

# The Critical Path

December 2014 + Volume 5 Issue 6

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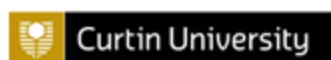
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## PMI Sydney Chapter Season Greetings from the President

Julia Checchia PMP



2014 marks the 17th anniversary of the PMI Sydney Chapter (PMISC). Starting from a small group of passionate individuals we have grown to a large membership base with an amazing group of volunteers. Their passion and dedication to the profession and to make a difference, keeps this community strong, united and sustainable.

Since 1997, PMISC has delivered many great initiatives to support project management best practices; promoting the art, science and benefit of project management to organisations, communities and individuals. A major part of this is connecting with like-minded talented professionals and academics to remain ahead of the curve.

As our industry has changed, so too has the chapter. Over the years the chapter has transformed to ensure that we maintain currency and relevance in the business environment through a sustainable model of transparency, inspection and adaptation. That we continue to evolve is illustrated by winning the PMI Chapter of the Year award this year! This achievement is only possible because our membership base is strong, our partners and sponsors believe in the organisation and the benefits we provide for the profession, and our Board of Directors is committed to innovation and change.

This year we have continued with several collaboration ideas such as PM Connect. This is a series of events held in universities to build collaboration between recruiters, industry experts, social organisations, alumni and new students. The aim is to stimulate and celebrate the beauty of creation and collaboration throughout the project management profession.

We also kicked off a network of opportunities for volunteers to grow their leadership in areas that may have been totally alien to their skill set. Projects this year have included a Christmas celebration for 1,500 homeless people, a Diversity Film Festival, and the mentoring of young professionals or students to deliver community projects.

We have continued to strengthen our commitment to the PMI Australia conference and our engagement with our Australian sister Chapters, potentially culminating in a united PMI Australia Chapter.

To our members, partners and sponsors who have entrusted us to work alongside them to create their success, we thank you. We take this responsibility very seriously and our focus is on ensuring our service offerings are valuable, flexible, innovative and strategic. We understand that the strength of an association is built on relevance and currency, and we appreciate the opportunity to work with you to help achieve your objectives.

Our thanks also to all of our presenters - we could not succeed without you. We have a responsibility to our members to bring the best possible expertise available in the market to support their professional growth and relevance. Companies and individuals from a broad range of industries continue to share their expertise, professionalism, creativity and much-needed good spirit as we work together to deliver exceptional services.

To the Board of Directors and volunteers, thank you for making the 'magic' happen. We surround ourselves with individuals who share our passion for this industry and while that takes considerable dedication and hard work from them all, the pride we share in the results is considerable.

As proud as I am of 2014, I am equally excited about our future. We have a very clear vision of the pathway ahead for the PMI Sydney Chapter in 2015 and know this will take more work and dedication to realise, but look forward to the challenge. We operate in a very dynamic, vibrant, fast changing competitive market and wouldn't have it any other way.

The Board of Directors and volunteers will be having a well deserved rest from December 10th returning on January 17<sup>th</sup> when the new board will get together and kick off a wonderful new year of activities.

So as this year draws to a close, I wish you all a very restful and safe Christmas season and look forward to a productive and exciting year ahead.



## from The Events Director

Malcolm McFarlane



Once again it's been a busy year in the Events portfolio with more than 1,500 attendees to the five breakfast, eleven chapter and eleven PMI Sydney Meetup group meetings. The topics have again been wide-ranging: personal and team change management, recruitment in the social media age, emotional intelligence, innovation, agile project management, project complexity and portfolio management to name a few.

Of course, none of this would be worthwhile if you, our members, did not turn up to the meetings. Thank you for your commitment to being there, especially on those cold and wet winter days. Your attendance brings a deep satisfaction to the team and keeps our energy levels high throughout the year.

We should not forget our presenters this year for without you, there would not any events or Meetup sessions at all. It's not easy to stand in front a room of strangers and inform, entertain and educate us. Thank you for having the strength, confidence and determination to do so.

Our thanks also to Dimension Data Learning Solutions and Sirius Technology for their sponsorship and support from our Breakfast events and the PMI Sydney Meetup group respectively. Thanks also to Costa, Rita and the team at The Castlereagh Boutique Hotel.

For 2015 we are looking to have another busy year of events. 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. Keep your eyes on the chapter website and don't miss out when the events start again in February!

Finally, PMI is built on the work of volunteers and the Events portfolio is no exception. I would like to thank the wonderful team who organise and run the Chapter events and Meetup meetings for our members and guests. You will see them at the reception desk or making sure that everything is OK at each event, but they do a lot more behind the scenes to ensure that everyone can enjoy the presentation, refreshments and networking opportunities.

The Events team:



Parikshit Basrur Michael Gipters Saheel Hafiz Tim Kinchington Deepa Patole Maurya Rieder Emma Stewart

No photograph: Red Newstead – sorry Red!

### PDU's

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 via the 'Professional Development' tab and the 'Claiming PDUs' option.



## from The Professional Development Director

Benjamin Howell PMP

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What a busy year! The team has run all manner of courses and expanded upon our certification offerings. Recently we have been busy organising courses, recruiting volunteers, launching new certification courses, and commencing planning for 2015.

### Volunteer Update

Over the past few months I have recruited some new volunteers into the portfolio. They are:

#### *Education Team*

- Amir Thanawala – Associate Director, Education

#### *Mentoring Team*

- Xiabing (Eddy) Xu – Associate Director, Mentoring
- Mark Telesz – Mentoring Volunteer
- Mohammad Bilal - Mentoring Volunteer

Please join me in extending a very warm welcome to the portfolio to these new volunteers who will be working with me to provide better services to you all.

I would also welcome more volunteers into the portfolio, particularly with our Education team. For those unfamiliar with what areas are within the Professional Development portfolio so that they could assist, broadly speaking it covers the following:

- Education / Short Courses
- Certifications / Training
- Mentoring

E-mail me at [development@pmisysdney.org](mailto:development@pmisysdney.org) if you are keen to assist.

