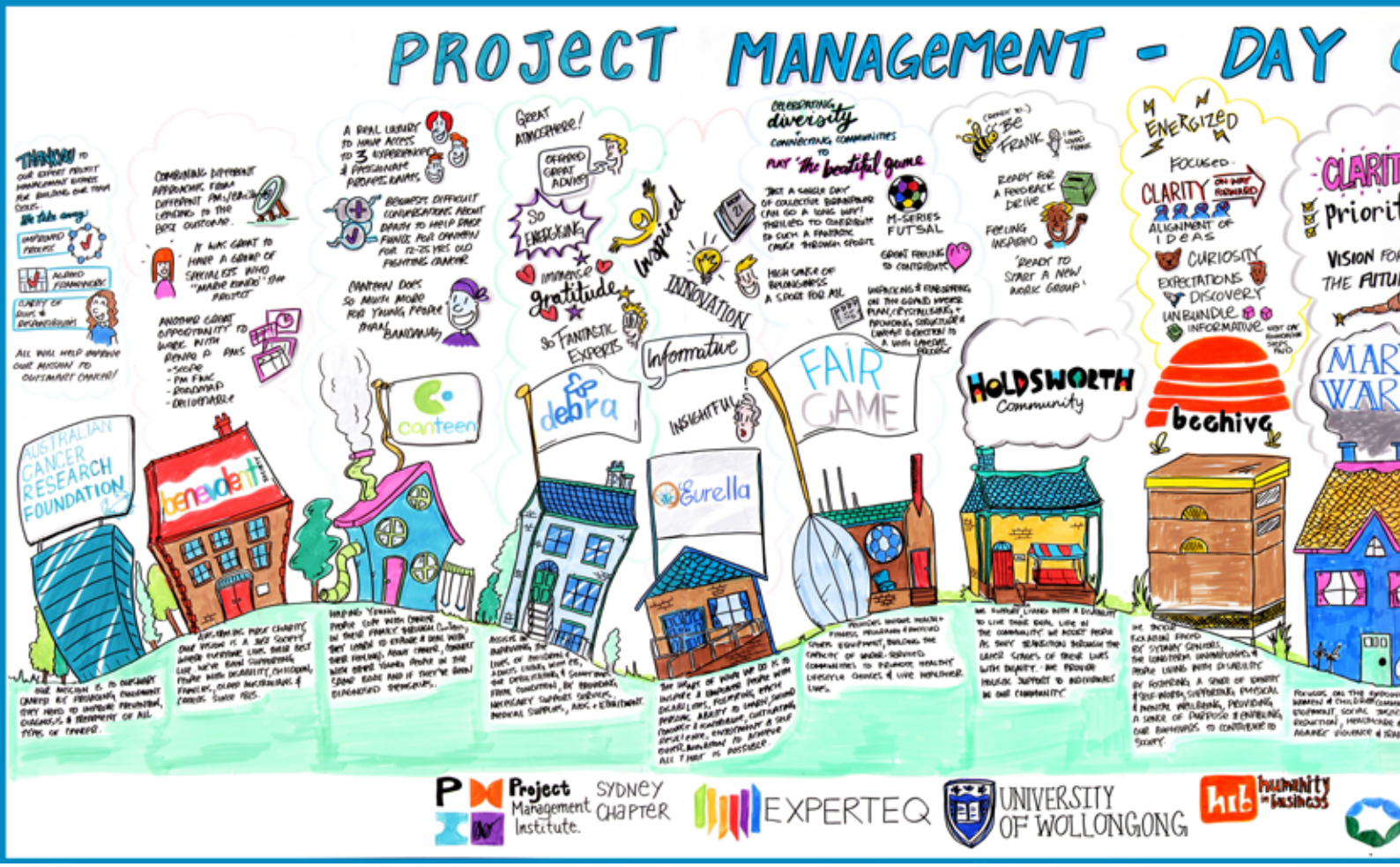
