



25th IPMA WORLD CONGRESS

Project Management - Delivering the Promise

Brisbane Convention & Exhibition Centre, Queensland, Australia

9 - 12 October 2011 | www.ipma2011.com.au

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Australian Institute of
Project Management

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international
project
management
association



Congress Proceedings

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25th IPMA World Congress Organising Committee

David Hudson World Congress Chair

Dr Bill Young President, AIPM

Alan Tupicoff National Director, AIPM

Dr Lynn Crawford Academic Program Chair

Sheryle Moon Chief Executive Officer, AIPM

Linda Chiarella Events Manager, AIPM

Mary Martin Project Management Consultant

Mark Patch Project Management Consultant

Tina Rawkins Brisbane City Council

Robert Davie Project Management Consultant,
Young Crew Convenor

Becky Paroz Project Management Consultant,
Young Crew Program Convenor

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Australian Institute of
Project Management

International Project Management Association (IPMA®)

As a world leading project management organisation, IPMA® globally represents more than 50 national project management associations from all continents of the world.

IPMA® actively promotes project management to businesses and organisations around the world. In order to increase the recognition of the profession, we certify project managers, award successful project teams and research projects, and provide a number of project management publications.

IPMA® has spread from Europe to North and South America, Asia, Africa, the Middle East and Australia, and the number of member associations is steadily growing. Through IPMA® project managers from all cultures and all parts of the world can network, share ideas and bring project management forward in good cooperation.

For more information please visit www.ipma.ch

IPMA»

international
project
management
association

Australian Institute of Project Management (AIPM)

Formed in 1976 as a not-for-profit organisation, the Australian Institute of Project Management provides individuals and organisations with recognition pathways in project management. As the second largest IPMA® member association and with members and chapters in all states and territories across Australia, AIPM is the largest project management community in the Asia Pacific region incorporating:

- Individual members
- Corporate members
- Industry groups
- Communities of practice

Our role:

The role of the AIPM is to improve knowledge, skills and competence of project management professionals, all of whom are key to achieving business objectives, not just project objectives. AIPM also aims to ensure that those involved at other levels in an organisation and the communities understand the key role of project management in today's society.

Our goals are:

- To increase the awareness of project management as a core competency for organisations
- To progress the globalisation of project management
- To recognise excellence in project management
- To promote continuous professional development for project management professionals
- To continue AIPM's position as the peak body for project management in Australia

For more information please visit www.aipm.com.au

**For further information about joining AIPM or IPMA,
please see the association representatives in the Trade Exhibition**

MONDAY 10 OCTOBER 2011

0730-1800	REGISTRATION	Registration Desk Open	Ground Floor
0800-0930	ALPM ACTIVITY	ALPM Fellows Breakfast*	Plaza 1
0900-1140	TOUR	Brisbane City Council hosted Study Tours: Please assemble in the foyer area by 8.45am Brisbane's City Hall Restoration Project (Red Tour) TransApex - Clem Jones Tunnel, Go Between Bridge and Legacy Way (Blue Tour) Sherwood Road Bus Depot (Green Tour) Brisbane's Howard Smith Wharves Restoration Project (Yellow Tour)	Ground Floor
0900-1130	TOUR	Department of Public Works, Queensland Government hosted tour Site tour of the Kurilpa Bridge and the Brisbane Supreme Courts (currently under construction) Please assemble in the foyer area by 8.45am	Ground Floor
1000-1130	ALPM ACTIVITY	Assessors Meeting*	Boardroom 1
1000-1700	SOCIAL	Trade Exhibition & Poster Display Open for Delegates	Great Hall 3&4



ROOM	Great Hall 1 & 2	M1	M2	M3	M4	M9	P1	P2	P3	P4	P5
WORKSHOP	Preparation for Opening Ceremony	Sustainability & Corporate Social Responsibility in Project based Organization. <i>Dr Meriam Sepehri</i> 319	Business Benefits Realisation. <i>Craig Wilkins</i> 29	The Human Face of Effective Project Management. <i>Bruce Brazzall</i> 32	The Facilitative Project Manager. <i>David Jago</i> 69	Design, Reuse and Share Project Models to Efficiently and Productively Deliver the Promise. <i>Uros Strel Lentic</i> 273	Whose really controlling the Project, is the Project Manager in control? <i>Adam Nathan</i> 154	Rhythm of Competences. <i>David Cebrian-Tarason</i> 176	Time 2 Act: Delivering the Promise. <i>Brian Cracknell</i> 232	The Sun is Larger than its Constituent Parts: Synergy in an online project management course. <i>Farooq Kimani</i> 95	Technical Audit of Project Engineering, Procurement and Construction Disciplines for Checking the Realisation of Client and Stakeholder requirements and Expectations. Case study for Work-Shop: Bill Project. <i>Esmail Akbari, Moqaddam and Arnoosh Shakher</i> 216
1000-1100											
1115-1145	SOCIAL	Light Refreshments; served in the Trade Exhibition	Great Hall 3&4								
1150		Delegates to enter Great Hall 1&2 for Official Opening									
1200-1245	PL1	Opening Ceremony Welcome to Country, Turbal Tribe, Songwoman Maroochy, Didgeridoo performance Welcome by Convener of the 25th IPMA World Congress, <i>David Hudson</i> Welcome from President of the Australian Institute of Project Management and host for the 25th World Congress, <i>Dr Bill Young</i> Welcome from President of the International Project Management Association, <i>Roberto Mori</i>	Great Hall 1 & 2								
1245-1330	PL2	Keynote Presentation <i>Ed Merrow, President of Independent Project Analysis Inc, USA</i> Redefining Project Management for Major Projects	Great Hall 1 & 2								
1330-1415	PL3	Keynote Presentation <i>Graeme Newton, CEO, Queensland Reconstruction Authority, AUS</i> The Australian Experience - Reconstructing Queensland following the Summer Disasters of 2010/2011	Great Hall 1 & 2								
1415-1445	SOCIAL	Afternoon Refreshments; served in the Trade Exhibition	Great Hall 3&4								
1415-1445	POSTERS	Reminder to all delegates that posters are on display in the Trade Exhibition area	Great Hall 3&4								

No Chairperson has been assigned for Workshops.

