The CRITICAL PATH

PMI

SYDNEY, AUSTRALIA CHAPTER

and more...

PMI

SYDNEY, AUSTRALIA CHAPTER

In this ISSUE

February 2015
Volume 6 Issue 1

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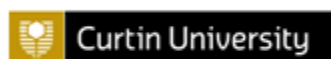
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not a member, yet?

from the President

Julia Checchia PMP

Happy new year and welcome to the first 2015 issue of The Critical Path. I am honoured to come back as the president of the PMI Sydney chapter for the second year of my tenure. 2014 was certainly an exciting year for the project management profession; changing business models, technology and market pressure for business value have posed challenges to project professionals. There is increased demand for us to utilise agile practices, increase our business acumen and adopt an entrepreneurship mind set with increased product awareness. In conjunction with these, we need to attain industry certification and lead our projects as if they were their own mini organisations.

How as individuals, can we respond to these challenges? One important way is to be part of a professional association that is committed to enhancing professional and business value for its members. I believe that this is where PMI Sydney chapter has much to offer you. Our mission is to promote and grow the art, science and benefit of project management to members, corporates and communities to enhance business value. Our vision is to be the peak authority, the go-to body, for all matters related to project management in NSW. Our goals are to:

- Provide great value to our members for the time and money that they invest in the chapter.

- Increase brand and profession recognition with more organisations attributing business success to the use of project management.

- Deliver a strong return on the investment from our business partners and sponsors.

- Drive chapter maturity through the outstanding engagement of our amazing volunteers.

- Become the seed for collaborative connection amongst individuals, corporates, industries, communities, schools and academia.

The 2015 board has already demonstrated their commitment to these goals when we met for a full day workshop on January 17th. The room was buzzing with enthusiasm and fantastic ideas for value, growth, connection and innovation . I firmly believe that this will drive a fabulous year for the chapter and our members.

I would like to thank Maja Kowalski, Paul Barnes and David Stead for their invaluable contributions in 2014 and wish them great success in their pursuits this year. The board also welcomes three incoming directors for the next two years: Kate Morris and Sandeep Mathur have previously been on the board, while Melinda Nield has been a valued volunteer for the past few years. I look forward to working with you in 2015.

As always, the board and I welcome your suggestions and contributions, so please feel free to contact us. This can be done via the contact page on the chapter website (www.pmisydney.org)

Happy new year again and let 2015 be a year of innovative leadership and growth for each of us.

from The Events Director

Phil Reid

In taking over the Events Portfolio I have some big shoes to fill following Malcolm and his team's excellent stewardship for the last two years. But it is also a time for reflection and consideration of what we have done well and what we can do differently in the future.

In delivering the events Calendar we must ensure we are delivering relevant content in the format, medium and locations required by our members. We have seen the popularity of Meet-Ups grow and we need to continue to support these but also ensure we are differentiating these successfully from our main chapter events. We must also consider how we can use technology more effectively to reach a wider, more geographically dispersed audience.

We have a varied programme of evening and breakfast events and Meet-up meetings planned for the year to tempt our members. Overall the theme for the year is 'Leadership' - but not just the leadership of people and teams. This also includes thought leadership in project, programme and portfolio management, practice management, delivery management and business disciplines.

We will kick-off the chapter events calendar with a talk by Julio De Laffitte who will look at the entrepreneurial mindset and how Project Managers are true leaders but leadership is more than mere process and procedures – its delivering the vision. This will be followed by Catherine Grima of Microsoft who will look at how you can maximise your Sharepoint investment to deliver projects more effectively.

Following on from keen interest in Agile during 2014, the Project Management Meet-up group, with near to 1000 members will look at Agile: The Next Generation 2.0, presented by Peter Merel. The PMO Sydney group will host Ralf Finchett presenting The Golden Thread - Portfolio, Project and Agile Planning.

If you haven't been to an event or Meet-ups before, come along, see what it is all about, and invest in your own development. It is great value and I am sure you will not be disappointed.

My personal mantra is that this year is "20-funteen" and there is a lot of science showing that performance is dramatically increased when people have fun. I'm investigating how to make facilitation techniques more widely known and how to use Lego for project reviews. You may well see some of these in forthcoming chapter events.

So our purpose and an exciting agenda is set. It is now up to you to get involved and maximise these opportunities to further your project management knowledge and career.

For more information on Meet-ups go to www.meetup.com for general information or www.meetup.com/Sydney-Project-Managers for the Sydney group.

For Chapter and Breakfast events please check out the Chapter website at www.pmisydney.org and log-in to register. Have a look at what we have happening in February, sign-up, join in and be part of the growth of project management in Sydney and New South Wales.

Registration & cancellation

We aim to present informative and relevant speakers at our events and Meet-ups, so it's no surprise to know that our meetings can reach capacity very quickly. Members are encouraged to register for events early to avoid disappointment. At the same time, we highly appreciate a courtesy email notifying us of cancellations well ahead of the event date. The requirements we receive from our venue organizers include firming the numbers a few days before the event. This will give those on the waiting list an opportunity to attend and ensure every seat is filled, maximising members' exposure and minimizing waste. If in doubt regarding availability at an event please email me at events@pmisydney.org and I will do my best to accommodate your request.

PDUs

Remember, you are entitled to claim 1 PDU for every PMI Sydney Chapter event that you attend. Details of how to claim your PDUs as per the new categories are on our website.

from The Professional Development Director

Benjamin Howell PMP

Welcome to 2015! The Professional Development team hopes that you have a successful year in the project space and that all of the cats that you herd go in the direction that you want at the right time, your sponsors give you the time and resources that you need, that all of your implementations are flawless, and most importantly and that all of your benefits are not only met, but exceeded.

Mentoring

I have written on numerous occasions in this newsletter, and also on LinkedIn about relaunching the PMISC mentoring program. Thank you to those that have contacted my team and have taken the time to fill out the application for to become a Mentor or Mentee.

