



# Project Controls EXPO

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## Supported Non for Profit Volunteer Association



Organised by



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## Key Features/Attractions



Partner Showcase & Job Fair  
@Olympic Room B and Betty  
Cuthbert Lounge



Masterclass Zone  
@Olympic Room A



Technology Zone  
@Jim Stynes Room A



Case Studies Zone  
@Jim Stynes Room B



Megaprojects Zone  
@Yarra Park Room



Workshop Zone  
@Lindsay Hasset Room



SME Panel  
@Olympic Lounge

Project Controls Expo also offers all day beverages, buffet lunch and "evening social" (includes beer, wine and soft drinks) to all delegates followed by dinner for sponsors, speakers and pre-registered delegates.

## Location

Melbourne Cricket Ground, Brunton Ave, Richmond VIC 3002, Australia



## Social media and Web access

We are pleased to offer free Wi-Fi to our delegates. Please search by network: **MCG Network**

Spread the word on event and/or share your experience -



[https://twitter.com/projconexpo\\_au](https://twitter.com/projconexpo_au)



<https://www.facebook.com/ProjectControlsExpoAUS/>



<https://www.linkedin.com/company/project-controls-expo-australia/>

# Meals and Beverages

## On arrival:

- **Coffee & tea** (*Lavazza qualità oro premium Arabica coffee, tea drop tea selection*) Tap water comes standard.

## Morning tea: (2 choices)

- Freshly baked mini muffins (white chocolate & blueberry dark chocolate & raspberry)
- Viennoiserie selection (Viennese style pastries, croissants & pain au chocolate)
- **Coffee & tea** (*Lavazza qualità oro premium Arabica coffee, tea drop tea selection*) Tap water comes standard.

## LUNCH

### Breads from the bakery: (2 choices)

- Chicken cobb (avocado, egg, tomato, bacon, shaved Spanish onion, watercress, Milawa blue crumble)
- Tuscan panini (roasted pumpkin & zucchini, white bean dip, snow pea sprouts) (v)

### Salad bar: (1 choice)

Halumi (cherry tomatoes, bell peppers, Mt Zero olives, mixed lettuce leaves, lemon vinaigrette)

### Finger food selection:

- Spinach & ricotta tortellini - tomato confit, sweet basil oil
- Murray Valley lamb filo - spiced lamb, tomato, apple & treacle chutney
- Malay bbq chicken satay - house-made pineapple, mango & lime sambal
- Brandade croquettes - poached blue eye, lemon & dill mayonnaise

### Individual dessert or cheese:

- Individual fruit plate - sliced tropical fruits & seasonal berries
- **Coffee & tea** (*Lavazza qualità oro premium Arabica coffee, tea drop tea selection*)

### Refreshments

- Orange & apple juice
- Mt Franklin sparkling water

**Please Note:** note that food allergies and/or intolerances should be informed in advance and delegate to check with stadium staff before consuming any meal.

## Afternoon tea: (1 choice)

- Buttermilk cakes (Blueberry, lime & ginger)  
**Coffee & tea** (*Lavazza qualità oro premium Arabica coffee, tea drop tea selection*) Tap water comes standard.

## DINNER (Only for pre-booked delegates, Partners and Speakers)

### Wine

- **White:** The Hill sauvignon blanc (Victoria)
- **Red:** T'Gallant Juliet pinot noir (Victoria)

### Starters:

- Tasmanian cold smoked salmon (citrus & dill, pickled radish, rye crouton, sauce vierge)
- Pea & mint panna cotta (parmesan crisps, pea shoots, vincotto) (v)

### Bread: shared at the table

- Artisan bakery breads
- Sourdough baguette, ciabatta, grains & seeds
- Unsalted Victorian butter, Murray River salt crystals
- House-churned roasted capsicum & smoked paprika butter

### Mains:

- The best of lamb (quinoa crusted loin, slow braised shoulder b'stilla, white onion cream, asparagus, shiraz jus)
- Oversized black truffle & ricotta tortellini (beurre noisette, pangrattato, Grana Padano) (v)

### Desserts:

- Mini dessert selection:
  - Raspberry & caramel eclairs
  - Mango & passionfruit meringue
  - Chocolate & cherry brownie

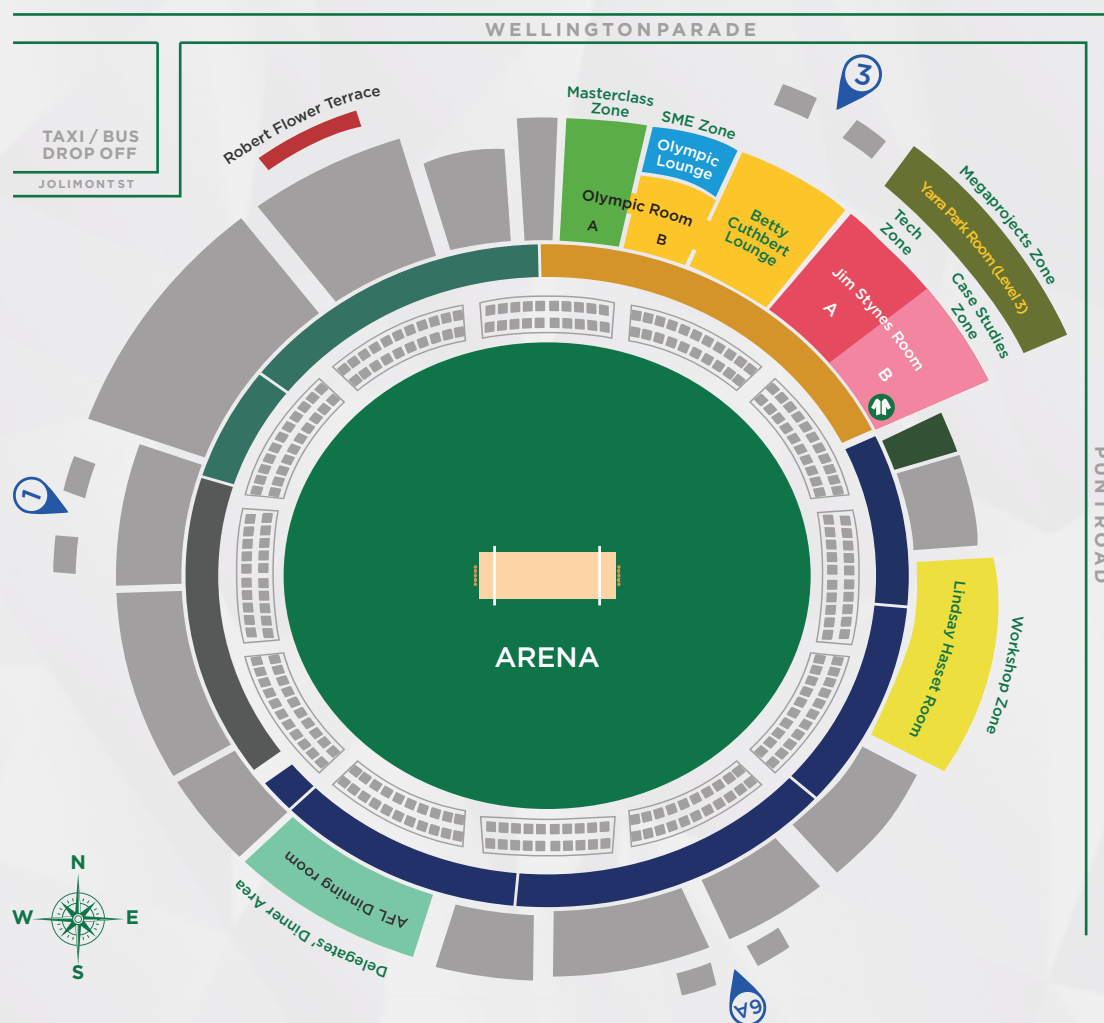
### Coffee & tea


- Lavazza qualità oro premium Arabica coffee, tea drop tea selection
- Mini chocolate praline


## Important note!


If you have any special dietary requirements, please consult our support team or stewards for additional info.