25th IPMA World Congress Project Management - Delivering the Promise



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ROOM	Great Hall 1&2	M1	M2	M3	M4	M9	P1	P2	P3	P4	P5
CONCURRENT SESSIONS	Academic Presentations	Social & Corporate Responsibility	Practitioners and the occupation	Mixed themes	Clients and stakeholders	Practices and methods	The Future	The Australian Experience	The International Experience	Practices and Methods	The Australian Experience
CSM1 1450-1535	Project Space: A new doctrine on warfare <i>Greg McDonald 142</i> <i>Jon Whitty</i>	Project Management Excellence in AMEC <i>Dr Mehmood Alam 222</i> <i>Dr Keith O'Shea</i>	Integration of Strategic Policy with Implementation - The Concept of the Strategic Integration Team. <i>Anee Callaway 65</i> <i>Dr Lynn Crawford</i>	IPMA Global Certification - An Industry Case Study. <i>Dr Gervase Haines 87</i> <i>Maria Skillen</i>	Risk reduction: How to ensure that project outcomes are achieved in an ever changing environment. <i>Jerren Bollujit 24</i> <i>Trevor Alex</i>	Project management principles in design management. <i>Paul Burslinghaus 79</i> <i>Sheryle Moon</i>	Leading Edge Safety Performance Systems in Aviation and the applicability to Project Management. <i>Peter Atkins 200</i> <i>Anthony Wood</i>	Project Management in Health - Why so hard? <i>Carmel Brennan 66</i> <i>Anthony Miller</i>	If project progress is the answer, what is the question? <i>Johan Steyne 304</i> <i>Ted Brooks</i>	A Comprehensive Investigation on Team-Building & Team-Working Processes in Project Management. <i>Dr Mohammad Hoseni Sobhiyah 281</i> <i>Paul Campbell</i>	Achieving results by measuring progress. <i>Bram Van Oosterhout 252</i> <i>Carol Hopper</i>
CSM2 1535-1620	PANEL 1 UNDERSTANDING STAKEHOLDERS <i>Alexia Nalewala, Dr Roxanne Zollin 120 / 129</i> <i>Roxanne Zollin</i>	The Spirit of Project Management. <i>Alan Harpham 17</i> <i>Dr Keith O'Shea</i>	Humble knoconclasts - Leadership for Complex Projects <i>Dr Koye Hemington 80</i> <i>Dr Lynn Crawford</i>	The relationship between Corporate ERM, Project Management, Risk Management and risk tools. <i>Maria Papadaki 295</i> <i>Presented by Dr Mehmood Alam</i> <i>Maria Skillen</i>	Putting the VALUE back into Value for Money (VfM) for your program and project. <i>Brad Cowan 46</i> <i>Trevor Alex</i>	Do we really need professional Project Managers? <i>Julie Goff 19</i> <i>Sheryle Moon</i>	The Future of Project Management circa 2025 in the Australasia and Oceania Regions. <i>Brian Kooyran 64</i> <i>Anthony Wood</i>	Integrated Planning - driving multiple projects towards a single vision. <i>Paul Purdon 73</i> <i>Anthony Miller</i>	One Global Approach, One Standard Process and Multiple Cultures - an (in-) possible mission? The successful integration of business case management, project management and behavioral change in a globally acting TIER 1 enterprise. <i>Dr Thomas Baumann 77</i> <i>Ted Brooks</i>	Risk Identification and Response Planning in Multidisciplinary Project Teams. <i>Liisa Lehtiranta 186</i> <i>Paul Campbell</i>	Delivering with PPPs? What went right, what went wrong in the last decade - PPPs for roads and tunnels in Australia. <i>Dr David Wilson</i> <i>Presented by Professor Colin Duffield 294</i> <i>Carol Hopper</i>
1620-1705	PL4	Keynote Presentation <i>Chris Cattaway, NZ</i> Project Management to Save Lives									
1705-1800	IPMA PRESENTATION	Best Projects Worldwide In 2011 - What can you learn from them? All delegates are welcome									
1715-1800	ALPM AGM	Australian Institute of Project Management AGM - All members welcome									
1830-2045	SOCIAL	Welcome Reception Delegates to make their own way to the Welcome Reception. Maps provided									

WEB LOUNGE

Wireless Internet is available for all IPMA delegates. Located in the Trade Exhibition, Great Hall 3&4

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COFFEE LOUNGE

Espresso Coffee served from 8am daily in the Trade Exhibition, Great Hall 3&4

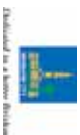
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TUESDAY 11 OCTOBER 2011

07:30-08:30 INVITATION ONLY Breakfast, hosted by the Brisbane City Council

River Room, Brisbane Convention & Exhibition Centre



07:30-18:00	REGISTRATION	Registration Desk Open	Ground Floor
08:50-09:00		Housekeeping Announcements, Tom Taylor	Great Hall 1&2
09:00-09:45	P1.5	Keynote Presentation <i>Morris Miselowski, Principal & Founder, Success through Focus, AUS</i> Futurevision: The Tomorrow and Beyond of Business	Great Hall 1&2 <i>Chairperson: Roberto Mori</i>
09:45-10:05	P1.6	Keynote Presentation <i>Harjoto Zainal-Abidin, Project Management Coord, Mentor Solutions & Resources Sdn Bhd, MALAYSIA</i> Cultural Shifts in Project Management for Nusantara - South East Asia	Great Hall 1&2 <i>Chairperson: Roberto Mori</i>

10:05-10:15 Discussion

10:15-10:45 SOCIAL Morning Refreshments, served in the Trade Exhibition
10:15-10:45 POSTERS Reminder to all delegates that Posters are on display in the Trade Exhibition area

ROOM	Great Hall 1&2	M1	M2	M3	M4	M9	P1	P2	P3	P4	P5	PTR
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CONCURRENT SESSIONS

CST1
10:50-11:35
The Disaster Management Panel will focus on recent events in Queensland.
Speakers include:
Keith Eaton, Manager, Q Build.
Peter Billing, Ergon Energy.
Ergon Energy, Executive General Manager, Operations
Alan McLean, CEO, RedR Australia
John Gawcutt, Chief Superintendent Queensland Fire and Rescue Service.