As I said in the last newsletter, whilst we have had a number of very qualified Mentors come forward wishing to participate, the issue we have had is a lack of interest from members wishing to participate as a Mentees. I would therefore call on anyone who wants to participate as a mentee to contact Xiabing (Eddy) Xu (Associate Director, Mentoring) via: mentoringAD@pmisydney.org

Session 1 registrations close 27th February so get in quick.

C'mon Mentee's we need you!   Make a New Year's resolution to grow professionally by being a part of the PMISC Mentoring program!

Portfolio Update

The team is still finalising courses, speakers, venues, and dates so please keep an eye on the **Events Listing** on the PMISC website regularly.

Expanded PMISC Certifications

I am pleased to announce that this year PMISC will be offering classes for both the Program Management Professional (PgMP®) and PMI Professional in Business Analysis (PMI-PBA®) certifications. This will expand our local certification delivery options to you and to grow our Chapter maturity as we expand into certifications other than the CAPM/PMP®.

Volunteers

We are looking for some more volunteers in the Education team to assist Aamir with course administration and to also assist with being available to open/close and greet course participants at our course venues at Paxus (North Sydney) and Curtin University (near Central Station).

Please contact Aamir if you would like to help out.

Housekeeping

I thought I'd provide a few items of housekeeping to assist in providing a more optimal service to you.

Events

An event is only available on the event listing once the speaker and venue and pricing is confirmed.

http://pmisydney.org/index.php/events/event-listing

Please be sure to get into the habit of checking this page regularly, and if you are interested in a course do not leave it until the last minute to register.

Registrations and Refunds

Please make sure that you log in PRIOR to registering for an event – it's incredibly important. Please DO NOT register for an event if you are having login / discount issues without having contacted us first. If you register without first logging in this creates additional workload and will result in delays in reimbursing you, so it is much more effective to address the issue you are having in the first place upfront.

If you are having an issue logging in and/or registering, please first try another device and web browser (if possible), and if you

are still experiencing issues please contact the respective member of my team via e-mail with a screenshot of what's happening and an error message (if applicable) along with some steps to reproduce the issue.

Just so you know, we do not refund to credit cards. We only refund into bank accounts via electronic transfer, and this requires authorisation from two Executive Directors of PMISC to occur. Therefore if you require a refund do not ask for it to be done on your credit card, and also be sure to provide your bank account details (Bank, Account Name, BSB, and Account Number) promptly.

Professional Development Contacts

Associate Director, Education

Aamir Thanawala educationteam@pmisydney.org

Contact for all operational matters for courses that are NOT certification courses.

Associate Director, Certification & Training

Tracy Griffiths training@pmisydney.org

Contact for all operational matters for weekday / weekend certification courses.

Associate Director, Mentoring

Xiabing (Eddy) Xu mentoringAD@pmisydney.org

Contact for all operational matters for the Mentoring program.

Director, Professional Development

Benjamin Howell development@pmisydney.org

From Professional Outreach Portfolio

Kate Morris

Well it is great to be back on the board for PMI Sydney after a year off. During a well-earned break I focused on completing some additional study and now have completed my Advanced Practitioner MSP. For anyone that is interested in looking at Program Management training I highly recommend it! At work I have been rolling out an Agile Framework across my delivery teams and being a change champion to support new ways of managing and reporting on an Agile Portfolio. I hope to bring some of those new ways to the Sydney Board to manage their portfolio of work this year.

I'm really excited to start working on the opportunities for the Professional Outreach Portfolio in 2015! As a new portfolio, we are currently in discovery mode as we look to define our initiatives and plan our schedule.

From the 2014 board PIR outcomes we are looking to tackle the following;

- **Career Development Strategy and Process** - giving members the ability to look at the different roles in projects, what are the top skills required to be successful in that role and what professional training can help you build up your knowledge

- **Job Board** to connect members with great opportunities with our partners

- Specific **'Millennials' Strategy** looking to bring new /younger project managers into our PMI community, touching on social media, specific events and targeted communications

- **Industrialised Adhocracy** for our members

These are all initiatives that will add value to your membership within the Sydney Chapter. I urge you to consider how you can give back to the profession in 2015 and build on your skills as a project professional. If any of the above initiatives resonate with you and you have the time to contribute– look to become a volunteer in the Professional Outreach Portfolio.

from The Marketing Director

Vikas Patole PMP

Understanding the Benefits of Sponsorship and Your Sponsors' Needs

Marketing Portfolio (a.k.a. Partnering) welcomes you all to an exciting year. We wish you have some exciting projects for this year, like we are planning for our portfolio. We would also like to thank our sponsors from last year - DDLS, PM-Partners Group, Paxus, Wired Consulting, CAI, Curtin University and vCare Project Management. We hope that they continue to be our sponsors for the coming years.

The benefits that PMI members gained from PMI Sydney's sponsor and partner organizations came in many forms including: breakfast, lunch and dinner events as well as major events such as PMI conferences. Other perks that PMI members also received included training at top venues and access to special events, which were also provided by our sponsors. Therefore, without the strong support of our sponsors, these important events would not have been possible.

In order to bring more value to our sponsors, it is also our challenge and responsibility to better understand the underlying elements of sponsorship and what they really mean to our sponsor corporations.

Branding and why do organizations like to sponsor leading brands?

Organizations sponsor other leading brands because it is an important part of their corporate and marketing strategies, which are designed to ultimately promote their own brands. Corporations (most of which are winners themselves in their industry) benefit by being associated with other winners and involved in activities, which motivate and inspire the public.

The benefits of Sponsorship

By sponsoring an event or organization that attracts a similar target market demographic, companies can strengthen market awareness among their customers. Organizations see this as a good way to increase brand awareness, which helps them to generate consumer preference and foster brand loyalty.

