



Australian Institute of  
**Project Management**

# 2021 Annual Report Forward with purpose

## Vision

Promote competency and excellence in the project profession for Australia's success.

## Mission

To lead the project profession, uplift competency and provide expertise to our members, partners, government and businesses to enable them to reach their full potential.



FY2021

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# Chair's forward

## Resilience in the face of uncertainty

After nine years of volunteering with the Australian Institute of Project Management (AIPM), including the past three years as a Board Director, it is a privilege to be appointed to serve as Chair of the Board for the AIPM.

Whilst the AIPM has faced another challenging year operating in a COVID-19 environment, our ability to adapt our products and services and to deliver strong financial performance in 2021, is testament to the strength of our organisation and the support that we receive from our staff, members, and volunteers.

The pandemic is driving change in the Australian economy, and project professionals are at the forefront of this change. They are building infrastructure, supporting organisations in adapting their business models to changing market conditions, and leading projects to support the digital acceleration. The AIPM is proud to represent and support our members who are leading this endeavour.

*"While this has been a challenging year, it is pleasing to see our strong financial performance continued over 2021."*

*"The success of the AIPM is driven by the dedication of our staff, members, and volunteers."*





*26 May 2021. Front; R-L; Mary Ramsay, Chair of Audit & Risk Committee, Elena Zagorenko, AIPM Chair. Back Row: R-L: Sid Gokani, CEO, Nigel Hennessy, Chair of Governance & Ethics Committee, James Bawtree, Director, Darius Danesh, Director, Peter Tilley, Director.*

The AIPM is focused on driving the professional advancement of our members by providing valuable knowledge, insights and networking opportunities through our products, events, content and project management certification. Over the past year, we have shown our versatility and ability to adapt swiftly in the face of rising COVID-19 infection rates and travel restrictions. By working with our members, volunteers, and organisational partners, we have been able to ensure alternative online formats were in place. A great example was the successful delivery of the 2021 National Conference in a fully virtual format, to an audience of over 500 delegates from all over Australia.

The AIPM Board continued to focus on building robust governance practices for the organisation. A new constitution, which was approved by our members at the AGM in December 2020, will ensure that the organisation can continue to adapt and maintain relevance for our members and the market. We have also had the pleasure of appointing a new CEO, Sid Gokani, to support and drive the implementation of the AIPM strategy.

I would like to thank the outgoing CEO, Elizabeth Foley for her contribution to the AIPM and for her role in building the financial resilience of the organisation. The Board would also like to thank the former Chair of the Board, Mike King OAM for his dedication to the AIPM over the last 20 years, and for his contribution in reshaping the constitution and enhancing the governance practices of the organisation. We are very grateful for his guidance and wisdom in leading the organisation through a period of significant change..

In closing, while this has been a challenging year, it is pleasing to see our strong financial performance continued over 2021. This would not be possible without the support of our dedicated staff, members, and volunteers. I want to say a special thank you to each and every one of you for the adaptability and resilience that you have demonstrated this year.

**Elena Zagorenko FAIPM CPPE**

Chair of the Board, Australian Institute of Project Management

# CEO report

## Moving forward with optimism

Professionals in the project arena have a proud history of leading transformational change and delivering value to the Australian economy and community. This tradition has continued through the difficult time of the COVID-19 pandemic, with the passion and commitment of the AIPM team, our members and volunteers shining through.

It is an honour to be appointed to the position of CEO of the AIPM and to have the opportunity to lead the profession in Australia. When reviewing the challenges and milestones of 2021, it is useful to consider the context within which the AIPM has been operating. The effects of the pandemic have been felt unevenly across our stakeholders including organisational partners, members and volunteers. Some sectors have benefited from infrastructure investment and government stimulus, while others have felt the severe impacts of lockdowns and travel restrictions. My thoughts go out to the wider community and each individual impacted by these uncertain times.

*“The AIPM has delivered a strong financial performance while adapting to the challenges of the COVID-19 pandemic.”*

*“The effects of the pandemic have been felt unevenly across our stakeholders including organisational partners, members and volunteers... My thoughts go out to the wider community and each individual impacted by these uncertain times.”*



Despite the challenges of the COVID-19 pandemic, the AIPM has been able to deliver a strong financial performance. Building on the foundations of financial surplus in 2020, we have sustained a surplus in 2021 and moved to a positive equity position. This result reflects our disciplined approach to financial management, our adaptability and resilience and the strength of our volunteer and partner network. The strong result was underpinned by 4.8% growth in membership and 6.5% growth in members that have attained AIPM project management certification.

The growth in our organisational partner network continued, with the addition of partners such as KBR and Sydney Metro, and we continued to strengthen our existing partnerships with the Department of Defence (Capability Acquisition and Sustainment Group) and organisations such as Aurecon and RPS.

In 2021, we shifted to a fully virtual format for the National Conference. Delivered over three days from June to August and with over 500 delegates participating, the themes of the conference covered infrastructure and transformation, disaster recovery and sustainability, and

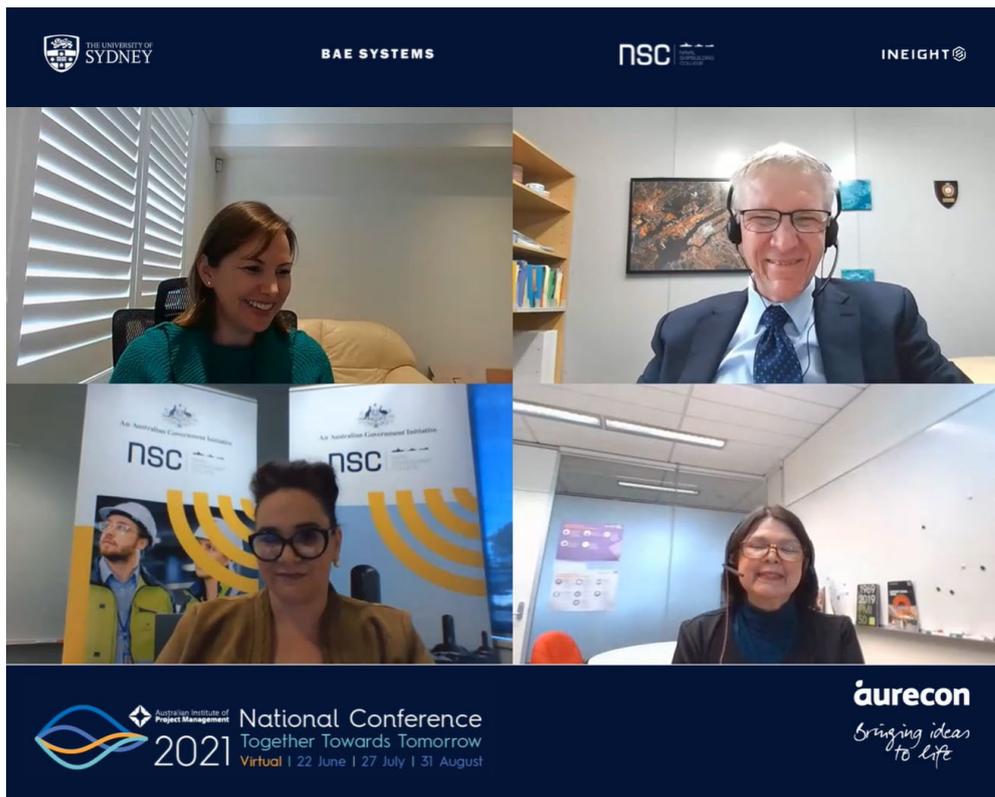
resilience and adaptability. For the 2021 Project Management Achievement Awards we received an exceptional number of entries and I look forward to announcing the national winners at the 2022 National Conference.