### Mentoring Update

As you may recall, I wrote several months ago announcing the relaunch of the PMISC Mentoring program and asked anyone interested to get in contact with me. The program was also announced via LinkedIn and also at several events.

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!

We will run two sessions next year (Session 1 Feb – June & Session 2 July – November). If you are interested in Session 1 please look at the PMISC website for details (via the 'Professional Development' menu) on how to register and the program in general. A cost will be involved to Mentee's (not Mentors), but only once you are successfully paired with a Mentor.

Once you register, the Mentoring team will provide you with an application form so that we can find out exactly what you need assistance with and to assist in pre-matching you with a Mentor that suits your needs. Matching will occur at an event early February where Mentors and Mentees can meet and be paired so that you can commence your Mentoring relationship.

Mentee's....we need you! Please get involved so that we can launch and build a successful program.

### New Certification Course Update

This month we launched our first PMI Agile Certified Practitioner (PMI-ACP®) Prep Class. This certification is the most popular certification course within PMI and so we are glad to offer courses through PMISC for the first time.



Thanks to Ha Nguyen and Mohammed Mansoor who did the preparation for the pilot.

In 2015 we will launch the Program Management Professional (PgMP®) Prep Class, and also explore the possibility of rolling out courses for other PMI certifications (e.g. PMI Professional in Business Analysis PMI-PBA®).

## Planning for 2015

Aamir, Tracy (Associate Director, Training), and myself are currently in the midst of planning for next year's Education and Training programs in collaboration with REP's and venues. Events for next year should start appearing in the 'Event Listing' by mid December.

If there are any courses that you have not seen the Chapter run before that you think would be interesting and of benefit to our members, or know of emerging trends areas in relation to project / program / portfolio management please contact me.

On a final note I'd like to wish you all a safe and happy Christmas and New Year and I look forward to seeing you actively participate in professional development activities in 2015. I thank all of you who have participated in short courses & training throughout this year.

## Thank you to all our Fantastic Volunteers!

Volunteers are essential to the success of the PMI Sydney Chapter and the Board would like to thank all of the Associate Directors and Volunteers, for without your support and hard work we could not have achieved so much in 2014.

Thank you to all our wonderful volunteers for your tremendous efforts, time and skills!

We would particularly like to recognise the following volunteers who have put in an Exceptional Effort during 2014:

### Ashish Tilara, AD, Technology

**Ashish** is our extremely talented and hard working **Chief Webmaster** and **Chief Editor of the Critical Path**.

**Ashish** has more than 5 years of experience in building and managing web based applications and brings his wealth of expertise and creative talent to maintaining all aspects of the PMISC website and newsletter.

### Megha Kanth, AD, Communications

**Megha** maintains the 'PMI Around the World' Page and manages our twitter feed and emails to members.

She is also our Assistant Webmaster and provides invaluable assistance with changes and updates when required.

### Mohammed Mansoor, AD, Value and Growth

**Mansoor** has made significant contributions to the Sydney Chapter; he enabled SC to offer ACP and PgMP certification preparation classes, and SC to pioneer in delivery of these services in Region 10.

**Mansoor** developed training material for ACP and PgMP certification classes, and delivered these classes for the Sydney Chapter with limited support. The training material can be leveraged by other chapters

### Puneet Grover, AD, Partnering

**Puneet** has been extremely instrumental in negotiating sponsorship agreements with existing and new partners for the PMI SC

### Melinda Nield, AD, WiPM

**Melinda** re-energised the Women in Project Management (WiPM), bringing in new ways to connect diversity and project management



## from The Immediate Past President

Amany Nuseibeh PMP



### Project Management Institute Honors Sydney Chapter with a 2014 PMI Chapter of the Year Award

Sydney, NSW — Project Management Institute (PMI), the world's largest association for project managers, announces that it has honored the PMI Sydney Chapter with a 2014 PMI Chapter of the Year Award (Chapter Category III). The award was presented at the PMI Community Awards Ceremony, held in conjunction with the PMI Global Congress 2014—North America in Phoenix, Arizona, USA.

The PMI Chapter Awards recognise PMI Chapters that have demonstrated unparalleled dedication and contributions to the project management profession.

### About the PMI Sydney Chapter

PMI Sydney Chapter purpose is to serve our membership base and support the promotion and advancement of the art, science and benefit of the project management and related professions. Through this, we aim to support the professional growth of our members, corporate organisations and communities.

PMI commenced in Australia in 1997 and held its first Chapter Meeting on the 15th April, 1997. Today the Chapter has more than 1700 members from a mixture of industries including: finance, IT, telecommunications, consulting and pharmaceutical. Approximately 50% of Australian PMI's members are credentialed as Project Management Professionals (PMPs). PMI is strongly supported by a majority of companies in Australia and internationally.

PMI Sydney Chapter spirit is a blend of passion, involvement, and collaboration and can do attitude that ensures together with our members, volunteers, partners and sponsors we always reach new heights.

PMI Sydney Chapter executed a large number of projects in 2013 leading to this award; collaborating with our sister PMI Australian Chapters, the PMI Sydney Chapter led and championed the successful PMI Australia 2013 Inaugural Conference at the Darling Harbour in Sydney. The collaborative approach marked the year as PMI Sydney Chapter contributed to a number of Regional Initiatives; "The Power of 7"; collaborating and sharing best practices with Australia and New Zealand Chapters.

The PMI Australia Feasibility Project marks another milestone in our collaboration with our sister Chapters in Australia, as we kick started another important initiative that will take us all to another maturity level adding structure and value to our members, sponsors, partners reaching out to organisations, governments and the community at large with one voice.

The Community Coaching Program for not for profit organisations reached new heights; as we undertook a number of project assessments and reached out to a wider community via NSW volunteers leading to very exciting engagements with 9 different organisations.





The Chapter also introduced a new unique career building course underpinning a comprehensive career development program ran twice. Developed in partnership with our Platinum sponsor PAXUS and delivered by our trusted advisor; Stephen Tompkins; the course provided guidance on career advancement, resume development and interviewing techniques. It made use of the Career Framework and is getting further developed in 2014.

