

WELCOME

The end of 2016 is now closing in on us, and the Directors and staff at PSA would like to thank our clients for their continued support and wish everyone a safe and happy Christmas and New Year.

In this last edition of PSA Way for the year we are pleased to congratulate our staff on some very significant achievements this year, including the acceptance of CEO Paul Steinfort's article into the International Journal of Project Management, new staff appointments in Michael Midgely, Program Management Graduates Tyson George and Chloe Spiliopoulos, and 15-year milestone for David Mackinder.

We also highlight some of our client's key milestones that have been achieved with the opening of the Administration Building at Melbourne Park and Industria REIT's Office Fitout in their Rhodes facility. Other milestones that are approaching include the new Healthscope – Holmesglen Private Hospital, and the Refurbishment of the Palais Theatre at St Kilda.

Finally we also provide insights as to why our clients value a well-tested programme model being developed as part of their due-diligence planning process and discuss the benefits of prioritising projects through the application of program management.

Our office will be closed from Friday 23rd of December and will re-open Monday 9th of January. We look forward to supporting you and your organisation's endeavours in 2017.



PSA NEWS

ARTICLE ACCEPTED INTO INTERNATIONAL JOURNAL

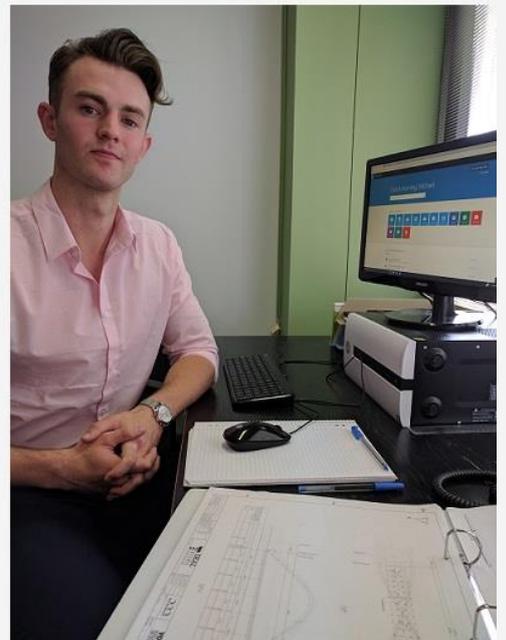
We at PSA would like to congratulate CEO Dr. Paul Steinfort on the recent acceptance of his article for the International Journal of Project Management. We are all very proud of Paul's hard work and efforts. The article, entitled "Community and post-disaster program management methodology - In alignment with the PMI standard for Program Management" explores the idea of Program to Project Management (PPM) methodologies and how to best identify key factors and processes which can help to deliver a program with best value outcomes, which can then be easily aligned with any project methodology.

PSA WELCOME NEWEST TEAM MEMBER MICHAEL

PSA is pleased to welcome its newest team member, Michael Midgley. With his keen interest demonstrated in Project Management, clear thinking and aligned values, Michael stood-out from this year's long list of applicants to be awarded the Program Co-ordinator position.

Michael has recently graduated from RMIT University with a Bachelor of Engineering (Civil) (Hons) and has already commenced further studies with PSA's own Cert IV in CPD Program Management as part of the on-the-job training provided by PSA. When asking Michael why he chose to pursue a career in Project Management he had this to say,

"For me the change from an Engineering background into management was gradual throughout University. My initial choice to pursue Civil Engineering was born through having somewhat of a knack for physics and maths of which an Engineering degree would afford plenty of opportunity to learn and develop.



Through completing more complex and varied projects I began to enjoy the coordination of group projects taking on somewhat of a leadership role. I started to entertain the idea of managing the larger hypothetical projects of which I was developing the Engineering designs.

By the time I'd reached my final year I had decided that project management was the path that I wanted to pursue which ultimately led me to an application for and acceptance of the role of Program-Coordinator with PSA Project which I am both proud and excited to begin."

