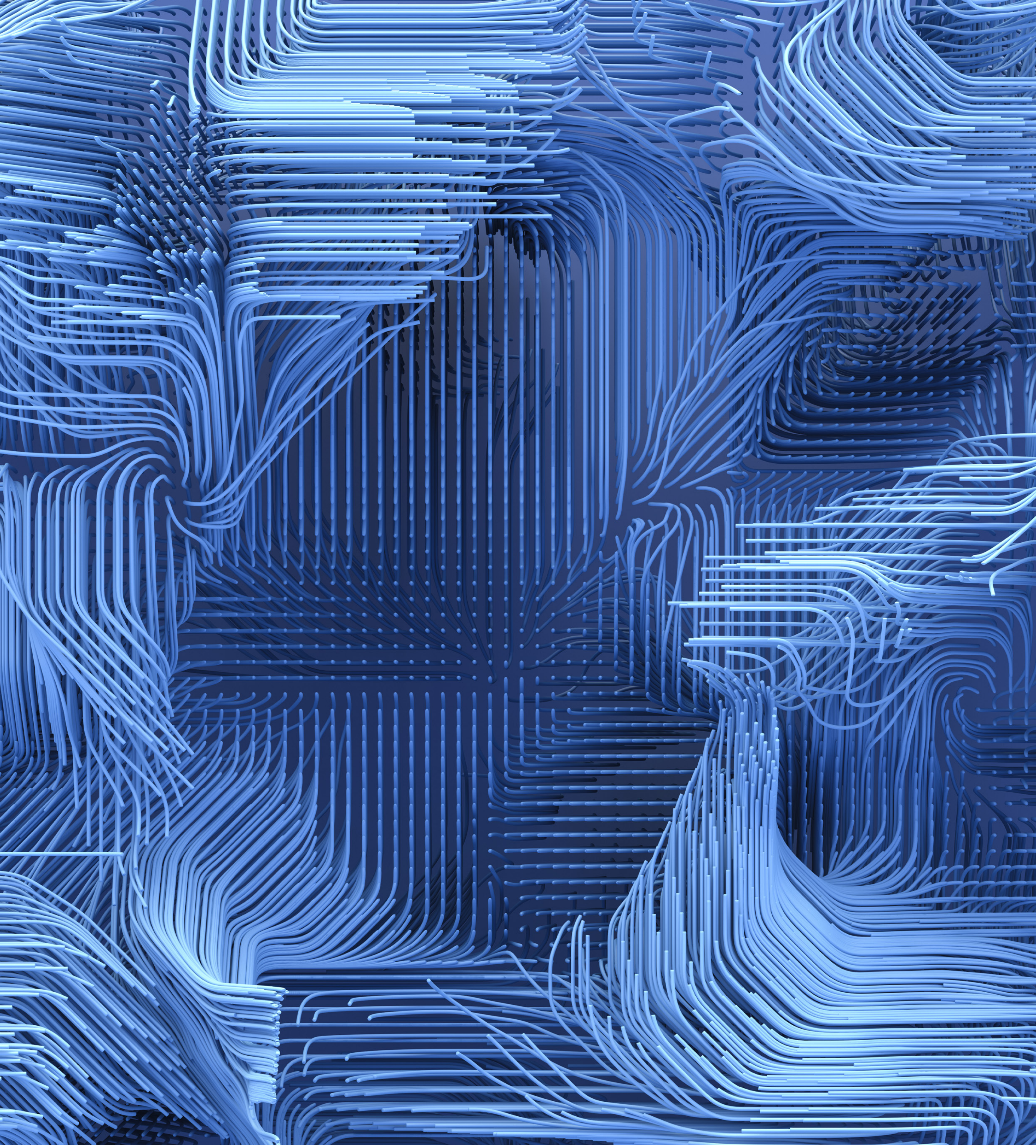

Project Management Institute®
Sydney, Australia

THE CRITICAL PATH

June 2020

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Table of Content

PMI Sydney Chapter Report from the Vice President

Hello PMI Sydney Chapter Members,

The year has started with many challenges to our normal chapter volunteer activities.

Board Director Positions:
The new Board took its place in February and almost immediately COVID-19 hit us.
We managed to get a couple of face-to-face meetings including with Disciplined Agile presentation which Courtney MC'ed very well for her first event.

Unfortunately, Courtney's health required attention and she was unable to continue with the events director role. All the best Courtney – remember there is plenty of opportunity to come back when your health is better.

Fortunately, Omer Iqbal, our Professional Development Director was keen to take over and continue our events portfolio progress. As good planning would have it, the Board had already conducted a strategic planning weekend and had good outlines for all the portfolios so 'realigning the deck chairs' was reasonably easy and without too much impact.

Again fortunately (we prefer to call it good succession planning….), Zahid Siddique has been able to step up as acting Professional Development Director until the chapter is able to advertise the position in the PMI Volunteer Relationship Management System (VRMS) and conduct interviews to select the appropriate person. We are of course looking for Zahid to apply as well.

PMISC ByLaws
PMI have issued a template for the chapter Bylaws and we also have recognised a need to simplify some of our bylaws and align them with local legislation. The idea is to have a set of Bylaws that only require chages for legislative or compliance changes and this should be very infrequently.

PMISC appointed a "Legal Committee" to undertake the review of the Bylaws so they aligned with the above requirements.

We currently expect PMI, PMISC Board and PMISC Legal Counsel to complete the review and approval of the final draft in June when the draft will be presented to the members for a period of review and feedback after which the Bylaws will be finalised. Then the new Bylaws will be provided to the members to review (no further changes) and then vote on.
Please keep a lookout for updates in the weekly PMISC newsletter.

Response to COVID-19
Our events and education/certification courses are recommencing in early June with virtual events run by both PMISC and our meet-up partners. We have already run virtual events for our volunteers to keep in contact with them and get to know them better.