## Overall Expo Layout (Bird's eye view)




 Partner Showcase and Main Networking zone @ Olympic Room B and Betty Cuthbert Lounge

 Evening Social @ Robert Flower Terrace


 Technology Zone @ Jim Stynes Room A


 Case Studies Zone @ Jim Stynes Room B


 Megaprojects Zone @ Yarra Park Room


 Masterclass Zone @ Olympic Room A


 Workshop Zone @ Lindsay Hasset Room

 Delegates' Dinner Area @ Harrison Room


 SME panel/zone @ Olympic Lounge

 Speaker prep room @ Ron Casey Lounge


 Main Entrance/Gate 3

 Exit/Gate 1

**Please Note:** After the end of EXPO, Gate 3 will be shut and dinner guests will need to enter and leave via Gate 1

 Gate 6A

For delegates who leave the stadium after the event, and wish to come back for the evening dinner.

 Cloak Room

**Please Note:** There are no secure cloakroom facilities at MCG. Only bring valuables eg laptops and cameras if essential. Keep these possessions with you at all times. There is space to hang coats but this area is not supervised.

**Please Note:** Lunch and refreshments for the day will be served in Betty Cuthbert Lounge, Olympic Room B and Lindsay Hasset Room (for Workshop Zone delegates only)

# Event snapshot and Layout

Four parallel tracks showcasing 18 educational presentations, workshops and case studies in addition to Partner Showcase and Job Fair

## Partner Showcase and Jobs Fair

A number of Partners showcasing a range of cutting edge products, technologies and services for Project Controls. We are delivering new partners in addition to our long standing partners who support us each year. We have several employers presenting exciting global Project Controls opportunities who can also discuss training and apprenticeship schemes.

**@ Olympic Room B and Betty Cuthbert Lounge**

## Masterclass Zone

This is a fantastic opportunity to come along to the Masterclass Zone to study and discuss the theory and practice of Project Controls. Our leading Project Controls professionals, from around the world, with extensive experience, will provide seven educational presentations that will help you to build and enhance your project controls knowledge and skillset.

**@ Olympic Room A**

## Technology Zone

Presenting in-depth sessions of 45 minutes each where our technology partners will demonstrate the functionality and capabilities of their innovative products. The partners will provide industry case studies and some will be represented by their clients from industry. You will be able to visit these partners for further information at their stands following their presentations.

**@ Jim Stynes Room A**

## Case Studies Zone

"Real World" problems and issues are what brings the application of Project Controls alive. This case study zone enables you to discuss the application of Project Controls in addressing the problems with top industry speakers with extensive global experience. A real opportunity to engage with and learn from those people who are prepared to share their personal knowledge.

**@ Jim Stynes Room B**

## Megaprojects Zone

Megaprojects are projects with budgets over >£1B. These temporary endeavors are characterized by large investment commitment, vast complexity and have the potential to make a long-lasting impact on the economy, environment and society. You will discover how to ensure governance over these initiatives and protect the investments.

**@ Yarra Park Room**

## Workshop Zone

Half day workshops on key Project Controls topics will be delivered. This is a new focus for our Australian event which is supported by our partners. Workshop delegates will have access to both the morning and afternoon workshop sessions including whole EXPO area at a supplementary charge. Topics and timings: TBA

**@ Lindsay Hasset Room**

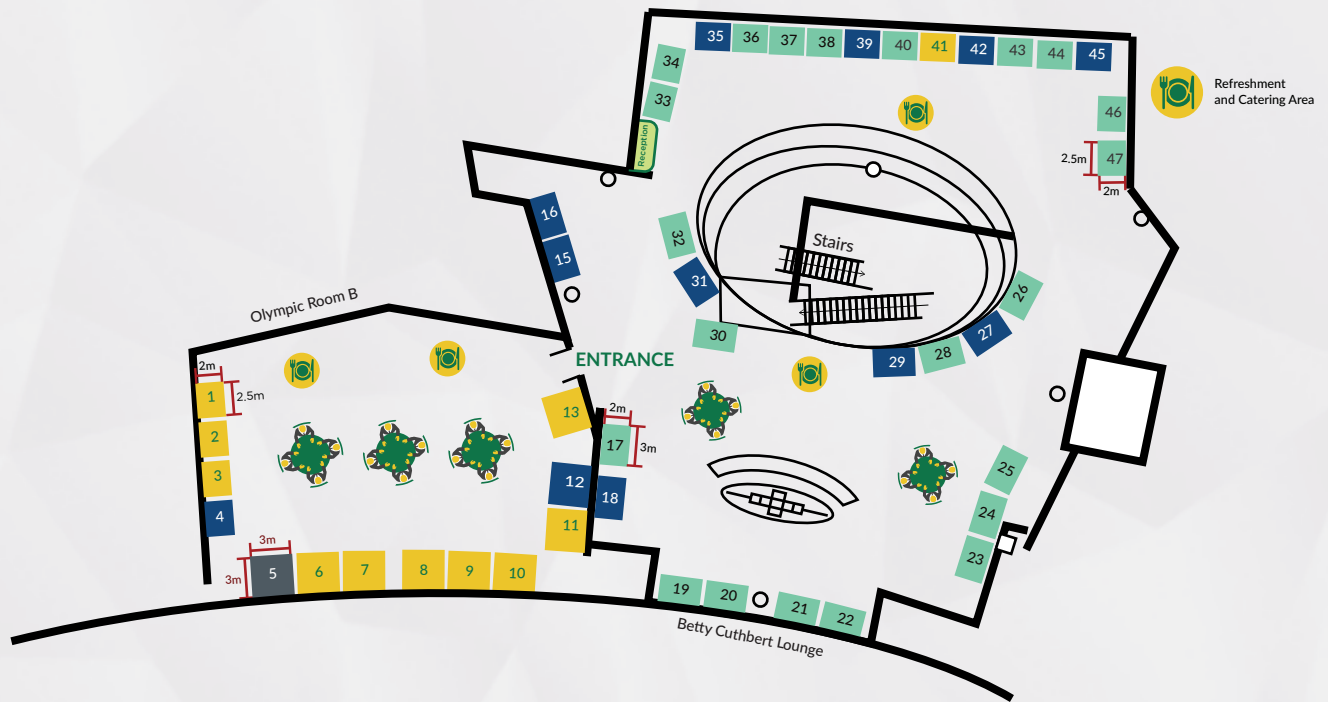
## SME Panel/Zone

Meet our Subject Matter Expert (SME) in Programme Management, Earned Value, Cost Engineering, Risk and Forensic for 1:1 sessions of 30 minutes each for discussing your specific cases/queries in details. Delegates to register at event reception desk on arrival.

**@ Olympic Lounge**

# Partners' Showcase

Project Controls Expo is exhibiting its Partner Showcase at Highbury Suite



- Technology Service Partners
- Education, Training and Professional Bodies
- Jobzone/Recruitment Partners
- Consulting & Advisory Services Partners
- NAWIC
- Networking Area
- Pillar

Technology Services Partners	Stand		Stand	Consulting & Advisory Services Partners	Stand
PrimaveraReader	17	IPM Global	40	Synchrony/AACE	04
Ares	19	Risk Integration Management Ltd	43 & 44	Synergy	12
Projection Group / Scenario	20	ProjectOntrack	46	HKA	15
Ineight	21 & 22	Control Pro	47	TBC	16
		Education, Training and Professional Bodies	Stand		
Risk Decisions	23	PGCS	01	EY	18
UniPhi	24	PMI	02	Logikal	27
Hexagon	25	AICD	03	TBH	29
Plangrid	26	IACCM	06	Turner and Townsend	31
Turbo Chart & Safran	28	APMG	07	Connexion	35
nPlan	30	IMC	08	WTP	39
InSynchro	32	ACES	09	Red Arrow Group	42
Prescience	33	SESA	10	Sensei Project Solutions	45
Cleopatra	34	EA	11	Charity	
Elecosoft	36	PCI & SA	13	Stand	
Oracle	37 & 38	Eastwood Harris Pty Ltd	41	NAWIC	05