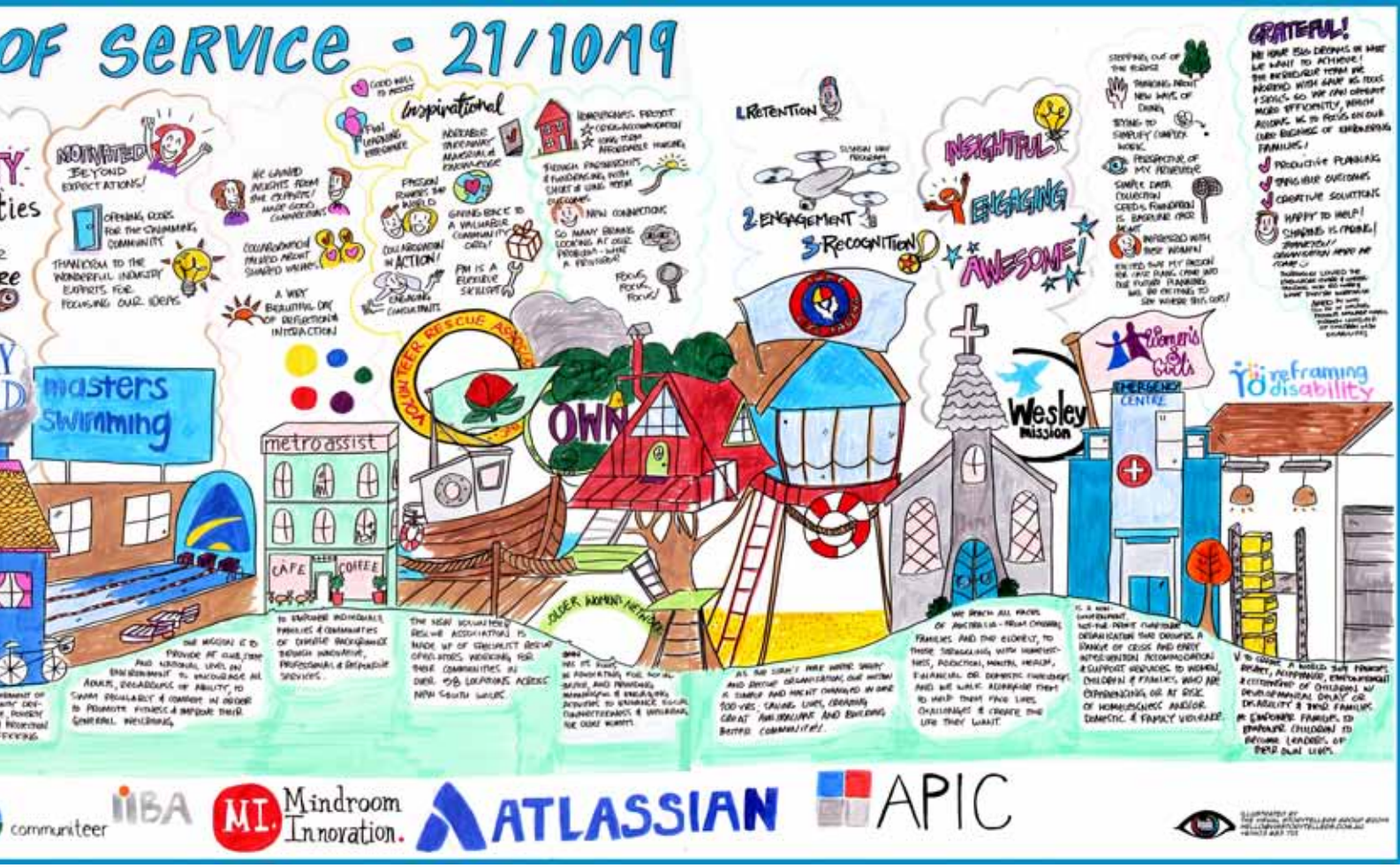