To do this the chapter has purchased Zoom and is currently working through the best ways to conduct events and courses. We do have significant skills in these areas within the chapter board volunteers as well as excellent support from our regional mentor Annie and PMI Singapore YeYoon and Xing. Look out for both events and courses in our weekly newsletter.

Financial
The chapter continues to be in a good financial position through good financial management, good cash planning (by our terrific Treasurer Sandra) and actively securing good sponsorship. Advice from institutions relating to non-profit organisations such as PMI Sydney Chapter recommend to have at least 150% of our annual budget as a reserve. So we do not have significant 'excess' funds.

At the same time we are always looking for activities of benefit to our members and/or project management in NSW and Australia so if you have any good ideas please share them with a board member so we can discuss and include in our tactic and/or strategic plans now and in the future.

Summary
The Board members are constantly learning new skills as part of their participation in the Board and running of their various portfolios and need to be aware of the fiduciary responsibilities associated with their position. PMI has been working with AICD (Australian Institute of Company Directors) for a reduced course relating to a directors behaviour and responsibilities in a NFP (not for profit).

The PMI Sydney Chapter Board has recognised the excellent value of this approach and has confirmed we see this as appropriate for every PMI Sydney Chapter Director in the future. When you consider the personal risks and liabilities directors take on in the role, you understand this is **mandatory** information to help our directors undertake their role appropriately.

The Operational Portfolios are ramping up their efforts to get PMI Sydney Chapter activities 'back' to the 'new norm'. It will be similar to previous but we need to embrace and enhance the new skills we have picked up and use them in the 'new norm' going forward.
I trust we can serve you well and you get value from your membership of the member-facing chapter here in Sydney.
All the Best

Gordon Bartlett
Vice President
PMI Sydney Chapter

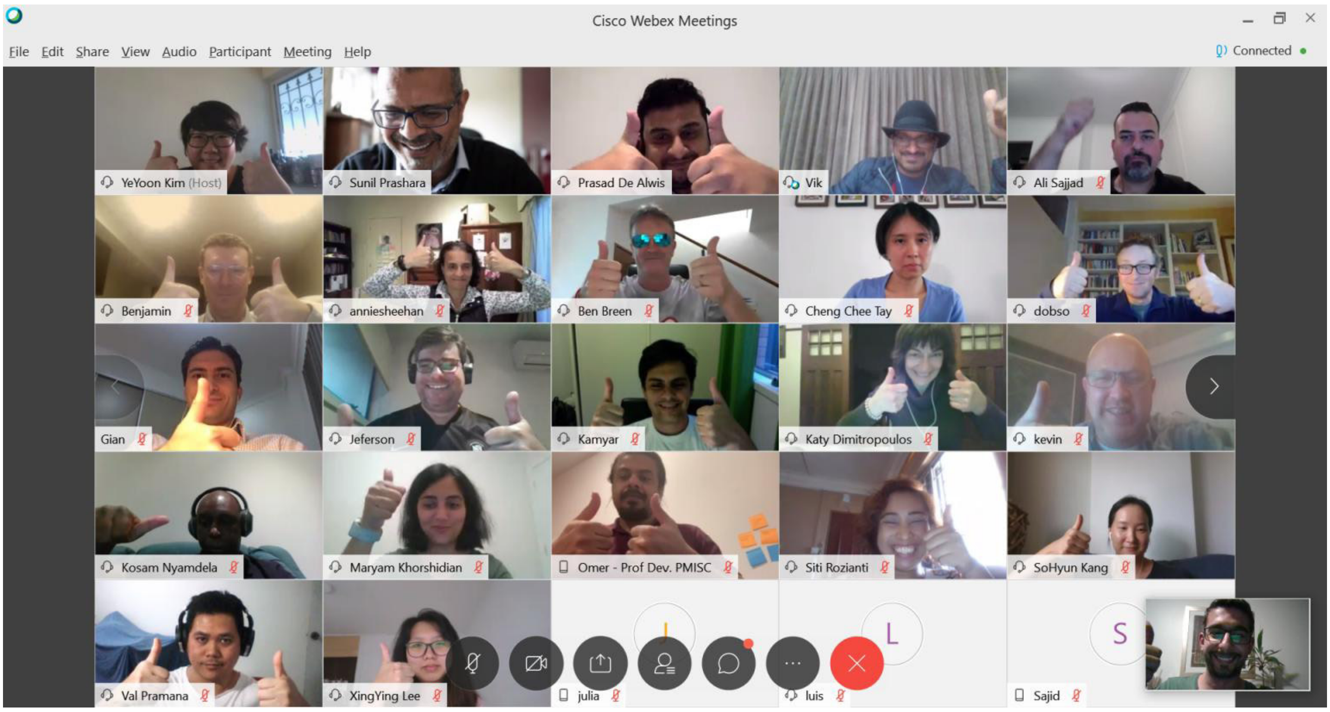
Familiar Faces to Help Through Strange Times

"These are strange times. How about a virtual Happy Hour / Tea Time with some familiar faces?" was the opening line for the invitation of the first virtual Happy Hour for our community of PMI chapter volunteers in Australia and New Zealand. All PMI local chapters are led by passionate volunteers, and I as the Chapter Partner have the privilege of working closely with and supporting them.

The last few months have been challenging. Teams have had to shift ways of working, and for communities like chapters that thrive from physical meet ups and gatherings, the social distancing measures as well as travel restrictions were especially challenging. The virtual Happy Hours started as a platform for some light hearted catching up and a way to keep our community of volunteers close and connected.

These one hour sessions have helped bring us laughter, get to know each other more intimately, and also uncover hidden talents of few (especially as quiz masters!). WE plan to continue the virtual Happy Hours even after the lock-down measures are eased until the day we are able to cheers together at a pub, hopefully overlooking the view of the Harbour and Opera House, is here.

YeYoon Kim
Chapter Partner - Asia Pacific
Project Management Institute



The Project Economy

PMI has introduced a new visual identity in October 2019. These unique symbols represent the characteristics needed to be successful in the project economy.

