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Editor's Note

Himadri Chowdury

Where do successful people come from? And what makes them successful? These questions came up a few times in my mind this week as I watched the elaborate schemes of Anna Delvey unfold in the Netflix drama *Inventing Anna*. At the same time, another gripping drama was unfolding in the evening news, the auction of Melissa Caddick's supercharged vehicles and uber-rich mansions in the heart of Sydney. Both these stories/events have at their heart a smart, articulate, resourceful person who allegedly led other very smart people to buy into their elaborate schemes, and, in the process, created a legacy – good or bad, a legacy nonetheless.



Those of you who haven't watched *Inventing Anna*, it might be slightly difficult to identify with the protagonist here, who made it literally starting from zero. Anna Delvey had not only managed to almost get a 40-million-dollar loan without collaterals, she almost rented one of the finest New York buildings to turn it into an Art project, and got some of New York's biggest bankers, lawyers, architects and even the Chef of Nobu to join her vision. She made it big, till the day it all came crashing down. Closer home, Ms. Caddick's story is familiar to most of us, and so is its ending. However, when you pause to think, both characters showed persistence, innovation, tenacity, hard determination, and ability to change plans swiftly when faced with risks. All of these are characteristics of a successful person, and also a smart project manager.

This makes me wonder what they could have done if they had stayed on the right side of the law. Would it have led to the same endings for their stories? Would they have made a positive difference to the lives of people around them and changed the world for the better? Would they have made great project managers dealing with some of the most complex projects in the world? Answers we may never know. What we do know is that all of us have these characteristics, the difference is how we use them. Chef Gusteau famously said in *Ratatouille*, "anyone can cook ... but only the fearless can be great." For us PMs, may be it's not fearlessness, but the yearning to make positive changes that makes us better, if not great.

This is our first newsletter in 2022, and, we thank you for reading it. As you can tell, there have been some subtle changes, starting with the design and format. In terms of content, we have planned interesting articles, columns, interviews and news and views from the project management community in the coming days.

Take this month's lead article for instance. It touches upon how Project Management, as a profession, creates some wonderful opportunities to make the world a better place. We have also started a column that gives you a ringside view of how the profession is changing with the time, and what you should do to keep up. Our lead photo gives a glimpse of our great city. In all, it's a wholesome package of content. Happy reading!

We would love for you to contribute to the future issues of our newsletter. Please connect with us at marketing@pmisydney.org.

Best,

Himadri Sekhar Chowdhury

Editor, The Critical Path

The writer or PMI do not in any way support or ratify the acts of the persons mentioned in the write-up. The events mentioned above serve only as editorial references.

Getting NSW Active

Sandeep Mathur



Introduction

Probably most of us use the services provided by Transport for NSW (TfNSW) each week. And if you thought that the state government enterprise only oversees all modes of transport – roads, rail, ferries, light rail, metro and point to point, well, think again. TfNSW leads the development of safe, integrated, and efficient transport systems for the people of NSW and Active Transport options – Cycling and Walking – are key among them.

Currently, TfNSW is overseeing a \$72.1 billion transformation program that would determine how NSW moves in the future. The Future Transport 2056 Services and Infrastructure Plans builds on principles and objectives for walking and cycling set out in the State Infrastructure Strategy, to encourage Active Transport for short trips.

Having a Minister of Active Transport highlights the importance state government is putting on the alternate modes of transport. Besides reducing the number of private vehicles on roads and easing congestion, delivery of Active Transport infrastructure brings economic benefits by creating jobs. It reduces burden on health infrastructure as more people lead active lives and reduces carbon footprint, thereby delivering sustainability benefits.

In the first 10 years of the 40-year vision, TfNSW has set out to deliver more than 300 initiatives underpinned by data-driven technology roadmap. Most initiatives have a significant technology component including data and data-analytics. In the next few sections, we will see how Active Transport is implementing the vision across the state.



Sandeep Mathur is the Director – Active Transport Portfolio, Data & Analytics – at Transport for NSW (TfNSW). Since joining TfNSW in 2016, Sandeep has delivered several Data Science Initiatives and was last year chosen to manage the Active Transport portfolio. Sandeep has a long association with the PMI Sydney Chapter. He became a member in 1999 and has held several Board positions over 14 years, including 2 years as President. Today he remains actively involved and advises the Board as requested.