Inspired by the success of 2018's event, PMI Sydney held its second Project Management Day of Service (PMDoS) on the 21st October 2019. This time, it was in partnership with two organizations with the same passion for giving back to the community, International Institute of Business Analysis (IIBA) and Humanity in Business.

It was an amazing and fun filled day of collaboration between the representatives of seventeen charities and not for profit (NFP) organizations and over sixty skilled project management professionals and business analysts resulting in solutions, plans or strategies designed and developed for the specific problem, initiative or issue that these organizations have presented.

There is nothing more fulfilling than seeing the day unfolded and to witness the enthusiasm, energy, generation of ideas, teamwork, joy and friendships developing amongst participants. It is a great feeling to see how the professionals applied their project and program management, business analysis and other PMBOK skills sets to assist their charity/NFP stakeholders with business challenges that are outside of their comfort zone like marketing, events, membership and many others. It is a strong testimony that project management skills can be applied to any specific endeavour that is finite, unique and has a purpose.

At the end of the day, everyone has taken in something good for themselves. The charities and NFPs organizations walked away with new techniques or tools and information to help them in the future specifically in the area of delivering projects or programs. For the professionals, it is the pleasure and honour of being able to use their skills to provide support



assistance to the community. New relationships were formed. Some follow-up meetings were set-up. By leveraging the Communiteer Online Platform introduced by Humanity in Business, all the outputs of the workshops for each charity were all recorded as projects and available online to the participants and continue working on them and track progress. It is also a tool which enables Charities to source other volunteers that could potentially assist them with their projects going forward.

For the PMI PMDoS volunteers who worked diligently over 5 months to plan, prepare and hold this event, it was a fantastic journey and an incredible experience. It is about learning from each other, mentoring, learning new skills, enhancing our project management skills, building new and strengthening friendships and making a difference to the wider community. They make the impossible possible. The momentum is incredible and the team is already thinking of next year. Watch this space.

PMDoS 2019 Management Team

Project Sponsor - Julia Checchia
Project Manager - Romina Pistell
Professionals - Rosemarie Santos
Venue - Nikhil Bharadwaj
Charities - Irene Genari, Richie Menezes
Marketing - Khai Dhang, Jasmine Jung
Finance – Ellie Hyunh
Sponsorship - Jawahar Hussain
Technology - Aniruddha Diwakar
Volunteer - Laura Pereira

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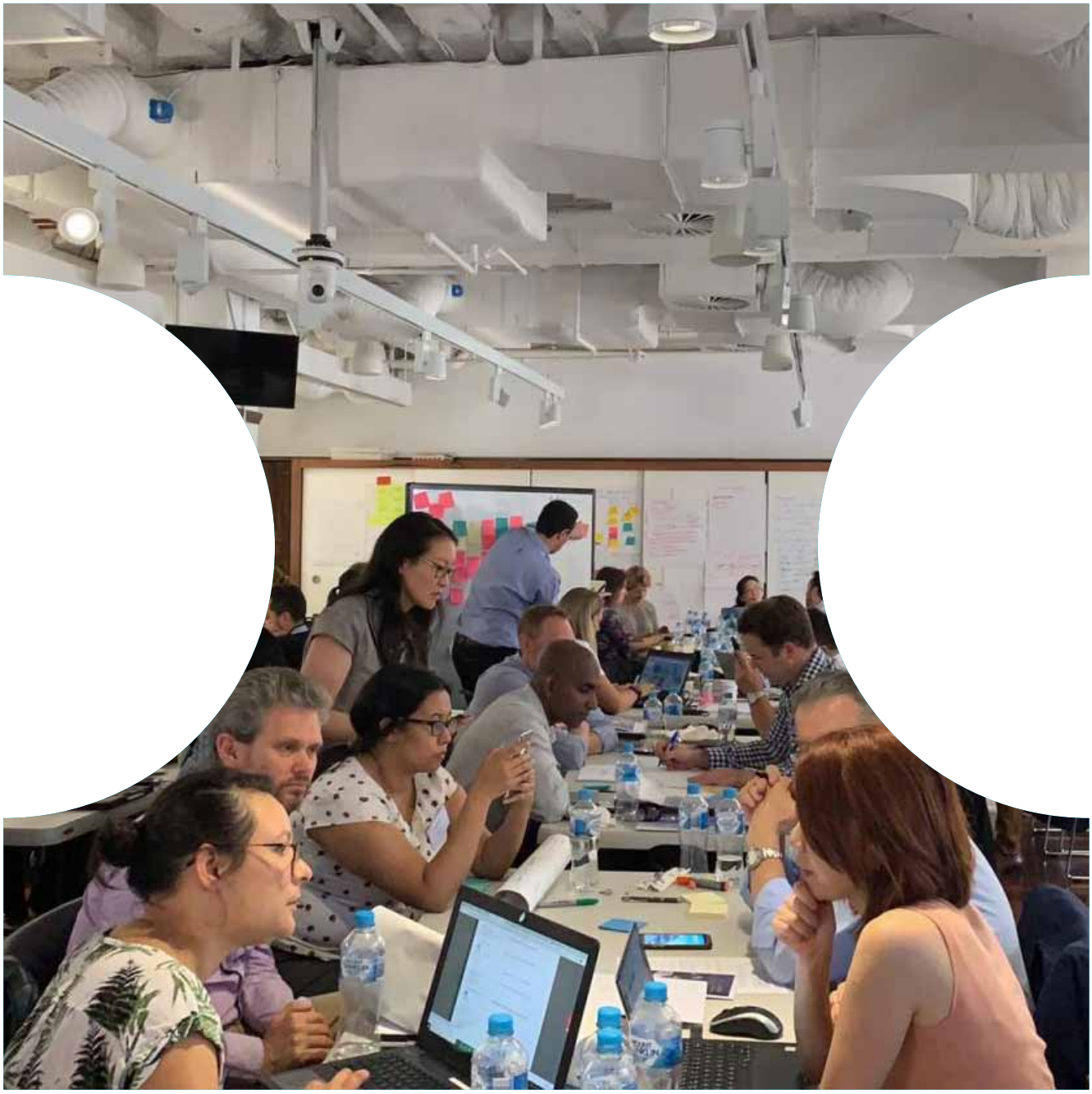