CST2
11:35-12:20
Executive General Manager, Operations
Alan McLean, CEO, RedR Australia
John Gawcutt, Chief Superintendent Queensland Fire and Rescue Service.
Social sustainability to social benefit: Creating positive outcomes through a social risk-based approach.
Jessica Winnall 83
Chris Carman
"Claytons Plan" – The Plan You Have When You Don't Have A Plan.
Catherine Devine 23
Dr Ted Toohler
MANAGING VIRTUAL & DISTRIBUTED PROJECTS.
Dr Cornelia Ieal, Dr Daniel Collado-Ruiz 290/1772
Dr Kaye Remington
ICU - Is your project heading for an Intensive Care Unit? Or will Interaction, Communication & Understanding support your project's success?
Bronwyn Cross 107
Peter Dechaineux
Cloud Computing: Implications for Project Management Methodologies.
Rob Livingstone 31
Kitty Marnandis
Towards a Best Practice Framework for Project Governance.
Jan Begg 98
Gary Yorke
Tenacious Two Step in Turbulent Tropical Time.
Alan Janakowick and Mike Arstee 92
Dr Steve Milner
Project management techniques on mega infrastructure projects in India.
Arun Chandran 91
Daniel Collado-Ruiz
Embracing social sustainability in the delivery of major projects.
A case study on the Waralong Dam.
Matt Eppibick 210
Mark Patch
Methods and Tools of Success Driven Project Management.
Vladimir Liberman 47
Tina Rowkins

CST3
12:20-1:30
Each speaker in the first session will speak for 20 minutes. This is out of sync with the other elements of the program, however it is considered that those attending this session will attend for the entire session.
Dr Paul Steinfort
Sustainable Practices in Execution of Natural Gas Pipeline Projects.
Asim Prasad 248
Chris Carman
Behavioral Profiling of Successful Project Managers.
Dr Paul Giamalvo 291
Dr Barrie Toohunter
MANAGING CONSTRUCTION PROJECTS.
Dr Chirni Nyberg, Dr Mauro Mandini 192 / 189
Dr Derek Walker
Complex Project Management - Global Perspectives and the Strategic Agenda.
Dr Stephen Hayes 330
Peter Dechaineux
Application of Systems Engineering In Project Delivery- Requirements Management System.
Eryonam Agbodo 35
Kitty Marnandis
Delivering the Promise – realising strategic value through 'right touch, high impact' Enterprise Project Management.
Rob Loader 234
Gary Yorke
The gateway review process - a quiet success story of using a quality assurance process to improve the delivery of high risk projects.
Nick Pelham 96
Dr Steve Milner
Managing a Complex Project on a Ten Line Schedule.
Richard Cawley 149
Daniel Collado-Ruiz
Complex and Mega Projects - Knowledge challenges and payoffs.
Dr Kate Andrews 174
Mark Patch
Brisbane City Council's Road Action Program – Delivering the promise.
Alan Evans 133
Tina Rowkins

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Brisbane City Council's Road Action Program – Delivering the promise.
Alan Evans 133
Tina Rowkins

1305-1405	SOCIAL	Lunch, served in the Trade Exhibition	Chairsperson: <i>Miles Shepherd</i>	Great Hall 3&4
1305-1455	POSTERS	Reminder to all delegates that Posters are on display in the Trade Exhibition area		
1305-1455	APM ACTIVITY	General Meeting of Fellows*		Plaza 1
1305-1455	APM ACTIVITY	PMO Meeting*		Plaza 2
1410-1455	PL7	Keynote Presentation <i>Sue Kershaw, Executive Head of Programme and Contract Delivery, Olympic Delivery Authority, UK</i> Transport for the London 2012 Games		Great Hall 1 & 2

ROOM	Great Hall 1&2	M1	M2	M3	M4	M9	P1	P2	P3	P4	P5	Ptr
CONCURRENT SESSIONS	Disaster Management	Social & Corporate Responsibility	Practitioners and the occupation	Academic and Panels	Clients and stakeholders	Practices and methods	The Future	Mixed themes	The International Experience	Practices and Methods	Practices and methods	Practices and methods
CST4	Brisbane City Council's Disaster Response & Recovery. <i>Craig Evans 143</i> <i>Dr Paul Steinfort</i>	PANEL 6 LEARNING, AND UNLEARNING. <i>Anthony Wood, Dr Beverly Padian 280 / 178</i> <i>Dr Barrie Todhunter</i>	Project Steering Committees: Accountable for project results or accidental tourists? <i>Shayn White 152</i> <i>Stuart Hugison</i>	Managerial competence requirements and incidence in multiple project environments in the UAE. A banking sector case study. <i>Dr Paul Gardner 201</i> <i>Dr Ted Toohler</i>	Accountability for Outcome Realization in a Project Governance Model. Presented by <i>John Smyk 49</i> <i>Boyd McCarron</i>	Development of postgraduate engineering project management programmes at Greenwich University. <i>Dr Wilni Arami 325</i> <i>Dr Nino Grau</i>	The benefits of Social Media for (international) organisations and programmes. Our PM world is changing rapidly, a success story of a global implementation. <i>Wim De Gier 302</i> <i>Alan Tupicoff</i>	Integrated Project Delivery. <i>Tom Fussell 213</i> <i>Wolfgang Raschka</i>	The Challenges of International Programme Management in the Financial Services Sector. <i>James Masters 146</i> <i>Mark Newton</i>	Integrated performance Assessment System <i>Mohamedeza Teghedl 144</i> <i>Michael Young</i>	Risk Management in Exploration. <i>Dr Steve Miller 139</i> <i>Peter Fowler</i>	PANEL 4 EXTENDING AND DEVELOPING COMPETENCIES. <i>Dr Lynn Crawford, Dr Alan Stratton, Majid Farahani</i> Presented by <i>Dr M.H. Sobhyiah 113 / 53 / 203</i> <i>Dr Lynn Crawford</i>
1500-1545												
1545-1615	SOCIAL	Afternoon Refreshments served in the Trade Exhibition										
CST5	Lessons from the Unexpected Project - Brisbane Flood. <i>Phillip Tighe 266</i> <i>Dr Paul Steinfort</i>	A SYSTEMS PERSPECTIVE ON PROJECTS. <i>Prof Vernon Ireland, Fang Liu 161 / 58</i> <i>Louis Klein</i>	Building strong project management frameworks - A local government experience. <i>Tina Rawkins 132</i> <i>Stuart Hugison</i>	PANEL 5 PROJECT MANAGEMENT AS A PROFESSION. <i>Dr Barrie Todhunter, Jaronir Pitas 275 / 118</i> <i>Dr Paul Gardner</i>	Managing the Retrofit of Existing Healthcare Facilities. <i>Alexander Rams 59</i> <i>Boyd McCarron</i>	Incorporating Agile into a Waterfall Project. <i>Azife Tzillon 321</i> <i>Dr Nino Grau</i>	How can I be sure? PM in a world that is constantly changing? <i>Victoria Kearney 251</i> <i>Alan Tupicoff</i>	Project Management in Space Business. <i>Dr Michael Soetler 301</i> <i>Wolfgang Raschka</i>	Linking EIA with Environmental Protection Excellence. <i>Dr Vladimir Obradovic 179</i> <i>Mark Newton</i>	Programme management at the example of an Austrian Energy Company. <i>Maria Sinek 298</i> <i>Michael Young</i>	A case study in the implementation of Project Server in a high risk R&D Project environment. <i>Andy Mitchell 206</i> <i>Peter Fowler</i>	Building the Education Revolution Program - the Victorian experience: Ensuring a fast paced Program delivers legacy projects. <i>Mick Ross 101</i> <i>Dr Lynn Crawford</i>
1830	SOCIAL	Pre-dinner drinks, Gala Dinner (Ticket holders only)										
1900	SOCIAL	IPMA 25th World Congress Gala Dinner (Ticket holders only)										
2230-0045	SOCIAL	World Congress After Party, Dancing till 1am. Drinks available for purchase via cash bar (Ticket holders only)										