# Agenda Snapshot

Time	Masterclass Zone @Olympic Room A	Technology Zone @Jim Stynes Room A	Case Studies Zone @Jim Stynes Room B	Megaprojects Zone @Yarra Park Room	Workshop Zone @Lindsay Hasset Room
0800 - 0900	Registration, Coffee and light breakfast @ Olympics Room B & Betty Cuthbert Lounge (Partner Showcase Zone)				
0840 - 0845	Opening Remark @ Olympic Room A, by Sanjiv Parekh - Director for Zerofloat, Brisbane, Australia				
0845 - 0900	Didgeridoo Performance @ Olympics Room A				
0900 - 0930	Keynote Topic @ Olympic Room A: Challenges and Opportunities in Establishing a strong Project Controls culture in a large Government Agency		Speaker: Stacey Wehmeier - Executive Director for Synergy Group, Canberra, Australia		
0940 - 1025	<b>Session M1:</b> The Leadership Value Chain: Enabling Project Success <b>Speaker:</b> Yvonne Butler - Managing Director for The Information Source, Sydney, Australia	<b>Session T1:</b> High-fidelity Project Control <b>Speaker:</b> Michael Maslen - Solution Director Asia-pacific, InEight, Sydney, Australia	<b>Session C1:</b> Integrated Project Controls <b>Speaker:</b> Steven Bird - Principal - Project Controls for TBH, Sydney, Australia	<b>Session P1:</b> Cost overruns on transport infrastructure <b>Speaker:</b> Marion Terrill - Transport Program Director for Grattan Institute, Melbourne, Australia	<b>Session W1:</b> Project Management Gambling – Generating value through Decision and Risk Management <b>Speaker:</b> Laurie Bowman - Principal for Synchrony, Melbourne, Australia Angela Tuffley - Director of RedBay Consulting, Australia
1025 - 1040	Mid-Morning Coffee Break @ Olympics Room B & Betty Cuthbert Lounge				Mid-Morning Coffee Break from @ Members Dining Room
1045 - 1130	<b>Session M2:</b> Project Controls - Speaking Truth to Power <b>Speaker:</b> Professor Alexia Nalewaik - President for ACEI, Charlottesville, Virginia Area	<b>Session T2:</b> Improving Scheduling outcomes for Linear Infrastructure Projects <b>Speaker:</b> Santosh Bhat - Co-founder and CEO for Linear Projects Software, Sydney, Australia	<b>Session C2:</b> Are Your Megaproject Schedules and Costs Under or Out of Control? <b>Speaker:</b> Loretta Hudson - Victorian Portfolio & Program Management Partner for EY, Melbourne, Australia	<b>Session P2:</b> The Australian Government's Infrastructure Investment Program: Governance Arrangements and Managing Project and Program Risks <b>Speaker:</b> Ben du Bois - Acting Director, Commercial Markets and Analysis for Department of Infrastructure, Regional Development and Cities	<b>Session W1:</b> Project Management Gambling – Generating value through Decision and Risk Management <b>Speaker:</b> Laurie Bowman - Principal for Synchrony, Melbourne, Australia Angela Tuffley - Director of RedBay Consulting, Australia
1145 - 1230	<b>Session M3:</b> Artificial intelligence in the construction industry – what you need to know and how to apply it to your projects <b>Speaker:</b> Pieter Rautenbach - Leading Building Information Management (BIM) for BHP, Brisbane, Australia	<b>Session T3:</b> Learning from your past schedules; the use of AI to assess risk, validate schedules and optimise outcomes <b>Speaker:</b> Dev Amratia, CEO of nPlan, London, UK	<b>Session C3:</b> Project Controls Manager – what are we selling and what are you buying <b>Speaker:</b> Gregg Kennedy - Regional Director for LogiKal Projects, Sydney, Australia	<b>Session P3:</b> You can't go anywhere fast alone! <b>Speaker:</b> Philip Kienstra – Director of Project Leadership & Advisory, HKA	<b>Speaker:</b> Laurie Bowman - Principal for Synchrony, Melbourne, Australia Angela Tuffley - Director of RedBay Consulting, Australia
1200 - 1230	Lunch Break (for exhibitors ONLY) @ Olympics Room B & Betty Cuthbert Lounge				Lunch Break 1230 - 1310 (for delegates ONLY),
1230 - 1310	Lunch Break (for partners ONLY) @ Olympics Room B & Betty Cuthbert Lounge				Restricted to "Workshop Zone" @ Members Dining Room
1315 - 1400	<b>Session M4:</b> A Perspective on Major Projects <b>Speaker:</b> Les Guthrie - Principal & Managing Director for Bedford Road Associates Pvt Ltd, Melbourne, Australia	<b>Session T4:</b> Enhancing Predictability with EcoSys to Achieve World-Class Projects Performance <b>Speaker:</b> Mark White - Senior Vice President- Projects Performance for Hexagon PPM, Houston, Texas	<b>Session C4:</b> Data is the new oil <b>Speaker:</b> Ashley Nugawela, Sales Consulting & Channels Manager - ANZ & ASEAN for Oracle Construction & Engineering, Melbourne, Australia	<b>Session P4:</b> Sparking High Performance! Empowerment and Integration for delivering projects <b>Speaker:</b> Romildo Votto - Associate Director for Turner & Townsend	<b>Session W2:</b> The Application of the Six Elements of Project Controls <b>Speaker:</b> Lance Stephenson - Director of Operations for AECOM, LA Area, USA
1410 - 1455	<b>Session M5:</b> Integrating knowledge management and project management for better results <b>Speaker:</b> Dr. Vittal Anantmula - Professor (College of Business) at Western Carolina University, Australia	<b>Session T5:</b> Executive Eye: Project Controls in the age of IoT <b>Speaker:</b> Verghese Kochummen - Principal Solutions Architect for InSynchro, Melbourne, Australia	<b>Session C5:</b> Understanding the Techniques to Update a Schedule <b>Speaker:</b> Paul Eastwood Harris - Owner for Eastwood Harris, Melbourne, Australia	<b>Session P5:</b> Innovative and real time risk analysis with senior management in megaprojects using a 4D visualisation model <b>Speaker:</b> Abhijnan Datta - Project Controls Manager for Westconnex Program Shankar Sankaran - Professor of Organisational Project Management at UTS, Sydney, Australia	<b>Speaker:</b> Lance Stephenson - Director of Operations for AECOM, LA Area, USA
1455 - 1510	Afternoon Coffee Break @ Olympics Room B & Betty Cuthbert Lounge				Afternoon Coffee Break @ Members Dining Room
1515 - 1555	<b>Session M6:</b> Getting the "Value" from Earned Value: Insights from an industry practitioner <b>Speaker:</b> Dr. Nicholas Fahey - Head of Project Controls for John Holland Pty Ltd	<b>Session T6:</b> Schedule Quality & Project Success: How Technology Can Bridge the Gap <b>Speaker:</b> Wayne Wilson - COO for Prescience Technology, Sydney, Australia	<b>Session C6:</b> SCRAM: Controlling Runaway Project Schedules <b>Speaker:</b> Angela Tuffley - Director of RedBay Consulting, Australia	<b>Session P6:</b> Megaprojects – A pathway to success <b>Speaker:</b> Louis Viditto - Managing Director for Viditto Group, Brisbane, Australia	<b>Session W2:</b> The Application of the Six Elements of Project Controls <b>Speaker:</b> Lance Stephenson - Director of Operations for AECOM, LA Area, USA
1600 - 1645	<b>Session M7:</b> Analysis of International versus Russian Estimating Standards <b>Speaker:</b> Sean T. Regan - Lead Manager within Project Controls RAOS OY	<b>Session T7:</b> Distributed data capture as a method for controlling complex projects, large programs and portfolio management. <b>Speaker:</b> Mark Heath - Founder and Managing Director for UniPhi, Australia	<b>Session C7:</b> Integration 2.0 – The road to an improved project cost management environment <b>Speaker:</b> Gideon Klipstein - Vice President for Business of Cost Engineering Consultancy	<b>Session P7:</b> The Problem of Forecasting Realistic Time and Cost Contingencies for Megaproject <b>Speaker:</b> Colin Copley - Managing Director for RIMPL, Melbourne, Australia	<b>Speaker:</b> Lance Stephenson - Director of Operations for AECOM, LA Area, USA
1655 - 1730	Panel discussion and Audience Q&A @ Olympics Room A : Project Controls current maturity and path forward		<b>Speaker:</b> Sean T. Regan - Lead Manager for Project Controls RAOS OY Laurie Bowman - Principal for Synchrony, Melbourne, Australia Pieter Rautenbach - Leading Building Information Management (BIM) for BHP, Brisbane, Australia Colin Copley - Managing Director for RIMPL, Melbourne, Australia Vikrant Mulgund - Director for EY, Sydney, Australia		
1730 - 1845	Evening Social offering final opportunity to network with pint of beer, wine and soft drinks @ Robert Flower Terrace. Open to ALL				
1805 - 1845	"Stadium tour" for pre-registered delegates.				
1900 - 2200	Exclusive Dinner @ AFL Dining Room hosted for Speakers, Sponsors and pre-registered guests/delegates				



## Partners



### Sponsorship Level - Supported By

AAACE International (Association for the Advancement of Cost Engineering) has 8,500 members in 100 countries, and has been serving the total cost management community since 1956. We are committed to the constructive exchange of ideas between members, development of technical guidance and quality education and recognition of subject matter experts. Our members work in a variety of disciplines and across all industries.