#### About Project Management Institute (PMI)

PMI is one of the world's largest not-for-profit membership associations for the project management profession, with more than 650,000 members and credential holders in more than 185 countries. As a global thought leader and knowledge resource, PMI advances the profession through its global standards and credentials, collaborative chapters and virtual communities and academic research. When organisations invest in project management, supported by PMI, executives have confidence that their important initiatives will deliver expected results, greater business value and competitive advantage. Visit us at [www.PMI.org](http://www.PMI.org), [www.facebook.com/PMInstitute](https://www.facebook.com/PMInstitute) and on Twitter @PMInstitute.

## from The Partnering Director

Vikas Patole PMP



Partnering Portfolio has had a busy year gaining sponsorships and partnering with leading organizations with the end objective of bringing greater value-add to our members.

To this goal, the sponsors secured this year included Paxus, DDLS, Wired, Curtin University and PM-Partners, Cliftons, HCL.

As members we have enjoyed the breakfast, lunch and dinner events, as well as the major events such as the conference. These events would not have been possible without the strong support of our sponsors and partners.

Some of you may have also enjoyed the training at top venues in Sydney. These venues have been provided to us by our sponsors and are available for us to use.

If you feel that you, your fellow members and PMI can gain by the use of these facilities, then please contact the PMI event manager to assist you with the logistics of using these great facilities.

Finally, we would like to thank you all for your support this year. We also thank all our sponsors and partners for their support. You can also support our sponsors and partners by making use of the services their companies offer. We wish you and your family a magnificent Christmas and a prosperous 2015.

The Partnering Team,

**Vikas Patole** (Director), **Puneet Grover** and **Carl Hill** (Assistant Directors)



## BOK Integration – One Ring to Bind them All

Dr. Louis Taborda (Director of Building Better Futures, PMI Sydney)



I have been helping organizations adopt best practices for longer than I care to remember and bodies of knowledge like the PM-BOK have been a tremendously valuable tool. Getting everyone to a shared understanding of what is required is difficult so being developed by an industry body ensures that BOKs raise fewer questions about which practices represent good, let alone best industry practice. There are however, a couple of unfortunate trends that I have detected with the different BOKs that have been developed: firstly, they tend to grow over time adding more knowledge areas that the practitioner has to be familiar with to be successful; and secondly, almost as a result of this growth, they tend to spill over into other disciplines.

The Capability Maturity Models (CMMs) developed by the Software Engineering Institute at Carnegie Mellon University, provide a good example of continual growth and evolution. Starting with the success of the original Software CMM in 1993 which introduced the five-level maturity model in common use today, the SEI moved on to incorporate a systems perspective before extending into product development which finally gave rise to the integrated CMM or CMMI. This history is described better elsewhere [1] but the version tree below tells the story. And all this merging and integration naturally meant that the number of Process Areas (in the case of CMM) kept growing. There is a view that says that this is a good thing because it shows that our knowledge is growing. From the perspective of practitioners being asked to show their capability in more areas can become quite onerous. Whether as individuals or collectively as organization, acquiring these skills comes at a cost particularly when it is not always clear which areas are critical to success in any given instance – and please don't tell me they *all* are equally relevant!

Certainly it is useful to consider the CMM example as it has slowly gone out of favour being overtaken by agile practices which are the antithesis of following a rule book like CMM. So there are real risks with growing our knowledge to a point where it becomes unusable. If it were a project you might be tempted to call this tendency scope creep but to practitioners who need good guidance it is simply bloat - which can leave them with the challenge of applying all these best practices in real life situations.

A part of the scope creep, if you will allow me to use that pejorative, is that we slowly go beyond the core discipline and start covering neighbouring or even shared practices. Of course, all discipline boundaries are quite arbitrary and that indeed is the problem here. As we attempt to capture new knowledge areas we move incrementally from one (arbitrary) specialization to another – from project management, to business analysis, to testing, to change management. Now each of the disciplines mentioned above have a body of knowledge associated with them so we know that BOKs have become quite popular. Indeed, no industry group or association can be taken seriously without one and if they all keep growing into each other how will this all end?

One answer to the above two trends is to give up on BOKs all together, which is pretty much what Agilists have done. They have become disenchanted with the growing number of rules (aka processes) that best practice says must be followed that they decided to throw out the rule book and get on with the job at hand relying on experienced generalists adopting a few core values to guide them. And in truth, they not so much throw out the rulebook as attempt to rewrite it in short form.

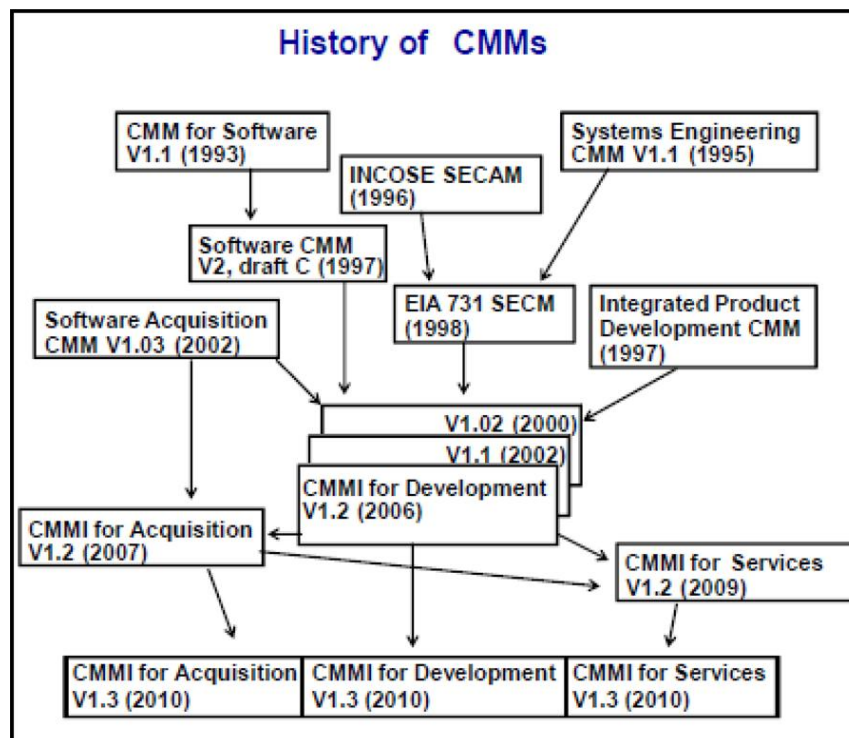
Another answer is to wait for these different efforts to acquire knowledge about projects from the different perspectives taken by the roles on a project. This is a laudable viewpoint but it does not help practitioners who have to do the job now. It never fails to amaze me that while the BOKs are unclear about the boundaries between the different specialized roles, every project that is being executed now has to resolve those issues - and evidently do!