* INVITATION ONLY

REMINDER

When you register, collect your wristband for entry to the Welcome Reception

REMINDER

Tickets will be issued to the Gala Dinner from the Registration Desk. Check your confirmation to make sure you are booked to attend.

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WEDNESDAY 12 OCTOBER 2011

0800-1800 REGISTRATION

Registration Desk Open

Ground Floor

0850-0900

REGISTRATION

Housekeeping Announcements, Tom Taylor

Great Hall 1 & 2

0900-0945

PL 8

Keynote Presentation Howard Dickel, BT, UK
London 2012 - The Challenges of Delivering the Telecommunications for the Greatest Show on Earth

Chairperson: *Bigritte Schröden*

Great Hall 1 & 2

ROOM

Great Hall 1&2

M1

M2

M3

M4

M9

P1

P2

P3

P4

P5

PT8

CONCURRENT SESSIONS

Practices and methods

Practices and methods

Practitioners and the occupator/ Clients & Stakeholders

Practices and methods

Clients and stakeholders

Practices and methods

The Future

The Australian Experience

The International Experience

Practices and Methods

Practices and methods

The Australian Experience

CSW1

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The truth about Earned Value Management
Practical experiences in Dutch Projects.
Marco Buijnsters
293
Leszek Stasto

The case for cost effective Project Integration Management.
Dr Ted Toorher
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Ding Ronggui

Define the Journey, Develop the Talent. Deliver the Promise.
Kate Sander
130
Paul Campbell

Project Management Methodologies: An invitation for Research.
Jauko Vaskimo
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Mladen Radjkovic

Residential Project Quality Measure: The case of Nova Vida, Angola.
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Ramesh Malik

Portfolio Management: A conscious or subconscious decision.
Corinne Cadhac
28
John-Paris Pantouvakis

A Universal Management Mode for Permanent Organizations Based on Management by Projects.
Dr Likong Ou
198
Rodney Turner

Strategic Approaches and Tools for Managing Complex Projects.
Anton Kossouw
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David McGuire

Project Office Outsourcing for Governmental Projects - Standard and Practice
Olav Torp, Gligory Tsipis, Dmitry Sadkov
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Edward Johnstone

Workforce Productivity Improvement in Construction Projects, A Case Study.
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David Farwell

Value for Money in the Wyaralong Program: An Owner's Perspective.
Phil Chipman
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Julianne Hawke

The Indigenous Experience: A Practical Guide to Working in Remote Communities.
Amy Brooks
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Mark Patch

1035-1105

SOCIAL

Morning Refreshments, served in the Trade Exhibition

Great Hall 3&4

CSW2

1110-1155

Setting the target level regarding Project Portfolio Management
Maturity.
Matti Haukka
115
Susan Woodcock

The role of risk Manager within the Value Chain of complex projects.
Sante Torino
193
Gunter Lauer

Developing Valid and Reliable Scales to Predict Success of Large Complex Projects.
Presented by Rodney Turner
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David Farwell

Getting Lean.
Noel Warts
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Mladen Radjkovic

Why Business Cases Only Value For The Happy Few,
Robbert Van Allen
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Leh Simonelli

PM Audit from the Point of View of an Internal Audit
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John-Paris Pantouvakis

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The Siemens Way to Project Management Maturity.
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Development and use of a project execution model to manage delivery of major oil and gas projects.
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Collaborative decision making on complex major projects: the facilitation process.
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Uncertainty Management in Projects: A new perspective.
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1240-1340

SOCIAL

Lunch, served in the Trade Exhibition

Great Hall 3&4

1240-1340

POSTERS

Reminder to all delegates that Posters are on display in the Trade Exhibition area

Great Hall 3&4

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ROOM	Great Hall 182	M1	M2	M3	M4	M9	P1	P2	P3	P4	P5	Ptr
CONCURRENT SESSIONS	Practices and methods	Practices and methods	Practitioners and the occupant/ Clients & Stakeholders	Practices and methods	Clients and stakeholders	Practices and methods	The Future	The Australian Experience	The International Experience	Practices and Methods	Practices and methods	IPMA Research Awards 2011 Presentations
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0900	IPMA ACTIVITY	Certification Validation Management Board Meeting*	Boardroom 1
1400	TOUR	Adelaide Tour - Desalination Plant	Bookings Essential

FRIDAY 14 OCTOBER

TOUR	North Queensland Tour - Tableland/Mt Emerald Tour Incorporating the Proposed Mt Emerald Wind Farm and Asia Pacific Energy Innovation Centre	Bookings Essential
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ACADEMIC PANEL PRESENTATIONS



25th IPMA
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 Project Management - Delivering the Promise
 Brisbane Convention & Exhibition Centre, Queensland, Australia
 9 - 12 October 2011 | www.ipma2011.com.au

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Keynote Speakers



ED MERROW

Ed Merrow is the Founder and President of Independent Project Analysis, Inc. (IPA), a global company that provides a unique project research capability for the process and extraction industries. Established in 1987, IPA has grown from a one-person organization to over 200

employees with offices in North and South America, Europe, the U.K., Australia, Singapore and China.