Members get free access to digital editions of AAACE's TCM Framework® (Total Cost Management Framework®).

Total Cost Management Framework® : An Integrated Approach to Portfolio, Program, and Process Management, 2nd Edition and the Recommended Practices (RPs) which are a series of documents that contain valuable reference information that has been subject to a rigorous review process and recommended for use by AAACE's Technical Board. Our members read the best in technical articles published in Cost Engineering journal or Source magazine. Our members also have free access to search over 5,500 of technical articles in AAACE's Virtual Library and they can also network with other professionals at the Annual Meeting, at local section events, or virtually within the AAACE Communities.

For over 40 years AAACE has been certifying individuals. AAACE offers the following certifications: Certified Cost Professional (CCP), Certified Cost Technician (CCT), Certified Estimating Professional (CEP), Certified Forensic Claims Consultant (CFCC), Earned Value Professional (EVP), Decision and Risk Management Professional (DRMP), Certified Scheduling Technician (CST) and Planning & Scheduling Professional (PSP). AAACE's CCP, CCT, CEP, EVP, and PSP certifications are independently accredited by the Council of Engineering and Scientific Specialty Boards.

**Website :** <http://web.aacei.org/>



### Sponsorship Level - Gold Sponsor

For the past 25 years APMG has been accrediting organisations worldwide to deliver training courses and consultancy services for a broad range of professional certification schemes. Due to APMG's rigorous assessment process, APMG accredited organisations, trainers and consultants are recognised for their commitment to delivering exceptional service.

APMG has a diverse portfolio of certification schemes including internationally renowned solutions for project, business and IT management, Cyber Security and Public-private partnerships.

APMG's certification schemes, exam and accreditation services support the goal of enabling organisations and professionals to maximise their effectiveness through use of the latest methodologies and core competencies.

APMG helps organisations and individuals increase their capability and ability.

**Website :** <https://apmg-international.com/>



### Sponsorship Level - Silver Sponsor

ARES PRISM is an Enterprise Project Lifecycle Management solution that supports the planning, execution and completion of projects for dependable forecasts, cost control, and performance measurement. Experience the benefits of PRISM quickly with simple, fast implementation from an out-of-the-box solution. Achieve superior project controls by gathering all project data into one central location, which will reduce project risks, increase team communication and improve data quality. PRISM aligns the project budget and schedule, provides change management workflow and delivers accurate reports and dashboards that provide the transparency required to pinpoint potential problems and make strategic decisions.

Today, projects are continually increasing in size and scope. Owners and contractors are faced with mounting pressure to adopt stringent project cost and earned value management processes for increased project transparency. Without comprehensive earned value analysis, troubled projects can spiral out of control before anyone recognizes a problem exists. Improved planning, budgeting, earned value management and cost control are imperative to reduce project risk and secure on-time, within budget delivery.

PRISM offers many comprehensive modules to accurately emulate workflows and business processes throughout the project lifecycle. These PRISM modules include: Cost, Engineering, Procurement, Contracts, Field, Estimating, Dashboard, Docs and Integrator.

**Website :** <https://www.aresprism.com/>



## Sponsorship Level - Supported By & Gold Sponsor

The mandate of the Australian Cost Engineering Society (ACES) is to support professional development of the skills required to control time, money and change on major projects.

Our members have considerable experience in control of cost and time on all size projects but for some there is a particular focus on engineering construction projects of the \$100 million plus range. The specialist project control skills applied on large and mega projects are also applied by our members to other types of projects such as building, maintenance, software and other highly technical projects.

We have common cause with a number of other professional groups such as Quantity Surveyors, Project Management, and aspects of Chartered Accounting. However we bring specialist hands-on skills for reliable control of complex and significant projects to deliver a defined scope within cost and time targets. Some of these project control skills are generally known as planning, scheduling, estimating, budgeting, financial analysis, forecasting, contract management and change control. We bring an integrated and targeted approach to control of projects.

**Website :** <https://www.engineersaustralia.org.au>



## Sponsorship Level - Silver Sponsor

The Department of Infrastructure, Regional Development and Cities is responsible for the design and implementation of the Australian Government's infrastructure, transport, regional development, cities and territories policies, programs, and regulations. Its purposes deliver four outcomes across a number of budget programs: 1. Improved infrastructure across Australia through investment in and coordination of transport and other infrastructure 2. An efficient, sustainable, competitive and safe transport system for all transport users through regulation, financial assistance and safety investigations 3. Strengthening the sustainability, capacity and diversity of our cities and regional economies including through facilitating local partnerships between all levels of government and local communities; through reforms that stimulate economic growth; and providing grants and financial assistance 4. Good governance in Australian Territories through the maintenance and improvement of the overarching legislative framework for self-governing territories, and laws and services for non-self-governing territories.

**Website :** <https://infrastructure.gov.au/>



## Sponsorship Level - Supported By

The Australian Institute of Company Directors (AICD) is committed to excellence in governance. We make a positive impact on society and the economy through governance education, director development and advocacy. Our membership of more than 43,000 includes directors and senior leaders from business, government and the not-for-profit (NFP) sectors.

**Website :** <https://aicd.companydirectors.com.au/>



## Sponsorship Level - Bronze Sponsor

We believe that project control professionals play a critical role in managing multiple complex projects at one time, and constantly finding better ways to ensure projects are delivered successfully, our mission is to give you the best possible tools so that your business is always reaching its full potential. 20 years of development has gone into our estimating system, designed by and for you, helping you streamline and simplify your estimating processes.

Benchmark Estimating Software comes with an estimating knowledge centre, can be accessed via the Cloud and App, being used in over 20 countries by over 3,500 users.

**Website :** <https://www.benchmarkestimating.com/>



## Sponsorship Level - Gold Sponsor

Cleopatra Enterprise offers an integrated Project Cost Management solution through the entire project life cycle by including Cost Estimating, Scheduling, Cost Management, and Benchmarking in one system.

Using the state of the art technology, Cleopatra serves the process industry and is used by Owners, Contractors and EPC firms.

Over 20 years, Cleopatra has enabled more than 500 industry-leading companies in 75 countries to control large technical projects, improve their project performance and stay ahead of the competition.

**Website :** <http://www.costmanagement.eu>



## Sponsorship Level - Silver Sponsor

Connexion Systems works collaboratively across a wide range of industries to find change management solutions that are tailored to particular organisational needs. Our clients include many private companies and government organisations in finance, health, defence, insurance, mining and many other fields of expertise.

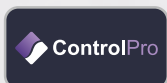
We help organisations to successfully manage their projects and resources according to corporate business objectives. The three key drivers for achieving this success are:

1. Having the right people
2. Designing processes that help people work together
3. Using tools that support these processes

Connexion Systems delivers leading enterprise software and information visualisation tools across a range of PPM solutions. Included in these solutions are the software from Deltek, Fortes, and Amplify. Our delivery model focuses on an organisation's strategic goals and the ongoing monitoring of KPIs of the initiatives required for their realisation.

Deltek is the leading global provider of enterprise software and information solutions for government contractors, professional services firms and other project- and people-based businesses. For decades, they have delivered actionable insight that empowers our customers to unlock their business potential. 20,000 organizations and millions of users in over 80 countries around the world rely on Deltek to research and identify opportunities, win new business, recruit and develop talent, optimize resources, streamline operations and deliver more profitable projects.

Website : <https://www.connexion.com.au/>



## Sponsorship Level - Silver Sponsor

ControlPro is a cloud based tool that helps large projects manage and visualise cost and performance data. A stable and secure platform built to handle large volumes of data, ControlPro will let you focus on analysing the data and optimising project outcomes by driving efficiency and managing/mitigating developing issues.

More than \$10bn of current infrastructure projects in Australia are being actively tracked with ControlPro.