To attract organizations sponsorship must show some type of positive return on investment. Since sponsorship is a business arrangement, standard set of evaluative criteria should be used to establish the suitability of a proposed event in relation to the sponsor's image and products.

A sponsor can enjoy a wide range of benefits by carefully selecting a sponsorship, which can:

- Raise brand awareness and create preference.
- Create positive public relations and raise awareness of the organization as a whole.
- Provide attractive content for a range of products and services.
- Build brand positioning through associative imagery.
- Support a sales promotion campaign.
- Create internal emotional commitment to the brand.
- Act as corporate hospitality that promotes good relations with clients.

Therefore, before sponsoring an activity, the sponsor must feel sure that the event or organization will be successful, has a proven track record, has good prospects and generally is aligned with the sponsor's brand and business objectives.

Sponsorship scope can range from international to regional and local events. The organization receiving the sponsorship stands to benefit immensely from both financial support and other forms of backing from an established partner, provided that both parties have agreed a set of common objectives to support the sponsorship.

Marketing strategy

In order to manage its sponsor's expectations, what PMI Sydney Marketing portfolio will need is marketing

strategy that will help them determine what sponsors want and then efficiently meet their requirements. Given the cost of sponsorship agreements, companies make a careful financial analysis to ensure that there are substantial ongoing rewards. Sponsors are committed to sponsorship because the benefits are extensive, ranging from increasing the visibility of their brand name to providing sponsor-related services value-added to their products.

Marketing Team

Vikas Patole Director of Marketing	**Puneet Grover** Associate Director of Marketing	**Hang Himbert** Associate Director of Marketing

PMI Sydney Chapter Toastmasters Club

The PMI Sydney Chapter's Toasmasters Club is in full swing! We kicked off 2015 sessions on Jan 21st.

Meetings are held every 1st and 3rd Wednesday, 6:30 - 8pm at the Sydney Mechanics' School of Art, 280 Pitt Street Sydney CBD.

Please visit the Events Listing for all the details on dates, time and location.

For those of you who are not familiar with Toastmasters, and how being part of that organisation will enhance your communication skills and enable you to earn Professional Development Units (PDUs), take a trip around the Toastmasters web site or visit the District 70 – NSW and ACT – website for more localised information

Membership will cost US$36 1/2 yearly registration fee, plus a nominal amount to cover the cost of the meeting facilities - a small amount for the excellent skills you can gain by being a part of the Toastmasters Club!

Interested in becoming a member?

Contact toastmasters@pmisydney.org for details and questions regarding membership.

from The Special Projects Director

Adrian Pearce
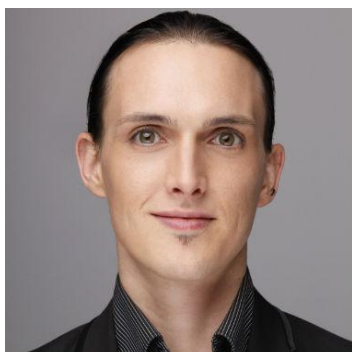
Before we take a quick preview of the exciting things planned for 2015, Let us take a quick review of some highlights from 2014.

PMI Australia Conference 2014

Wow, what an amazing event! If you were not able to attend, I can guarantee you missed out. Jeff Kennet, Dom Price from Atlassian, Margie Warrell, Alicia Aitken, Ricardo Triana, so many amazing speakers and the list goes on… Thanks Melbourne and the dedicated team of volunteers who made the 2014 conference such a memorable event!

Congratulations

Once again, please join me in congratulating Peter O'Driscoll for being named the Winner of the PMI Australia Distinguished Contributions Award for 2014. Great work Peter and thanks for the effort you've put into helping promote the art, science and benefit of Project Management.

PGCS

After only its second year back on the circuit, the 2014 Project Governance and Controls Symposium was such a huge success, that the venue requested the event organisers to book again the following year before the event even closed. If you ever have a chance to see Karen Richey (U.S.A Government Accountability Office), Mark Phillips (Author of Reinventing Communication) or Stephan Vandevoorde, do yourself a favour and book a ticket.

PM Connect

All the best to the enthusiastic and capable youngsters who joined us for 3 successful PM Connect events at Sydney University, UTS and Curtin University. Special thanks to Accenture, Ambition Recruitment, Axis Agile, Conn3cted and Madelon Willemsen for making the 2014 PM Connect events such a success.

Now that we've set the bar, let's take a quick look at what's coming up for 2015.
So far, we have:

PMI Australia Conference 2015:

This event is shaping up to be another huge success. Arguably the largest collaborative effort between all PMI Chapters throughout Australia, the annual conference is a not to be missed event. Stay tuned for some big-name speakers, a fantastic program of sessions, events and entertainment (and hopefully a trip to sunny Queensland).

25 - 27 May 2015
Brisbane Convention and Exhibition Centre.
More info will be available at pmiac.org.au shortly.

PGCS

Continuing the spirit of interstate collaboration, PMI Sydney chapter will again be working closely with colleagues in Canberra to deliver another successful Project Governance and Controls Symposium in 2015. Also in May, this event will bring together some of the biggest names in Government Projects as well as the heavy hitters in Project Governance. The first keynote speaker has been confirmed and will be announced in the coming weeks, keep your

eyes out for more details.

More to come!

The Special Projects team has a few more exciting announcements to make over the coming weeks and months, we'll keep them to ourselves for now though, you'll just have to wait…

All the best for Q1.

Let unleash the power of Volunteers and build a better PMI Sydney Chapter!!