Integrated PMO Solutions and Services

by PMO SOLUTIONS

Does your PMO provide services and solutions to your business' problems? How do you define your PMO's services? What is your approach to recognise any PMO domain problems and how do you then provide PMO Solutions which are quantifiable, efficient and effective?

To answer these questions, you need to have a clear understanding of what the role of the PMO in the business really is. A very simple definition to start with is that your PMO is a service provider to the business as a whole. The PMO depends on a thorough understanding of the business requirements, problems and objectives, which then allows the PMO to define its services and identify effective delivery approaches to deliver solutions to the business' needs. The clear need then, is to identify how to define PMO Solutions and services in an integrated and meaningful context. Conceptually, there are five core pillars to each and every business to examine when assessing the PMO needs..

Business Services:
Your PMO's primary service delivery focus is the business which is derived through an in depth understanding of the relationship between your business' defined services and your business's deliverables. As a service provider to the business, if your service doesn't support any business operations then your service is redundant and should be changed or archived. For example, if the business service to its clients is an online marketplace then all PMO services should be defined to support developing, maintaining and expanding the online market portal and operations. This approach helps PMOs to define and measure the specific values a PMO service returns. The PMO solutions framework helps you to consider all aspects of business operations to identify any the gaps between current processes and business needs to then define and deliver PMO solutions and services.

Business Processes:
When considering business processes you certainly start with the steps of how your business delivers its services but it is also essential to look beyond the details of a specific delivery model to develop an understanding of the broader purposes and the definitions of the service globally across your organisation. To define your PMO services you must be able to see the big picture as the only effective method to be able to develop a fundamental understanding of how PMO services impact other business process. For example: are there any other services within the business that currently provide the same outcome or outputs in the business? What are the other business processes that drive inputs to the PMO or, alternatively, receive outputs from PMO service?

It is crucial to remember that services are not binary! A service may simultaneously receive from and drive to your PMO. Complex inter-relations and interactions are the norm! If there is no connection between the PMO service and other business processes in the business, you need to think carefully: "is this service required"? Deployment of this analytic framework proves to help PMOs to understand the value that their service provides and to create collaboration across diverse business units. Further, thinking globally allows your PMO to become de-centralised and redefine its core functionality from an isolated and siloed existence to an integrated and wholistic collaborative driver of value.

Methodology:
Methodology for a PMO is way beyond classical "Project Management Methodologies" in which you would normally consider structures such as waterfall, agile or similar. Instead methodology is about how we work and therefore covers parameters across the business including how we manage our projects; how we work together as a business; how we communicate; how we meet, support and manage. Therefore, to provide PMO solutions effectively and efficiently you need to clearly understand and consider your business' delivery methodologies. The service or the solution must be aligned with your methods of working. For example: with distributed teams with a high proportion of road warriors, a local solution won't be effective against a collaboration strategy designed to overcome the tyranny of distance.