The expansion of our digital platforms was accelerated with COVID-19. In August 2020 we launched our new OnDemand video platform, creating an online video library to support the professional development of our members. We also grew our digital content program to over 10,000 views a month, significantly expanding our audience and reach throughout Australia.

I am immensely proud of the way the AIPM team, members and volunteers have responded to the challenges of 2021 and I would like to acknowledge and thank the Board for their support and dedication in leading the organisation through these uncertain times. I look forward with optimism knowing that the AIPM is supported by people with such passion and commitment.

**Sid Gokani** MAIPM

Chief Executive Officer, Australian Institute of Project Management



# Highlights: FY2021 at a glance

FY2021 was a year of growth, innovation and a strong focus on digital and our members

- Growing our membership by 4.8% and organisational partners by 17.3%.
  - Launching an updated Certified Practising Project Manager competency standard and RegPM assessment, designed to be more accessible and in line with current project management practice.
  - Delivering more than 40 webinars and online events, and 11 project leadership workshops throughout the financial year.
  - 35% increase in Project Management Achievement Awards (PMAAs) submissions over the previous year and digitally transforming our awards ceremony in November 2020.
  - Launching our OnDemand video platform, creating an online video library to support professional development of our members.
  - Members endorsing a new constitution at the Annual General Meeting in December 2020. The new constitution ensures robust governance structures are in place to allow the organisation to adapt and maintain relevance for our members and the market.
  - Appointing our first female AIPM Chair of the Board, Elena Zagorenko FAIPM CPPE.
  - Developing four volunteer-led national communities of practice: Project Management Office (PMO), Defence, Project Controls, and Local Government.
  - Surveying over 1,500 members and project professionals about their membership, career, and the state of project management in Australia.
  - Launching our third joint KPMG and AIPM survey report and our second gender equity report.
- The outcomes we have achieved this year indicate the shared capacity of our staff, members, partners and volunteers to meet the new challenges and opportunities that are yet to come.

# FY2021 by the numbers



**8,219**  
members



**25,000**  
subscribers



**5,734**  
webinar  
registrations

Website activity  
for FY2021

**210,000**  
website users



**27%**  
increase from  
FY2020



**70,500**  
resources and  
blog visits

Social media following for FY2021

**28,405**  
social media followers

**9%**  
increase from FY2020



**24,067**  
LinkedIn



**3,186**  
Facebook



**1,152**  
Twitter

Accreditation  
for FY2021



**3,525**  
RegPM certified members  
• 6.5% increase from FY2020



**410**  
RegPM applications

Professional  
development  
for FY2021



**196**  
project leadership  
workshop attendees



**92**  
mentoring pairs

# Delivering strong financial performance

The AIPM has delivered a strong financial performance while adapting to the challenges of the COVID-19 pandemic

A surplus before income tax of \$349,189 was achieved for the 2021 financial year, compared to a surplus of \$335,963 in 2020. The total members' funds at year end was a positive \$198,912, a substantial improvement compared to 2020 which was a negative \$150,277. There is no income tax

payable for 2021 and there was no income tax payable in 2020.

The sustained improvements in financial performance FY2021 enable us to focus on building organisation capability and driving growth by improving our member experiences and delivering compelling products, services and content for our members.

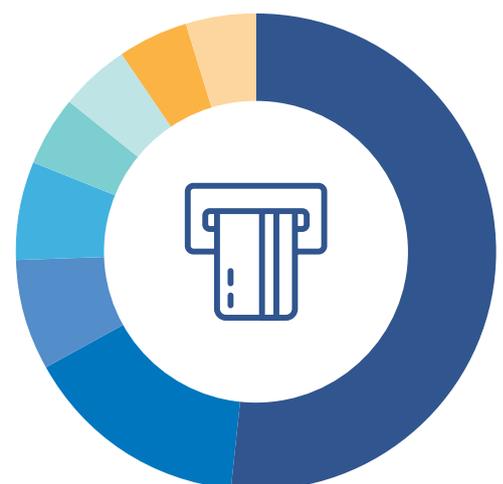
## SOURCES OF OPERATING INCOME FY 2021

- Membership fees **45%**
- RegPM Certification **27%**
- Organisational membership fees **11%**
- Seminars and forum fees **5%**
- PD Workshop fees **4%**
- Conference and showcase fees **2%**
- Endorsement fees **2%**
- Sponsorship **2%**
- Project Management Achievement Awards (PMAA) **1%**



## OPERATING EXPENSES FY 2021

- Employee expenses **55%**
- Certification expenses **16%**
- IT and telecommunications expenses **8%**
- Depreciation and amortisation **7%**
- Event and conference expenses **5%**
- Administration expenses **5%**
- Promotion and advertising expenses **5%**
- Other **5%**

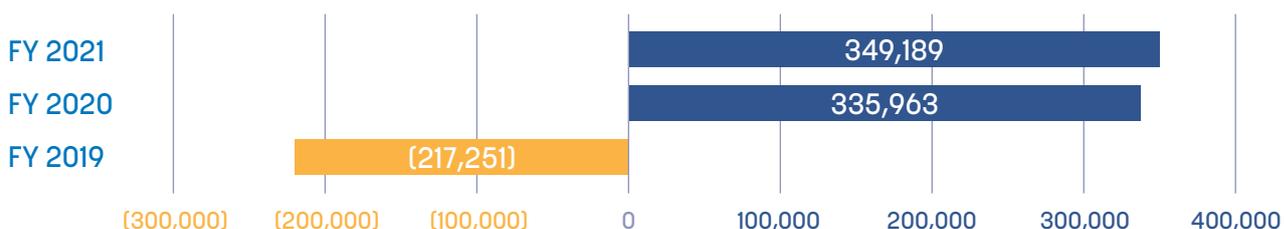


The following three charts show the AIPM's financial momentum over the last three years.

## Surplus/Deficit

The net result has increased from a surplus of \$335,963 in FY2020 to a surplus of \$349,189 in FY2021; an improvement of 4%. The net result has increased by \$566,440 over three years.

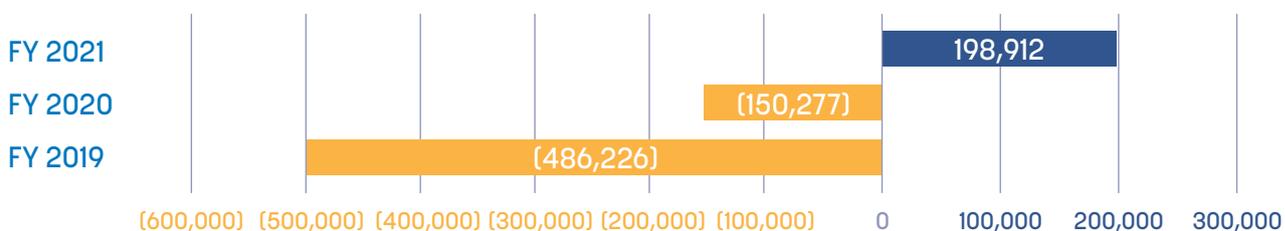
### SURPLUS/DEFICIT BY YEAR (\$)



## Member's equity

Members' equity has improved from a negative \$150,277 in FY2020 to a positive \$198,912 in FY2021; an improvement of \$349,189. Members' equity over the last three years has increased by \$685,138.