My view is that integrating and merging anything is a tough business and if we want workable results in something quicker than the cosmological timescale there needs to be some form of mediation between the parties – if not full blown architectural governance. After all, how the different roles work across the project lifecycle is a matter of good interfacing and efficient hand-offs between members of the project team who perform a specialist

function.

This is why I hold great hope for the work being done by PMI to extend beyond simply project management and to look at how closely related areas like the Business Analysis and Change Management can work better together. PMI has the reputation, size and reach to be the “one ring that binds them all” - to misquote Tolkien. The process will not be easy as it requires clarifications which could be seen to be shrinking some roles while expanding others. But the simple answer to that is to be more like the Agilists and not get too hung up on roles and instead focus on getting the job done.

The signal that I will be waiting for to indicate we are heading in the right direction will come when our BOKs actually being to shrink! This might be more re-engineering than integration but consolidating our experiences should result in a net reduction of knowledge areas. That will be when practitioners can be sure we are getting beyond making individual roles performs at peak and instead focus on what helps a project team to successfully delivery the project outcomes.



Source: [http://www.scielo.br/scielo.php?pid=S1807-17752013000200339&script=sci\\_arttext](http://www.scielo.br/scielo.php?pid=S1807-17752013000200339&script=sci_arttext)



## 2014 - An Amazing Year for PMI Sydney Value and Growth Portfolio!

**Ha Nguyen** (PMI Sydney Value and Growth Director)



What a year it has been for the Value and Growth portfolio and for the PMI Sydney Chapter, what an amazing array of initiatives we have delivered for our members. This year PMI Sydney Chapter has launched a new beginning with strong focus on strategic initiatives while keeping the operations running. The Value and Growth portfolio focuses on strategic initiatives to deliver value to members and grow our membership. It was about connecting the missing dots in the puzzle, about expanding, exploring and showcasing new capabilities.

A strategic plan and 2-year roadmap has been developed for the Chapter with several initiatives defined around key focus areas including Member Insights and Data, Member Retention, Community Engagement, Broader development

offerings, Career Development and Job placement support.

To understand how we can help our members, the portfolio launched the Member Insights and Data initiative to analyse member data, gather membership insights and uncover factors that affect growth. A team of student volunteers from the Sydney University Master of Project management program was mobilised to execute the project. It was a perfect win – win solution that offered an opportunity to the students to work on a real life project and gain project management experience and at the same time deliver membership insights for the PMISC. Valuable insights were gained and will help us shaping future initiatives including

- Growth opportunity in engaging education and training industries
- Exploit services we are good at: Chapter events, quality networking time, knowledge shelves
- Reinforce marginal services such as mentoring
- Explore services that are in demand such as career growth, forum for job search and employment assistance

The portfolio also recognised the need to launch new certification preparation classes alongside the existing PMP certification. This was accomplished by understanding the needs and requirements for starting new programs, which not only focused on accelerating professional growth but also injecting new practices within the PMISC Community. After extensive analysis we focused on launching preparation courses for PMI ACP and PgMP and started with a road map which consisted of building content, program delivery and involvement of PMISC operation functions to validate the content and its consistency, communicating about the programs to the PMISC Membership and finally piloting the PMI ACP and PgMP in November and December.

Late this year, I had the opportunity to attend the PMI Leadership Institute Meeting (LIM) in Phoenix Arizona and was so excited to hear about extensive development and initiatives from PMI Global and other Chapters including Academic outreach programs, programs to attract young members and millennials, Career day and Employment Help Desk initiatives and many more initiatives that bring value to members, grow membership and demonstrate thought leadership in project management. I am pleased to say they are in line with Value and Growth strategic plan for PMISC and with the plan defined this year I am really looking forward to implementing it in 2015, leveraging resources and lessons learnt from PMI and other chapters, delivering value to our members.

Overall it was an amazing year for Value and Growth. Thank you for your support this year and special thanks to my Associate Directors Mohammed Mansoor and Chandra Bapat and their teams in their tireless dedication and effort in making this happen. We are looking forward to exciting 2015 and what promises to be an exciting year ahead.

**Value and Growth Team – Director Ha Nguyen**

*Value (4) - Associate Director – Chandra Bapat*

Hang Himbert, Christopher James Evans, Gonzalo Carrillo

*Career (1) –Associate Director – Mohammed Mansoor*





## FUTURE OF RISK MANAGEMENT?

### INSIGHTS FROM PMI AUSTRALIA CONFERENCE

#### Chintan Shah

I was delighted to be invited on the Risk Panel discussion “Creating Value from Managing Risks” as part of the 2nd PMI Australia Conference last month in Melbourne. My fellow panelists were veterans in the field including Grant Purdy, Dr. Stephen Grey and Kevin Bourke who have spent decades providing risk management advice to organisations across the globe and have written books on the topic.



We had a small but very engaging group in the audience that included a university professor, trainers, PMO directors, risk compliance professionals and project delivery professionals. Prior to the session we (the panelists) were worried about the session running out of steam but in the end we ran out of time and we had to cut short the conversation. The session was very engaging and I have captured the challenges and insights in the information graphic below.



The key takeaway is that Risk Management needs to be re-branded and integrated into core Program Delivery approach leveraging new collaboration techniques to get true stakeholder involvement and drive decision-making.

Chintan is a Management Consultant at PwC Australia specialising in the field of Project, Program and Portfolio Management. Chintan has been involved in delivering a number of high profile Programs of work in Government, Health, Higher Education and Insurance sectors either in leadership or advisory capacity. Chintan is the winner of the PMI Australia Young Project Manager of the Year award in 2012.