Systems:
Systems are a set of interrelated and interdependent components of an organised structure that combine to solve a given set of problem(s) in which individual parts can include tools, processes or people. When defining PMO services or providing PMO solutions related systems elements and the logic between them to deliver the service are crucial. For example, if PMO designs a resource management service then the complex relations between HR, Resource Management and project management tools and processes must be considered. The flow between the tools, the data level integration and process integration should be defined and prototyped to deliver a valuable service.

In most cases, there is a significant gap between systems and methodology in PMO solutions and services. PMOs define the system but if the system is not aligned with the methodology and doesn't reflect the method of working in the business failure is assured.

Tools:
Tool are defined as an item for a specific purpose within a system, for example using Microsoft Excel for project cost management. Implementing the right tool to support PMO solutions and service delivery is one of the main responsibilities of a PMO. Therefore, developing a tool which can meet the business' present and future requirements is the key factor in delivering value. Considering tools and their relation between systems, methodology, business processes and business services requires a robust business requirements analysis and management.

Big Picture:
Finally, after a thorough analysis of the PMO solutions or service across each core pillar an effective PMO must analyse the service gaps identified between the core pillars. Only by filling these identified gaps can your PMO develop and design integrated solutions to your business' problems in order to drive measurable value.

How to Address the Lack of Resources in Your Project

by M&T Resources

You accepted the new contract and been parachuted in. One of the first things you may uncover is that there is nowhere near enough resources allocated to the project plan for it to be successful – breaking either deadlines or the budget or both!. Apart from poor planning (that you may have inherited and still be expected to deliver to) not having enough resources can have many causes; The first is new tech in the project: your team hasn't yet developed the skill set to use properly. An issue that compounds this is that the ease (and cost) to acquire these new tech savvy resources was grossly underestimated. As recruiters we see this quite regularly especially as projects are executed in other organisations at the same time demanding the same tech candidates which reduces available talent and driving up rates (think Salesforce implementations etc.).

Another impact is the shifting priorities of Projects internally: other projects suddenly deemed "more important" and some of your resources are pulled from your project to work on another.
Then there's chaos theory - just stuff happens that wasn't foreseen. You can have a great plan, manage risks accordingly and plan for uncertainty, but people get sick, get poached, life happens.... I have a friend whose project could have been significantly delayed as the Superman film crew cancelled his permits needed to move some significantly large and heavy IT kit through Sydney CBD. Luckily, he was a quick thinker, but goes to show some things you just can't plan for!

Be clear on what were the possible causes for the lack of resources. Once you know the why, then the next part is to figure out what the impact on the project is. Without that knowledge it's impossible to move forward and resolve the situation.

At the start of the resolution, you should communicate with all relevant parties & stakeholders the situation NOW and the impact to your cost, time, scope and quality. Then provide several options resolve it. If you are still not able to adjust to meet the need for more resources, it may allow you to re-baseline the project.

Of course, in monitoring your resource levels most Project & Program managers track resource availability, manage workload allocation to track hour-by-hour availability and Monitor resource productivity on project dashboards.

It's great if your project management software has all these resource monitoring capabilities and you can track availability and performance in real time. Regardless of your software, the best way to reduce the risk of not having enough resources to finish the project, is by

making sure your resource management plan is as thorough as possible; list the resources you'll need, estimate how many of each you'll need and schedule them to meet your deadline. As you know, the components of the project are the cost, time, scope and quality. Let's apply these principles to some of the more common ways of sourcing your own project resources (except scope);

- Cost: Charge rate of resources
- Time: the time to source and onboard resources
- Scope: of the sourcing campaign – how much effort is involved?
- Quality: the suitability of resources to the deliverables and tasks

	Time	Cost	Scope	Quality*
Internal resources	Very fast....to identify if go or "no go" but may have lags as they finish up where they are. Then there's the politics.....	Low – medium. (depends if there is a premium as resources are charged to other parts of the business	Easy – these should be easy to identify	High – should be known and tried resources
Your own network	Fast to identify, slower to onboard - sometimes an engagement method is required that involves 3rd parties / payroll companies and you still have to drive the onboarding in most cases	Low - margins should be minimal as candidates were identified by yourself	Easy – people you have worked with in the past and are in your network	High - hopefully that's why you thought of them!
Contingent contractors (sourced through a trusted recruitment partner)	Medium – quick to identify as good companies have pre-identified talent pools to draw from	Low – medium. Varies from panel to panel but recruitment companies must add payroll tax, workers comp (where applicable) and a margin ranging from 7.05% to 15%	Medium –the recruitment partner usually sends the most suitable 3 candidates and you still interview. This is multiplied when engaging 3 or 4 rec companies. I recommend engaging 1 or 2 that you trust	Varied – can depend on the brief given and who you engage. Also, the more agencies engaged "speed to market" plays a larger factor as agencies balance with quality in their selection process trying to beat their competition