### MEMBERS EQUITY BY YEAR (\$)



## Cash balance

The AIPM cash balance increased from \$2,258,043 in FY2020 to \$2,781,294 in FY2021, an increase of \$523,251 or 23.2%. Over the last three years, the AIPM's cash position has increased by \$941,367 or 51.2%.

### CASH BALANCE BY YEAR (\$)



Refer to the audited Australian Institute of Project Management (AIPM) FY2021 Financial Report for more information.

# Meet the member: Kim Lenox

## Discovering your passion through a chance career move

Our members are key to our success at the AIPM, so we chatted to member Kim Lenox MAIPM CPPM, who works as the Manager Commercial Supply Agreements at the Australian Rail Track Corporation (ARTC) and is the President of Women in Building and Associated Services (WIBAS).

## How did you become a project manager and what drew you to the construction industry?

I actually fell into construction a bit by chance more than a decade ago as a contract role in between jobs. I started as a site administrator on Stage 1 of the Newcastle Coal Infrastructure Group site. I absolutely fell in love with being on site and seeing things get built from the ground up and I haven't looked back since.

Project management was a natural progression for me as I worked my way through the ranks in industry. It is still something I am passionate about and I use my skills and experience in project management in every role I work in.

## You're currently the Manager Commercial Supply Agreements at the ARTC. What does this role entail?

At ARTC I work for the Hunter Valley, which manages and maintains 8,500km of rail network. My role is to provide procurement and commercial support and advice for the Hunter Valley Business Unit, which includes hundreds of contracts and hundreds of millions of dollars' worth of work at any one time. It's a fantastic role, as no two days are ever the same, and I am very fortunate to have an incredibly supportive team.

I also volunteer on a number of committees, including being the President of Women in Building and Associated Services (WIBAS), the Vice President of the Equal Futures Project, and a Community Representative on the City of Newcastle's Infrastructure Advisory Committee.

## Research from RMIT University, has found only 25% of early career project managers could see themselves staying in the construction industry beyond their first five years of working there. Why do you think so many young people are leaving the construction industry after such a short time?

That's an interesting statistic and I think it's probably for a variety of reasons but let's face it, construction is hard work. It is long hours and incredibly demanding and if you don't feel like the benefits outweigh the negatives it might not be for you. I also think construction has a bad reputation when it comes to work/life balance and flexibility and if you are looking to start a family around that five-year mark, that probably plays a role in the early exit.

**Kim Lenox**  
**MAIPM CPPM**  
AIPM member  
since 2018



*“Work hard, be a sponge and learn everything you can from everyone who is prepared to teach you.”*

## What do you see as the current barriers facing women and how can organisations provide better support?

My roles in project management have always been in construction and infrastructure, and working in a male dominated industry is a choice for me. It has posed some challenges over the course of my career, but it has also been the catalyst for the work I do in advocacy, mentoring and supporting women which is my passion.

When it comes to women in leadership, during my time, there have not been many senior females in decision making roles and that is a challenge because it's very hard to model something you can't see.

I think a significant barrier for women is perception. Often behaviours or styles that may be perceived as dominant or aggressive would be perfectly acceptable from a male equivalent, and possibly even praised. I have often seen ambitious women become a threat to someone senior to them and quickly be pigeonholed in this way. This can be overt but is often part of some unconscious bias.

I think there are some real opportunities within our industry for leaders, CEOs and boards to become true advocates for women, identifying them for roles or projects that they may not have visibility of through sponsorship, understanding that just because a role is not exactly what they are doing right now doesn't mean that they can't do it and supporting their growth and development through personalised professional development plans.

There are also plenty of women who don't need that kind of support and just need to find the right companies and leaders who can see them for exactly what they can bring to the table.

## What advice would you give to someone looking for a successful career in the construction industry?

The construction industry has so much to offer; the variety of roles, experience and projects available are endless. My advice is to make sure you do your research about the company you want to work for and find a company whose values align with yours. Connect with people on LinkedIn, find networking events and talk to other people in that company and/or industry, and start developing a group of people around you that have diverse experience.

Work hard, be a sponge and learn everything you can from everyone who is prepared to teach you, from the site supervisor to the superintendent. Once you have had a bit of experience and you have identified what you are passionate about, then you can focus in on one particular area.

Continue your education and maintain your professional associations like the AIPM, where you can get access to a breadth of information and stay connected with like-minded professionals. There's lots of great things about construction and lots of opportunities for improvement and everybody has the ability to be part of those changes.

This article was originally published in May 2021.  
[Read the full story on the AIPM blog.](#)

*“Project management was a natural progression for me as I worked my way through the ranks in industry. It is still something I am passionate about and I use my skills and experience in project management in every role I work in.”*

# Members and organisational partners



**8,219**

**Total members**

In FY2021, the number of members increased by 4.8%, showing a pleasing improvement to FY2020.

Members from organisational partners have grown to over a third of our total membership, from over a quarter in FY2020, highlighting the importance of our relationships with organisational partners across industry sectors.

The AIPM continues to focus on improving the member experience, rolling out services like 24/7 chat bots and SMS service reminders, ensuring we reach our members in a timely manner, with the news they need, in a way that suits them.



## Members by state

NSW

**24%**

WA

**7%**

VIC

**21%**

NT

**3%**

QLD

**19%**

OVERSEAS

**3%**

ACT

**13%**

TAS

**1%**

SA

**8%**

## Organisational partners

FY2021 saw a 17.3% increase in our organisational partners, taking the total number of organisational packages to over 60. Our existing organisational partners also increased their individual members by 15%.

The demand for quality and experienced project managers in Australia remains high. With the Australian Government's continued focus on delivering major projects to drive economic growth, the competition to attract talent is even higher.

A growing number of organisations who employ large numbers of project professionals and are seeking talent with qualified project management skills, are partnering with the AIPM to position themselves as 'employers of choice' for project professionals.