## The PMI Professional in Business Analysis (PMI-PBA) is off to a great start

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



### Breaking News ...

#### Professional in Business Analysis (PBA)<sup>SM</sup> Pilot Results Finally Announced!!!

PMI awarded the first round of certifications to 161 pilot program participants from 36 different countries — 80 percent agreed that the exam is a valid measure of expertise needed to perform a business analysis role and demand is growing for professionals experienced in business analysis.

Performing business analysis on projects and programs allows organizations to implement desired changes and achieve strategic objectives.

The PMI-PBA highlights your expertise in business analysis. It spotlights your ability to work effectively with stakeholders to define their business requirements, shape the output of projects and drive successful business outcomes.

Country	Count
Argentina	1
<b>Australia</b>	<b>3</b>
Austria	1
Bahrain	1
Belgium	1
<b>Canada</b>	<b>20</b>
Czech Republic	1
Egypt	2
Germany	2
Ghana	1
Greece	1
Hong Kong	2
<b>India</b>	<b>8</b>
<b>Italy</b>	<b>6</b>
Jordan	1
Kuwait	1
Latvia	1
Lebanon	1

Country	Count
Mexico	1
Norway	1
Pakistan	2
Peru	2
Portugal	1
Romania	2
Serbia	1
<b>Singapore</b>	<b>5</b>
South Korea	1
Sudan	1
Sweden	1
Switzerland	1
Taiwan (Republic of China)	2
Turkey	2
Ukraine	1
United Arab Emirates	2
United Kingdom	1
<b>United States</b>	<b>80</b>
<b>TOTAL</b>	<b>161</b>

#### Who should apply?

Business analysts who work on projects and programs, as well as project and program managers who perform business analysis as part of their role.

**Good requirements management ensures benefits realization for programs and projects**

When properly implemented and supported, the critical competency of managing requirements enables you to exceed stakeholder expectations, improve performance, meet expected project benefits and achieve tangible business outcomes.

Poor requirements management is a major cause of project failure, second only to changing organization priorities.

**PMI's latest Pulse of the Profession® research has some startling findings for organizations:**

- Only 49 per-cent have the resources in place to do requirements management properly;
- Only one-third say that their leadership values requirements management as a critical competency for projects and strategic initiatives; and
- 53 per-cent fail to use a formal process to validate requirements in an unbiased way.

**PMI Professional in Business Analysis PMI-PBA certification** recognizes and validates your expertise in business analysis, a competency that is essential in project and program management.

## PMI Sydney Chapter Toastmasters Club

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The PMI Sydney Chapter's Toastmasters Club is in full swing! We kicked off 2014 sessions on Jan 15.

We kicked off 2014 on 15th January and the final session for this year will be on 17th December. We will be back again after the Xmas break on 21st January 2015 and hope to see you there.

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@pmisidney.org](mailto:toastmasters@pmisidney.org) for details and questions regarding membership.



## NSW 2014 Volunteer of the Year Awards

Theresa Ma

What an amazing year, it has been with many volunteers shaping our communities through their continuous commitment, spirit, time and effort. It is important to recognise the efforts and hard work of these dedicated volunteers throughout Australia through the Volunteer of the Year Awards.

On Wednesday evening, 24 September 2014 the President of Project Management Institute Sydney Chapter (PMISC), Julia Checchia (on the right holding the certificate) attended the NSW 2014 Volunteer of the Year Awards and accepted an award on behalf of the PMISC volunteers who have been involved with the Exodus Foundation for being one of the finalist recipients in the volunteer team category.

PMI members, Louis Taborda and Ram Viswanathan have been



assisting the Exodus with the full implementation of the Volunteering Australia



National Standards for Volunteering. The PMISC Building Better Futures (BBF) united with the Exodus in applying the fundamental project management tools and techniques to their annual Christmas Lunch for up to 2000 members of the Homeless Community. Well done and congratulations to the team!

The incredibly amazing PMISC BBF team shown on the left. Back row from the left to right we have Michelle Fitzgerald, Amany Nuseibeh, Jordan Vamvakidis, Theresa Ma and Guiselle Vargas. The front row from left to right we have Maryam Shahrestani,

Julia Checchia and Stella Akratos.

A huge congratulations to Rose Cox, who has been awarded the title of 2014 NSW Volunteer of the Year Award. Rose, (second to the right in the blue denim jacket) has been volunteering with Exodus Foundation's Loaves and Fishes Restaurant where she helps prepare and serve breakfast to members of Sydney's homeless community on Saturday mornings.

Rose is an inspirational young lady who enjoys helping the homeless community in spite of her life circumstance. Rose's story is that she is a primary carer for her Quadriplegic mother since she was eight years old when her mother was diagnosed with Transversemyelitis. Also at supporting her estranged father through drug and alcohol rehabilitation and caring for her younger sister while completing high school. With that being said she still finds time to volunteer in the Exodus Foundation's Loaves and Fishes Restaurant on a weekly basis as she and wants to help people who are in a similar life circumstance as her father. Well done Rose, all the best for the next round in representing NSW for the Volunteer of the Year Award when competing with the rest of the state.





## Having a common definition of “deliverable” in both WBS and the schedule network

David Pratten PMP

Having a common definition of “deliverable” in both WBS and the schedule network assists project managers to build a common understanding of the project scope and progress amongst stakeholders. This article examines possible causes for the divergence of the schedule network’s definitions and those of the WBS and argues that it is best practice to follow the example of Figure 6-21 in the *PMBOK(r) Guide 5th Ed.* and include a “Start” and “Finish” milestone in the schedule network for each WBS component. At project scale, implementing this practice requires automation help and a following article will explain a new project management algorithm “Add and Prune Dependencies” which enables this.