Mohammed Mansoor – PfMP, PgMP, PMP, PBA, RMP, SP, PMI- ACP, PRINCE2, ITILV3 - (1st PBA from Australia)

A warm welcome to all my distinguished fellow PMISC members and hope everyone had a good break and a warm **HAPPY NEW YEAR 2015!!**

It's great to stay connected with PMI and the local chapters, and one of the best way is to serve as a capacity of Volunteer

Volunteers serve in many capacities by contributing time, energies or talents that help to fulfill PMISC mission **"to serve our membership base and support the promotion and advancement of the art, science and benefit of the project management and related professions".**

Volunteers generate enthusiasm and interest and help to create a positive image of the PMISC in the project management community and can focus on individual projects or subject areas and thus bring new insights, energy and time to the work.

Individual volunteer benefits by having the opportunity to pursue an interest and consequently gain new information, develop new skills or enhance existing knowledge. **Volunteers form leadership and social skills as they interact with broad PMISC membership base, clients and other volunteers.** They develop personal pride and satisfaction as they help other PMI members, and gain status while becoming recognized experts in a specific area. Volunteers continue to develop their knowledge, often gaining considerable expertise from the volunteer experience.

Communities benefit from volunteers' contribution in the services they provide helps individuals, families and the community to address local needs and problems. Greater enthusiasm and rapport develops when volunteers share their enthusiasm for the work they are doing and the organization they are affiliated with. They often encourage others to become involved. Recognition of outstanding volunteers can contribute to overall PMISC community pride.

Volunteers fulfill many roles in PMISC and may serve as teachers, tutors, counselors, mentors, companions, champions and coaches. They organize event, provide administrative support, develop new resources, provide logistical support, develop innovative programmes, assist with promotional events, and provide leadership and guidance to steer PMISC in the right direction with the support and experience of PMISC Board of Directors.

Volunteer Management and Engagement plays an important role in PMISC interacting with all areas of the volunteering programme and recruit volunteers for all its aspects. They serve as liaison between the needs and wants of the PMISC and the volunteers' needs and rights. Volunteer leaders, help identify opportunities for engaging volunteers in the PMISC work, developing volunteer-staff relationships, designing strategies for effective integration of volunteers in the PMISC, assess the impact of volunteer services, and serving as advocates for the volunteers' rights and for volunteerism within the community at large.

Let's join hands and unleash the power of volunteers in 2015!!

From the Diversity & Industry Engagement Director

Melinda Nield

2014 was an incredible journey for the Women in Project Management portfolio - with a focus on expanding our horizons to welcome the diverse audience of professionals who deliver projects as part of their work, even if they don't have the title or the qualifications.

And what better way to celebrate a year of achievements and prepare for the festive season than an evening with one of the most incredible and inspiring young women around?

In case you missed the event, we introduce Ruth Lewis-Jones and her incredible work with young women through her company, Esteem Designz. You can read her article and find contact information on the next pages.

Looking ahead to the exciting prospects for 2015, I am delighted to have taken on the role as Director for Diversity and Industry Engagement. Planning is already underway, and we are moving forward to yet another year of opening doors to boosting your professional opportunities and development.

But Diversity is not just about Women! Our professional market is facing challenges at both ends of the spectrum, and we need to be creating pathways and networks for young entrants, parents and people who move into and out of their work life, as well as the incredible brains trust that we cannot afford to ignore in the arena of our senior and experienced members.

So 2015 is about more than just getting your career in focus. It is also about recognising the value inherent in every stage of that journey, and focusing attention on how you demonstrate that and retain belief in yourself as a capable, knowledgeable, and versatile asset. There is no doubt that there can be tremendous challenges in finding a new position, but there are avenues you can leverage – and we intend to explore them through our events and writings throughout this year.

If you are interested in being a part of the Diversity & Industry Engagement team, please let me know! You can contact us via the PMI Website, and LinkedIn groups for PMI Sydney Chapter and Women in Project Management.

We are also on Twitter **@PMISydney** and Instagram **#WiPMSydney**.

News from the WiPM Christmas Party - Meet Ruth Lewis-Jones

Ruth Lewis-Jones

The Passion That Inspired Us All!

Meet Ruth Lewis-Jones from Sydney, who captured our hearts at our WIPM Christmas Party, as she shared her inspirational passion to equip and empower girls.

As Ruth took us on the courageous journey through the planning, processes, pitfalls, and parties of creating and running Esteem Designz, it was clear she is becoming a leader in her field, creating new possibilities and solutions. What was most stirring, however, was the passion and purpose from which she enables and leads others to make a lasting difference in the lives of those around them.

When talking about her passion, she said, "I desire to help girls not feel the need to hustle for approval and acceptance, but claim their intrinsic worth and be unashamedly authentic, not molded into other's expectations, but FREE... Free to confident to be all they can be."

"Nurturing a great purpose and passion is foundational to everything we do. It gives direction, motivation, perseverance, perspective, and fulfillment. Without re-focusing and igniting my purpose, I get lost in the details, overwhelmed by the enormity of the mission, and lose drive to push through the endless challenges and tasks. This is my secret weapon."

Ruth is the founder, designer and managing director of Esteem Designz – a comprehensive resource designed to champion girls (pre-teens to young adults) to know & be content and confident in their REAL identity and value. Girls are equipped with key skills & tools to flourish in life – all through CREATIVITY.

Ruth shared, "girls in our community are facing ever-increasing issues and confronting pressures, such as constant comparison, deceiving messages of perfectionism through the media, peer pressure, unrealistic expectations, and more!

75% of girls suffering from low self-esteem are engaging in self-destructive behaviours, depression and even suicide. THEY NEED OUR HELP."

How does Esteem Designz Work . . .

Esteem Designz aims to be a solution to these debilitating issues girls are facing, providing fun, interactive and meaningful Design Projects, activities, and discussions, to resource organisations and individuals to engage, equip and empower girls.

The Design Projects are expressive and practical tools / coping strategies that the girls can continue to use throughout life. They provide endless benefits.

Esteem Designz Program in Action – Film

The Incredible Impact of Esteem Designz . . .