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 Update: Re-imagining and unlocking constraints. PMI's Disciplined Agile™

Business agility is becoming more and more important, but it requires the workflows, the technology and the people doing the work to be more agile.

Pretty much every industry, globally, has been impacted by COVID-19. Some companies have shrunk to a virtual standstill – especially small enterprises that rely on footfall, like restaurants and retail shops or larger airline companies. Some companies have witnessed massive demand increases, like distribution companies, pharmaceuticals, toilet roll manufacturers. Most enterprises seek to establish an approach for a yet unclear, future work ecosystem.

PMI's Disciplined Agile™ is a rich and unique tool kit made up of the world's leading agile and lean practices that optimises agility within your organisation and works alongside all forms of agile. It gives you choice — the ability to select the most appropriate way of working for you, your team and your organisation. It unlocks you from the confines of a single ridged approach – by giving you options. It guides you personally towards your own unique way of working and goes on to ensure that you focus on continuous improvement – iterative and relevant. PMI's Disciplined Agile allows you to inject more effectiveness and responsiveness in addressing your company's needs. A map that guides you to the outcome you want by considering what you are trying to accomplish and the context you work in.

Click to open the video

Go to the course: **www.pmi.org/da-basics**

The Basics of Disciplined Agile™ is a course to introduce you to the Disciplined Agile Toolkit and its philosophy. It is a precursor to more specific and in-depth courses you can take and gain a number of certifications such as the Disciplined Agile Lean ScrumMaster (DALSM) and Certified Disciplined Agile Coach (CDAC). The Basics of Disciplined Agile is an eight module, self-paced online course based on real-life scenarios.

Managing Projects in Virtual Environments

Many of you may be wondering...another one of these virtual PM tip articles!
Yes, it's pertinent and timely. We are all navigating this COVID-19 world as we can, managing our programs and projects as we are able. Look no further, this is a new world for many...but others have been navigating this virtual world for a long time through the management of programs and projects with Global, Regional and distributed teams for a while now (around about a decade for me).

When I reflect on the experience right now, it is not really that different than it was for me a decade ago when I first started on a Global/Regional project as a consultant in South America...I would say that this current context for the virtual PMs probably has a lot of advantages for one to unpack what is really happening on our projects. Naming a couple of the advantages we have now comparing to my experience back in the day: you more than likely know the people that you are working on projects with in person (i.e. you probably have a relationship established with them) and the technology that supports our work has advanced in leaps and bounds - from VCs that actually work most of the time to "screen sharing", polls online, collaborative document sharing, the list goes on...the capabilities are endless in 2020.

All of that said, for those of you who may be struggling with this world I will share three hot tips which are relevant for this context and I dare say even for the "normal" context. Of course there are more, but I have been advised that this is not War and Peace that I'm writing here.

1. Some tips on how to build and/or maintain a relationship virtually in an effective manner?

Building a relationship virtually: Build trust by doing what you will say you will do, building a reliable presence and slowly trying to unpack what your team member/client/stakeholder/ etc. is interested in/what commonalities you may have are key in establishing yourself as the trusty PM.

Once you feel confident in how the relationship has progressed (ideally as early as you feel comfortable), try to incorporate some banter when you are interacting to keep building the relationship and also to soften the blow when you are looking for an update/asking for a deliverable, whatever it is you need (this is coming from someone who – in person – was received to the sound of the Imperial March when asking for a work stream update a few years ago).

Finally all of this does need to come naturally, and manifest itself in a way that comes naturally for you and your counterpart – often these interactions become fulfilling with time, this is what you want.

Maintaining a relationship virtually: Keep maintaining the trust that you have built either in person or virtually – keep delivering on what you promise, be approachable and available for what your stakeholders need. And very important in those endless meetings when we are all online all the time – keep that banter coming!

2. Make full use of the technology you have available to collaborate and share

Many of us already use collaboration tools in our day to day to share documents and work through documents with our teams to either create a deliverable or share updates, etc. Make full use of the technology stack your company has for this or look to make recommendations in your role on what could be used if they don't have what's required, this is fundamental for any organisation that runs projects. Given we are all distributed right now, this is even more important for receiving updates and following up, etc.

You do not have the luxury to swing by someone's desk right now to follow them up, so you need to find what works out of the suite for each team member that you require inputs from – remembering that we are all different... you will find that some people will prefer good old email, others an instant message on your chat channel, others a comment on a collaborative document (e.g. google docs/slides), and some will only respond to a phone call, etc. You need to do what you need to do to obtain what you need as a PM, this is no different to the real world.

3. Your communication and empathy skills need to be on point and you need to use complementary methods to follow up on things when you aren't receiving the desired responses

Aside from everyone working virtually, we need to understand that the experience may not be the same for everyone…some may be struggling more than they let on.
In the project context, it is in everyone's interest that the PM provides clear and concise communications. Especially when you are asking for things, you need to be articulate about what you need and "by when" you need it in your written communications and verbal presentations, you also need to proactively follow up if you aren't receiving the responses you need. And when you aren't getting what you need, you may want to understand why you aren't getting the responses you need – try sending a personalised message or scheduling some one on one time with that team member that seems to be MIA. Equally, if you work with some senior stakeholders that have a full plate and a delayed response at the best of times, some tips include scheduling reminders on their calendars at a time ahead of the actual due date so that you have a response and just give them a call…people will respond to their phones (who knew?).

A lot of this is true for me in the real world too, it just accentuates at a time where people are in the midst of a crisis and you just don't see them to know what's actually going on for them given that radio hallway has been lost for now – remember this is a crisis and most of us are trying our best to work through it as if everything was normal.

As previously mentioned, these are some tips upon reflection that I would thought I would share as some key things to consider in managing projects in this environment. Hoping this has helped you reflect on your life as a virtual PM.