Cycling

Active Transport's vision is to have more people cycling and walking in NSW through the delivery of \$950 million worth of cycling and walking infrastructure across the state over the next four years. On 6th February 2022, the Minister of Active Transport announced his intention of doubling this spend. The delivery of investments would be either through 128 Councils for smaller projects or Infrastructure & Place Division of Transport for major projects.



Cycling has become more popular since the onset of COVID-19.

Through Get NSW Active Program, Transport for NSW issues \$50 million to \$75 million grants annually to the Councils to deliver walking and cycling infrastructure on local roads. Active Transport performs program management of this major and politically visible stream of 200+ investments. Over the last 18 months, Active Transport has delivered six popup cycleways in Greater Sydney and five in Regional and Outer Metropolitan areas and are currently in the process of converting the popup cycleways constructed to more permanent ones. In fact, 55 kms of cycleways delivered last financial year was the highest in NSW's history.



Converting Popups to Permanent Cycleways

There are another 32 projects currently being delivered under the Parramatta Road Urban Amenity Improvement Program (PRUAIP) with a significant \$198 million investment. Active Transport is program managing the delivery of walking and cycling infrastructure as part of the scope and conformance to policies and procedures for all 32, including Parramatta Light Rail, Sydney Metro West, 16 Regional Cities Program, etc.

Among other interesting ongoing projects is the Sutherland to Cronulla Active Transport Link (SCATL) under construction is a pedestrian and bicycle path between Sutherland and Cronulla to help make walking and bike riding a more convenient, safer and enjoyable transport option. Project GreenWay, also under construction, is a 5.8 km environmental and active transport corridor linking the Cooks River at Earlwood with the Parramatta River at Iron Cove.

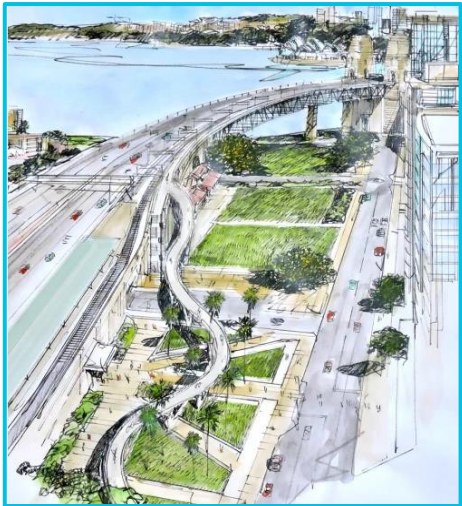


Sutherland to Cronulla Active Transport Link (SCATL)



The GreenWay Project

What's next? Well, the Sydney Harbour Bridge Northern Ramp Cycleway designs are currently being evaluated with the winner to be announced later in February 2022. Looks like this will be one of the most talked-about projects in North Sydney.



Sydney Harbour Bridge Ramp, North Sydney

Walking

Active Transport has identified factors that influence walking and completed a high-level mapping of walkable areas in NSW. They are now trying to understand walking patterns and behaviours, especially where and when short trips are taking place. Potentially walkable 15-minute neighbourhood pilots are being done. Campsie is a great example of a suburb which structurally supports walking.



Example of a 15-Minute Walkable Neighbourhood at Campsie

Options for walking infrastructure range from lowering speed limits, tree planting, to raised pedestrian crossings.

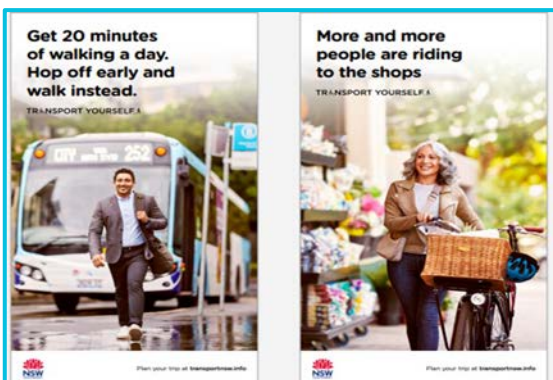


Lower speed limits & cost-effective surfacing make streets feel safer (Clara St, Newtown).