## Members by gender\*



Males

**76.3%**

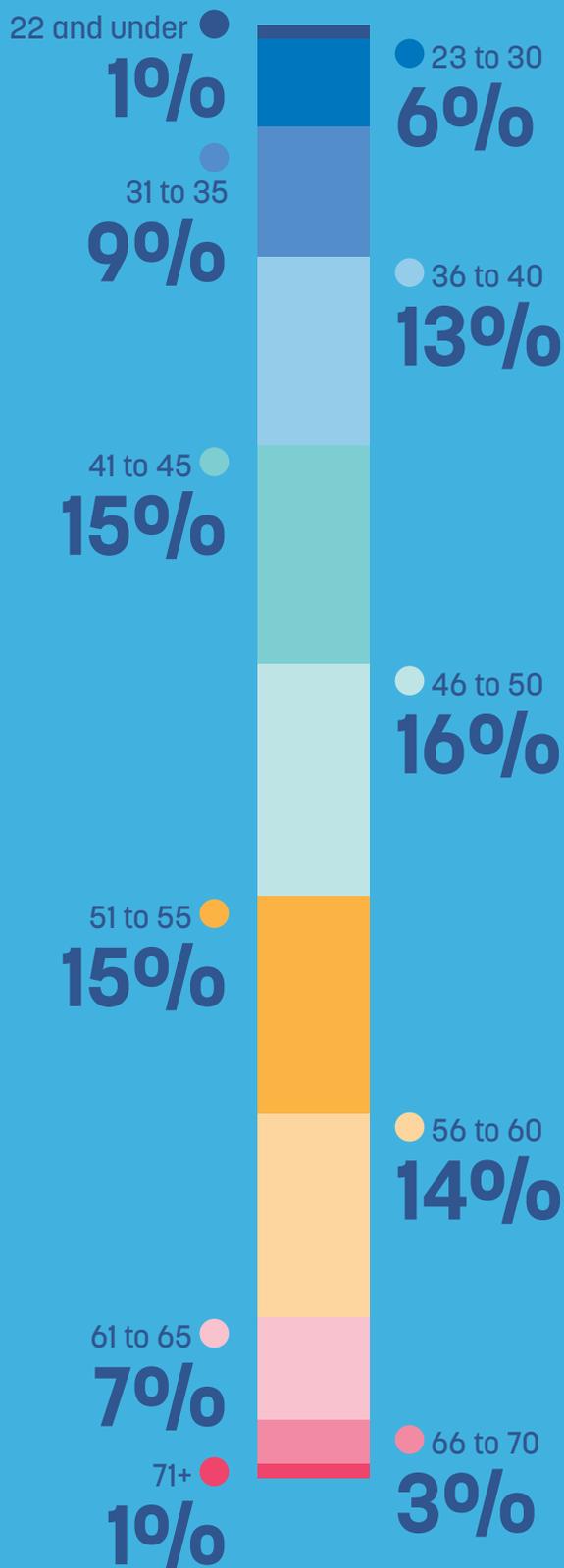


Females

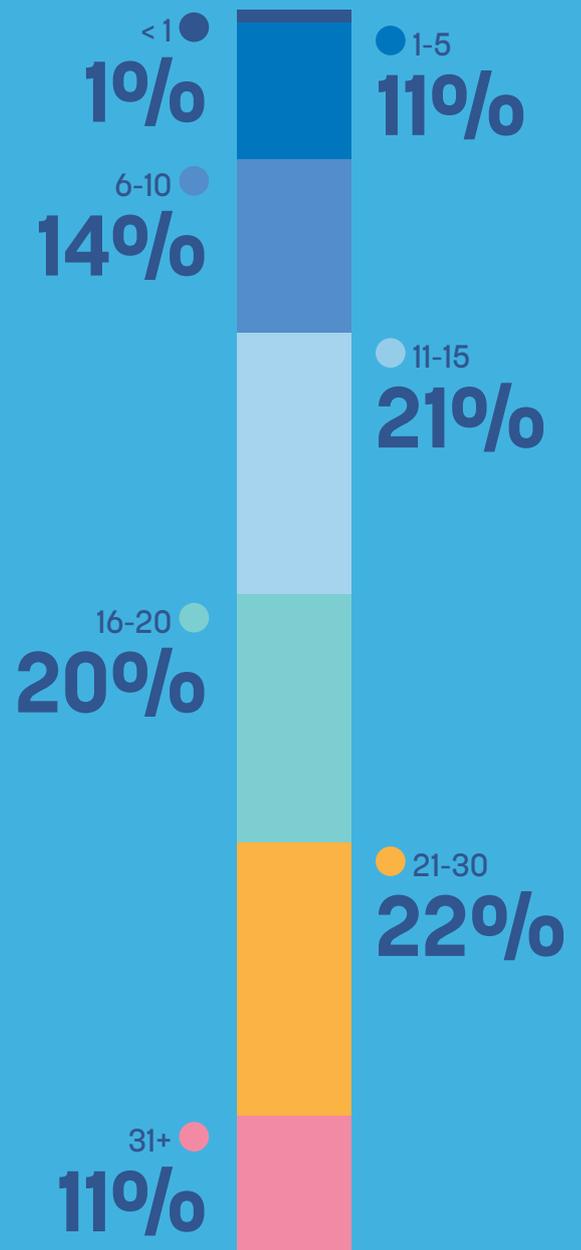
**23.7%**

*\*of people who reported a gender*

## Members by age



## Members by years' of experience



## Organisational partners



**15%**  
premium partners  
and partners



**79%**  
members



**6%**  
academic

# Professional advancement

As the national peak body for project management, the AIPM supports its members through their project management career, maximising their project knowledge and performance.

Project management is rapidly growing in Australia and is radically transforming the way we do business and deliver strategic initiatives across all industries. It is fast becoming an essential skill in all professions. At the forefront of corporate change, growth and innovation, the project management industry contributes close to 30% of Australia's GDP\*. Now, more than ever before, it is important to have knowledgeable and competent project managers driving this change.

## Certification

Certification remained steady in FY2021, indicating that project professionals in Australia are increasingly seeing the importance of project management accreditation. Interest in RegPM grew by 0.4% in FY2021, showing the growing need for project managers to validate their expertise, and differentiate themselves in the market, even in an uncertain COVID environment.

Certification conversions dropped by 4% in FY2021, with recertification also slightly dropping by 2.3%. Following stellar growth in FY2020 (21% conversion growth and 5% recertification growth), which was boosted by COVID economic recovery plans underpinned by infrastructure development, a slight drop in FY2021 was not unexpected.

## RegPM certifications



\*Source: Edith Cowan University



**196**

**Foundations of  
Project Leadership  
attendees**

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**92**

**mentoring pairs**

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**89**

**endorsed courses**

Work continues in the certification area to improve both the certification content and the assessment process for RegPM certification, focusing on improving the assessment experience for candidates. An updated Certified Practising Project Manager Standard and Assessment was launched in March 2021, designed to be more accessible for all sectors and streamlined in its approach.

## Project leadership workshops

To meet our key objective to equip future project leaders with the critical skills for successful project delivery, the AIPM continues to run Foundations of Project Leadership workshops to great success, with over 70% of workshops selling out in FY2021.

Q2 FY2022 will see the launch of a second level of project leadership workshops, Influencing in Project Leadership. Influencing in Project Leadership will focus on performance leadership in projects and influencing and moderating stakeholders.

## Project Sponsor Masterclass

A Project Sponsor Masterclass, designed for executives and senior managers seeking to fulfil the role of Project Sponsor, will also roll out in Q1 FY2022. The Masterclass covers the role and responsibilities of the Project Sponsor and is aligned with the new certification level, Certified Practising Project Sponsor (CPPS), launching in Q2 FY22.

**The 2021 AIPM Project Management Professional Survey showed those who had completed AIPM's certification earn around 14% more than non-certified project managers.**

# Meet the member: Benjamin Hanley

## Developing a successful career in project management

Our members are key to our success at the AIPM, so we chatted to member Benjamin Hanley MAIPM CPPP, a Consultant at MI-GSO|PCUBED about how he is crafting a lucrative career in project management.

### What attracted you to working in the project space?

I became interested in project management during my undergraduate studies, where I was working 'on the tools' full-time on various construction projects. I was attracted to being able to define deliverables, meet tight deadlines, and at times, the pressure to achieve. Tailoring my undergraduate and postgraduate studies, I was able to develop as a project professional and continue to enjoy working in this space.

### You're currently working as part of the team for The Maintenance and Engineering Centre of Excellence (MECoE) at BHP. What does this role entail?