We look forward to Michael developing his passion for Project Management and providing value to our and your organisation and yours.

DAVID CELEBRATING 15 YEARS WITH PSA PROJECT

PSA would like to make particular note of a recent milestone anniversary with one of the Directors, David Mackinder, celebrating 15 years of full time service with PSA. Graduating with a Bachelor of Applied Science in 2001 from RMIT University and commencing full-time employment with PSA Project, David's pathway to Project Management started during his Primary School, years, closely monitoring the design and construction of his parent's new house. A diary was kept of the weekly progress and the key actions planned to be undertaken in the coming week. While the projects may have changed, the Project Management fundamentals of plan, do, review remain along with his passion for achieving project success.



PSA AWARD NEWEST CERTIFICATE IV PROGRAM MANAGEMENT GRADUATES



PSA recently awarded two of its employees, Tyson and Chloe with their Certificate IV in Post Disaster & Community Program Management (PDCPM). Both Tyson and Chloe completed the course units focusing on their own unique project, Tyson on broadening the exposure and understanding of the Cert IV and Chloe on the use on MS Project Online. Both found the experience of the Cert IV one which provided them with unique and practical Project / Program management knowledge which they have been able to implement at work or in their studies. They recommend the course and see that it

provides significant value to those involved with commercial, community and/or disaster Programs and Projects. If you would like to learn more about PSA's unique Cert IV and the opportunities it can deliver, click [here](#) for further information.

PROGRAM MANAGEMENT

PRIORITISING YOUR PROGRAM

A key challenge for many organisations managing their program, is the selection and prioritisation of project outcomes that will provide the best value for money to an organisation with the most effective use of available resources. Whilst one of those values may be financial it is unlikely to be the only one for an organisation to be sustainable.

PSA works with clients using their proven Program Management methodology to assist in an objective prioritisation and selection process. This is primarily done by understanding an organisations needs and strategic values, and defining a measurable criteria. Once this has been resolved and agreed with the key stakeholders, each project in the organisations program can be scored against the same criteria. This provides a ranking of projects within the program based on the strategic values and criteria defined.

This methodology aligns with the nationally accredited Cert IV CPDPM offered by PSA. [Contact us](#) to discuss how your organisation can benefit from prioritising your Program.

PSA PROJECT SUCCESS

RHODES FITOUT - INDUSTRIA REIT

Earlier this year Industria REIT's Senior Portfolio Manager, with the support of PSA Project, began a capital improvement project with their tenant for one of their facilities in Rhodes, NSW. The ambitious plan was to transform the standard floor plate into a multi-level, activity based work centre, meeting NABERS and Green Star Efficiency Ratings as well as the newest rating on the block, Wellness.



PSA supported the Portfolio Manager's administration of the incentive deed with the Tenant and provided independent assessment of progress claims and matters of scope and deed compliance during construction. Their guidance through the necessary documentation required for handover enabled the Portfolio Manager to focus on the important relationship with his tenant. Works were successfully completed late this year with the tenant now occupying the floors, PSA are delighted to have been able to support Industria REIT and their tenant to achieve project success, knowing that this fitout is a showcase and added value for the Industria REIT portfolio for years to come.

A YEAR OF PROJECT SUCCESS FOR MELBOURNE'S ENTERTAINMENT PRECINCT

PSA would like to congratulate the project teams for the Administration Building and Tanderrum Bridge at Melbourne Park on the successful completion of those projects this year. PSA has supported the Major Projects Victoria (MPV) team on the Melbourne Park Stage 2 Redevelopment Program from the early master-planning stages in 2014. This Program consists of the Administration and Media Building, Tanderrum Bridge (Pedestrian Bridge over Batman Ave) and the refurbishment of Rod Laver Arena projects.



A key criterion of the Program of works for the stakeholders was to maintain year-round operations for the precinct along with the Australian Open event each year. PSA worked closely with the MPV team in understanding the stakeholders' requirements to develop a feasible master schedule for the delivery of the program model. This model Program was tested and verified for interdependencies, constraints and risks to ensure the best outcomes for MPV. The complex staging was supported by a series of staging diagrams for stakeholder communication. The master schedule provided a basis for informing the tenders for each project requirements, constraints and milestones as part of the tender assessment, evaluation, contract award and contract programme.