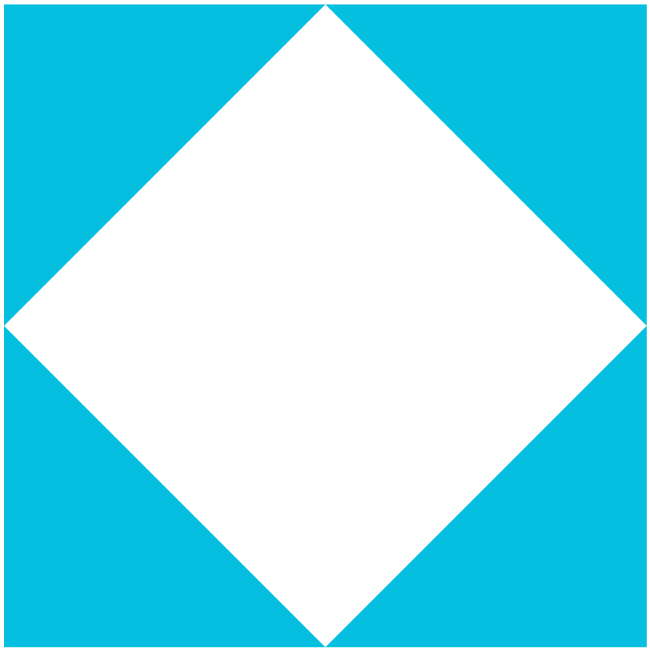
Statements of work	Fast	Medium to high	Easy	Good – these tend to be resources known to the supplier already either through bench, virtual bench, previous engagement or prequalified and passed screening process
IT Project outsourcing / Managed Services	Very fast once the selection process to find a quality outsourcer has been executed. Smaller projects may be less cost effective using this method.	Medium to high – paying a premium for more outcome-based engagements and guaranteed deliverables. Uses best practices. Scalable and economies of scale leverage. Usually a variable cost structure.	Medium – clear deliverables must be defined otherwise you could get charged for "out of scope". Allows buyer to focus on core business. May have some internal resistance (staff feeling threatened)	Good – usually perm SME's of the supplier with the backing of IP and project knowledge. Avoids legal landscape of employee vs contractor. Overcomes lack of internal capabilities.
Permanent staff	Long – can be reduced by using an agency.	Low	Hard – assessment processes, headcount approval, typical notice periods and drawn out on-boarding can all add up	Good – should have high alignment with cultural fit and values as well as technical capability and behavioral assessment.
		If directly sourced perm salaries don't attract margins. If sourced through an agency will attract a fee typically based on % of successful candidate's annual salary. Balance time with Cost on this one.		Most agencies incorporate some form of guarantee (6 months is common) to replace.
Fixed term	Long – as above, sometimes longer as may not be as an attractive engagement to candidates	Low – any agency fees can be pro-rated against the engagement and you only pay for the duration of the project.	Hard – a/a	Medium – Fixed term sits almost between contract and perm from a candidate perspective and is not for everyone so can be harder to find.
Staff augmentation	Fast – and agile.	Medium – reduces time on recruitment, no infrastructure investment. Reduces cost of investing in internal development. Lacks economies of scale and attracts management overhead.	Less risk, staffs project and responds directly to business objectives. Easy to ramp up and down.	Good – evaluates existing staff and determines which additional skills are required. Easy to integrate with internal processes and still have control over staff. Can also leverage existing resources.

*I've had to generalize around the "quality" of resources but came to the above conclusions based on trends seen in feedback of project resource hiring managers over the last 6 months.

These are just a few of the ways to find and source your project staff. Apart from the above there are also blended models to consider. When selecting a vendor consider selecting one that can provide more than one of the above, one that can adapt with the needs of your organisation and projects and propose models that are hybrids of the above that translate into value for your project. Above all they should take the time to understand your business and deliver the desired results whether you need a single resource, or an entire project delivered.

