

welcome

From Managing Director

Dr. Paul Steinfort



June 2013 Issue

@PSA ‘The times they are a chanin’”

It is timely to look back from whence we have come here at PSA and then to where we may go in this next generation. When we started back in 1985 we were one of only four project management companies in Melbourne with not many more in Australia. Most people in organisations had not heard of project managers, now most claim to be one. It may seem that project management has gone through enormous growth and change in that same time, but to me the core is constant but with the interfaces multiplied.

Back in 1985 project management was mostly practised in the design and construction world, but was quickly taken up by other communities of practice such as telecommunications, IT, education, aid, development and government as PSA responded to calls from all these sectors and more.

The project management community at that time was somewhat unstructured with the first community of project managers being the Project Managers’ Forum, but with the growth of the Australian institute of Project Management (AIPM) and the US based global Project Management Institute (PMI) being started up at RMIT, and with Paul and PSA in a key development role on each of those, it soon took on some, if not too much structure and formality along with exponential growth and appreciation. These days it could be argued to have taken on too much structure, process and institutionalisation with possibly the loss of the importance of people, i.e. the appreciation of the “soft” “being equal to the “hard” side of project management.

The other aspect of “...the times they are a-changing...” is that there has been a great deal of change in the “game” as well as in the people in the “game”. Being one of the very few still in active service (or is that inactive service?) what strikes me is that project management in any lane, let alone the fast lane, can burn people out pretty quickly if they are not careful. I can spot only enough people to count on one hand still in the “game” since we started in 1985. That is a very telling thing in itself and reflects also that project management is a very unforgiving game. In all this time PSA has continued on advancing project management and programme to projects through all sorts of environments and industries. This work has extended even to very challenging research at doctoral/PhD in what is

June 2013

the core for project success in any and all of these. Realisations of the “antecedents” to project success were found from global practice and research through a PhD Scholarship and PMI grant for this fundamental work. The practicalities and benefits of those findings are now part of PSA Project Management are there for you as well.

There are several good lessons from all of this for the next generation – project success does not come easily and it is, indeed, a very telling story. But it is also a wonderful and amazing life-long journey and one with lessons for all – especially the next generation.

In that respect in the next edition we will be interviewing Garry Smart who, by then, will have been with PSA for 25 years. That is a very interesting time and journey of project learning and practice itself and has worked through the same amazing journey of change that programme to project management has seen in that time. Twenty-five years is a long time these days for anyone to stay in one’s company anywhere any time and especially in this very testing/validating game

This issue also sees a hearty welcome to Richie Gallacher, MA, who brings years of social project development experience to PSA. Richie’s early years of development were in the regeneration years in the west of Scotland and then here in Australia. He brings a wealth of understanding in the history and application of the people side of the equation and to social justice, pragmatism and project practice in the social communication space as well.

latest

What's Happening at PSA?

RMIT MASTERS COURSE IN COMMUNITY AND POST DISASTER PROJECT MANAGEMENT

PSA's Managing Director Dr. Paul Steinfort is currently running his second Masters unit at RMIT in Community and Post Disaster Project Management.

The first course was held last year and was extremely well received by the students, practitioners and academics. Numbers attending have increased this year, showing that the demand to learn and understand the subject continues to grow.

Participants in the course cover key aspects of the Programme to Project Management Framework methodology (ProFrame), including rapid project environment assessment, stakeholder engagement, programme planning, monitoring and evaluation. Real-life in-service learning is an important feature of this course. Along with students and other practitioners, a number of asylum seekers and refugees are undertaking the course and they have brought current post-disaster case-studies which are worked through as part of the group assignments

Having such a diverse group undertaking the Masters course is particularly pleasing for Dr. Steinfort, as an important theme of the material presented is that the knowledge and tools picked up over the 12 weeks can be taken away and applied to bring benefit to projects in all aspects of society and life in general

June 2013

PRESENTATION AT THE 2013 ANNUAL CONFERENCE OF THE EUROPEAN ACADEMY OF MANAGEMENT (EURAM)

PSA's Managing Director, Dr. Paul Steinfort will be presenting two papers at this year's Annual Conference of The European Academy of Management (EURAM) which will be held in Istanbul, Turkey from 26th-29th June 2013.