By connecting and aggregating data that you already collect, ControlPro allows you to track project progress using Earned Value (EV) without changing any of your existing systems. ControlPro keeps a baseline of all parameters, time-phased against the planned start and finish dates for activities. As the project progresses, actual (historical) data can be plotted against baseline data and shown next to forecast data. ControlPro gives Project Directors transparency on how the project is progressing against the performance measurement baseline, and how the past performance compares against the future forecast performance. For a Project Controls Manager, ControlPro has all the parameters that you are looking for; time, cost, scope, quantities, EV and contingencies. As well as performance metrics, CPI, SPI and productivity. All data is available via intuitive web dashboards that can be easily shared with project team members and/or external stakeholders.

Website : <http://controlpro.cloud/>



## Sponsorship Level - Silver Sponsor

Eastwood Harris is a Melbourne, Australia based project planning consultancy providing advice on the selection and implementation of scheduling software, books, training material and training in Oracle Primavera P6, Asta Powerproject and Microsoft Project software. Eastwood Harris is an internationally recognised provider of project planning, scheduling and control training and training material focused on the requirements of organisations and their employees. Eastwood Harris training has two discrete aims; one is the continual development of high quality up to date training material that may be used by individuals or companies to implement and train their employees on the use of project planning and scheduling software and the second is the delivery of high quality project planning, scheduling and control training showing participants how to project management process and software in a project environment.

Website : <https://www.eh.com.au/>



## Sponsorship Level - Silver Sponsor

Elecsoft provides a range of software solutions focusing on the architectural, engineering, construction and property management industries which help users with challenges ranging from interiors visualisation through architectural design and stair engineering, to project and site management and cost estimation, and more. The company's core application, Powerproject, is a powerful, project, portfolio and resource management solution designed to support the way construction planners work. Since it launched in 1988, the software has evolved with users' input so that it specifically meets the needs of

the industry. Used by large and small businesses alike, it is the preferred software of construction professionals throughout the world for managing projects as it combines easy to use drag and drop functionality with powerful feature rich capability. Powerproject has been used on construction projects around the world, including The Shard in London, First Direct Arena in Leeds, Warsaw Metro in Poland and the Bosphorous Bridge that links Europe to Asia.

Available in stand-alone, enterprise and cloud versions, Powerproject includes an integrated BIM module which brings 4D planning within affordable reach by combining 3D planning and scheduling in one application. Powerproject BIM can combine with Elecosoft's costing tool, Bidcon, to deliver a full 5D BIM solution to drive greater collaboration and efficiency benefits.

**Website :** <https://www.elecosoft.com>



## Sponsorship Level - Supported By

**Website :** <https://www.engineersaustralia.org.au/>



## Sponsorship Level - Gold Sponsor

Ernst & Young LLP is a professional services company. The company provides assurance, auditing, technology and security risk, enterprise risk management, transaction support, merger and acquisition, actuarial, and real estate advisory services.

- At EY, we are committed to building a better working world – with increased trust and confidence in business, sustainable growth, development of talent in all its forms, and greater collaboration.
- We want to build a better working world through our own actions and by engaging with like-minded organisations and individuals. This is our purpose – and why we exist as an organisation. When business works better, the world works better.
- Running through our organisation is a strong sense of obligation to serve a number of different stakeholders who count on us to deliver quality and excellence in everything we do.
- We want to use our global reach and scale to convene the conversation about the challenges facing economies and the capital markets.

**Website :** <https://www.ey.com/au/en/home>



## Sponsorship Level - Silver Sponsor

The Grattan Institute is an independent public policy think tank, dedicated to developing high quality public policy for Australia's future. It was formed in 2008 in response to a widespread view in government and business that Australia needed a non-partisan think tank providing independent, rigorous and practical solutions to some of the country's most pressing problems.

The Grattan Institute's mission is to be independent, rigorous and practical. We are independent, taking the perspective of the Australian public interest rather than any interest group. We receive no ongoing government funding and reject commissioned work to ensure this independence. We are rigorous in obtaining the best available evidence from our own data analysis and from published work. And we are practical in articulating what governments should do to improve the lives of all Australians. All our reports and most of our events are free and can be viewed online.

Grattan runs seven policy programs: Budgets and Tax, Energy, Health, Higher Education, Productivity Growth, School Education, and Transport and Cities. All these policy areas are vital to shaping Australia's direction as a liberal democracy in a global economy.

They are also areas where fact-based analysis and lively debate can change the minds of policy makers and the public, and where key issues are not being resolved.

**Website :** <https://grattan.edu.au/>



## Sponsorship Level - Gold Sponsor

Designed to ease the burden of managing the portfolio of opportunities and projects, EcoSys is a world-class platform that captures all the data across your entire projects landscape, including systems for accounting, procurement, scheduling, timesheets and more. Interactive screen layouts and a powerful business intelligence engine provide insight into all levels of every project.

**Website :** <https://hexagon.com/>



## Sponsorship Level - Gold Sponsor

HKA is one of the largest providers of advisory, consulting and expert services in our markets; firmly establishing itself as a leading strategy, program management, project development, project delivery, commercial claims consulting, and expert firm.

HKA understands the pressures associated with delivering successful projects, whatever their size and complexity, wherever in the world. HKA's worldwide operation consists of more than 960 professionals in 42 offices across 22 countries. We have the ability to draw on our global network so our clients can rapidly access a team of qualified, specialist staff with international experience to assist with meeting any local project challenge.

Employing the leading professionals in our industry, we continue to invest in our workforce and technology to ensure we always offer a market-leading knowledge base. This, combined with our unbiased and passionate dedication to every project, ensures that we deliver a service that always exceeds expectations.

HKA has a long track record of involvement with some of Australia's largest projects; working closely with clients and projects of all sizes and nature – from non-profit organisations to government departments, and from some of Australia and the world's largest companies to boutique firms. As trusted independent advisers, consultants and experts, HKA finds solutions amid uncertainty, dispute and overrun, and provides the insight that make the best possible outcomes a reality for public and private sector clients worldwide.

HKA has designed, established and operated a very significant number of project, program and portfolio management offices globally. PMO's are a core product of HKA which means that we bring a tried and tested toolkit of processes, procedures and documents as well the know-how in establishing and managing lean, high performing PMOs.

**Website :** <https://www.hka.com/location-map/sydney/>



## Sponsorship Level - Silver Sponsor

IPM Global is a software development company that specializes in developing Project Management software for construction and engineering companies.

"It's Project Management" software, has been developed in conjunction with Microsoft engineers, by an Australian company with more than 25 years experience developing software for construction and related industries.

- Accessible via handheld devices, browsers and desktop interfaces
- Integrates with Microsoft 365 including Outlook
- Fully embedded in Microsoft Dynamics 365
- Complete document control
- Drawings
- Change orders
- Extensions of time
- RFI/RFQ
- OHS
- Automatic email tracking
- Cost control
- Forecasting
- Invoicing
- Purchase orders
- Timesheets
- Synchronization both ways with many back-end accounting systems
- Configurable business processes and workflows
- Bi-directionally synchronisation with Microsoft Project and Oracle Primavera
- Comprehensive range of reports are provided out of the box
- Use Power BI, Word and Excel to really ramp up your analysis without relying on external consultants to deliver your data the way you need to see it
- On-Premise or SaaS, the option is yours

Our view is that it's about time the Industry was offered a full end to end solution on a current platform, that project staff actually WANT to use and allows them to work in an environment they know well. We believe we have delivered on this ideal.

Available in the Cloud (SaaS) or On Premise (your own servers) and soon to be available on Microsoft AppSource.

**Website :** <http://www.ipmglobal.net/>



## Sponsorship Level - Supported By

**The International Association for Contract & Commercial Management**

Enabling organizations and professionals to achieve world-class standards in their trading relationships  
WITH MEMBERS FROM MORE THAN 90% OF THE GLOBAL 500

The International Association for Contract & Commercial Management (IACCM) is a global Not For Profit association

providing research, advice, and internationally recognised certification programs to both public and private sector organizations. With over 43,000 professional members across 170 countries and 17,000+ organisations, IACCM is leading the way in responding to the demands of global networked markets.