Esteem Designz has been implemented within over 170 schools, and welfare and community organisations. Over 1,300 girls have been encouraged to embrace their own irreplaceable identity, as well as be a leader in seeing and encouraging the value of others, and being equipped to endure and thrive through life.

"Hearing their uplifting stories of transformation and freedom, is one of the ways my passion is reignited. It is a privilege to be a part of their journey to confidence."

How to get involved . . .

Want to invest in the potential of our girls and make a difference today? Join Ruth in this *revolution* of empowering girls. Spread the word, become an advocate, share contacts!

For more information about Esteem Designz, and how you could get involved, please visit www.esteemdesignz.com.au or email Ruth at info@esteemdesignz.com.au

2015 NPS Survey
David Stead

Time to take stock on the state of PMI, our credentials and the Sydney Chapter with the 2015 NPS survey. You already know we often reach out for feedback about PMI and the Sydney chapter services through member and event surveys. This year, PMI Sydney are just as interested but taking a slightly different approach.

The Net Promoter Survey [NPS] is a simple snapshot of the value of anything, based on whether someone would recommend the product or service to a friend or colleague. In essence this relies on the same reasoning that values internal referrals of employee prospects from existing staff or recommendations from friends in our social networks. The survey simply asks how likely you are to refer something to a colleague or friend with results converted to a single NPS score.

A positive score means more people will make a referral and a negative score, well I guess you can work that out. The approach is based on research by Frederick Reichheld, published in his 2003 Harvard Business review article "One Number You Need to Grow".

The approach keeps it simple and is used by some of the largest global and Australian firms and government agencies. It is a quick snapshot and contributes to continuous improvement.

Figure 1: Most industries show a wide range of Net Promoter scores across competing brands

Note: Excludes brands with fewer than 100 respondents. Some industries have more than one leader, because differences in NPS scores are within the margin of error.
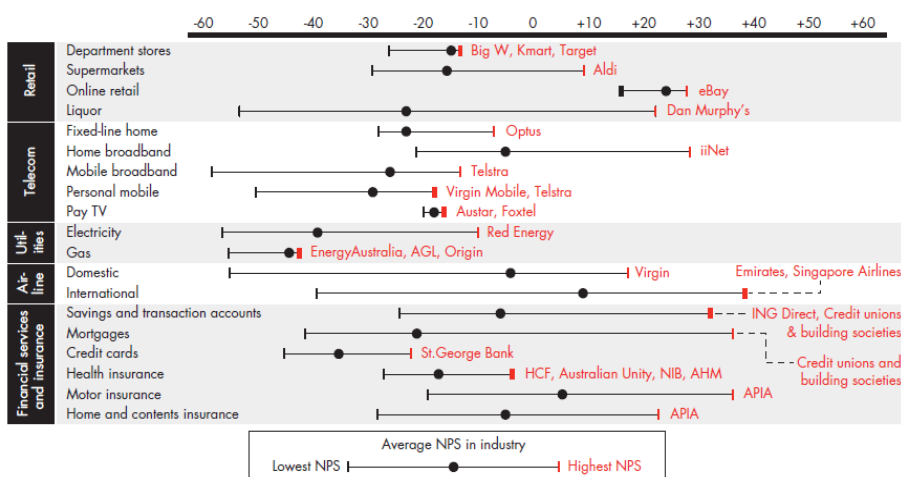Source: Bain & Company NPS Consumer survey, December 2012

So how did we do? With around 200 responses in this first NPS survey, PMI Sydney scored -10. Doesn't sound great but not too bad compared to other Australian based service organisations also using NPS [see Fig 1]. Yes, better than most telcos, utilities and some banks.

Other survey results show strong support for the PMI Brand [+21] with opportunities to increase recruiter and employer reliance on PMI credentials [-15 and -13 respectively].

The new board is committed to continuing Sydney's proud tradition of PMI leadership in this part of the world and will be using the detailed results and comments to continuously improve the service and products provided to our local community.

All the best in 2015.

WBS and Schedule Network coherence at scale
David Pratten

As argued in a previous article[1], common definitions of "deliverable" in the WBS and schedule network may be maintained by having "Start" and "Finish" milestones in the schedule network for each WBS summary component. This article introduces a "Schedule Network 100 percent Rule" and the "Add and Prune Dependencies Algorithm" by which we can automate this coherence between the WBS and schedule network at project scale. The Schedule Network 100 percent Rule is applied to a WBS to derive an initial schedule network. Required dependencies are then added to the initial schedule network and redundant dependencies are pruned, using the newly introduced "Add and prune dependencies" algorithm. The result is a sequenced schedule network that is coherent with the WBS. A following article will introduce open source software that implements this algorithm and supports the progressive elaboration of a project plan under rolling wave planning.

The 100 percent rule

The **Schedule Network 100 percent Rule** allows us to construct an initial, fully connected, schedule network based solely on the WBS. The well-known WBS 100 percent rule states[2]: *"The next level decomposition of a WBS element (child level) must represent 100 percent of the work applicable to the next higher (parent) element."* Both the WBS and the schedule network are "maps of the same territory" and use different visual languages to represent the deliverables of the project. This article introduces[3] the Schedule Network 100 percent Rule, which may be stated as: *"A summary activity's start milestone must precede, and its finish milestone must succeed, 100 percent of the work applicable to the summary activity."*
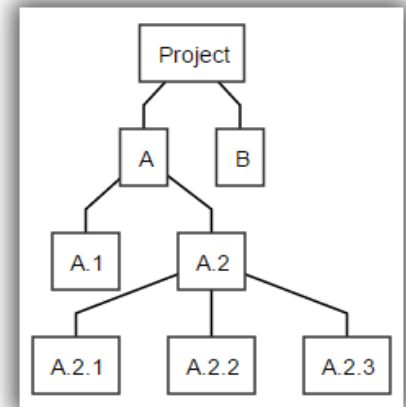

Diagram 1. Sample WBS

Let's apply the Schedule Network 100 percent Rule to the sample WBS in Diagram 1.