The project model has, at its heart, the dual structures of the tree-like Work Breakdown Structure (WBS) and the schedule network. Both the WBS and the project schedule are “maps of the same territory” and use different visual languages to represent the deliverables of the project. In the WBS the top-level component represents 100% of the deliverables or products of the project, and each level below decomposes the same 100% into smaller components that represent part of the deliverables. In the schedule network 100% of the deliverables of the project are represented between the “Start Project” and “Finish Project” milestones. Likewise, smaller deliverables may be represented by pairs of milestones that mark the start and completion of these deliverables.

Outside of domains that rigorously apply Earned Value Management (EVM), it is common for the deliverables defined in the WBS to not be precisely traceable to milestones in the schedule network. Assuming that dependencies are not placed on, so called, “Summary tasks”, the planner will commonly create “Deliverable completed” milestones in the schedule network to represent the availability of interim deliverables and the point where work that depends on those interim deliverables can begin. However, manually created “Deliverable completed” milestones are likely (and with updating over time, inevitable) to not exactly correspond to the completion of any WBS component. There are two main reasons for this. Firstly, the selection of predecessor relationships for the “Deliverable completed” milestone is unlikely to correspond exactly with the set of predecessors required to match the completion of a WBS component, and secondly, the choice of deliverables highlighted by “Deliverable completed” milestones may be dominated by tactical considerations at a detail planning level rather than the set of deliverables already defined in the WBS. As the project progresses, this can result in a widening mismatch between the WBS “map” and the schedule network “map”.

**So how can a WBS and schedule network be provably based on the same set of deliverables?**

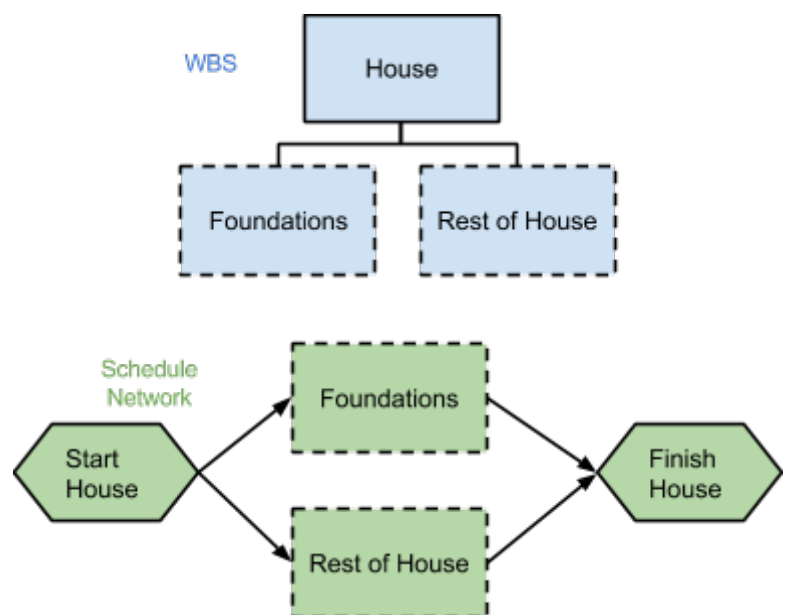


Figure 1

Figure 1 shows the simplest case of a two level WBS with two planning packages at the lowest level and its corresponding schedule network prior to sequencing. Notice that the “House” deliverable is represented in the schedule network by two milestones “Start House” and “Finish House”. In general this is true. The implication is that if we want to have common definitions of “deliverable” in both the WBS and schedule network, each component in the WBS will be mirrored by “Start” and “Finish” milestones in the schedule network.

The thesis of this article is that definitions of deliverables will inevitably diverge if the schedule does not maintain “Start” and “Finish” milestones matching each WBS component, and that their presence in the schedule will create the alignment of definitions that we are looking for. Interestingly, while PMI’s best practice guidance is largely silent on this question, Figure 6-21 on p183 the *PMBOK(r) Guide 5th Ed.* shows an example of exactly this with “Start” and “Finish” milestones in the schedule network that correspond to WBS components.

Outside of domains that rigorously apply EVM this is not (yet) common practice, but aligning the WBS and the schedule network’s deliverable definitions means that the readers of the WBS and the readers of the schedule network are speaking the same language and that progress information can be trivially mapped back to the completion of WBS components. At project scale this requires automation support and the next article will describe the new “Add and prune dependencies” algorithm which facilitates this.

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.

## 2015 PMI Sydney Chapter Board Election Results

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We are pleased to share with you the list of the newly elected board members, as was announced during the AGM on Tuesday 9th December.



**Vice President**  
Malcolm McFarlane

**Treasurer**  
Jordan Vamvakidis

### 5 Non-Executive Director Positions

Ha Nguyen

Kate Morris

Melinda Neild

Sandeep Mathur

Vikas Patole



Please join us in congratulating the newly elected members of the PMI Sydney Chapter Board. Should you have any questions, please contact [nc@pmisidney.org](mailto:nc@pmisidney.org)

Thank you for staying involved with PMI and the Sydney Chapter!

# You Must Know The PM Plan for Your PMP Exam

Cornelius Fichtner PMP CSM



Are you in the process of studying for the Project Management Professional (PMP)<sup>®</sup> Exam? Have you read through what the *A Guide to the Project Management Body of Knowledge (PMBOK<sup>®</sup> Guide)* says about the Project Management Plan? Confused? If you answered yes to any of these questions, then you are in the right place. In this article we are going to discuss what the Project Management Plan is, why fully understanding the Project Management Plan is essential to both project success and PMP Exam success, what subsidiary plans and documents are, and once approved how changes are made to the Project Management Plan.

## What is the Project Management Plan?

According to the *PMBOK<sup>®</sup> Guide*, the Project Management Plan is “the document that describes how the project will be executed, monitored, and controlled.” Objectives of the Project Management Plan include documenting assumptions and decisions, communicating how the project will be executed, and documenting high level goals, costs, and milestones. The Project Management Plan is much more than a single document that is created and set aside. It integrates subsidiary plans and documents, it is created during the Planning Process Group and is expected to be updated as the project progresses. It is a living document.