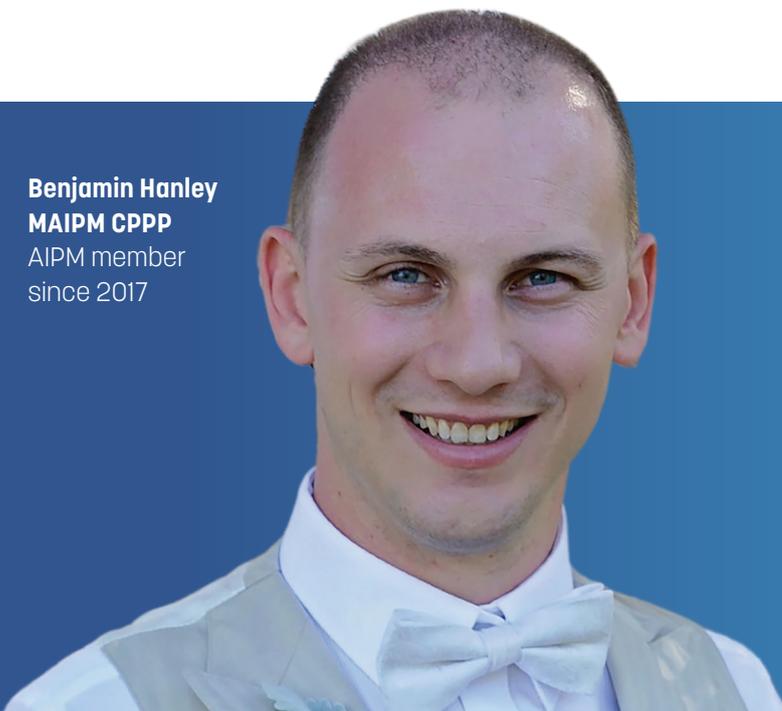
After many years working in both the corporate office and site-based roles for Shell, I pivoted towards consulting, commencing as a Consultant for MI-GSO|PCUBED, a consultancy firm dedicated to project, programme, portfolio and change management.

My first client engagement was with BHP as a Project Controls Specialist in the Project Management Office (PMO) within the MECoE, supporting the successful planning, management and control of program and project activities. The MECoE enables maintenance and engineering teams to achieve exceptional performance through driving maintenance excellence from best-in-class equipment strategies and a defect elimination culture.

As a Project Controls Specialist, I am fortunate to work together with Business, Technology, and other Function resources across BHP's global offices. This role includes governing and reporting the scope, schedule, quality, integration, and deployment of projects, as well as supporting the management of risks/issues, financials and organisational change management.

*"I was attracted to being able to define deliverables, meet tight deadlines, and at times, the pressure to achieve."*

**Benjamin Hanley**  
MAIPM CPPP  
AIPM member  
since 2017



### **As you look to the future, where do you see your career taking you?**

With my pivot towards consulting and my background in project coordination and controls, I can see my career taking me in one of two directions. The first could be to expand on previous management experience of smaller projects and step into a project management role for a larger project.

Alternatively, the second direction could be to continue my current pathway within project management offices (PMOs) and advance to a lead or management position. I have worked in the resource sector for nearly all of my professional career so there is also an opportunity that one of these directions might lead to a role within a different industry.

### **You're now an AIPM QLD Chapter Councillor. Could you provide us with an overview of this volunteer role and how it has supported you in your career?**

Nominating for a position on the QLD Chapter Council was the next logical extension of my Future Project Leader Committee Member role and aided with my pursuit of volunteering for the profession. The Council has supported my career through the opportunity to represent QLD as a committee member on the PMO Community of Practice (CoP). The PMO CoP has provided numerous opportunities for me to meet like-minded PMO professionals, both nationally and internationally, while supporting my current client engagement.

### **What advice would you give to someone looking for a successful career in project management?**

I am a huge believer in continual personal and professional development, and my biggest piece of advice for project professionals is to actively manage their personal and professional development. Some examples of this include volunteering on committees/councils, actively seeking opportunities to understand inputs/ outputs of your current role, and tertiary studies/ professional certification.

This article was originally published in July 2021. Read the full story on the AIPM blog.

*"I am a huge believer in continual personal and professional development, and my biggest piece of advice for project professionals is to actively manage their personal and professional development."*

# Celebrating Success

## 2020 Project Management Achievement Awards

In its 20th year, the 2020 Project Management Achievement Awards (PMAAs) celebrated project management excellence and innovation across 13 award categories for both organisations and individuals.

With a revised submission criteria and new award categories, in 2020 we received the highest number of entrants since the inception of the awards in 2000. Winners were announced in a fully virtual event on 25 November 2020. Congratulations to our 2020 Chapter and National Winners.

### National individual awards

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**Future Project Leader (Under 35 years)**

**Kelly Poniris**

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**Project Professional**

**Adam Tull**

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**Senior Project Professional**

**Nick de Vries**

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*ICT/Telecommunications national PMAA winner, University Meeting Experience Improvement Project, University of Tasmania - Information Technology Services (Source: University of Tasmania)*



*Sustainable Projects national PMAA winner, The University of Melbourne, Old Quadrangle Redevelopment, Aurecon (Source: Aurecon)*



*Project Management Office (PMO) national PMAA winner, Capital Planning & Delivery PMO, Telstra (Source: Telstra)*

## National Project awards

Award category	Project	Company/organisation
<b>Project of the Year</b>	Australian Centre to Counter Child Exploitation (ACCCE) Project	Australian Federal Police, RPS
<b>Construction/Engineering</b>	UNSW Lower Campus Sciences and Engineering Precinct	Capital Insight Pty Limited
<b>Government</b>	Australian Centre to Counter Child Exploitation (ACCCE) Project	Australian Federal Police, RPS
<b>ICT/Telecommunications</b>	University Meeting Experience Improvement Project	University of Tasmania - Information Technology Services
<b>Transformation</b>	TasNetworks Operating Model Improvement Project	TasNetworks Pty Ltd
<b>Small Projects</b>	Route 96 Nicholson St Asset Relocation	CitiPower Pty Ltd
<b>Regional Projects</b>	Geelong Arts Centre - Ryrie Street Redevelopment	Development Victoria
<b>Community Service and/or Community Development</b>	SwanCare Leisure Precinct, Bentley Park	NS Group
<b>Sustainable Projects</b>	The University of Melbourne, Old Quadrangle Redevelopment	Aurecon
<b>Professional Services</b>	Coles Group Payment Services Governance Capability	Agile Management Office, Coles Group
<b>Project Management Office (PMO)</b>	Capital Planning & Delivery PMO	Telstra

For the 2021 Project Management Achievement Awards, we received exceptional entries and look forward to announcing the chapter winners in November 2021 and the national winners at the 2022 National Conference.

# Project in the spotlight

## Australian Centre to Counter Child Exploitation (ACCCE) Project

**Taking the Project of the Year award in the 2020 Project Management Achievement Awards, the ACCCE Project delivered a technically capable and innovative policing facility. Kirsty Barrie, the lead Project Manager on the ACCCE project, covers the finer details of the project.**

The ACCCE Project was delivered for the Australian Federal Police (AFP) in response to a priority Government initiative. The project included the design and construction of a new state-of-the-art office, to deliver a technically capable and innovative policing facility, focussed on improved staff mental health and wellbeing.

A first of its kind for the AFP, this facility is a national coordination hub supporting Federal and State law enforcement agencies and non-Governmental partner agencies in a national and global effort

to pursue the recovery of victims from harm and prosecute those perpetrating acts of child exploitation. The project team had 14 months to design and deliver the project and relocate all the agencies into their new shared facility.