In most organisations today the IT needs of a company are constantly changing. Very few companies have static IT needs and falling behind the IT innovation curve can be disastrous. Even companies' content with IT Business as Usual can find themselves relying on outdated legacy systems which if fail can be crippling (look at the hourly rate of an Adabas Natural contractor now if you can find one!).

Steve Tompkins is the Associate Director for Career development of the Sydney Chapter and Regional Manager of M&T Resources. M&T Resources is well versed in all the aspects of sourcing and engagement of Project Resources and celebrates 25 years in the industry "helping people achieve greater success". If you would like further information, need to discuss your project resource requirements or help selecting a delivery model please don't hesitate to contact Steve for further information; Steve.tompkins@mtr.com.au



OUTCOME

How to develop future Project Managers?

In my current role as the Academic Outreach Director at PMI Sydney Chapter, I got an opportunity to interact with project management students from various universities in both under graduate and post graduate programs. I thought, I will share my experience and the importance of the role of an industry body like ours in developing the future project managers.

Whilst, there is a lot of material available on application of project management, the key is practical exposure that the students can receive while learning the concepts of project management. I was involved with some student projects from different universities where I observed:

1. The students have no idea how organizations work and apply project management in the day to day operations of the business

2. The focus of students is getting good grades than to understand the concepts behind the project management principles

3. By providing practical exposure and involving students in real life projects, students can get an idea on the kind of activities they need to perform in the role of project manager

4. Career prospects for students straight from University as project managers are quite limited and hence there is a need for developing a career path for this profession. Some possible career directions for graduates and post graduates undergoing generic project management courses are

- **a.** Business Analyst
- **b.** Risk analyst
- **c.** Scheduler
- **d.** Project co-ordinator
- **e.** PMO analyst
- **f.** Cost analyst

5. Whilst working with students with live projects, it is important to give them specific activities and dedicate time to review their work and guide them through

6. It is important to highlight the soft skills required in project management like leadership, communication, negotiation, time management, etc. so they are better equipped when searching for jobs after the course

As a governing body or project management, PMI plays a very important role and I cannot stress enough the importance of involvement from volunteers in providing the students with the right direction. Some of the initiatives that PMI takes for development of the science of project management, especially from an academic perspective are:

1. Student summits

2. Helps with development of project management curriculum. More information can be found on pmiteach.org

3. Runs a Global Accreditation Centre (GAC) for universities and educational institutions to get their courses recognized

4. Conducts research events and funds research opportunities

5. Runs an academic network

6. Encourages submission of papers to the PMI journals and also present at conferences

At a chapter level, especially in Sydney we get involved with various educational institutes by:

1. Helping universities connect with PMI global and provide information with respect to GAC and research opportunities

2. Volunteering to present topics around project management at various educational institutions and promote the importance of the field amongst students from various faculties and disciplines

3. Getting involved with project management programs like Capstone by volunteering time and sponsor student projects to provide students an exposure to real life experience in project management

4. Introducing student members with sponsorship opportunities available with PMI global

These are some of the activities but there is a lot going on in this space and we are always looking for volunteers to help us. If you are keen to get involved in this space, write to volunteering@pmisydney.org and will be happy to provide more details.

Gaurav Wadekar
Director of Volntering and Academic Outreach
PMI Sydney Chapter

PMI Sydney Chapter Mentoring Program

What are the capabilities a good Project Manager (PM) could have? Probably some could argue saying, project planning and controlling. The second and forth stages of a project lifecycle, as defined by the PMBOK. Others could add, it is the capability to identify, mitigate and control risks through the whole project lifecycle. A good PM is a good Risk Manager, which is true. Another view would say, it is the business case. A successful PM would ensure the numbers are positive and the business case targets and project objectives are met. Numbers don't lie, and this is also true.

But is there something else missing..?

Yes, numbers don't lie..... Yes, understanding different risk response techniques and strategies, and having technical project management skills are crucial elements, but what about who runs the show. What about who plays a role in its success or failure? What about people and leadership skills?

The PMI saw that in today's increasing complex and competitive global marketplace, technical and business skills are simply NOT enough. After reviewing many industry experts, the PMI Talent Triangle was introduced. The PMI Talent Triangle is a combination of three elements:

1. **Technical Project Management,**
2. **Strategic and Business Management, and**
3. **Leadership.**

This is not just to stay relevant, but hoping to be competitive in the marketplace.