## Why is understanding the Project Management Plan essential to both project success and PMP Exam success?

That is because it is the “go to” document used to answer questions during the project, and understanding what kinds of questions it may answer is vital to both project and PMP Exam success. The Project Management Plan should be able to answer why a project was sponsored and what problem it is expected to resolve or what value the project is expected to add. It should describe the work to be performed and what the major deliverables or products are. It should identify who is involved in the project and what their responsibilities are and how they are organized. It should define how the work is to be executed in order to meet project objectives and how any changes will be monitored and controlled. If all of these are included in the Project Management Plan, then you will be able to answer the why, what, who, when, and how type questions that may arise during a project.

## What are subsidiary plans and documents?

These are most often outputs of the other Planning Processes. For example, the Cost Management Plan is an output of the Plan Cost Management Process. It describes how project costs will be planned, structured, and controlled. It is considered a “subsidiary plan” to the overall Project Management Plan. Subsidiary plans are all of the “plan” outputs from the Planning Processes that include Scope Management, Requirements Management, Schedule Management, Quality Management, Process Improvement, Human Resource Management, Communications Management, Procurement Management, and Stakeholder Management. The subsidiary plans may be defined at a high or detailed level depending on the type of plan, the specific needs of the project and the requirements of the performing organization.

Subsidiary documents are the baselines developed as part of the Planning Processes. They include the schedule baseline, cost performance baseline, and scope baseline. Don’t forget that the scope baseline also includes the scope statement, WBS, and WBS dictionary.

## How are changes made to the Project Management Plan?

Changes to the Project Management Plan are made through a Change Control System. This system consists of methods to request, review, and approve changes. Requests are typically made using a form, either paper or electronic. Requests are then reviewed by the project manager, project sponsor, select set of stakeholders, a change control board, or by whoever is tasked to review requests by the performing organization. Once a change is approved the Project Management Plan is updated. Changes that are not requested through the Change Control

System or approved should not be implemented. Including unapproved changes will let the project go out of control.

The Project Management Plan is a vast topic and this article has only scratched the surface of a few aspects. There are many other facets such as the other inputs besides subsidiary plans and documents, how it is used to communicate how the project will be executed and controlled, the importance and usage of a Project Management Information System, and the formality of the Project Management Plan all of which are vital to know and understand for the PMP Exam. A few additional aspects to keep in mind when studying the Project Management Plan are that it is typically a formal written document, that it guides project execution and control, that it is approved by the project stakeholders, and that the project cannot start until the Project Management Plan is approved.

In order to understand this topic completely read the Develop Project Management Plan section in the *PMBOK® Guide*. Then explain what a Project Management Plan is, how it is developed, and how it is changed to a friend who is not a project manager. Because if you can explain it clearly to them, then you fully understand it yourself; and use a Project Management Plan for your projects because practice makes perfect when it comes to the PMP 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.



## “My Projects are Constantly Late, Over Budget and Deliver Low-Quality Products. What Can I Do?”

Jamal Moustafaev (MBA, PMP)

I get asked this question all the time. My consulting engagements start with it. My trainings – whether public or on-site – start with it. Sometimes, I even hear it during casual conversations with my friends. Usually the following statement follows this inquiry, “Well, you are the project management expert! Care to share your opinion on the subject?”

In reality the answer to this question is not that simple and exists in a two-dimensional space, so to speak.

First, if the company is experiencing these problems, there is a good chance that their **project management** processes are deficient. The word “deficient” in this context can mean a number of things: lack of proper methodology and templates, absence of experienced project managers or insufficient executive buy-in for project management just to name a few. Any combination of these factors severely limits the ability of the organization to scope, estimate, schedule and control their endeavors potentially leading to missed deadlines, overrun budgets and poor quality products and services.

But there is also an additional dimension to this problem called the **strategic resourcing**. The question that needs



to be answered in order to solve the strategic resourcing predicament is very simple:

*“Do you have too many projects in the pipeline and too few resources at your disposal? And if the answer is yes, then which projects are you going to cut or how many resources are you going to add to your pool?”*

Let me demonstrate this concept using a seeming unrelated example.

*Let us assume that you are a student in one of my project management courses. You are an A+ scholar that knows everything there is to know about project management. To make a long story short, there is no question I can ask that you would be unable to answer.*

*Let us further assume that the average number of questions on a two-hour final exam for this type course is five. How well would you realistically expect to do on the two-hour exam if I were to decide to include a hundred questions of the same size and complexity on the final test?*

*Obviously, no matter how smart and well prepared you were for the exam, you would no doubt fail.*

Interestingly enough, when professionals and, especially, executives are provided with the “final exam” case study, they unanimously agree that there is absolutely no chance that any student in the classroom would be able to answer all 100 questions in the course of two hours. But as soon as the concepts of “**questions**” and “**final exam**” are replaced with “**projects**” and “**fiscal year**” respectively their attitude changes completely and they start thinking something along the lines of, “Well if I somehow make them work a bit harder ...”

The lesson here is a company must have an appreciation of its own throughput capacity and ensure that the total size of its ventures corresponds to the size of its project pipeline - meaning the number of projects your employees can handle and deliver successfully is a finite number, which falls under the **project portfolio management** domain.

So what is the conclusive answer to the question mentioned in the title of this article? If your organization is experiencing project delivery challenges, the root causes of this situation are most likely concealed in both inadequate project management and project portfolio management.

About the Author: **Jamal Moustafaev**, MBA, PMP – president and founder of **Thinktank Consulting** is an internationally acclaimed expert and speaker in the areas of project/portfolio management, scope definition, process improvement and corporate training. Jamal Moustafaev has done work for private-sector companies and government organizations in Canada, US, Asia, Europe and Middle East. Read Jamal’s Blog @ [www.thinktankconsulting.ca](http://www.thinktankconsulting.ca)

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## Risk Doctor Partnership Briefing

### Three Success Factors for Schedule Risk Analysis

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For most projects, it is important to finish on schedule. For example, it might be necessary to supply gas on a certain date that drives gas exploration and production, processing or pipeline projects. Or there may be liquidated damages for late completion. The economic viability of a project may be determined by the finish date of a project, combined with the capital expenditure (CAPEX). For these and other reasons a schedule risk analysis is often conducted on larger projects.