After receiving degrees from Dartmouth College and Princeton University, Ed was as an Assistant Professor at the University of California (UCLA), where he taught mathematical economic modeling and industrial organization for 4 years. Before he established IPA, Ed spent 14 years with the Rand Corporation, where he developed and directed Rand's Energy Program and its Research Program for the Chemical Process Industries. Ed has testified before the United States Congress regarding cost overruns in major capital projects and is the recipient of the Construction Industry Institute's highest honor, the Carroll H. Dunn Award of Excellence, and the Engineering and Construction Contracting (ECC) Division Award for Outstanding Contributions to the Industry.

Ed is highly recognized as a subject matter expert in the execution of large and complex megaprojects and capital projects in general. With the recent surge in megaproject activity across the oil, minerals, and chemical industries in all parts of the world, Ed's studies are motivated by the need to understand the complex behaviors of megaprojects and to identify the drivers of megaproject success and failure. His years of analysis and research have culminated in the publication of his latest work, *Industrial Megaprojects-Concepts, Strategies, and Practices for Success* (Wiley, April 2011).

Redefining Project Management for Major Projects

It is hardly a secret that large capital projects have a miserable record of poor performance. In the industrial sector amongst companies with the most experience in developing and executing megaprojects, the failure rate is two-thirds even with a generous definition of success. The practices necessary to generate successful megaprojects are generally well-known to those in the project management community: clear objectives, complete basic technical data, very well-defined scope, strong execution planning, and good field controls. We know that these things are essential, and yet we routinely fail to follow these sound practices.

In order to significantly improve large project performance, we in the project management community must understand and address the issue of why we fail to follow established best practices on the most important projects that our companies and agencies have. After studying over 300 of these projects in depth, I believe there are two basic problems:

- We struggle to gain the full and knowledgeable cooperation of our full organizations in developing and executing the projects. In the private sector, this usually means that the businesses are disconnected from the project process and therefore fail to execute their essential roles.
- We fail to recognize and shape the environment—political, social, and economic—in which these projects will have to be executed. Left unaddressed, turbulence in the environment renders the projects unmanageable, even if the basic practices were sound.

If we are to succeed in reversing our performance on major projects, we must redefine and expand what project management means. Project management must include the skills needed to coax reluctant and often ill-informed colleagues and superiors into full cooperation and involvement. Project management must include the skills needed to foster alignment of partners and other stakeholders in our projects. Knowledge of sound practices alone is not enough.





GRAEME NEWTON

Graeme Newton was appointed Chief Executive Officer of the Queensland Reconstruction Authority in January 2011 and brings to the role more than ten years' experience as Senior Executive in the semi-Government and Government sectors – most recently as

the State's Coordinator-General and Director General of the Department of Infrastructure and Planning.

With tertiary qualifications as a Surveyor and Masters level qualifications in business and project management, Graeme has an in depth understanding of urban and regional planning, commercial business drivers and major project delivery.

He has led the approval and delivery processes for several major Queensland projects across the infrastructure areas of water, energy and transport and has delivered pipelines, telecommunications and transmission line projects.

Graeme has held the position of Chief Executive Officer of Queensland Water Infrastructure and held senior roles with Stanwell Corporation and Burnett Water. He has served as the Aide-de-Camp to the Governor of Queensland and is a graduate of the Australian Institute of Company Directors.

The Australian Experience - Reconstructing Queensland following the Summer Disasters of 2010-2011

Graeme Newton is the CEO of the Queensland Reconstruction Authority, appointed to oversee and manage the reconstruction effort after all 73 local government areas were disaster declared as a result of 7 separate disaster events in the space of a few weeks including three separate cyclones and the worst flooding in decades. Mr Newton will provide an overview of the disasters, the role of the Queensland Reconstruction Authority and the unique challenges the State faces in reconstruction. He will also address the role of project management in disaster response, recovery and in building resilience so the State is prepared to better handle large-scale disasters into the future.



CHRIS CATTAWAY

Chris Cattaway is an experienced Project Manager, Consultant and Learning Facilitator in the Private Sector and the NGO Sector. To complement his experience managing multi-million dollar international telecommunications projects, for the past 17 years, he

has worked for several international Non Governmental Organisations ('NGOs' or 'charities'), and has set-up and managed some significant emergency programmes (including Save the Children's response to Cyclone Nargis in Myanmar in 2008, – one of the largest emergency response programmes ever implemented by a single NGO).

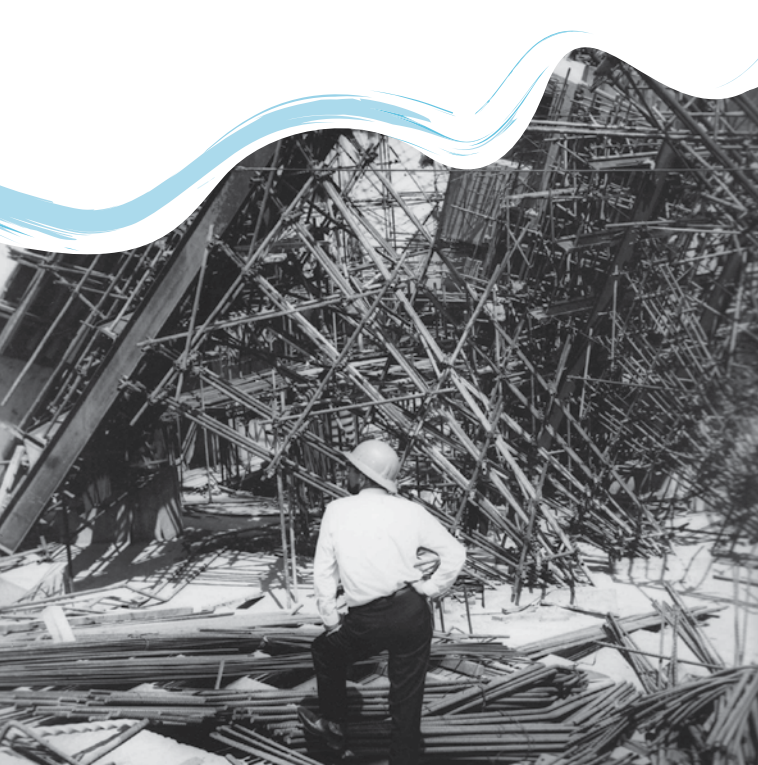
He has held the Project Management Institute's Project Management Professional ('PMP') certification for more than 12 years. In 2003, Chris completed a full time MBA at the University of Otago, New Zealand.