Sandra Vaz
Treasurer
PMI Sydney Chapter

Projectified™ with PMI Podcast

Click to open
the webpage!

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.

Some of the podcasts available:

David Hillson
6 May 2020

Risk Management during Covid-19

Asya Watkins
4 March 2020

Women in Project Leadership

Mike Goodrich
12 February 2020

Transforming Transportation

Bob Safian
4 December 2019

Transformation - The Future of Work

How to Stand Out in a Crowded Job Market

by paxus
Technology + Digital Talent

With the country's unemployment rate reaching 6.2% last month, many Australians who have never faced unemployment are now finding themselves out of a job. Not only do they have to navigate an increasingly competitive job market, but they also should be aware that the landscape has changed dramatically since their last job search. If you're in this position, three of our experts here at Paxus share their advice on how you can stand out to score your next role.

Reach out

If you find yourself suddenly unemployed, one of the first things you should do is reach out to your connections. As Phil Wilkinson, Senior Account Director at Paxus advises, "It's important to work through your LinkedIn connections first. Reach out to past colleagues to see if they're aware of anything coming up, since many positions are filled before they even go-to-market."

Also, identify the companies where you would ideally want to work. Do some research on them and if possible, contact their internal recruitment team or department manager and ask for a 10 minute call.

Resumes

This is the time to update your resume. It may seem obvious, but always ensure you are honest, and that your LinkedIn profile matches. Recruiters and hiring managers will check your resume against your LinkedIn profile, and sometimes even against an older resume that's been kept on file. If inconsistencies are found, it's an automatic red flag and you're unlikely to proceed through to the next stage.

If you were in your previous role for a long period of time, it's important to do some research on the different variations of your job title. Rob Hart, Senior Account Director at Paxus says, "Be aware that the job title you had in your previous company may not be desirable or it's now called something else, but with the same skillset. A Business Intelligence Developer could now be called a Data Engineer. Carry out some research on what titles are being used now and ensure your resume reflects this."

Phil Wilkinson agrees, "The last two jobs are the most important part of your resume. Make sure you have a recognized job title. You may have been a Product Owner, but you're really a Senior Project Manager. Also, be mindful that each company has its own terminologies. Some companies might call a certain function a Team Lead, whereas another company would call the same function an Executive Manager. So always do your research on the role and company you're applying for."

It's also really important to have an achievements section that lists the projects you've worked on, their size and scale. "If I'm looking for a Project Manager that can deliver a $1m project, I'm going to look for candidates that have had experience in delivering a project of this size", says Phil Wilkinson.

Is less really more?

Everyone has heard the saying 'it's a numbers game', and people often think this is true when applying for jobs. However, this isn't quite the case. If you have fallen into this trap, Nathan Coller, Senior Account Manager at Paxus recommends that, "You should rethink your application strategy. The biggest problem we see are people sending the same resume to hundreds of roles. You may get away with this in a normal market, but it's much more difficult now. People often panic and apply for everything, but this actually works against them. Spend the time to review each role and amend your resume so it highlights the skills they're looking for. Target the roles you think you can really sell yourself into. Don't expect the recruiter or hiring manager to read between the lines, and don't assume that they know your background."

It's also important to note that there are only so many recruiters and hiring managers out there. If you're sending out the same resume over and over again to roles that are completely irrelevant to the experience you have, your application may automatically get discarded.

So, should I only apply for roles where my experience matches exactly? No, not quite. Phil Wilkinson advises, "to hedge your bets and go for somewhere in the middle. Apply for anything where you might be able to have a conversation. If you have transferable skills – apply but make your resume relevant for that position."

Are cover letters worth it?

All three of our experts agreed that cover letters are not as important as your resume. Your priority should be to personalize your resume to the position you're applying to. At times, cover letters are not even read.

However, when they are read you still want to ensure that it doesn't raise any red flags such as spelling errors, inconsistencies and so on. Plus, it should also address any specific requirements of the role, but don't forget to also include these in your resume.

Prepare, and prepare again.
If you get through to an initial screening call or interview, preparation is key in progressing further. Nathan Coller recommends, "to always do some research on the hiring company. It's most likely you'll be asked what you know about the company, so prepare some key talking points. Also have some scenario or example-based responses prepared that demonstrate your experience or key abilities and attributes the Hiring Manager is looking for. You should also ask the recruiter for any information or tips for the interview. Occasionally, some recruiters are so busy they forget to pass this information on".

Presentation is everything, even during a pandemic.
Your LinkedIn profile is often where you make a first impression with a Recruiter or Hiring Manager, so always use a professional photo for your profile image.
Also, if you haven't had an interview for quite some time, Rob Hart recommends, "Practicing with a friend and researching tips for interviews. You can also record yourself so you can see how you're coming across, like are you speaking too fast or in a monotone?"
During the pandemic, most interviews are being conducted via video conference, but this doesn't mean that you shouldn't treat it as a normal interview. Dress as you normally would for an interview, be mindful of what's in the background, check the lighting, and it's also best to sit at a table rather than on a sofa.

Now with large numbers of people vying for the same jobs, it's even more important to do what you can to land that next role. Reach out to your network and to companies where you would love to work. Update you resume with accurate information and customise it for each job you apply for. If you do get an interview, treat it as you normally would if you were going into an office for a face-to-face interview. Finally, always reach out to your recruiter for advice. They have years of experience to take advantage of and will be happy to help.

How Paxus can help
At Paxus, we're leaders in the recruitment of Technology and Digital PMs – we know the market, and can not only help you find your next Technology and Digital PM role, but can also provide you with career coaching and advice to help you get ahead. To find out how we can help, contact your local Paxus branch to speak with one of our dedicated recruitment consultants.

Managing Projects versus Leading Projects

While it always best to determine your approach to a project, the project team, stakeholders and suppliers upfront to establish the best culture from the 'get-go', it often just 'happens' and suddenly you find yourself in the middle of the project and things are not going the way you would like them to.