We create a schedule network with "Start Project" and "Finish Project" milestones before, and after, 100 percent of the project's work. We place Start and Finish milestones before, and after, 100 percent of A's work, and before and after A.2's work. The result is a fully connected, but unsequenced, schedule network (Diagram 2.) that is coherent with the WBS
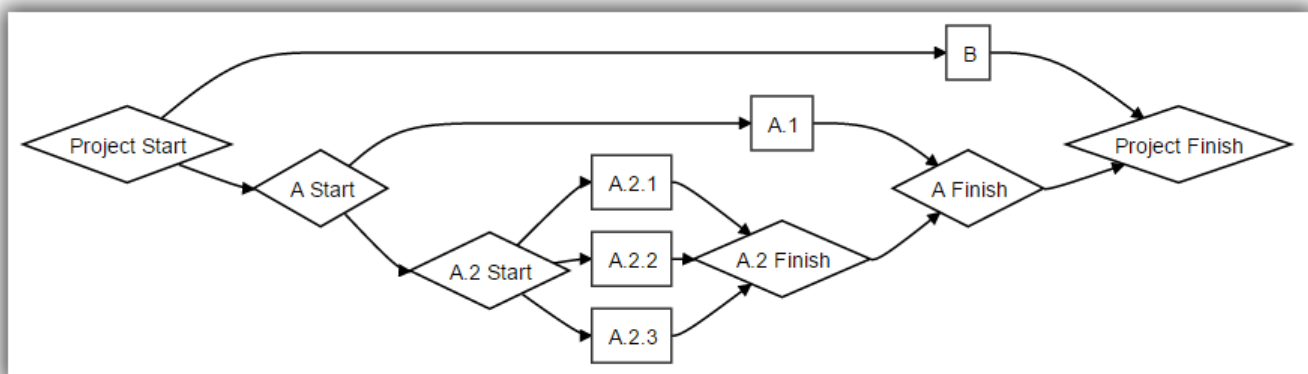

Diagram 2. – WBS Coherent Schedule Network

[1] Pratten, D. (2014). Having a common definition of "deliverable" in both WBS and the schedule network *The Critical Path, 3*(6), 16-17. Retrieved from http://www.pmisydney.org/index.php/document-repository/doc_download/908-critical-path-december-2014

[2] Haugan, Gregory T. (2002). Effective Work Breakdown Structures. Vienna, VA Management Concepts.

[3] No prior descriptions of the Schedule Network 100 percent Rule were found in the existing Project Management literature.

For a step-by-step animation of this application of the Schedule Network 100% Rule click here.

Add and Prune Dependencies

The new[4] **Add and Prune Dependencies Algorithm** allows us to automatically construct a fully sequenced and simplified schedule network coherent with the WBS.

Often, activities and planning packages are sequenced and then open ends are joined to form a completed schedule network, however, when we do this, coherence with the WBS is not preserved. Instead, we start with a fully connected, but unsequenced schedule network (Diagram 2. above) and use the "Add and Prune Dependencies" algorithm to sequence the activities and simplify the plan while ensuring that the Schedule Network 100 percent Rule is maintained.

The **Add and Prune Dependencies algorithm** has two phases:

1. **Add** a dependency, and then
2. Simplify by **pruning** any other dependencies that are now redundant and are no longer required by the Schedule Network 100 percent Rule.

In our example the schedule network needs to be sequenced with the following dependencies (Diagram 3.).
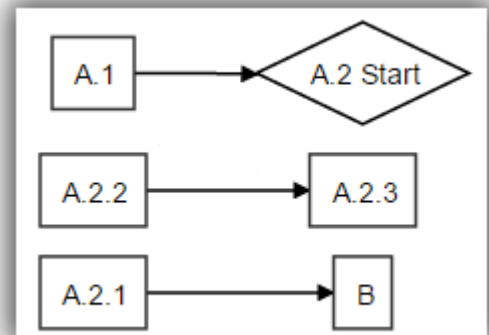

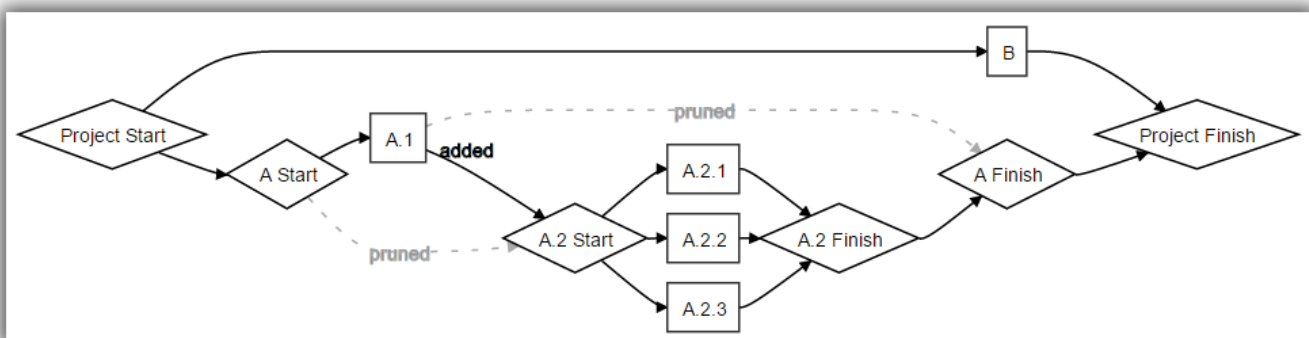**Diagram 3. Dependencies to be added.**

Diagram 4. Adding the first dependency.