He has taught Project Management to Masters Students at The Roehampton University and Cass Business School in London and to NGO project managers from developing countries, both face to face and online in virtual classrooms. He was a Founder Member and Principle Advisor to PM4NGOs – a group of NGO practitioners who believe that improving project management practice in the NGO Sector would significantly improve the impact of NGO projects. He initiated a partnership between with the APM Group – the organisation which certifies Prince 2 and many other leading credentials – which has established 'PMD Pro'; the new internationally-recognised professional certification for Project Management Professionals in the International Development Sector

For the past five years, Chris has consulted for international relief and development organisations, at the field and at headquarters levels, giving him great depth of insight and hands-on experience at all levels. As its Interim Director, he is currently assisting 6 Australian humanitarian NGOs to establish mechanisms to collaborate to receive funding for emergency responses from AusAID, the Australian Government's international development department. He undertook a similar role in 2009-2010 which established a Consortium of 15 British Humanitarian Agencies. These groundbreaking initiatives are revolutionising the way NGOs utilize Government funding for emergency responses.

In addition to Project Management, Chris is accredited to use, and facilitates workshops using, world-class systems which help individuals, teams and organisations to improve their performance by working more effectively together, and to develop the competencies necessary for effective leadership.

In 2010, the UK's Association for Project Management's Magazine and The Telegraph newspaper listed Chris as one of the "Most influential figures in Project Management" as a result of his pioneering work to build project management capacity in the International Development sector. Also in 2010, the Project Management Institute's UK Chapter recognized his contributions to the profession by awarding him Honorary Life Membership.





MORRIS MISELOWSKI

Morris Miselowski knows that the next 10 years will see the equivalent of 100 years of change. He knows that in 2020, 60 per cent of the workforce will be doing jobs that don't yet exist, in industries that haven't been created. And he knows that all of that change

will come through people, not technology.

Morris will take you on a tour of tomorrow's world -- a world where we will live much longer and work, play and consume in a way that is unrecognisable today.

In the near future, we will be online 24/7 and the computer keyboard and mouse will be dead. Things like social media and networking, virtual worlds, augmented reality, crowd sourcing, geo-tagging and new technologies -- disruptive, nano, convergent and divergent -- will be part of everyday life. Management paradigms will evolve to include more iterative and open-source styles as well as robots in the workplace.

With this avalanche of knowledge, influences and choices, everything will change -- our lifestyle, our belief systems, our habits, our opportunities, and the way we experience and interact with the world.

By the age of 22, when all of his contemporaries were still at university, Morris Miselowski had already built and sold his first business. Since then, he has accumulated 30 years' experience in business and strategic future forecasting for a wide range of public and private organisations through the consulting firm he founded in 1981, Success Through Focus, his equity partnership firm Futurevation and his speaking business Eye on the Future.

As a speaker, strategist, consultant and mentor, he provides prescient, practical advice to CEOs and decision-makers at organisations around Australia and the world. His clients have included small businesses and associations as well as blue-chip companies like nab, Mercedes Benz, HBA, UBS, Toll, RMIT, Ernst & Young, Danone, Phillips, Toshiba and IGA.



HARJONO ZAINAL-ABIDIN

Harjono is a project management practitioner versant in the Oil & Gas and Telecom/IT Industry with a speciality in Planning and Risk.

He is currently engaged as a Project Management "coach" at MENTOR Solutions & Resources Sdn Bhd and is

involved in project management systems implementation for PETRONAS.

He is also appointed as Oil & Gas advisor to the Aceh Government, an autonomous province within the Republic of Indonesia.

Harajono occasionally lectures on Project Management and Information Technology at Universiti Teknologi Malaysia (UTM) City Campus in Kuala Lumpur.

Harjono is active in the Malaysian Project Management community and is currently the Malaysian Representative for the Asia Pacific Federation of Project Management and has served as Secretary to the Project Management Institute Malaysia Chapter from 2001 -- 2003.

In the IT Industry from 1997 -- 2000 he was engaged in developing Next Generation web based search & data applications (Digital Internet Exchange and AltaVista Search Engine) in collaboration with Digital Equipment Corp's (DEC) Western Research Lab in Palo Alto, CA.

In the Telecommunications industry from 1994 -- 1997 he was Program Manager at Time Telekom for the Peninsular Malaysia fiber-optic network.

In the Oil & Gas industry from 1982-1988 he was on field development projects with operating companies via PETRONAS Carigali Sdn Bhd and their joint-venture partners EXXON and SHELL. He also served with Design Engineering Consultants (Ranhill), Heavy Fabrication Constructors (Malaysia Shipyard & Engineering) and Offshore Platform Maintenance Providers (Shapadu/Brown & Root).

He started his career with the Public Works Dept in Johor in 1979. Harjono graduated from the University of Western Australia in 1978 with a Bachelor of Engineering (Civils).





SUE KERSHAW

Sue is the Executive Head of Programme and Contract Delivery for transport at the Olympic Delivery Authority (ODA) in London. Her remit covers all rail and road transport for the games and the programme management of the wider portfolio that ensures delivery of the

strategy enshrined in the Olympic Transport Plan. Under her leadership the ODA is provided with the structure needed to deliver on time, fit for purpose and of course providing value for money for the public purse.