### Objectives

One of the project's key objectives was to drive cultural change through the design of this facility. The vital role the ACCCE team play in protecting some of our society's most vulnerable groups, exposes them to abhorrent materials that can impact mental wellbeing.

A critical success factor was therefore providing staff with a positive and engaging office facility which allowed them to remove themselves from the nature of their daily tasks when necessary. It was also critical that the facility was functional and capable, meeting all base technical requirements to ensure the staff were able to undertake their role as easily as possible, in a safe and secure building. Future proofing also had to be incorporated to enable growth and expansion.



*Project of the Year: Australian Centre to Counter Child Exploitation (ACCCE) Project, Australian Federal Police, RPS (Source: RPS)*

## Challenges

### The program

The project was highly complex due to integration of various law enforcement agencies and Non-Governmental Organisations (NGOs). AFP national standards required adaptation in the scope definition phase to respond appropriately to this challenge, particularly in relation to security and ICT. This meant that scope definition was evolving throughout the design phase and into construction, adding further pressure to the available 14-month program.

To maximise program efficiencies, an Early Contractor Involvement (ECI) methodology was employed. This allowed integration of early building investigations, construction consultancy services/design peer review and early construction works. These works were undertaken prior to design completion, establishing consistency and buy-in within the project team.

The team were also able to leverage off existing collaborative relationships, ultimately contributing significantly to project success. With the critical path activities established, the program was split into three key construction phases with three separate building approvals, to enable completion of all scope in the required timeframe. Overcoming these issues required a proactive and determined approach, bought into the end goal of delivering a facility which plays a critical role in keeping our communities safe.

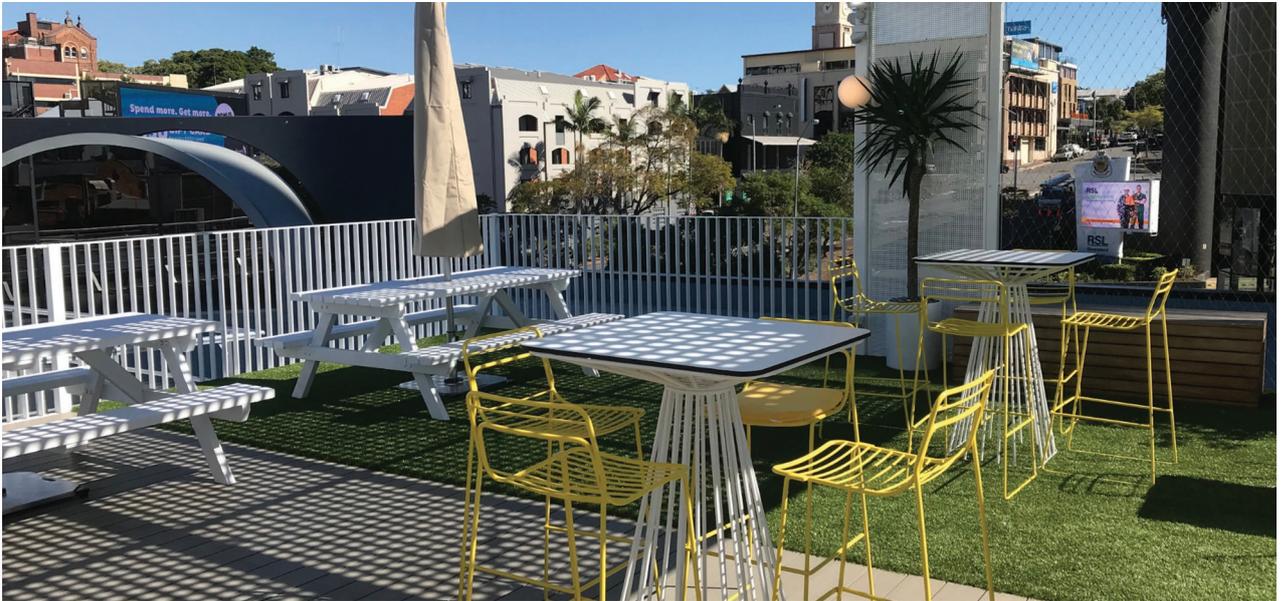
### Communication

The Client for this project had four key stakeholder groups, each of whom had different, often conflicting, project priorities. To achieve the required outcomes within the condensed program, RPS recognised that deconfliction of interested parties and stakeholder buy-in and commitment across the board was essential. The team implemented several strategies to establish and maintain this throughout the project.

- Leadership: The team demonstrated leadership through personal commitment by ensuring consistent engagement with the client and wider project team members, enabling flow of information between stakeholder groups. A culture of trust was established by listening, thoroughly understanding project requirements, and guiding the project through the value management process, whilst guarding critical user requirements to ensure the project stayed true to its character and purpose.
- Positive teamwork: RPS approached the project with a can-do attitude, willingness to be flexible, explore options and address challenges as they presented. This enabled positive and team-focussed working relationships to develop.

*“In the 12 months we have been here and despite the implications of COVID, the teams from across all of the ACCCE portfolios are achieving, and in many cases, exceeding the results we expected for children both here in Australia and globally. The building is irrefutably one of, if not the best purpose designed facilities for investigators working in this very challenging crime type anywhere in the world that I have seen.”*

**Detective Inspector Jonathan Rouse  
APM, ACCCE**



*The ACCCE roof terrace. (Source: RPS)*

## Outcomes

The project team had two weeks to reduce project costs by \$1 million when costs received from the Head Contractor were 20% over the pre-tender estimate. Critical thinking and problem-solving was paramount in this exercise, to ensure the client's key objective of providing a positive space focussed on staff wellbeing was not unnecessarily diluted. In a project wide collaborative effort, the team ensured less obvious and more innovative options were presented to enable the client to make priority-based decisions.

The result was a schedule of options which had been agreed to by all project stakeholders, resulting in a total cost saving of over \$1 million. This outcome was achieved and incorporated into the design documentation within two weeks, enabling the project construction works to proceed on program. The facility commenced full operation on time in February 2020 within the approved budget.

The staff working in this facility undertake a crucial but psychologically demanding and burdensome role in our society. By challenging the status quo in policing facilities, the team worked closely with stakeholders to incorporate scope and design features aimed at improving mental health and wellbeing including natural light, green planting, collaboration zones, alternative working locations and unique spaces.

## Benefits realisation

These design outcomes have been pivotal to the new work practices and balance of the ACCCE. The project has delivered a technically capable facility in which users take pride and feel comfortable to do their best work, with an ability to remove themselves from the nature of their daily tasks regularly. Most importantly, this facility offers a place where staff want to work.



*The ACCCE exterior view. (Source: RPS)*

This article was originally published in August 2021. Read the full story on the AIPM blog.

# Events



**40+**

online events  
and webinars

The AIPM delivered over 40 online events and webinars in FY2021, with over 10 of those free to AIPM members.

Member exclusive events included two annual events: International Project Management Day in November 2020 and International Women's Day in March 2021. Both events were virtual, and we saw some of our biggest audience numbers, with regional members able to attend online.



**5,734**

webinar  
registrations

*"The expert panel forum is an interesting delivery method to watch and be part of, as it can elicit an unguarded response from the panellists, which at times provides greater insight than the scripted delivery. I enjoyed the frankness of the responses and the interaction between the panel - enjoyable lunchtime viewing!"*

FY2021 online event attendee



**6,408**

OnDemand  
video views

Over the year, as an organisation, we have shown our versatility and ability to adapt swiftly in the face of rising infection rates and restrictions. By working with our members, volunteers, and organisational partners, we have been able to ensure alternative online formats were in place, particularly for our events program.