This year with the Conference having a special focus on crisis management, the papers to be presented by Dr. Steinfort are 'Finding the Voice of Stakeholders Through Rich Pictures' and 'A Comparison of 'Post-Conflict' and 'Post-Disaster' Project Management.

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ProFrame, is now available for release and organisations have the opportunity to register their interest in attending workshops so that they can make the most out of this breakthrough Program to Project Management solution. The unique PSA ProFrame system can help you assess, plan, communicate, commit and deliver your organisation into a sustainable future by aligning strategy through to actions.

ProFrame is the culmination of lessons learnt from over 40 years of practical experience as well as a recently completed worldwide PhD study and book release, What Enables Project Success. This provides a robust approach that can be applied at any stage of a strategy, program or project and will improve your project success rates by reducing risk, identifying success criteria upfront and planning for them

PSA ProFrame will easily integrate into your own systems, as well as PM methodologies such as PMBOK method, Logframe or other. This versatility means that no matter what field you work in, PSA ProFrame will add significant value to your projects.

Find out more about ProFrame and sign up for a trial version [here](#).

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clients

New Clients at PSA

Supporting Toyota Tsusho (Australia) Pty. Ltd. expansion into the Construction Industry through Programme Management.

PSA have recently been commissioned to provide Programme Management services to Toyota Tsusho (Australia) Pty Ltd. Toyota Tsusho (Australia) Pty. Ltd. is a diversified materials trading and logistics company, specialising in an expansive range of international trading services including supply chain management, intermediate goods processing and third party logistics who are stepping into the highly competitive structural steel supply to the mining & construction industries.

PSA Programme Management is enabling Toyota Tsusho (Australia) Pty Ltd. to focus on integrating the Organisations vision and strategy into its project outcomes and deliverables. This management method accurately models how the project will be implemented with due consideration of risks and resources, so that feasibilities are objectively measured

If you would like to know how Programme Management can enable your vision, please contact us at psa@psaproject.com.au or 03 9529 7500

project success

70 Queens Road

PSA is showing the way with their continued successful Programme Management methods and techniques with the completion of another Apartment Building by Equiset Construction in Queens Road. PSA's Programme Manager Garry Smart has worked closely to lead the planning, monitoring and tracking of the 11 storey apartment complex that contains 159 apartments and penthouses with spectacular views over the adjacent Albert Park lake and precinct.



Garry's experience in multi-storey buildings came to the fore when overcoming the projects challenges, providing the site team with pragmatic, practical advice that enabled the Project Manager to make clear decisions. The tight site conditions required strategic planning considerations to gain sufficient access to the site for deliveries and access, while maintaining the busy Queens Rd and Queens Lane in operation. In addition the site was also impacted by ground water that provided a number of issues to overcome with the 3 level basement including car stackers that resulted in the decision to use the secant piling system to control the water levels and enable construction of the structure

PSA's regular monitoring and communication of the construction progress against an agreed programme and identification of critical areas for action enabled a focused effort from the site team in co-coordinating the various sub-contractors onsite and off-site. Key to this successful communication was Garry's solid working relationship built with Equiset's Project Manager, Ilia Polorotoff. Having worked closely with Equiset in current and past projects, PSA & Garry have established themselves as a trusted partner that continues to provide expertise with detailed master programming, design programmes, construction & detailed monitoring, evaluation and reporting.

psa pdi

Community Project Management



Celia Boyd, worked with PSA for 12 months and below is a narrative account of her experience managing a community project in Kenya with the application of skills and knowledge developed through her time at PSA.

Celia Boyd, formerly part of the PSA team, has recently returned from a 6 month placement in Odede, Western Kenya - a world away from Melbourne - where she successfully oversaw the planning and creation of a much needed health centre for the local community and laid the foundations for the long-term project goal of building a hospital in the area. This region of Kenya has some of the highest HIV/AIDS and maternal and infant mortality rates in the country, an estimated 1 in 4 children die of malaria before their 5th birthday and the majority of the population lives in extreme poverty, surviving on less than \$2 per day.