There are projects you 'manage' and there are projects you 'lead'. Usually the best outcomes for the project and the people involved come from projects which are 'led'.
However, it is not necessarily a choice of one or the other.

For instance, you have a project with an inexperienced team including your sponsor and supplier AND it has tight timetables and a fixed budget. While it would be good to 'lead' this project to success and develop all the participants so they learned from the experience, the amount of effort versus the risk of failure from anyone of the previous 'risk points' is very high and you have to decide whether you are able to contribute this level of commitment and accept the collateral impact to your life/family/career/interests/hobbies/etc.

And you must remember that if you don't ensure you are prepared for the effort required, you will not be able to support others who may have committed more than they realise.
So look at the overall picture, assess what your commitment will be (and this is not an 'exact' science so beware or planning to run with too little contingency) and factor these into your decision. Most of us have periods of difficult projects versus periods of not-so-difficult projects where WE can learn and develop as well.

Did I mention this was a lifelong journey? (your leadership development that is)
There are times in our career where we may get pre-occupied with our careers and ignore family, personal development, friends, etc. I have made justifications for these periods in my career but in hind-sight I see that I was blindfolded to the collateral damage caused by this focus. I realise it was NOT worth the price.

Personal and professional leadership development is priceless in terms of the return to you - and those important people around you – so should start for everyone at school and never stop.

Back to managing versus leading projects.
On the far right (left?) of 'managing' is driving a project to success by commanding and micromanaging to the point where you leave no space to input from the team nor any personal development for the team. If you are lucky you might get to celebrate the project delivery with the team – but that is likely to be the last you hear from any of them as they won't have enjoyed the experience nor developed any worthwhile skills for their next project for your company.

There are some of us that might say that this is OK. But developing the people involved in the project should be one of the success criteria for the project – so if fact, it wasn't a success. Go figure!!!

On the far left (right?..) is leading a group of people who drive the project (almost without you – if you can make it appear this way you have mastered the 'leading' part of this!!!).
This is a far from easy scenario to handle. Having lots of free-thinking people who are happy to drive the project to success is far more difficult (labour intensive/highly skilled) than micromanaging a project.

But the 'simple' solution to all this is developing your leadership skills so you CAN manage in the appropriate way – and adjust your approach as necessary when you recognise the 'symptoms' indicating things are going in the right/wrong direction so you can modify your approach appropriately.

What is PMISC doing about this for you (our members)?
The Board realised the importance of leadership skills and – while we continue to work to develop our own leadership skills – have commenced regular articles in our weekly newsletter that will provide input to your (our members) leadership skills development.
I trust you will enjoy these articles and think about how they might work for you in work AND personal situations.

I suggest you look for moments in crucial conversations where you should 'start with heart' and 'make it safe' for the other person.
As you explore the articles and the points they are making from both great local and global leadership coaches, I would love to hear personal experiences about how these skills help you recognise crucial conversations and prepare yourself engage in them in a fashion that is most likely to lead to a win-win outcome.

I hope I made it sound easy?
IT ISN"T!!
But it is worthwhile. I will testify to that.
Haveagoodday!

Gordon Bartlett
Vice President
PMI Sydney Chapter

Why a Change Manager should be a Project Manager's best friend

A lot is written about Project Managers vs Change Managers as if it's a battle or competition. It's not. We need each other. Yes, we do have different objectives, we come in different flavours, work in different industries and often find ourselves in roles where we are asked to be both project managers and change managers. When was the last time you hired a change manager to help you deliver your project during planning?

Being a Project Manager is exciting. We get to work in different industries, meet interesting people, learn about many different businesses and ways of doing things all while wearing many hats. We are planners, problem solvers, chief happiness officers, coaches, agony aunts, event organisers, mind readers, psychologists, report writers, risk managers, leaders and negotiators among many others. So, let's start with the obvious. What is the difference between a project manager and change manager?

Project Managers lead the team that is responsible for delivering outcomes in line with scope, budget and schedule whilst Change Managers aim is adoption and business readiness.