In the PMI Sydney Chapter (PMISC) Mentoring Program, we focus on adding and honing leadership skills. Skills like listening, conflict management, problem solving, team building... etc. Unlike some technical skills that may be developed by attending a course or two, people and leadership skills do not develop overnight. Warren Buffet once said, "You can't produce a baby in one month by getting nine women pregnant". There are certain things in life that just take time, and learning leadership is one of them. So attending or watching a half day course or seminar, and receiving a beautiful certificate of attendance at the end of it, may not make you suddenly a great leader, some would say.

The Mentoring Program provides opportunities to mentees, who would like to improve, to practice and to listen, from mentors, who would like to offer, to guide and to advise, in order to improve. So there are three main factors in this equation, PMISC, mentees and mentors. The PMISC Mentoring Program provides a platform of trust, where mentees and mentors meet to progress. Our winning aspiration is ***empowering people to make ideas reality.***

In the Mentoring Program we believe in the impact of Project Management on organisations and businesses. We act with professionalism and behave ethically ensuring our commitments to mentors and mentees are met. Effective volunteering is one of the best ways to accomplish PMI goals and objectives. We believe and act to bring members of the Project Management community together, as it is one of the best ways to facilitate their advancement. And to advance, active engagement is inevitable.

The Mentoring Program encourages diverse viewpoints and empowers individuals to contribute to Project Management, and that is what our mentees and mentors go through. The PMISC Mentoring Program helps participants gain new perspectives improve networking and communication skills, share knowledge and experience and most importantly, contributes to the leadership skills and growth of both mentees and mentors. Although PMISC mentors are the ones offering their knowledge and relatively deeper experience, but by time they realise that the more they give, the more they get.

What a win-win the PMISC Mentoring Program is!

We define briefly mentees' and mentors' roles and responsibilities, and provide tips to our participants to have open communications, define expectations, set up a system to measure achievements and how to work together. We strongly emphasis on confidentiality. Confidentiality is a key foundation of the mentoring relationship.
The mentoring relationship has five main stages:

1. **building rappor**
2. **agreeing on the objectives**
3. **progressing towards these objectives**
4. **winding up**
5. **moving on**

As the normal distribution probablity curve, known as the 'bell-shape curve', the intensity of learning and value added from the mentoring relationship, reaches its peak at the middle of the mentoring relationship, at the end of stage 3, progression. The mentoring relationship may or may not end, but the Mentoring Program does have an end date. Why ? So we could restart the cycle, having our participants to hit the peak point of the learning curve every time they join. Winston Churchill said, "To improve is to change, to be perfect is to change often".

The Mentoring Program gives PMISC members new opportunities to meet and work with new people, hear new perspectives, and experience different views. PMISC Mentoring Program participants' may be from different organisations, different cultural and educational backgrounds, giving participants a good opportunity to learn, understand and be exposed to what they may not have in their normal work and/or professional life.

We live in an era where people still run businesses. If you don't undertand how to deal with different people, you probably don't understand business. So what are the capabilities of a good PM ? There are many, but one of the most important ones, is people and leadership skills. The PMISC Mentoring Program is a good opportunity to demonstrate ones ongoing lifelong learning journey, and PMISC is always happy to be part of this journey.

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Associate Director of Professional Development
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Project Management Institute Sydney, Australia

pmisydney.org

PMI Sydney Chapter was founded in 1997 and held its first Chapter Meeting on 15 April 1997. Today the Chapter has over 1,800+ members from a mixture of industries including, but not limited to:
construction, engineering, banking, insurance, finance, IT, telecommunications, consulting and pharmaceutical. Approximately 50% of Australian PMI's members are PMPs. PMI is strongly supported by a majority of companies in Australia and internationally. The Sydney Chapter conducts regular chapter meetings, education and certification courses and runs an annual conference in an effort to promote the profession of Project Management within NSW and Australia.

Connect with us on social media:

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This magazine is published by the Marketing and Communications team on behalf of the Project Management Institute Sydney Chapter.

We welcome articles, interviews excerpts, general information and other contributions to enhance project management knowledge and understanding of our chapter members. Please send your enquiries to the Director of Marketing and Communications at **marketing@pmisydney.org**.

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