Celia, who graduated in 2011 with a Masters in International Development, spent 12 months with PSA and worked on projects such as the Bushfire Reconstruction Programme. During her time at PSA she gained valuable project

management experience using PSA's ProFrame methodology and the Kenyan project, run through World Youth International, allowed her to put into practice the knowledge and skills honed at PSA.

Although she had twice previously spent time in Kenya as a volunteer, this was her first time working on the ground as a project manager. All projects have hurdles that need to be overcome, but managing a project in a new environment with different cultures, values and language can bring much greater challenges and Celia explained some of the difficulties she faced. There is the danger that corruption and a culture of bribery can de-rail the project, while other factors such as the social, cultural and political environment need to be considered. During the lifespan of the Odede project elections were held and the volatile environment meant that the project had to be put on hold for a couple of weeks until it was safe to be resumed. Celia described hearing gunfire from her living quarters near the end of her time in Kenya, a striking example of the contrast between Kenya and her previous project management working environment.

Celia's use of the PSA ProFrame methodology and processes validated it as a tool that can be exercised in any setting and one that can be easily comprehended and utilised by people whether they have a project management background or not. She feels strongly that the front-end approach of ProFrame and the clear focus on effective and valuable Stakeholder engagement were the key to this project's success.

"The stakeholder engagement process was by the far the best part of the process, in that it was so immediately understood by both the project team I worked with and the community."

Celia's experience highlights the importance of good stakeholder engagement in the project management process. Key stakeholders were identified and the project team used a wants and needs table to identify the values important to each set of stakeholders. Community meetings were held to engage with community stakeholders and to develop a sympathetic understanding of the social and cultural environment (e.g. women of the community would engage more if men were not present and young people if the elders were not there) so that real value was gained from these sessions. Celia stressed that she allowed her project team to run these sessions because it's members were local and part of the community and this further enhanced the ownership of the project by the local people. From these sessions, the community felt that they had been listened to, that their views had been taken on board and incorporated into the project which in turn gave them a vested interest in and ownership of the project, all of which were/are essential factors in helping to drive a successful project and achieve shared goals.

On managing expectations, Celia advised that she utilised skills picked up while working with PSA on the Bushfire Reconstruction Programme. She was aware that there had been a history of failed projects in the area, largely failing

June 2013

because *“the expectations were not realistic from the beginning and not everyone was on the same page.”* On her project she emphasised *“the importance of working with people to set out realistic expectations from the beginning, working out what were the must haves and what were the nice to haves that realistically probably can’t happen now”*. She was very conscious of making sure that the project plan incorporated the setting of realistic expectations and the need for stakeholders, and particularly the local community, to be strongly involved and take ownership to really drive the process.

At the end of her 6 month stay in Kenya, Celia is pleased to report that the project was a success and the goal was achieved, with the health centre now up and running. The centre, which has a maternal health focus as a result of the stakeholder engagement, has now seen the safe delivery of 5 new babies. Celia has also enhanced the local community by instilling new skills into the local project group and community which can be utilised and, hopefully, built upon to allow the further development of the area and progress with the larger goal of establishing a community hospital.

Question: Would she do it all again?

Answer: “Definitely! Being able to work on the ground and help people was really amazing. To use the tools and do the things that you talk about, such as stakeholder engagement and community ownership, and to practice what you preach and to be able to see it for yourself was amazing and I feel so lucky to have been able to carry it out and see it first-hand



flashback

Pioneers in the use of Project Management Software

CONSTRUCTION AUSTRALIA VOL.5 NO.9, SEPTEMBER 1990



Today it's almost unimaginable to think about carrying out project management tasks without the use of computers, but back in 1990 PSA stood out as pioneers in their field by utilising project management technology and software to maximise project success.

This forward-thinking approach was a key factor in the success of major construction projects including the Rialto Tower, and the Melbourne Cricket Ground, Southern Stand.

Indeed, such was Paul Steinfort's reputation in the field that he was invited to be part of the Microsoft Project '98 team that road-tested the latest product across the United States.

To this day, PSA are still strongly committed to using innovative technology and software to enable project success. PSA's own purpose developed project management software ProFrame is now available for you

to download for PC, iPad and iPhone. Find out how this technology can help your project [here](#).