She is a leading member of the Institution of Civil Engineers and Association for Project Management and has 25 years experience in the industry, specialising in the management of Major Projects such as the extensions to the Jubilee and East London Line, and the Bangkok Mass Transit and Expressways.

Sue has a wide range of experience and is able to understand and translate the needs of both the public and private sector in the client and delivery role. She is an avid promoter of programme management as a discipline and is passionate about improving performance and visibility of the profession through excellence.

Living on the Isle of Dogs near the Olympic site, and being a governor of a local school, Sue also has a great interest in the regeneration and legacy the Olympics will provide.

Transport for the London 2012 Olympic Games

The Olympic Delivery Authority's objective for Games transport is to get athletes to their events on time and spectators to their venues efficiently and safely, whilst keeping the rest of the UK moving. This is a huge ask given the complexity of the city, the Games and the transport systems. This presentation describes the challenges and how these have been overcome, and focuses on the importance of 'process light'; strong relationships and smart assurance. It also examines the importance of being a good client, and being able to adapt from delivering infrastructure to operations of transport systems.



HOWARD DICKEL

Howard Dickel has worked in the ICT industry for over 20 years having started his career with IBM.

In the last 20 years he has held a wide range of roles including technical consultancy, sales and marketing, service management and programme

management.

Howard currently works for British Telecommunications plc in the role of Client Partner. He leads BT's London 2012 Programme to design, deliver and operate all of the fixed and mobile, voice and data communications networks for the London 2012 Olympics. A role he has held since early 2008.

Howard completed a MSc in Programme and Project Management in 2009. His research thesis considered the effectiveness of knowledge management at the Olympics and the implications for London 2012.

Howard lives with his partner, Andrea, and their two children, Daisy and Joshua, in a small mill town in West Yorkshire in the United Kingdom.

London 2012 - The Challenges of Delivering the Telecommunications for the Greatest Show on Earth





PROF. FIONA WOOD, OAM

Western Australia's only female plastic surgeon is a mother of six, Head of Royal Perth Hospital's Burns Unit and Director of the Western Australia Burns Service. She is also co-founder of Clinical Cell Culture, a private company recognised in medical circles for its

world-leading research and breakthroughs in the treatment of burns.

In addition, Prof Fiona Wood is also a Clinical Professor with the School of Paediatrics and Child Health at the University of Western Australia and Director of the McComb Research Foundation.

She has become world renowned for her patented invention of spray on skin for burns victims, a treatment which is continually developing. Where previous techniques of skin culturing required 21 days to produce enough cells to cover major burns, Fiona has reduced that period to five days.

Via her research, Fiona found that scarring is greatly reduced if replacement skin could be provided within 10 days. As a burns specialist the Holy Grail for Prof Fiona Wood is 'scar less woundless healing'.

A graduate of St Thomas's Hospital Medical School in London, Fiona worked at a major British hospital before marrying Western Australian born surgeon Tony Keirathand migrating to Perth with their first two children in 1987. She completed her training in plastic surgery between having four more children.

In October 2002, Fiona was propelled into the media spotlight when the largest proportion of survivors from the Bali bombings arrived at Royal Perth Hospital. She led a courageous and committed team in the fight to save 28 patients suffering from between two and 92 per cent body burns, deadly infections and delayed shock.

Her exceptional leadership and surgical skills and the fact that she had the vision to plan for a large-scale disaster five years before the Bali tragedy, brought world-wide praise and recognition to the Royal Perth Hospital Burns Unit and highlighted the ground breaking research into burns treatment taking place in Western Australia.

Although Fiona came into the public eye following Bali, she has been well known and respected in her field of burns internationally and locally for many years.

Her business, Clinical Cell Culture, came about after a schoolteacher arrived at Royal Perth Hospital in 1992 with petrol burns to 90% of his body. Fiona turned to the merging US-invented technology of cultured skin to save his life, working nights in a laboratory borrowed from scientist Marie Stoner. A friendship developed, and the two women joined forces to explore tissue engineering. They moved from growing skin sheets to spraying skin cells, earning a worldwide reputation as pioneers in their field. The company started operating in 1993 and is now planning to release its technology globally to use the royalties to fund further burns research.

Through her enthusiasm, innovation and vision, Fiona has saved and improved countless people's lives and has inspired a nation.



PETER BILLING

Executive General Manager Operations, Ergon Energy

Mr Peter Billing has over 30 years experience in the electrical distribution industry after starting out as a Trainee Linesperson. As a Linesperson he gained first hand experience in the construction and maintenance of electrical network infrastructure in South Australia. His progression into management ranks was facilitated by the experiences he gained during this time.

As a manager he has been directly involved with the transformation of the electricity industry in South Australia through deregulation and the associated organisational restructuring. During this time he has developed his leadership skills as an effective manager of change.

His move to Mackay has given him the opportunity to increase his management knowledge and to bring his experience to Ergon Energy.

In his 11 years in Mackay he has overseen the creation of Ergon Energy and the development of a one-business approach. He facilitated the merger of two regions in his role of General Manager Operations Central.

Peter covered the role of Chief Operating Officer from October 2007 providing oversight and direction to Ergon Energy's Energy Services business. He was appointed Executive General Manager Operations in October 2010. (Commenced at Ergon Energy 7 August 2000)

KEITH EATON

JOHN CAWCUTT

Chief Superintendent AFSM

John is the Director of the State Operations Branch, Queensland Fire & Rescue Service which manages a range of operational departments including Operational Coordination, Operational Improvement, Doctrine and Planning and Special Operations functions.

In his operational and leadership capacity John has led multiple interstate and international taskforces to fires, floods, cyclones and earthquakes. John is also an Australian Urban Search and Rescue (USAR) Taskforce Leader and most recently led the Australian USAR Taskforce (Qld TF-1) to the Christchurch earthquake.

He has presented at both national and international conferences and is an Australian representative to United Nations (OCHA) International Search and Rescue Advisory Group (INSARAG) meetings. John is also an international team classifier and has recently assessed the Belgium & Denmark USAR teams.