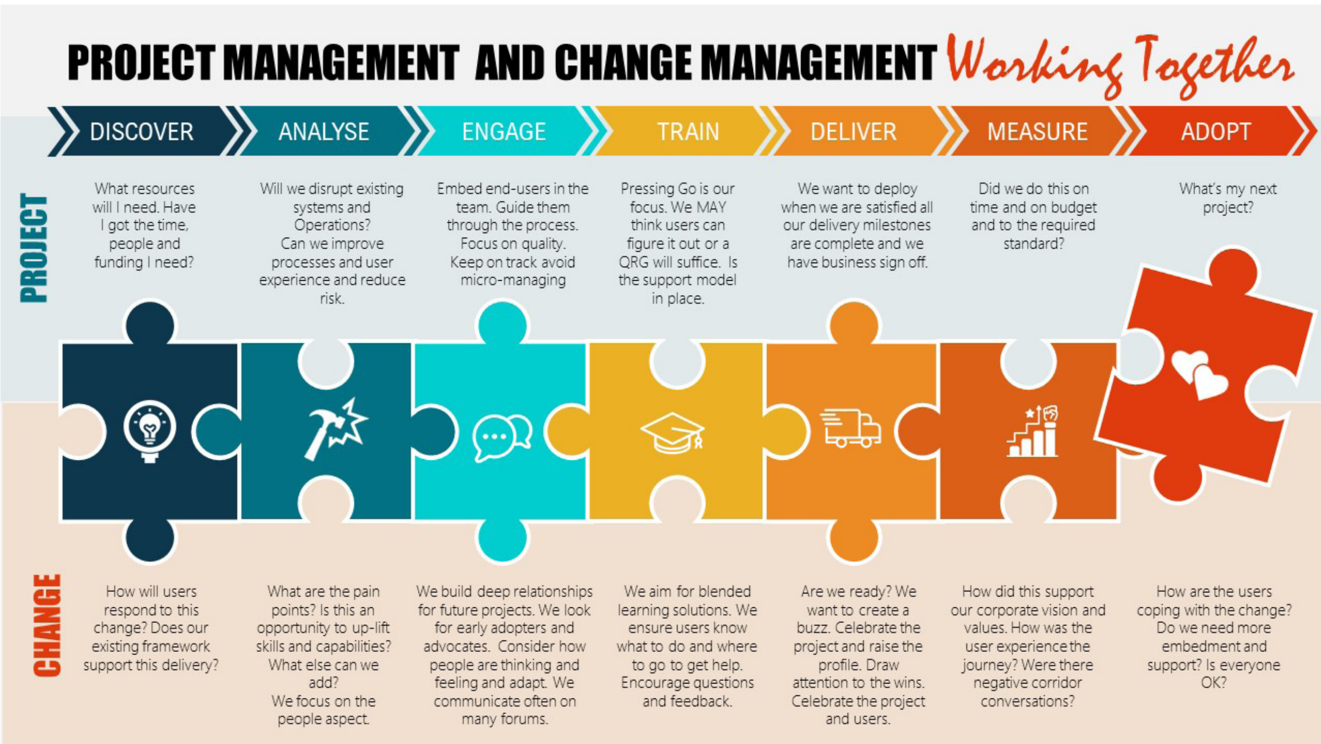


Diagram sourced from: changesuperhero.com.au

Conception, Initiation, Definition and Planning

Depending on the project, organisation and industry as project managers we are deep diving into scope, budget, delivery plans, schedules, risks, issues and team structure. There is a lot to be done! Engaging a change manager at this stage can reduce the risk of delivery by building deep relationships for the future and identifying early adopters and advocates. They will fast track your understanding of organisational impacts, identify the pain points and verify change activities, smoothing out the change planning reducing surprises later on. A change manager can create a smooth transition in terms of processes and acceptance levels not only during the project phases, but long after the project is complete.

Execution and Control

As project managers, our ability to play multiple roles and negotiate become key as we keep our eye on the due date, budget and scope. Delivery can often throw "curve balls" during the delivery lifecycle which may not be on any plan. Remember those deep organisation relationships that the change manager has already established? Now is the time to lean on the relationships keeping your project on track and on budget. Change Manager can work with you in considering how people are feeling and adapting, consider change fatigue, aid in the process adoption and buy-in, reducing resistance when changes occur, and in essence, play the role of liaison and advocate for the business activities. They also maintain a strong focus on the people and how changes impact them to ensure business risks are mitigated.

Project Closure

How many times as a PM have you discovered that closing a project seems to be just as hard as delivering a project? There may be a lack of buy-in and/or confusion about changes that have been implemented or what it means to the individual. This is where a change manager can play a vital role in smoothing this transition, relieving stress and helping employees through the changes, increasing the buy-in.

In summary, a change manager will collaborate with you and your team to drive faster adoption resulting in higher proficiency with the changes that impact employees. These improvements can increase benefit realization, value creation, ROI and the achievement of business benefits. Finally, you never know, they may just become your best friend working together on delivering great outcomes.

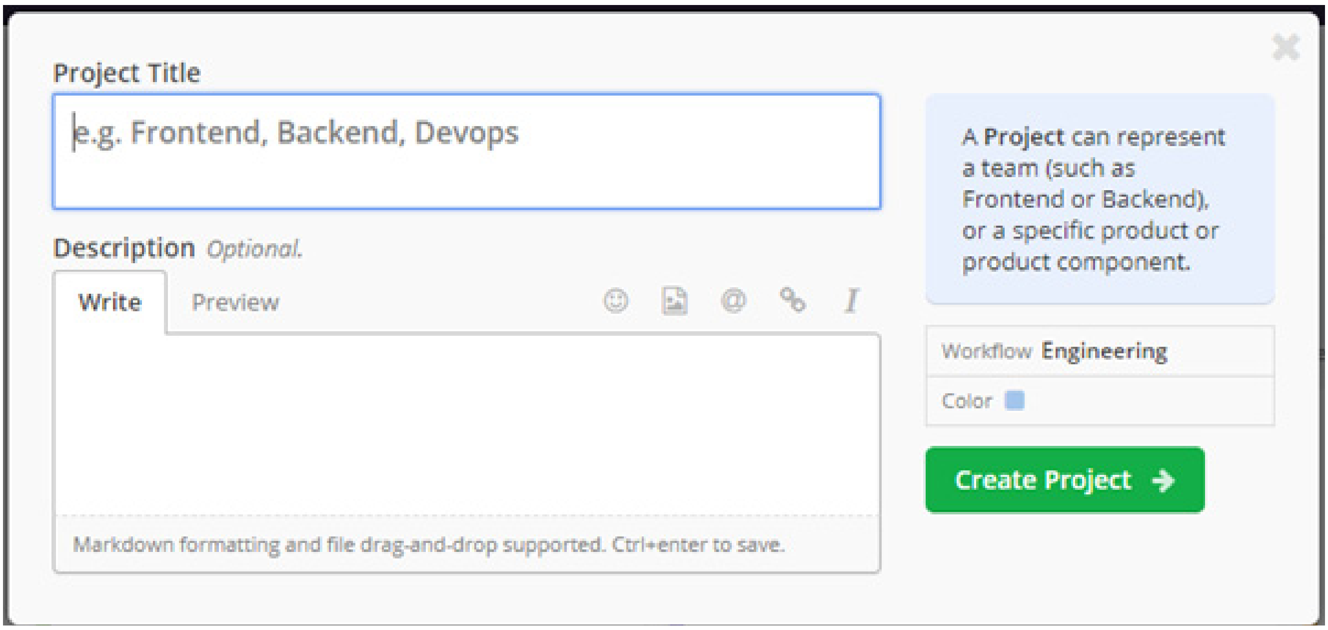
Joanna Nelson
Secretary
PMI Sydney Chapter

Effectively Manage Remote Software Project Delivery Using Clubhouse

When I was talking to our marketing director about writing an article for Critical Path, we discussed about how I can continue from where I left last time and write something related to the emotional intelligence quotient of project management. While, when I thought of writing it, in the current scenario I felt (not thought), that giving some practical tips that I have been able to implement to effectively manage remote software project delivery might help. Hence, this topic.