Tree planting adds shade & slows traffic (Westmoreland St, Glebe)

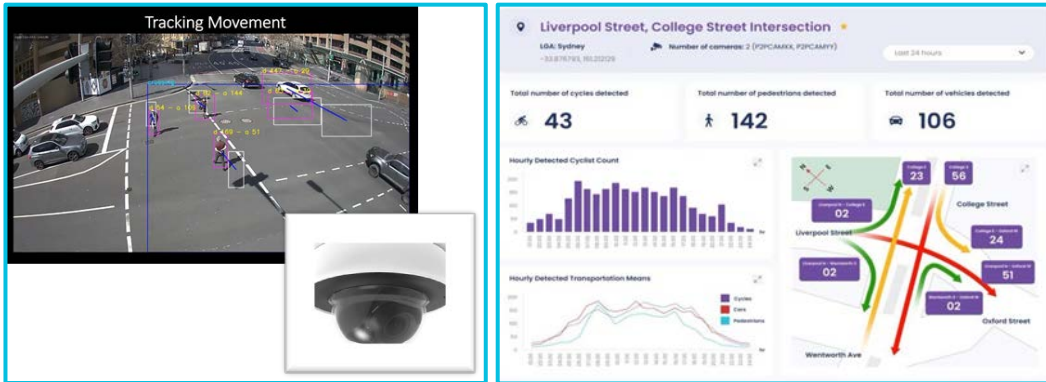
To address barriers to walking and cycling, the department is continuing to encourage behavioural change through campaigns. The current campaign is light, bright, and modern with a tag line of Transport Yourself.



Current Behavioural Change Campaign

Project Benefit Tracking

TfNSW are using data and analytics for Benefits Tracking, and for potential investment decisioning. In 2021, they did a few proof of concepts to support the infrastructure rollout. One of them was using Street Cameras for walking and cycling counts. Following successful completion of the PoC, TfNSW will install cameras for all new projects. Cameras replace the traditional piezo and pneumatic tube counters that were deployed earlier. While the initial focus is walking and cycling, the cameras are trained to pick counts for all vehicles.



Using Street Cameras for Walking and Cycling Counts

The challenge of providing an accurate daily cycling trips information, which can be done with the Opal Card data for other modes like Bus, Ferry, Light Rail, Trains and Sydney Metro, was overcome by modelling cycling trips using Strava data. Active Transport are in the process of operationalizing the model, which would allow to model trips down to a specific LGA and corridor level.

Conclusion

Walking and cycling are integral to our transport system. Over 1.1 billion trips a year in NSW are made on foot or by bicycle, including around 600 million trips associated with a public transport journey. Over a million people in NSW ride a bike at least once a week (13 percent of the population) and 2.6 million people ride a bike at least once a year. And this number is growing. All these emphasise the key role TfNSW and Active Transport projects are playing in catering for the future of our transport. The movement of the future starts here!

Chapter News – February 2022

Mentor the Next Batch of PMs



UNSW
SYDNEY

The **University of New South Wales (UNSW) Post Grad Project Management course** is looking for experienced Project Managers who can **mentor** a few select students that stay on as demonstrators after the completion of the program.

Mentoring one of the demonstrators would be rewarding for any PM professional as they are all selected from the top students on the course and have a real interest both in project management and in personal development. Many of the students are also close to graduation and looking for careers that may include project management.

There are three stages in the mentorship in each of the three terms – Before Term, During Term, At the End of the Term – and the role of the PM Mentors would include working with student demonstrators to produce case studies, helping them design PMP assignment briefs, discussing key aspects of project success, etc.

If you're interested, please send your CV to Edward Obbard at e.obbard@unsw.edu.au or Lenna Fu at lenna.fu@student.unsw.edu.au. Refer your PMI membership.