The AIPM event calendar in FY2021 included a range of event types and topics such as project controls, project management skills in the digital age, construction disputes and contracts, portfolio re-planning post COVID-19, and much more.

*"There were valuable insights into what we can expect and how we can better prepare ourselves to be more effective project managers into the future!"*

FY2021 online event attendee

## National Conference

One such example was the successful online delivery of the 2021 National Conference, which was originally planned to be held at the Gold Coast Convention and Exhibition Centre. With tighter restrictions and border closures across the country, the program was moved to a fully virtual format over three half day days, 22 June, 27 July and 31 August, with 500 delegates in attendance. The theme for the conference was aptly *Together Towards Tomorrow* and featured a range of expert speakers from diverse sectors across Australia who spoke on the challenges impacting the global economy and the project management strategies and competencies that will lead world recovery.

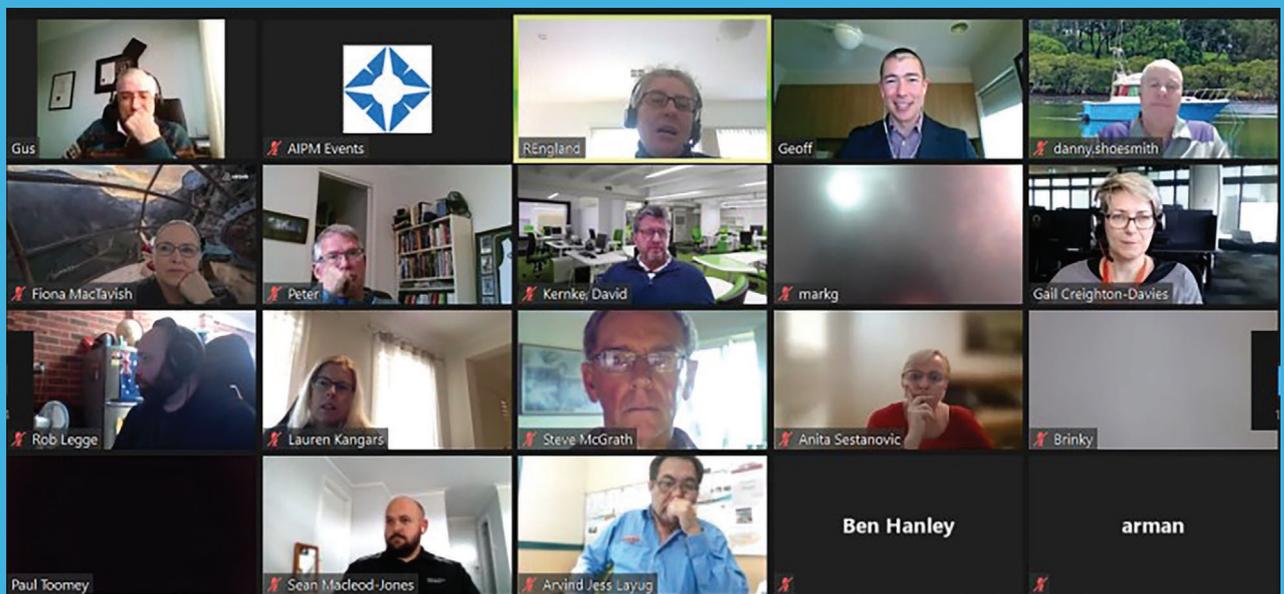
We are planning for the 2022 National Conference to be face-to-face on 27 February to 1 March on the Gold Coast. If the developing COVID situation does not allow us to have this event as an in-person event, we will still proceed with a virtual format.

## Communities of practice

Four volunteer-led national communities of practice evolved during the year: Project Management Office (PMO), Defence, Project Controls, and Local Government. We're grateful for the volunteers of these communities for leading engaging online events and discussions for their respective communities.

## AIPM OnDemand

The launch of our OnDemand platform in August 2020 now provides an extensive library of past webinar and online event offerings, creating an online video library to support professional development of our members. Most watched on our OnDemand platform are webinars including *Transforming the Traditional PMO*, *What is the Real Value of Projects?* and *Adaptive Project Management*. New webinars and online events are added monthly to [AIPM OnDemand](#).



24 June 2021. From Design Thinking to Benefits Management | PMO Quarterly National Discussion Group.

# Advocating for the profession

The AIPM advocates to governments and industry on behalf of our members and the wider project management community.

We've undertaken a range of initiatives, including the provision of high-level policy advice, stakeholder engagement, and advocacy across the organisation's priority areas. We are a key contact for government, non-government organisations, peak bodies and other stakeholders as the voice of project management in Australia.

**Our advocacy programs over FY2021 have been developed to achieve three broad objectives:**

- Increase the recognition of project professionals as important contributors to the prosperity, health, safety and sustainability of the community.
- Advocate for adoption of project management as the core organisational capability across all organisational levels and industries.
- Engage with industry and government to ensure project management evolves with changing society needs.

## FY2021 highlights:

- Corresponding with state governments on amending the technical qualification requirements to recognise the certification standards of AIPM.
- Submission to the Australian Building Codes Board (ABCB) to include the definition of the project management function and inclusion of certification standards.
- Collaboration with Infrastructure Australia in developing a project management pulse-check self-assessment to measure and benchmark project management capability in public works.
- Correspondence with state-based TAFEs on project management course endorsement for job ready skills.
- Providing consultation to the Australian Building Codes Board (ABCB) on the National Registration Framework for Building Practitioners Discussion Paper in relation to the Building Confidence Report, which propose the registration of building practitioners involved in the design, construction, and maintenance of buildings.

## Leadership in project management



The **Project Delivery Performance in Australia Report** was published on International Project Management Day, 10 November 2020, and was based on the AIPM/KPMG Project Management Survey. It focuses on answering how project managers were doing in 2020.



The **2021 Gender Equity Report: The Diversity Challenge** was published on 8 March 2021 and highlights the changes that are taking place in regards to gender equity in the workplace, as well as providing a spotlight on some of the organisations leading this change.

# Organisational partners

## Organisational partners

Department of Defence, Capability Acquisition and Sustainment Group



## Academic partners and members



THE UNIVERSITY OF  
SYDNEY



**VICTORIA  
UNIVERSITY**

**WESTERN SYDNEY  
UNIVERSITY**



**RMIT  
UNIVERSITY**

School of Property, Construction  
and Project Management

## Organisational members

**ACT Government**

**AECOM**

**Arup**

**Austal**

**Australian Criminal Intelligence Commission**

**Beca**

**Bridge42**

**CEA Technologies**

**Complex Co.**

**Datacom**

**Energy Queensland**

**FTS Group**

**GHD**

**Gilbert + Tobin**

**Greater Western Water**

**GS1 Australia**

**Inner West Council**

**Jacobs Group Australia**

**Jemena**

**KPMG**

**Landcom**

**Leidos**

**Mace Australia and NZ**

**MOQdigital**

**Mott MacDonald Australia**

**Noosa Council**

**Northrop Grumann**

**NSW Public Works Advisory**

**Ontoit**

**Penrith City Council**

**Powercor Network Services**

**Quest Apartment Hotels**

**Ranbury**

**Raytheon**

**Secom Technical Services**

**Seqwater**

**Smartsheet**

**STAR PMCA**

**STAR PM Services**

**Strategic Project Delivery**

**Sunshine Coast Council**

**Surf Coast Shire Council**

**Synergy Group**

**Tasmanian Ports Corporation**

**Toowoomba Regional Council**

**Townsville City Council**

**TransGrid**

**Transurban**

**TSA Management**

**Turner and Townsend**

**Unitywater**

**V/Line**

**Victorian Agency for Health Information**

**Wesley Mission**

**Zinfra**

# Chapters, committees and volunteers

Over FY2021, our volunteers and dedicated members have continued to inspire our professional community to achieve excellence across all project leadership areas.