Now, before I continue, I want to highlight that there are many project and requirements management software out there. I have used many but have found Clubhouse, rather easy to use and understand. It hardly takes anytime for anyone using it for the first time. However, just like with any tool, the setup must be mastered. What I like about Clubhouse, is that how closely it helps in managing not only collaboration but at the same time ability for teams to work in their own areas of expertise.

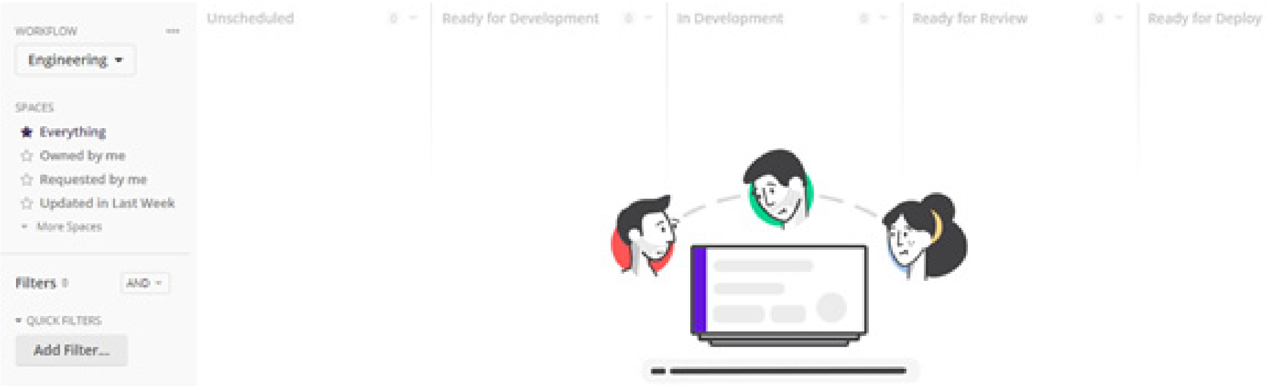
So, let us begin. You start with creating the Project. A name, brief description, a colour code and associated workflow (which I will explain in a bit) is all you need to create one.



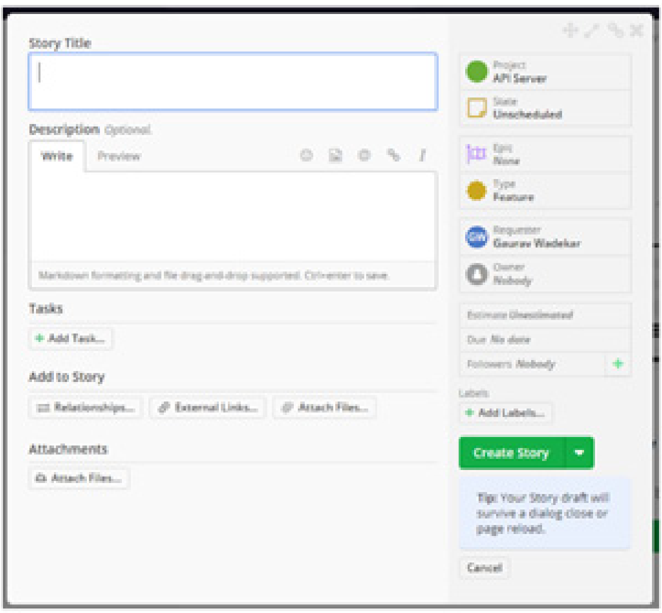
The Workflow concept is the driving tool for agile project delivery. Think of a workflow as a team. You can have a

1. Business team working on requirements
2. A design team designing the solution
3. An architecture team thinking of different solution options
4. Development team developing the requirements
5. Testing team trying to break the solution
6. And operations team ready to take hand over and manage the software on a day to day basis

Now, each team can have their own Kanban and individual workflows (Or workflow states as Clubhouse defines). For example, an Engineering workflow can look like this:



Now comes, the important part of managing requirements, which is creating stories. Clubhouse provides extensive options when it comes to creating a story.



Add tasks (or you can also consider them as acceptance criteria associated with the completion of the story)

You can add a lot of meta-data to the story. Assign Project, Workflow state, Epic, Type, Requester, Owner, Estimate, Due date, Labels

A couple of important things to consider when creating stories to foster collaboration and accurate reporting are:

1. Estimates – This is the most important information for the story. Add estimates for all the work one can do. Clubhouse provides an option to have various estimate scales, starting from Linear, to Fibonacci to agile and allows in creating a Custom scale. When each story is estimated properly and tracked accordingly, the accuracy of the reports and ability for the project manager to gauge the velocity of the work increases.

2. Labels – You can create as many labels as you want but the most important one that I have found is "Requires discussion". The story with this label can be picked up when having team meetings, daily stand up to enable collaboration.

Clubhouse also provides a lot many features to help with managing iterations, milestones, epics and integrates with many other software solutions out of the box. Some regular ones that I have seen used are GitHub, Slack, Dropbox, Google Drive.

While, many would consider this as a start-up-oriented application, I find that it is very intuitive and easy to use with giving ability to create detailed reports on work done and track the progress of the project(s). I am curious to know how else, are you managing the projects successfully when working remotely. Please engage and share your thoughts with me at volunteering@pmisydney.org.

Disclaimer: PMI Sydney chapter or PMI Global do not endorse Clubhouse and these views are only shared by the author to portray an example of remote project delivery management.