The Melbourne PMI Conference



The PMI Melbourne Chapter is calling for abstracts, seeking sponsors and have opened award nominations for the PMI Melbourne 2022 Conference on 16th May 2022. They are also offering a virtual ticketing option for members that cannot make it over to Melbourne. All information is available on the website:

<https://melbourne.pmi.org.au/Conference/>

The Conference theme this year is REbuild | REconnect – “More than ever we are being called to REBUILD our resilience, and in response we have created impressive and wide-spread innovation. This conference will RECONNECT project management professionals by exploring and expanding on the approaches which have already been developed, and looking towards key learnings to help us continue to adapt and grow in the future.”

Sustainable Leadership Course

The Institute for Sustainable Leadership (ISL) provides online courses specifically within the knowledge area of Sustainable Leadership in business and management practise. They provide students with the tools and understanding of sustainable leadership practice, in support of their business, the society and our planet.

ISL is currently offering a [Foundations in Sustainable Leadership online course](#), which is self-paced and expected to take approximately 40hrs (8weeks) with 6 online group meetings. The course is presented by Hon. Professor Gayle Avery and is now available online. It is an introductory course into Sustainable Leadership and is a great option for continuing professional development.

Appeal to Volunteers

PMI Sydney Chapter requests Chapter Members and well-wishers to join as Chapter Volunteers. We currently have openings in various portfolios. This is a great opportunity to do a lot of good for the Chapter and give back to the profession. If you're interested, please reach out to volunteering@pmisidney.org.



Contributions Wanted for the Newsletter

The PMI Sydney Chapter Newsletter Editorial Team is requesting your contributions for our monthly newsletter, The Critical Path. News, Views, Opinion Pieces, or Articles, all are welcome. We would also be happy to hear about the content you'd like to see in the newsletter.

Please reach out to marketing@pmisidney.org with your contributions or suggestions.

Coco's Corner

Leo Coco

Is Digital Collaboration and Remote Teams here to stay?

One thing we validated and have proven during this global health pandemic for sure, is that Project Management is not bound by the confines of a physical office. What we are seeing now are jobs being posted for remote working PM's. Now this can be attributed to many factors which include better internet-based collaboration options, changing corporate strategies and values, plus the rise of the gig economy (i.e., a labour market characterised by the prevalence of short-term contracts or freelance work as opposed to permanent jobs). Remote teams have always been but are more common today than they have been ever before.

The COVID-19 pandemic has forced an extraordinary shift. To protect workers and minimize the spread of the virus, organisations across the globe have embraced new ways of working and created updated work-from-home policies which favor digital communication over face-to-face interaction. It is predicted that this trend is likely to continue even after the pandemic settles and will likely present some unique challenges for us as Project Managers.

Collaboration, team building, and things like design and troubleshooting workshops are better managed when all members of a team are in the physical proximity of each other. This doesn't mean that digital or remote teams are counterproductive.

The increased flexibility and benefits of remote working may allow organisations to attract and maybe even retain top talent from across the globe now. As such, Project Managers will need to find ways to reduce the inefficiencies which might also arise.

Some things to consider about work trends post COVID:

- Gartner analysis shows that organisations will continue to expand their use of contingent workers to maintain more flexibility in workforce management post-COVID-19
- Organisations are shifting to building a workforce focused less on roles and rather offering career development support to employees in critical roles who lack critical skills.
- Connectedness is a critical element to support a healthy state of mind and its essential in creating a culture of inclusiveness within your teams and organisations.



Project Management Authority, Trainer, Entrepreneur and Speaker, there are many facets to Leo Coco, our PMISC Director. He has seen it all – from fast-paced corporate environments, to public enterprises touching millions. Decades of experience have given him an almost uncanny ability to home in on the latest trends in the market and predict changes that are coming. In this column, Leo gives our readers a ringside view of how the world of Project Management is changing around us.

- Emotional Intelligence is important for Project Leaders to possess and has been shown to be one of the most valuable leadership skills in general. With the increase of remote work, this now drives its value even higher.

How will you leverage what you have learnt during this pandemic to embrace Digital Collaboration and working with Remote Teams as the new industry norm?

Photo of the Month

Rory Wilson



About the image

The full height of the two-tiered Wentworth Falls from the National Pass walking track.