The first of these 3 major projects, the Administration Building, was successfully completed at the end of August providing office accommodation for Melbourne Park and Tennis Australia staff, with the Tanderrum Bridge project also completed in readiness for the 2017 Australian Open. Upgrade of Rod Laver Arena commenced construction at the beginning of the year and will see the original front door on Olympic Boulevard transformed into the loading area. Completion of the Administration Building will enable further stages

of work on the Rod Laver Arena to proceed in 2017 including, the new Eastern Entrance. PSA is continuing to provide support to MPV during the construction phase of the Rod Laver Arena upgrade.

HEALTHSCOPE HOLMESGLEN PRIVATE HOSPITAL TO OPEN ITS DOORS IN 2017

PSA Project has recently been commissioned by Healthscope on the Holmesglen Private Hospital. The 150 bed hospital located on South Road, Moorabbin will not only provide first class health services to the local community, but will also allow students access to hands on training.



PSA Project is using its proven Program Management methods to undertake regular independent monitoring and reporting of the critical project deliverables against the contractors construction and commissioning programmes to achieve the tight timeframe. PSA's previous planning experience on health projects including, St John of God Hospitals (Geelong and Warrnambool), Royal Melbourne Hospital, and Carlton Wellbeing Aged Care facility have also been drawn upon to support the Healthscope team. In addition. PSA

developed the overall master relocation programme which includes internal planning, preparation and relocation of operational activities leading to the Hospital key criteria of opening in early 2017.

THE PALAIS THEATRE RECEIVES A REFURBISHMENT & UPGRADES

The Palais Theatre, with the grandeur of its early 20th century architecture is one of Melbourne's most well-known live venues, hosting artists from around the world. The theatre is currently receiving a much needed upgrade of infrastructure with PSA Project being engaged by Major Projects Victoria (MPV) who is managing the refurbishment. of the theatre. The scope of works agreed by the stakeholders was primarily associated with the restoration and upgrade of the façade and internal compliance works including hazardous material removal, DDA requirements and major electrical upgrades.



A key criterion for the stakeholders was to maintain operations during preparation, rehearsals and performances on a day-to-day basis and to not impact the heavily booked venue and strong brand of the Palais Theatre. With their practical experience working on projects in an operational environment, PSA

Project worked closely with the MPV project team in reviewing the sequencing options to develop a feasible and workable plan. Key issues faced included the review of options associated with the procurement and manufacture of the switchboards and the shutdown periods for critical works. These key issues formed the basis for communicating the strategy for delivery to key stakeholders for approval and subsequent tender for construction. PSA worked with MPV through the tender assessment process leading to contract award and approval of the contract programme. PSA is continuing to provide support to MPV with ongoing independent monitoring and reporting of progress with works on track for completion in early 2017.

PROJECT SUCCESS FACTORS

FORWARD PLANNING & MODELLING, TESTING BEST VALUE OUTCOMES

Despite the ground swell and ever increasing list of Project management apps and software claiming to provide project success, the one thing that remains constant is that establishing an agreed Plan (and monitoring its progress) is one of the true critical factors in enabling Project success.

Not all Project
Plans &
Programmes
are made the
same



The beauty of forward planning is that a Project or Program of Projects can be realistically modelled and tested before implementation and commitment of serious money. This can also add significant value to the realisation of the outcomes and avoid significant loss or failure. Forward planning, modelling and testing before implementation is applied common sense and greatly informs the decision making process prior to approval, thus realising if a project or program of projects will really be workable and deliver value for money.

PSA is often called into organisations to support them when they are faced with forward planning for the implementation of a Project, that is considered too challenging for that organisation's in-house expertise. Factors which organisations can find challenging to coordinate include multiple stakeholders, competing priorities, interdependencies, proven methods, high risk environments or strict deadlines and budgets to be met, to mention just a few.