Gaurav Wadekar
Director of Volntering and Academic Outreach
PMI Sydney Chapter

Onboarding a Remote Workforce

by

COVID-19 and the sudden rise in the remote workforce creates a valuable and unprecedented opportunity for organisations to prioritise establishing new ways of working, implementing changes for the benefit of our future workforce.

One of the processes topping the agenda is remote onboarding.
Remote onboarding has been identified as one of the major challenges our clients are facing in this unexpected transition to a remote workforce.

Whilst a new concept for many organisations, transitioning to remote onboarding is becoming increasingly prevalent with the rise of remote and/or globally dispersed workforces.
The process can be highly effective through utilising innovative tools, technologies and communications channels that allow face-to-face virtual meetings and collaboration services.

To stay ahead of competitors and maintain market presence, it is important that organisations adapt so they have the capability to bring strategic talent into their team where required. To achieve this, the key focus for Human Resources teams should be to streamline onboarding components, using automation wherever possible to optimise processes without sacrificing communication and building connections.

Through our contractor management and our own nationally collaborative team M&T Resources are well versed in remote onboarding, training and development. We also understand the importance of getting this right and the impact a successful or unsuccessful onboarding program can have on business outcomes and employer branding.

With so much technology available to support remote working M&T Resources has put together the following recommendations for adapting to a remote onboarding structure. Setting Your Organisation Up for Success Onboarding is a critical step for all new starters, whether an employee or a contractor.

According to Gartner, successful onboarding can:

- Increase an employee's discretionary effort by more than 20%
- Drive employee performance by up to 15%
- Result in a new starter being nine times less likely to leave

By contrast, almost one quarter of new starters who join an organisation leave within 12 months. This results in significant unnecessary cost to the business and the wider economy. Getting this right is business critical.

Successful onboarding leads to faster integration, helping a new starter to become acquainted with their role, build connections with their new team and gain exposure to the intricacies of the organisation they have elected to join.

Onboarding should seek to inspire. It should reinforce the mission, culture, values and employer brand of an organisation so that a new starter becomes an advocate from Day One.

The core components of a successful onboarding program will vary across different organisations.

However typically these will cover:

- Welcoming the new starter
- Completing administrative tasks including contractual components and background checks
- Clarifying expectations around role and responsibilities
- Providing information on the organisation including culture, values, organisational structure, policies and procedures
- Familiarising a new starter with the team, wider organisation and environment
- Arranging relevant accounts, access and training for IT systems, applications and communication tools
- Setting up equipment, if required

As with face-to-facesite-based onboarding, a successful remote onboarding program relies on some core requirements:

1. Setting up a clear structure
What will the new starter be doing on their first day, first week, first month? Are there tasks required of them prior to the first day? Be transparent about what will be expected of a new starter so that they are fully prepared and can carry out the remote onboarding program effectively. For clarity, send diary meeting requests to lock in a schedule.

2. Communicating often
Keeping in touch both pre-start and throughout onboarding is paramount to the new starter feeling valuable, connected and engaged with the team and wider business. Communication should be regular and varied, including email, telephone and videoconferencing.

3. Maintaining the human touch
Remote onboarding should not take the human touch out of a new starter's experience. Skipping the niceties reduces the overall impact of an onboarding program leading to a higher chance of disengagement. Align the experience as closely as possible to how you would approach on-site onboarding. Arrange a virtual lunch. Have a team coffee catch up.

4. Tools and technology
Having the right set up is essential, whether a new starter is on-site or working remotely. Have all required logins, tools and resources been provided to support the remote onboarding process? Ensure any relevant equipment provided by the business is delivered to the new starter prior to their first day, so they have everything they need from the get-go. Is the new starter operating on a "Bring Your Own Device" basis? Are instructions and a policy in place to allow for this?

Download the **Remote Onboarding Checklists!**

Pre-Start **Day 1** **Week 1**

M&T Resources brings together the brightest digital, business & technology talent in the market for Australia's leading private sector and government organisations, most-loved brands and innovative start-ups.

Article written by **Vicki Hope** at M&T Resources.

The Tower Game

Educational Foundation
Project Management Institute.

The Tower Game is a fun project management exercise that can be used by students of all ages, as well as adults.

The game teaches participants to consider time, cost, quality and risk. The game can be used as an 'ice breaker', a stand-alone exercise or as part of a class.

Project management is an approach that is followed to help ensure that all project work that must be done to create a product, service or result is understood, planned and completed within the constraints of time (the schedule), cost (the budget) and quality.

This includes:
• Determining strategies to ensure everyone's expectations are met and that all needed people and other resources, such as supplies, equipment and facilities, are identified, planned for and acquired
• Defining high-quality project standards Identifying potential risks and determining effective ways to manage those risks
• Procuring products and services according to the organization's procedures
• Communicating the project's progress to the people and organizations involved on a regular basis

Proven!

This game has been played many times:

4 Primary and secondary schools
4 Students and teachers
4 University students and professors
4 Postgraduate students
4 Non-for-profit organizations
4 Subject matter experts
4 +++

How Many?

It is recommended to play the game with a minimum of 2 teams with 3 members each.

There is no maximum number of participants.

The Kit

The Tower Game kit includes Notes for the instructor, PowerPoint presentation and a spreadsheet.

Learn more and download resources

pmief.org/library/resources/tower%20game

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Courtney Condren was elected Director and held Board position from February and resigned for personal health reasons in May. We all wish her well.

At the time of publication of this magazine, the Board is seeking to appoint a Professional Development Director. Applications to the position closed on 31st May and the Board is currently reviewing the candidates.

A Board Member is usually elected by the PMI Sydney Chapter members and holds the position for 24 months. The next yearly elections will start from September 2020 and the position available will be:
2x Executive Directors (Treasurer and Vice President)
3x Directors (portfolios allocation are discussed post election)

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We are always looking for sponsorship support to deliver high-quality events, educational training and membership benefits across New South Wales. We invite you to consider becoming one of our valued sponsors.

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EMPOWERING PEOPLE TO MAKE IDEAS REALITY

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**.