Adding the first dependency (A.1 to A.2 Start) and applying the Add and Prune Dependencies Algorithm gives us the Schedule network shown in Diagram 4. It shows the added dependency as well as the dependencies that have become redundant and marked for pruning. The two dependencies may be pruned because they are no longer necessary for maintaining the Schedule Network's 100 percent Rule. The dependency from "A Start" to "A.2 Start" may be pruned because the newly added dependency ensures that "A Start" precedes "A.2 Start". Similarly, the dependency from "A.1" to "A Finish" may be pruned because the newly added dependency ensures that "A Finish" succeeds "A.1".

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[4] No prior descriptions of the Add and Prune Dependencies Algorithm were found in the existing Project Management literature.

After adding the remaining two dependencies (from A.2.1 to A.2.2 and from A.2.1 to B) and automatically pruning three redundant dependencies, we get a fully sequenced schedule network (Diagram 5.) that continues to satisfy the Schedule Network 100% Rule and is therefore coherent with the WBS. Critical path and other scheduling algorithms may now be run on the completed network.
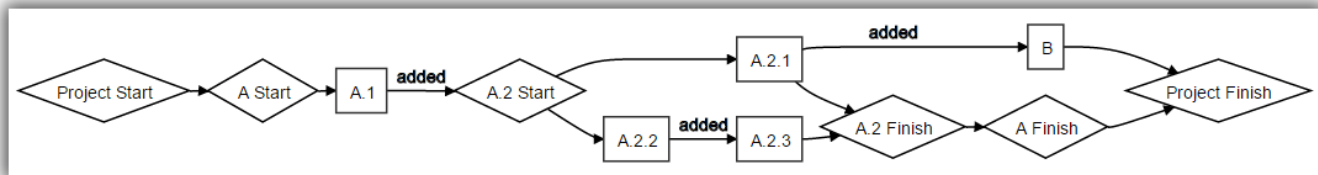

Diagram 5. The sequenced, simplified and WBS-coherent schedule network.

For a step-by-step animation of the Add and Prune Dependencies Algorithm click here.

This article has introduced a new Schedule Network 100% Rule and the Add and Prune Dependencies Algorithm and show how they, together, allow us to derive a schedule network that incorporates required dependencies and is both 1) as simple as possible, and 2) fully consistent with the WBS. This ensures that the WBS and schedule network share a common vocabulary of "deliverables" and automatically ensures that the schedule network avoids open ends. A following article will introduce open source add-in to MS Project that implements this rule and algorithm.

About the Author: David Pratten *(PMP, Certified PRINCE2 Practitioner, Certified ProSci Change Manager, Master of Management - IT)* leads IT-related change projects for Wesley Mission in Sydney. This article arises from David's passion for the practical application of best practice guidance. David may be contacted at: email: david@prattenmail.com mob: 0432 844 444.

PMI-ACP Exam Lessons from Those Who Have Been There
Cornelius Fichtner PMP CSM

Are you thinking about studying for and obtaining the Project Management Institute® Agile Certified Practitioner (PMI-ACP)® certification? Are you wondering what study tools and methods others have used to successfully pass the PMI-ACP® Exam? Are you interested in reading about and learning from the exam experiences of those who have already passed the PMI-ACP Exam? Then there is a forum you should check out on The PMI-ACP Lessons Learned Forum website. All of the posts are lessons learned and tips from those who have recently passed the PMI-ACP Exam, who have become Agile Certified Practitioners, and who probably started with many of the same questions and concerns that you have right now.

One example from this forum was written by Michael Mondie after he successfully passed the PMI-ACP Exam. He shared his personal study plan and what items he reviewed the day he took the PMI-ACP Exam.

Some of the things Michael did as part of his study plan included:

- Watching The Agile PrepCast™. He also noted that this will take dedication because there are many hours of podcast material in The Agile PrepCast.
- Reading *PMI-ACP Exam Prep, Premier Edition: A Course in a Book for Passing the PMI Agile Certified Practitioner (PMI-ACP) Exam* book by Mike Griffiths, PMP, PMI-ACP, CSM, and taking the quizzes that are included.
- Completing the 50 question sample exam included in *The Agile PrepCast Student Workbook*
- Finding a method for learning terms. Michael described his method as using a dry erase board to document made up words or acronyms that meant something to him that he could use to recall phrases.
- Reading the *PMI Code of Ethics and Professional Conduct*

The day of the exam he did the following to increase his chances of passing the PMI-ACP Exam:

- Reviewed his dry erase board items and brain dumped all of this information when he got into the exam room
- Reviewed the Roles for each Agile method

Another example from this forum was written by Martin Gagne, who passed the PMI-ACP Exam on his first try. Some of the tips he shares are to:

- Look into taking training by your local PMI Chapter. He took the training offered by his local PMI Chapter, which consisted of three days of training in a row.
- Read the prep book *ACP Exam Prep Plus Desk Reference* written by John Stenbeck, PMP, PMI-ACP, CSM, CSP. He suggested reading this twice in its entirety.
- Purchase and follow the training offered by Cornelius Fichtner's Agile PrepCast
- Learn the Agile Manifesto Values and Principles.

And in a final post from this forum by Larry Samlin, who also recently passed the PMI-ACP Exam, he shares these steps that he followed to successfully study for and pass the PMI-ACP Exam:

- Used Andy Crowe's, *The PMI-ACP Exam: How to Pass on Your First Try* and purchased a 30 day access license to sample question bank
- The main tip from Larry is that the key for him was to take as many practice tests as time would allow

These are just a few examples of suggestions and tips left by those who have recently passed the PMI-ACP Exam. Most of those who have recently passed the PMI-ACP Exam are more than willing to share what worked for them, and this forum is an excellent place to access all of that knowledge. Just remember when you pass exam to pay it

forward by sharing your tips, study tools, and exam passing suggestions to this forum to help others on their journey to passing the PMI-ACP Exam.

About the author: Cornelius Fichtner, PMP, CSM is a noted PMP expert. He has helped nearly 26,000 students prepare for the PMP exam with the Project Management PrepCast and offers a PMP exam simulator.