John has a broad range of academic qualifications that include a Masters in Leadership & Management (Policing), Graduate Diploma in Executive Leadership a Bachelor of Further Education & Training and an Advanced Diploma of Public Safety.

John is a Graduate of the Institute of Fire Engineers (G.IFE), has 26 years of experience and has a particular interest in major and critical incident management.

ALAN MCLEAN

Alan McLean became involved in disaster relief in 1979. His experience includes 14 years with Australian Red Cross, particularly its response to international disasters.

He has been active in emergency relief in Afghanistan, Cambodia, Kenya, Mozambique, Pakistan, Papua New Guinea, Somalia, Sudan, and most of the small islands of the south-west Pacific.

He was in Iraq in November 1990, just prior to Gulf War 1, visiting the Australian hostages held by Saddam Hussein on strategic sites, some of the 3000 westerners held as "human shields" as a deterrent to US and allied bombing.

Alan has also headed community-based organisations in health, welfare, crime prevention and sport.

His interest is now directed to the selection, preparation and deployment of people for the best possible delivery of assistance after disasters and other humanitarian emergencies.

He has been CEO of RedR Australia since February 2008.

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330	Complex Project Management- Global Perspectives and the Strategic Agenda.	Dr Stephen Hayes
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336	PM Audit from the Point of View of an Internal Audit	Martina Albrecht

AMEC project staff to deliver projects the 'AMEC Way', meeting or indeed exceeding the stakeholder requirements. The presentation will include a brief note on 'AMEC Project Academy' and 'career paths' designed for the professional development and progression of AMEC staff. Further the presentation will outline the initiative of 'Operational Excellence Programme' - an investment of some £20 million aiming to implement the 'AMEC Way' project delivery framework defining a new consistent project management approach across the whole AMEC. Providing services to the nuclear sector, the presentation will conclude with the details of AMEC's 'Beyond Zero' programme that focuses purely on continuous improvement of our health and safety performance. The presentation will provide a useful contribution for the project management community worldwide by disseminating how AMEC applies project management in its nuclear design and engineering consultancy projects.

Key Words

Project Management, Processes, Tools and Techniques, Operational Excellence

EXISTENTIALISM, EVOLUTION, AND THE MATTER OF PROJECT MANAGEMENT ENQUIRY

Authors Dr Jonathan Whitty

Paper Ref 223

Presentation Type Academic Paper

Biography

Dr Jon Whitty originally hails from "Old" South Wales, and is currently Senior Lecture and Program Coordinator of the Master of Project Management at the University of Southern Queensland.

Jon publishes his research in the leading project management journals. He has a passion for project management, particularly for trying to keep the discipline intellectually honest by getting to the facts of what's happening.

His paper Existentialism, Evolution, and the matter of project management enquiry is his attempt at drawing two particular philosophies of enquiry to the attention of project management researchers and practitioners.

Dr Jonathan Whitty

Faculty of Business and Law, University of Southern Queensland, Australia

Abstract

This is a conceptual paper that summarizes both existential and evolutionary approaches to project management enquiry. The intention of which is that both concepts might be more accessible and to the project management scholarly and practitioner community. The paper compares the major project management literature on both approaches and draws some concluding remarks about the basic presuppositions and utility of each. For example, the existential approach offers a capability to unmask the power struggles in project management, and the evolutionary approach offers a capability to shift the balance of power.

Key Words

Project management; existentialism; evolution; ontology.

TRANSFORMING VETERANS RELATIONSHIP MANAGEMENT (VRM) THROUGH PROJECT MANAGEMENT

Authors Mr Edward Logan

Paper Ref 229

Presentation Type Poster Presentation

Biography

Edward joined Merlin International in 2010. He brings more than 16 years of business development, program/project management and proposal operations experience to Merlin. Prior to joining Merlin, Edward has held various senior executive management roles, including ManTech International, Computer Sciences Corporation (CSC), Project Performance Corporation (PPC). He is currently responsible for the overall business strategy involved in acquiring contract wins for Merlin. He is providing critical leadership roles from the win strategy capture development through the post proposal submission phases.

Edward has a bachelor degree from Northern Arizona University. He also earned master degrees at Robertson School of Government, Regent University, The George Washington University, School of Business and Elliott School of International Affairs. Mr. Logan also attended the Senior Executive Strategic Management Program at Johnson School, Cornell University and the Stanford Advanced Project Management Program.

Mr Edward Logan

American Society for the Advancement of Project Management

Abstract

The United States (US) Department of Veterans Affairs (VA), whose vision is to provide veterans with the world-class benefits and services they have earned and to do so by adhering to the highest standards of compassion, commitment, excellence, professionalism, integrity, accountability and stewardship, is introducing a multi-year initiative called Veterans Relationship Management (VRM). The Veterans Relationship Management initiative will significantly improve veteran's access to healthcare and benefits information. It is just one of the numerous initiatives Veterans Affairs is launching to help veterans get timely access to healthcare and benefits. The VRM will provide the capabilities required to achieve on-demand access to comprehensive VA services and benefits in a consistent, user-centric manner to enhance Veterans, their families, and their agents' self-service experience through a multi-channel customer relationship management approach. The delivery of integrated services across voice and web channels will allow VA to enrich the Veteran's experience. Through VRM, Veterans and other VA beneficiaries will ultimately experience consistent support from VA and its partners whether they access an online application, walk-in to a Regional Office, or contact a VA call-center for information.

Secretary Shinseki's goal is to transform VA into an organization that is Veteran-centric, results-driven, and forward-looking. At the same time, VA must deliver first-rate and timely health care, benefits, and other services to our Nation's Veterans, families and survivors. Nothing less will do. All of VA is moving forward aggressively and comprehensively to transform our claims process through a focused and multi-pronged approach. At its core, VRM Program Management Office (PMO) approach relies on three pillars: culture, reengineering business processes, and technology and infrastructure. The VRM program will ensure that VA supports ongoing innovation to enhance the Veteran experience. A holistic VRM solution means VA will be able to deliver services accurately and in a timely manner and also enhance its business processes to be customer-focused. VRM will also provide VA with visibility into Veteran interactions across any channel and allow VA to mine information related to Veteran interactions and history of VA - Veteran interactions agnostic of line of business delivery or interaction access channel. VRM also means ensuring that VA Public