Our membership is drawn from many industries and is made up of contract and commercial managers, negotiators, attorneys, and supply chain professionals. Hundreds of organizations have also established Corporate Memberships, gaining enhanced services that support their performance and understanding of market trends. In Australia IACCM has created a Pty Ltd entity to manage growth and awareness in the Au/NZ region, as well as an Au/NZ Advisory Board of contract and commercial management professionals from across all sectors in Australia New Zealand.

**Website :** <https://www.iaccm.com/>



## Sponsorship Level - Supported By

**Website :** <https://www.imc.org.au/>



## Sponsorship Level - Platinum Sponsor

InEight's capital project software portfolio offers you the most functionality in the market with an interoperable and modular platform. Built on projects like yours, our software helps you minimise risk across your entire portfolio with predictable outcomes, and advanced project and document controls systems

InEight's solutions span the entire project life cycle from design to estimate and from field execution to turnover. We recently expanded our offerings to include collaborative document management through the acquisition of Australia-based QA Software and its flagship product, TeamBinder.

Our collaborative document management solution, InEight Document Powered by TeamBinder, is a set of comprehensive tools for collaboration, document management and control. It is purpose-built for owners, engineers and contractors to ensure that you can easily manage project documentation and needed workflows. We make certain that you have the information needed to make the right decisions, at the right time, from wherever your work takes you.

InEight Document Powered by TeamBinder is just one way we give you the information and insights needed to minimise risks, improve operational efficiency, control project costs, make educated decisions, and collaborate easily with all project stakeholders.

For more information about all of InEight's capital project and portfolio solutions, please visit [ineight.com](http://ineight.com). Details on our collaborative document management and controls solutions can be found at <https://www.teambinder.com>.

**Website :** <https://ineight.com/>



## Sponsorship Level - Gold Sponsor

InSynchro has almost 2 decades of experience in designing, implementing and supporting highly effective integrated project controls solutions.

Our clients represent most industry sectors as well as government, and the solutions we have implemented range from controls for a single-project through to enterprise-wide systems for project intensive multinational organizations.

Our offering combines industry expertise with precise implementation skills which enables us to develop functional solutions that help our clients realize the full potential of each project, and simplify the process of maintaining control over multiple projects.

Whether you are implementing a world class integrated plan for linear projects or EPC projects or STO projects, inSynchro has been the partner of choice to help leading companies in their rollout of integrated planning and scheduling using its in-house developed Integration Manager. With more than 75 sites established worldwide, Integration Manager has been a key enterprise enabler across many Fortune 500 companies in the Construction, Oil and Gas, Mining, Aviation, Utilities, Telecommunications and other industries.

Another strong solution developed by inSynchro would be the Executive Eye. Designed by CEOs to present project progress updates to Executive and Senior Management Stakeholders, Executive Eye demystifies complex project performance reports into easy to understand visual and business friendly metrics. Developed for rapid absorption and mental project progress visualization, Executive Eye complements and augments progress reporting from MS Project Online or Oracle Primavera P6. Rich content feeds from project site, supplemented with additional project perspectives and historical trends give stakeholders a deeper understanding of present performance to gauge future performance with increased reliability.

In a dynamic environment, where new technologies continue to offer new possibilities, we continually build and refine our capabilities and work closely with partners and clients to ensure we are offering the best products and services, and delivering unequalled operational performance.

Website : <http://www.insynchro.com/>



## Sponsorship Level - Silver Sponsor

John Holland is up for the challenge of transforming lives. From humble beginnings almost 70 years ago, John Holland has been driving positive change in Australia, and is now one of the nation's leading integrated infrastructure and property companies. From Parliament House to the Alice to Darwin Rail Link, from the MCG's Great Southern Stand to Sydney Metro, we've had a hand in the Australia we all know today. We are currently involved in delivering many of Australia's largest infrastructure projects, as well as significant property and urban renewal projects. Whatever we face, the heart of what we do is creating people-centred solutions to complex challenges and opportunities. We think deeply about what we do and how it affects communities. We push boundaries and innovate, gain trust through our actions and whatever the project, we're in it for the long, long term.

Website : <https://www.johnholland.com.au/>



## Sponsorship Level - Gold Sponsor

LogiKal is an award-winning consultancy that helps businesses achieve better results in the delivery of projects. Their expert advice and performance management solutions improve operational performance, reduce costs and mitigate risks. LogiKal enables effective decision making with their unique mix of specialised and proprietary systems and services integrating your project controls.

Founded in 2002, LogiKal has project management and controls specialists in the United Kingdom, Europe, Australia and Asia, all sharing LogiKal's vision for enhancing performance management on major capital programmes.

LogiKal offers a range of services including consulting and advisory, information management and operational support to help your project succeed. LogiKal also provides coaching, training and professional development services that build and enhance capability within teams so that they can maintain consistent and sustainable results.

Website : <http://www.logikalprojects.com/>



## Sponsorship Level - Supported non for profit volunteer association

NAWIC is a not-for-profit organisation, run by volunteers, formed to promote and improve the construction industry by the advancement of women. NAWIC offers members an opportunity to expand personal networks, maintain awareness of industry developments, improve skills and knowledge, and make a contribution to women in the construction industry. This is achieved through a variety of professional events, awards, educational series, and scholarships. NAWIC ACT is aligned with key advocates who share the NAWIC mission and values, this achievement affords our members guaranteed support and opportunity and gives them a voice on key issues.

Website : <https://www.nawic.com.au/>



## Sponsorship Level - Gold Sponsor

nPlan uses Artificial Intelligence to understand how projects are executed and uses that knowledge to provide schedule certainty, by highlighting project and portfolio risk, and suggesting optimal solution paths.

nPlan's patent pending series of complex algorithms understand project schedules and evolve to emulate the human brain with scale and accuracy. The algorithms generate an advanced contextual understanding of the performance of any project, achieved by analysing previous project plans and building relationships between them.

nPlan has grown incredibly quickly, scaling from an ambitious technical concept to partnerships with several of the world's largest EPCs and GCs, which has resulted in the largest dataset of construction schedules in the world. nPlan's system has been deployed on High Speed 2, the largest and most complex construction project the UK has done since the Victorian era.

The primary function of the algorithms is to predict the duration for scheduled activities. In addition, the system can perform machine-led reference class benchmarking, taking into account task and project context in a way that had not previously been possible.

By leveraging data to make informed project planning decisions, we are able to improve cost certainty, create a more

predictable project and reduce slippage. This culminates in a higher quality project execution from tender right through to completion.

**Website :** <http://nplan.io>



## Sponsorship Level - Silver Sponsor

OnTrack Engineering provides fully aligned project management solutions. We understand the industries we serve are constantly evolving, so we too are consistently pushing the envelope with innovation in design, functionality and ease of implementation of our products and services. Whether you choose to implement OntrackPM, or utilize our PMO consulting, project expertise and training services, we can enable your organization to increase its ability to effectively manage and execute capital projects more efficiently.

**Website :** <http://www.ontrackengineering.com/>



## Sponsorship Level - Gold Sponsor

Oracle Primavera, a wholly owned subsidiary of Oracle Corporation, is the leading worldwide provider of enterprise project portfolio management (PPM) solutions for project intensive industries. Primavera's PPM software helps companies propose, prioritize and select project investments and plan, manage and control the most complex projects and project portfolios.

**Website :** <https://www.oracle.com/index.html>



## Sponsorship Level - Silver Sponsor

PGCS is a not for profit organisation that aims to improve project delivery outcomes by advancing Project Controls, Project Management and Portfolio, Program and Project Management in Australasia. PGCS supports the professional development of project controls professionals, project , program and portfolio managers in Australasia by providing forums for knowledge sharing and networking. PGCS contributes to the bodies of knowledge for the Project Controls, Project Management and Portfolio, Program and Project Management fields by promoting academic and practitioner collaboration . This enables innovations to be proposed and trialled with verified developments leading to improvements in project outcomes through the development and enhancement of industry best practices. PGCS is best known for the PGCS Project and Program Management Symposium (incorporating Project Governance and Controls), which is held annually in Canberra, ACT, Australia.

PGCS is a non-aligned organisation that work collaboratively with the project controls, management, other professional and industry associations as well as government and industry on ventures of mutual interest and benefit.