Free PMP ® Exam Sample Question

Cornelius Fichtner

Question

You are managing a website development project. After completing initial project planning activities in the planning phase, you have been communicating the project's status with the stakeholders and determine that a few of the stakeholders now require different information to be provided to them than initially planned. They also reported being comfortable with different communication methods. In addition, you've learned that a few stakeholders hold significantly more power than was initially estimated. What should you do now?

A)   Update the Stakeholder Management Plan during the Identify Stakeholders process

B)   Update the Stakeholder Management Plan during the Control Stakeholder Engagement process

C)   Update the Stakeholder Management Plan during the Plan Stakeholder Management process

D)   Update the Stakeholder Management Plan during the Plan Communications Management process

*Question provided by The PM Exam Simulator:*www.pm-exam-simulator.com

Answer & Explanation

Correct Answer: B)

The Stakeholder Management Plan is first documented during the Plan Stakeholder Management process, and can also be updated as part of updating the Project Management Plan in the Plan Stakeholder Management process and the Plan Communications Management processes. These are Initiating and Planning processes. However, the question states that this new information has been brought to light after the "initial" planning has been performed and you have been communicating the project's status with the stakeholders. The only answer choice listed that is not in Initiating or Planning is "Control Stakeholder Engagement", which is in Monitoring and Controlling.

The last paragraph on PMBOK Guide page 413 states "As stakeholders engage with the project the overall effectiveness of the Stakeholder Management Strategy can be evaluated. As needed, changes in approach or strategy are identified; affected sections of the Project Management Plan may need to be updated to reflect these changes. In this scenario, the Stakeholder Management Strategy needs to be updated, which is contained in the Stakeholder Management Plan.

Reference: PMBOK Guide 5th Edition, page 413

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Risk Doctor Partnership Briefing
SEVEN QUESTIONS TO SHAPE THE RISK PROCESS

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Anyone facing a risky and important decision or project will need to answer seven basic questions. In fact we could shape the risk management process around asking and answering them. If we do then the risk process will become intuitive and natural, easy to follow, and less bureaucratic or forced. The seven basic questions are as follows, together with the related step in the risk process:

1. **What are we trying to achieve? (Establish Context)** We cannot start any risky venture without first clearly defining its scope and clarifying the objectives that are at risk. We also need to know how much risk key stakeholders are prepared to accept, since this gives us the target threshold for risk exposure. We must address these factors as the first step of the risk process,.

2. **What could affect us achieving this? (Identify Risks)** Once objectives and risk thresholds are agreed, we can start identifying risks, which are uncertainties that could affect achievement of objectives (including both threats and opportunities). There are a variety of risk identification techniques, each of which has strengths and weaknesses, so we should use more than one approach. In addition to considering individual risks, we should also address overall risk exposure.

3. **Which of those things are most important? (Assess Risks)** Not all risks are equally important, so we need to filter and prioritise them, to find the worst threats and the best opportunities. This will help us decide how to respond. When prioritising risks, we could use various characteristics, such as how likely they are to happen, what they might do to our objectives, how easily we can influence them, when they might happen, etc. We should also consider the effect of overall risk exposure on the final outcome.

4. **What shall we do about them? (Plan Risk Responses)** Now we can start to think about what actions are appropriate to deal with individual risks, as well as considering how to tackle overall risk exposure. We might consider radical action (avoid threats or exploit opportunities), or attempt to influence the level of risk exposure (reduce threats or enhance opportunities), or decide to do nothing (accept the risk). We might also involve other parties in responding appropriately to the risks (transfer threats or share opportunities).

5. **Having taken action, did it work? (Implement Risk Responses)** We can plan to address risks, but nothing will change unless we actually do something. Planned responses must be implemented in order to tackle individual risks and change overall risk exposure, and the results of these responses should be monitored to ensure that they are having the desired effect. Our actions may also introduce new risks for us to address.

6. **What has changed? (Review Risk)** The risk process cannot end at this point, because risk is dynamic and changing. So we have to look again at risk on a regular basis, to see whether existing risks have been managed as expected, and to discover new risks that now require our attention.

7. **What did we learn? (Risk Lessons Learned)** There is one more important step in the risk process, which is often forgotten. As responsible professionals we should take advantage of our experience with this risky situation to benefit future similar ventures. This means we will spend time thinking about what worked well and what needs improvement, and recording our conclusions in a way that can be reused by ourselves and others.

By structuring our risk process in this way, we will make it easier for people to follow the process, as they are simply addressing a set of common-sense questions. Anything that makes risk management more simple will ensure that people are more engaged, and that our risks are better managed.

To provide feedback on this Briefing Note, or for more details on how to develop effective risk management, contact the Risk Doctor (*info@risk-doctor.com*), or visit the Risk Doctor website (*www.risk-doctor.com*).

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PMI commenced in Australia in 1997 and held its first Chapter Meeting on 15 April 1997. Today the Chapter has over 1,700+ 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.

The Critical Path is published bi-monthly by the PMI Sydney Chapter and is distributed to approx. 3,000 people. A limited number of advertising pages are accepted in each issue. The rates for advertising are as follows:
Visit our website or download the 2014 Media Kit for further information on The Critical Path - Publication & Content Dates for 2015.

Membership
Stats

Total Members	**1536**
PMP Members	770
CAPM Members	43
PgMP Members	6
PMI-SP	10
PMI-RMP	0
PMI-ACP	0

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This Newsletter is published by the Editorial Team of the Communications Portfolio on behalf of the Project Management Institute Sydney Australia Chapter.

We welcome articles, interviews excerpts; general information and other contributions to enhance project management knowledge and understanding of our chapter members. Please send these to the Communications Director (communications@pmisydney.org).

"A project without a critical path is like a ship without a rudder."
(D. Meyer, Illinois Construction Law)

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