The following pages reflect the councils and committees of the AIPM as of 30 September 2021.

## Australia Capital Territory

**Jane Hatton** MAIPM, *President*

**Andrew Waye** MAIPM CPPD,  
*Vice President*

**David Pinkerton** MAIPM CPPD

**David A. Roulston** MAIPM CPPE

**Toni Chalmers** MAIPM CPPM

**Arend De Waal** MAIPM

**Jade Davis** MAIPM CPPM

## New South Wales

**Mark Adams** MAIPM CPPM,  
*President*

**Selina Wang** MAIPM CPPM,  
*Vice President*

**Les Carleton** MAIPM CPPD

**Grant Harding** MAIPM CPPD

**Eric Hayman** MAIPM CPPM

**Oliver King** MAIPM CPPD

**Murray McLachlan** MAIPM CPPD

**Partha Mukherjee** MAIPM CPPM

**Adam Nathan** MAIPM CPPM

**Jeremy Roberts** MAIPM CPPD

**Mark Young** MAIPM CPPM

**Graham Watt** LFAIPM, *Ambassador*

## Northern Territory

**Bill Kmon** MAIPM CPPM, *President*

**Valerie Nullet** MAIPM, *Treasurer*

**Sam Bakara** MAIPM CPSPM

**Peter Meyer** MAIPM CPPD

**Chris Pulman** MAIPM CPPM

**Sinead Redmond** MAIPM CPPM\*

**Romero Vergara** MAIPM CPSPM

**Jason Wilton** MAIPM

## Queensland

**Lachlan Waite** MAIPM CPPD,  
*President*

**Sharon Spink** MAIPM CPSPM,  
*Vice President*

**Kayla Bolton** MAIPM CPPM

**Grant Axman-Friend** MAIPM CPPD

**Julie Goff** MAIPM CPPD

**Benjamin Hanley** MAIPM CPPP

**Simon Kirkpatrick** MAIPM CPPD

**David Kretschmer** MAIPM CPPD

**Lauren Russell** MAIPM CPPM

**Brett Thiele** MAIPM CPPE

**Michael West** MAIPM CPPM

## South Australia

**Brad Hajek** FAIPM CPPD, *President*

**Margaret Hilliard** MAIPM CPPM,  
*Vice President*

**Anthony Avolio** MAIPM CPPM

**Robby Franklin** MAIPM

**Karen Hughes** MAIPM CPPM

**Adrian Jeremiah** MAIPM

**Gordan Lesicar** MAIPM CPPD

**Jaye Tucker** MAIPM CPPE

**Colm Walsh** MAIPM CPPM

**David Farwell** LFAIPM CPPD,  
*Ambassador*

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**Maria Dalla-Fontana** MAIPM

**Jade Kaye** MAIPM

**Rhys Menadue** MAIPM

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*President*

**Dylan Hesselberg** MAIPM CPPM,  
*Vice President*

**Olanrewaju (Lanre) Adebayo**  
MAIPM

**Ryan Chaffey** MAIPM

**Morteza Hosseininiashavaki**  
MAIPM CPSPM

**Daniela Kellett** MAIPM

**Patrick Leahy** MAIPM CPPD

**Peter Moutsatsos** MAIPM CPPE

**Chandana Shekar** MAIPM

**Paul Toomey** MAIPM CPPM

**Leh Simonelli** LFAIPM CPPD,  
*Ambassador*

## Western Australia

**Steve McDonald** MAIPM CPPD,  
*President*

**Reece Dempster** MAIPM CPPM,  
*Vice President*

**Geoff Zimmer** FAIPM CPPD,  
*Secretary*

**Sonia Brennan** MAIPM CPPM

**Douglas Bruce** MAIPM CPPD

**Tracy Mackay** MAIPM CPPD

**Mark Newton** FAIPM CPPD

**George Scott** MAIPM CPPD

**Shaminda Sumanasinghe** MAIPM  
CPPP

**Philip Harlow** LFAIPM, *Ambassador*

## Board Members

*To learn more about the AIPM board, please see the FY2021 Financial Report.*

**Elena Zagorenko** FAIPM CPPE, *Chair*

**Michael King** OAM FAIPM CPPD, *Former Chair\**

**Michael Young** FAIPM CPPE, *Former Deputy Chair\**

**James Bawtree** FAIPM CPPD

**Connie Beck** FAIPM CPPD

**Darius Danesh** FAIPM CPPE

**Nigel Hennessy**

**Rob Loader** FAIPM CPPE

**Mary Ramsay**

**Peter Tilley** MAIPM

## Industry Leaders Group

**Dr Greg Usher** FAIPM CPPE, RPS Australia Asia Pacific, *Chair*

**Trevor Alex** FAIPM CPPD, FTS Group

**Nathan Agnew**, Aurecon\*

**Wayne Bicket** MAIPM CPPM, Department of Defence CASG

**Jennifer Boyd** MAIPM, Telstra

**Troy Burton** MAIPM CPPD, Aurecon

**Stuart Cassie**, Seqwater

**Sascha Chandler**, PWC

**Sam Colverson** MAIPM, Victorian Agency for Health Information

**Linda-Rose Daya** MAIPM CPPM, Gilbert & Tobin

**Richard Fechner** FAIPM CPPD, GHD

**Marty Holden**, FTS Group

**Peter Hooi** MAIPM, Powercor Network Services

**Graeme Hunter**, KBR

**Julian Kerwood**, Turner & Townsend

**Peter Leahy** MAIPM CPPM, BAE Systems Australia

**Stephen McDonald** MAIPM, Department of Defence CASG\*

**Peter Moutsatsos** MAIPM CPPE, Telstra\*

**Roy Sargent** FAIPM, QBuild

**Peter Sexton** MAIPM CPPD, KPMG\*

**Ashley Staude** MAIPM, KBR

**Colin Taylor** MAIPM CPPE, V/Line

**Jennifer Whyte**, John Grill Institute for Project Leadership, USYD

**Jun Wong** MAIPM CPPE, Transurban

## Professional Advancement Committee

**Terence Blythman** MAIPM CPPD, *Chair*

**Ben Hardy** MAIPM CPPD

**Prof. Srinath Perera** MAIPM

**Nadia Rudder** MAIPM CPPM

**Daniela Semmens** MAIPM CPPD

**Ian Sharpe** FAIPM CPPD

**Leh Simonelli** LFAIPM CPPD

## Editorial Committee

**Mark Adams** MAIPM CPPM

**Les Carleton** MAIPM CPPD

**Margaret Hilliard** MAIPM CPPM

**Tracy Mackay** MAIPM CPPD

**Valerie Nullet** MAIPM CPPM

**Chris Pulman** MAIPM CPPM

**Leh Simonelli** LFAIPM CPPD

**Chandana Shekar** MAIPM

**Lachlan Waite** MAIPM CPPD

\*Resigned/retired during or at end of year