**Website :** <https://www.pgcsymposium.org.au/>



## Sponsorship Level - Gold Sponsor

PCI aims to offers blended learning program covering full spectrum of Project of Project Controls comprising all it base elements (Planning & Scheduling, Cost Engineering and Estimating, Change Management, Risk Management, Delay Claims and Forensic Schedule along with Contract Management) that leads to global accreditation. PCI's USP is its unique content, delivery (blended approach) and Framework which allows candidates to map their learning/education to global certifications (eg., AACEi, APM, ECITB and PMI). The Programme participants are expected to achieve an improved level of competency through self-learning along with Handbook available to all the delegates.

**Website :** <http://www.projectcontrolsinstitute.com/>



## Sponsorship Level - Silver Sponsor

PlanGrid is the leader in construction productivity software. Used on more than one million projects in 84 countries, PlanGrid's value extends over numerous phases of construction, building a massive and accurate history of every jobsite through everyday use that creates a data-rich record set at turnover that is essential to long-term operations.

PlanGrid is the first construction productivity software that allows contractors and owners in commercial, heavy civil, and other industries to collaborate easily from their mobile devices and desktop, managing blueprints, specs, photos, RFIs, field reports, and punch lists.

**Website :** <http://www.plangrid.com>





## Sponsorship Level - Supported By

Founded in 1969, The Project Management Institute (PMI) is the leading membership association for the project management profession.

It is an international not-for-profit professional organisation dedicated to the advancement of project management excellence through professionalism. PMI delivers value for more than 2.9 million professionals working in nearly every country in the world through global advocacy, collaboration, education and research.

PMI advance careers, improve organizational success and further mature the profession of project management through our globally recognized standards, certifications, resources, tools, academic research, publications, professional development courses and networking opportunities.

Given the global reach of PMI, members have the opportunity to join local chapters to network and share knowledge amongst other things.

PMI's Melbourne Chapter serves the state of Victoria and was formed in 1995 and registered with the PMI on 1st January 1996. Chapter members are employed across all industries with a majority in the Information Technology, Telecommunications and Construction.

The Melbourne Chapter events are great forums for Project Management professionals to learn essential elements of succeeding in business and networking with other professionals.

**Website :** <https://www.melbourne.pmi.org.au/>



## Sponsorship Level - Silver Sponsor

PMWeb is a web-based enterprise PPM software solution, used for project controls by some of the world's largest government and private sector organisations. With powerful inbuilt tools for managing cost, schedule, project governance and day-to-day management, PMWeb also integrates with external tools such as Primavera, Microsoft Project and enterprise financial systems.

PMWeb can be installed on your own servers or delivered as Software as a Service (SaaS). Delivery in Australia is via Amazon Web Services (AWS) and an Amazon Private Cloud that restricts all data to Australia. PMWeb is highly scalable – from as few as 5 users to many thousands of users. SaaS can be fully operational within 7 days of purchase.

HKA Tech is the world's largest implementing reseller of PMWeb, with local offices in Sydney, Melbourne, Brisbane and Perth. HKA Tech has been implementing PMWeb in Australia since 2012, with installations ranging from on-premise, through co-located equipment or virtual servers in independent data centres, to SaaS.

**Website :** <http://www.hka-tech.com.au>



## Sponsorship Level - Silver Sponsor

PrimaveraReader is a simple to use viewer for XER and XLS project schedules. It's a standalone application that offers greater control by providing each member with clear activity insights in a cost - effective way.

Key features

- Activities - Interactive overview of the open project activities with visual presentation in Gantt View.
- Different views - Display WBS, EPS, OBS, Resources and Assignments.
- Baselines - Easy visual comparison of different project versions.
- Auto Filtering data in one or more columns based on the cell contents.
- Progress Update - Give status on % complete; actual start/ end date or comments.

There is a high market need for such a cost-effective project viewing solution as many project team members don't need a fully featured professional software license to only view the project files. Instead of sharing the projects in PDF, companies are adopting our solution.

**Website :** <https://www.primaverareader.com>



## Sponsorship Level - Gold Sponsor

Prescience Technology is an award-winning consultancy, providing Project Management, Technology and Training services to support capital-intensive projects. We work collaboratively with clients to provide outstanding value every time.

For more than a decade we have helped deliver Australia's largest capital projects. With vast experience in PMO transformation, we provide a comprehensive portfolio of project controls technology solutions.

Our reputation for implementing and supporting Oracle Primavera, Deltek Acumen, Basis and InEight is unrivalled, with each of these solutions clear market leaders to help complete your projects on time and within budget.

**Website :** <https://www.prescience.com.au/>



## Sponsorship Level - Silver Sponsor

Project On Track was established in Australia in the year 2010. The founding member and Director of this business is a Civil Engineer and comes with over 3 decades multinational experience in wide range of Engineering and Construction industry.

We are aiming to transform that valuable Engineering experience in to Engineering Services and promoting our business interests in the following two areas

·"Project Planning and Control Services"

·"Project Control Systems"

We are providing our world class project planning and control Services since the year 2011 to the wide range of industries and we have built our client base to over a dozen leading companies in Australia

**Website :** <http://www.projectontrack.net>



## Sponsorship Level - Silver Sponsor

**4D Planning & Scheduling** We offer the latest innovations in construction planning and scheduling using 4D BIM (Building Information Modelling). Integrate your Primavera P6, Microsoft Project or Asta Power Project Schedule with Synchro™ visualization.

**Red Arrow 4D provides -**

- Project Management and Construction Centralized Planning • Estimating and Cost Control • Engineering and Support Services • Project Recovery Strategic Plans • Risk Reviews and Quality Control • Project Auditing • Maintenance Strategy Development

**3D Laser Scanning-**

Red Arrow 3D Laser Scanning is provided on site utilizing technology in the fields of 3D Scanning, Modelling and Development. Our highly skilled team of 3D Modelers use the latest innovations in 3D technology to create sophisticated highly accurate models.

**Red Arrow Global Technology provides-**

\* Laser Scanning \* Drone Surveys \* 3D Designing & Modelling \* 3D Models to Holograms for augmented reality \* 3D printing of models \* Point Cloud Conversion \* UAV Services

**Innovative Project Management-**

Red Arrow Group established itself as a key player in the supply of Project Management and Planning. Delivering Projects that are aligned with business strategy requires the right skills and expertise. Building the bridge between business and technology capability mitigating risks and promoting the desired outcomes of projects. A complete end-to-end solution is key to providing a centralized system which controls a variety of project elements. Red Arrow provide support from Project Tender and Execution to Operational Handover and Maintenance Strategy Development

**Recruitment-**

Red Arrow Recruitment are passionate about delivering first rate recruitment solutions; holding customer satisfaction in high regard. We provide staff for both contract and permanent positions; however, we have expertise in mining mobilization and shutdown personnel.

**Website :** <http://www.redarrowgrp.com/>



## Sponsorship Level - Silver Sponsor

RedBay Consulting, co-developer of the SCRAM capability, assists organisations be more effective by improving their capability in the acquisition, development and support of software intensive systems.

Located in the Redland City, Queensland, Australia; RedBay delivers SCRAM services worldwide. RedBay Consulting applies cutting-edge best-practice tempered with knowledge gained over 35 years of working with high profile public and private sector organisations in Australia and internationally.

**Website :** <http://www.redbay.com.au/>



## Sponsorship Level - Silver Sponsor

At Risk Decisions, we work with our customers to power growth and sustainability through risk management.

Our team of technical experts get the world you live in. We design the right risk strategies to transform risk to opportunity and drive your business's goals. It's why our customer community collaborates with us to help release their potential, create new growth pathways and connect their people's engagement with risk at all levels.

We understand your risk challenges. We care about shifting your risk journey.

We can lead your organisation to a new risk strategy.

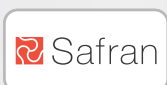
**Website :** <https://www.riskdecisions.com>



## Sponsorship Level - Silver Sponsor

Risk Integration Management Pty Ltd (RIMPL) is a company specializing in Critical Path Method-based Integrated Cost & Schedule Risk Analysis (IRA). The RIMPL Team has been doing project Quantitative Risk Analysis work since 2003 and fully integrated cost & schedule risk analyses since 2008. Projects ranging in value from a few million dollars to more than \$15 billion dollars have been quantitatively analysed by the RIMPL team from many industrial sectors, including the oil & gas, mining, manufacturing, engineering construction and infrastructure sectors. In the last two years, RIMPL has pioneered the assessment of Systemic Risk using Parametric modelling (based on multiple-linear regression, as developed by John K Hollmann from the work of John Hackney, Rand Corporation and others) combined with RIMPL's own IRA methodology. RIMPL is applying this combined methodology to assessing the cost and schedule risk in projects. RIMPL also represents John Hollmann's company Validation Estimating LLC (ValidEst) in Australia and New Zealand.