The method by which a Program Management Plan is developed and the need for a rigorous testing / review process for the end outcomes is an essential, often overlooked, aspect of the due diligence and business case preparation. The absence of such testing can lead to ill-informed decision making which may have ramifications for the project/program in the future.

The necessary planning and preparation undertaken by PSA over decades and proven on such iconic programs as the MCG Redevelopment for the Commonwealth Games, provides clients with cost effective methods to test the different delivery options. Risks such as operational impacts, resourcing, scoping assumptions, cashflow forecasts and returns may be properly worked through the plan to test the value that the project is, in reality, likely to deliver.



A well tested PMP also serves to respond to Project risks enabling strategies and profiles to be identified and agreed, ensuring overall alignment with the organisation and necessary approval decisions.

An agreed PMP that has been tested by PSA for its ability to deliver value for money is the roadmap to project success. The PSA PMP has proven best value for money in project investments, enabling the most effective delivery of feasible and sustainable outcomes.

COMMUNITY PROGRAM MANAGEMENT

PLANNING TO TEST THE FEASIBILITY OF A MARKET PLACE IN HASTINGS, SIERRA LEONE

Hastings is on the outskirts of Freetown, the capital of Sierra Leone. The civil war in Sierra Leone resulted in tens of thousands of deaths and the internal displacement of more than 2 million people (IDPs) and about 1/3 of the population.

The recent Ebola epidemic severely impacted Hastings and brought to its doorstep two Ebola Treatment Centres. Ebola recovery, massive unemployment and other social issues are severely impacting the Hastings community and surrounding towns



Proposed Community Centre Market in Hastings, Sierra Leone, Africa



Two thirds of people in Sierra Leone live off less than AUD\$2 a day. Unemployment is above 40%, and life expectancy is 48 years for men and 49 years for women respectively. Hastings is prominent for its regional police academy, an airport and a medical training centre. However, there is no post office, market, library or banking facilities in the town. PSA Project is working together with

Jeremiah Temple and Architects for Peace on a plan to test the feasibility of a market place with these facilities to create a vibrant community centre in Hastings.

The community market project may be pivotal to the Ebola recovery phase. The market may be an icon of attraction to Hastings and surrounding areas. The predominant aim of the market is to provide employment and business opportunities for amputees, internally displaced people and the unemployed who will serve

as traders and employees. The operation of the market will also promote economic activity for local businesses and community groups.

Jeremiah Temple is presently applying this program for a Certificate 4 in Community and Post Disaster Program Management with PSA Project. He sees this as the best value way to test and plan the feasibility and sustainability of it for all.

Jeremiah previously worked with Paul lecturing and helping with real life case studies in the RMIT Masters in Post Disaster Project Management. He also worked supporting Paul at the Hume Council and Brotherhood of St Laurence Community Leadership and Project Management courses. Jeremiah has a Masters in Business Management from Swinburne university and a Bachelor of Community Development. He has won various awards including a Victorian State Government Refugee Award in 2009 for his contribution toward refugee settlement in Australia and the City of Whittlesea Refugee Award in 2011 for supporting refugee communities there.



Dr Paul Steinfort, Yan Bai -Project Architect, Lorenza Lazzati - Architects for Peace and PSA Project Manager and Jeremiah Temple

Jeremiah is working now to return to Sierra Leone and redevelop a resilient, sustainable community around the settlement of Hastings. He could make a good living here in Australia but he wants to return to his homeland and do all he and his supporters can to help it recover and to regenerate the community he loves and remember so well. Together with Architect Lorenza Lazzati, who also works with PSA Project and is on the board of Architects for Peace (AfP) and Yang Bai also from AfP, PSA is presently supporting the modelling to test the feasibility and sustainability of this program to be funded and brought to reality.

Anyone interested in this project please do not hesitate to contact us. Meanwhile we will report further on the progress of this program in the foreseeable future.