A quantitative schedule risk analysis starts with either the main project schedule or a simplified “analysis schedule”. Analysis uses Monte Carlo simulation that requires specialized software, and answers questions that static critical path scheduling cannot address, including: (1) How likely are we to finish on time? (2) How much schedule contingency do we need to be sufficiently confident of success? (3) Which risks contribute to the problems in meeting schedule, and which need effective risk mitigation?

Three key factors determine the success of schedule risk analysis:

1. **Use project scheduling best practices.** The schedule is a dynamic model of the project. Changes of the activity durations influence the schedule by logical relationships and might affect the final delivery date. A best-practice schedule is essential because Monte Carlo simulation changes activity durations probabilistically many times during the simulation, and we need to be confident that the underlying schedule structure and logic are correct, leading to a realistic finish date.
2. **Ensure good-quality schedule uncertainty and risk data.** These represent the risks that drive the project. One useful method of gathering risk data is conduct confidential interviews with subject matter experts individually or in small groups, encouraging them to be honest about which risks are important and how big they might be. During the process of collecting quantitative risk data it is important to consider risks that may not be in the Risk Register but may turn out to be important.
3. **Encourage a risk-friendly organizational culture.** Often such a culture is not present. Sometimes management does not really want to know about the possible finish date and the CAPEX value, since those specific numbers may reduce organizational support for the project. Others in management may have not used risk analysis in the past and are not convinced that it adds anything useful. In some cases, if they have not budgeted or scheduled for the risk analysis, the cost and time taken by the risk analysis process seems to be daunting, even though millions of dollars may be at risk. Usually the organization’s top management wants to know realistically which risks are important and their impact on the project, but the project sponsors and project managers want to protect their projects and downplay the significance of risk to the schedule.

Each of these factors is essential if schedule risk analysis is to succeed and provide benefits for the project. Project teams can tackle the first two factors, producing high quality schedules and collecting valid risk data. But only senior managers in the organization can develop and promote a risk-friendly risk culture. Addressing these three factors will ensure that schedule risk analysis contributes to the success of your projects.

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

## BURRENDONG DAM TEMPERATURE CONTROL CURTAIN PROJECT

(World's First of its Type)

**Guresh Ahuja** (Project Manager)

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This \$4 million project, an engineering first for Australia, the first of its type in the world will reduce the effects of cold water pollution on native fish and improve Macquarie River Environment.

**X-Factor** - The project attracted attention locally and internationally

- Won the "Project of the Year Award, PMIAC, 2014"
- Won the "Sydney Engineering Excellence Awards" for Engineering for Regional Communities category, 2014,
- Finalist "Sydney Engineering Excellence Awards" for Environment and Heritage category, 2014
- Won the "Industrial Fabric Association International and specialized Textile Excellence Awards, 2014";
- Over 500 information sheets have been distributed;
- Featured in local, state and national media with 62 plus stories since 2013;
- The local Prime News Story is available at:  
<https://au.prime7.yahoo.com/n3/news/a/-/local/17857502/burrendong-damcurtain-video/>



### Background

Burrendong Dam is located on the Macquarie River, approximately 20km south east of Wellington in Central NSW. The dam has a storage capacity of 1.18 Gigalitres, a catchment area of 13,900KM<sup>2</sup> and a depth of 50 meters. In rivers, Cold Water Pollution can occur when cold water from the bottom of a dam is released into a river. The cold water can have a negative impact on native fish species and overall river ecology.

### Project Scope and Operations

The scope of the works included physical and computer modelling, structural assessments, functional and detail design, material investigations, automation design and control, systems integration, fabrication and installation. The project involved civil, mechanical, electrical, software development and structural works.

The project delivered an automated structure, 5-10m below the water surface to allow the warmer surface water from the dam to flow into the curtain, enter the intake tower and be released downstream through the outlet valves. A chain and pulley mechanism allowed the structure to be raised and lowered automatically or remotely with the storage level to ensure the system continues to work regardless of the water level in the dam.

### Project Benefits

To improve the river environment, and to reduce the impacts of cold water on native fish;

To enhance the social, economic and environmental benefits for Regional communities.

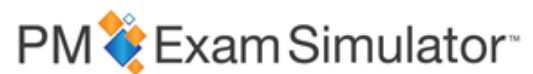
### Project Success Factors

Leading innovations and new ideas is always a big challenge within Government and regulated business. However, the success of this project is attributed to the robust State Water Project Delivery System and Project Management Principles from PMBoK 5<sup>th</sup> Edition. As a result of extensive planning and investigations, the modeling was completed in the financial year 2013/14. The project was delivered on target on June, 2014 within budget through careful and realistic project planning, using experienced and skilled resources, risk and dispute resolution processes, and systems engineering approach to design development. Extensive communication and collaboration with stakeholders (particularly with the regulators) facilitated the project approvals and minimized re-work.

*Sound procurement strategy to source the competent consultants, contractors, and other project resources who implemented the innovative design practices and construction methodology contributed to the success of this leading edge innovative project.*

## Free PMP® Exam Sample Question

Cornelius Fichtner



### Question

Which is the process of creating, collecting, distributing, storing, and disposing of performance information, including status reports, progress measurements, and forecasts?

- |                                  |                                   |
|----------------------------------|-----------------------------------|
| A) Manage Communications         | B) Control Communications         |
| C) Manage Stakeholder Engagement | D) Plan Communications Management |

*Question provided by The PM Exam Simulator: [www.pm-exam-simulator.com](http://www.pm-exam-simulator.com)*

### Answer & Explanation

Correct Answer: A)

Manage Communications is the process of creating, collecting, distributing, storing, retrieving, and disposition of project information including status reports, progress measurements, and forecasts.

Reference: PMBOK Guide 5th Edition, page 297

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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 2014.**

## Membership Stats

<b>Total Members</b>	<b>1536</b>
PMP Members	761
CAPM Members	35
PgMP Members	1
PMI-SP	4
PMI-RMP	3
PMI-ACP	2



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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](mailto:communications@pmisydney.org)).



SYDNEY, AUSTRALIA CHAPTER

wishes you

HAPPY & SAFE  
HOLIDAYS!