**Website :** <http://www.riskinteg.com/>



## Sponsorship Level - Gold Sponsor

Safran Software Solutions has offices in London and Stavanger and operates through partnerships globally as a leading provider of Enterprise Project & Risk Management (EPRM) software solutions to project and asset intensive industries. Safran is recognized globally for streamlining the EPRM process while elevating project delivery confidence through its integrated project and change management capabilities, with a special emphasis on embedded and available risk management. Safran prides itself on the speed of user adoption and time to value achieved through its streamlined integrated approach.

**Website :** <https://www.safran.com/>



## Sponsorship Level - Silver Sponsor

Whether it is keeping management informed, or connecting your teams, Scenario will manage your information and processes across your projects. Scenario acts as a common platform connecting your internal Team members with the wide range of external parties working together on your projects. Scenario is proven software, with over 20 years of experience on large to mega Projects. Our software is designed for the Enterprise, a Portfolio, or a single Project. Our software and services are targeted at Project Delivery, Mining, Energy, Infrastructure and Property Development covering Information Management, Project Delivery and your Workforce.

We bring structure and control to your information, commercial and compliance processes. We provide control, visibility and confidence across your projects from concept to handover, and full operations. We recognise our real value is to work with you, grow and adapt as your business and industry changes, and collaborate with you in both a timely and cost effective manner. We look to engage in proactive relationships, not reactive – and work best with Clients to improve your bottom line performance

**Website :** <https://projection-group.com/>



## Sponsorship Level - Silver Sponsor

**Website :** <https://www.sesa.org.au/>



## Sponsorship Level - Silver Sponsor

We are meticulous about delivering a quality of service that sees projects completed on time and budget, ensuring our clients are partnering with the industry's best. This has allowed us to successfully expand our client and project portfolio over the last 25 years. Our vision is to positively impact the lives of our clients, people and partners alike, while maintaining our position as the industry leader and employer of choice.

### Our Services

At the core of our business, Solid Support offers project planning services. We specialise in time management tools that enable our clients to take control of every aspect of their projects, and offer expert back-end advice regarding project prolongation. With our services and products, we create added value for the exceptional delivery of every building project. Our full in-house services offering includes:

- Project Programme Management
- CAD Visualisation – 3D & 4D BIM
- Delay Analysis
- Powerproject Software Sales & Support
- Corporate Training

Website : [www.solidsupport.com.au](http://www.solidsupport.com.au)



## Sponsorship Level - Silver Sponsor

Website : <http://www.synergygroup.net.au/>



## Sponsorship Level - Silver Sponsor

Sensei is a company of passionate experts in Australia that have successfully delivered Microsoft based solutions for over 7 years to many organisations across many industries.

Sensei has one of the most experienced and well-respected teams in the region covering the full suite of Microsoft based PPM and Productivity business technologies.

### SERVICES

- Process and Technology
- Consulting Deployments and Support
- PPM Consulting
- Customer Care

### SOLUTIONS

- Packaged Industry Best Practice
- Jumpstart
- Integration Hub
- Report Packs
- Reporting Hub
- Agile PPM

### TRAINING

- Role-based, Process-focused, Best Practices
- Books
- Courses
- Books
- E-learning

### APPS

- Enhanced Productivity
- Experiences Extended
- Cloud Capabilities
- Sensei Schedule
- Analyzer™
- Sensei Portfolio
- Analyzer™
- Sensei Bulk Update™
- Sensei PPM Essentials™

Website : <http://www.sensei.cloud/>



## Sponsorship Level - Gold Sponsor

Synchrony is a training organisation specialising in integrated Project Control and Assurance. We are passionate about improving the project control and risk management capability of our clients so that their portfolios, programs and projects are more successful and deliver value.

We specialise in delivering tailored project assurance, risk and performance management workshops, including coaching and supporting clients with frameworks for optimising portfolios and improving maturity in project controls.

Synchrony is a trusted adviser to leading organisations in industries such as Transport, Defence, Aerospace, Mining, and Oil & Gas. We combine the best practices in project planning, cost engineering, risk management and contract administration, to

provide support and advice that is in the absolute best interests of our clients. Through constant planning, coaching and communication we are able to deliver uncompromised value to our clients in the form of risk reduction, improved reporting and forecasting, reduced disputes, and improved cost and schedule performance.

**Website :** <http://synchrony.net.au>



## Sponsorship Level - Gold Sponsor

Founded in 1965, TBH is one of the most respected project management consultancies in Australia, with an international presence and a reputation for independent, objective and innovative professional services. With in-house expertise TBH is equipped to handle the diverse tasks of project management at any stage of a project's life cycle. TBH can perform our specialist services either as a complete project management solution, in association with other specialists, or as an integrated part of our clients' team. Free from affiliations with external agencies or companies, TBH provide completely independent advice with the highest ethical and professional standards to clients across Australia, New Zealand, Asia and the Middle East. A specialist and expert consulting firm, TBH excel in planning and scheduling, integrated project controls, claims and dispute resolution, P3M, cost management, and project management.

Since our first major commission in 1977, when TBH undertook time and cost management of the \$200 million NSW SRA state-wide Track Upgrading Project in Australia, TBH has undertaken 1000's of projects both across Australia, and internationally in a range of different industries. We partner with our clients to empower their projects, by using the in-depth knowledge we have acquired to develop, implement and maintain the time, cost, risk and reporting functions across each stage of a project's lifecycle.

**Website :** <http://tbh.com.au/>



## Sponsorship Level - Gold Sponsor

Linear Project Software develops tools for owner and contractor organisations to visualise and improve their linear project scheduling outcomes, through the benefits of Time Location charting.

Turbo-Chart has been designed to work easily and quickly from your existing scheduling systems and is developed from over 20 years industry experience and knowledge in Infrastructure & Engineering Construction and Project Management software development.

**Website :** <http://www.turbo-chart.com/>



## Sponsorship Level - Gold Sponsor

Turner & Townsend is an innovative professional services company working on many of the world's leading projects from our global network, consisting of 104 offices, 4,600 staff globally, for more than 20 years.

Maximising value with our program, project and cost management services is our priority, delivering and improving the performance of our client's assets.

**Website :** <http://www.turnerandtowntsend.com/>



## Sponsorship Level - Gold Sponsor

UniPhi is an award-winning software company that builds mobile and web-based applications for working in a project environment. Our suite of solutions covers the end to end life cycle of projects and engages with all people working within that environment. UniPhi provides adaptive solutions to complex problems. It bridges the gap between on-the-job effort and project value, and allows organisations to stop improvising solutions and start maximising opportunities in an unpredictable, emergent marketplace

The key difference, and the thing that makes UniPhi software unique, is that it supports all aspects of project work, from document, issue and risk management through to finance, cost and contract management. UniPhi enables effective collaboration by all members of a project, from managers right through to the completion of work by team members.

UniPhi software includes:

- A core web application covering all modules integrated into one simple user interface
- Mobile apps for Android and iOS enable remote access to documents and issues
- Plugins to the Microsoft Office suite including MS Outlook
- Integration with a variety of applications including Accounting, CRM and PM Systems

**Website :** <http://uniphi.com.au/>



## Sponsorship Level - Bronze Sponsor

Vidotto Group is a family owned, Brisbane based organisation providing Project Controls support to the Resource and Infrastructure industries, both within Australia and overseas.

Early in 2010 Vidotto Group found that there were a number of projects facing significant issues due to an underdeveloped or under skilled project controls department. As a result, Vidotto Group expanded their scope of services so that they could provide expert Project Controls support, Project Management services, training and mentoring to the wider mining community.

Since that time Vidotto Group has an earned reputation for providing expert project services across all facets of Project Studies and Execution, along with possessing strong training and mentoring capabilities. The extensive experience of Vidotto Group's managing director and their other team members has given Vidotto Group a fundamental understanding of what is needed to successfully manage and deliver a project.

VIDOTTO GROUP HAS ESTABLISHED STRONG ASSOCIATIONS WITH OTHER EXPERT SERVICE DELIVERY GROUPS AND INDUSTRY PROFESSIONALS SO THAT THEY CAN PROVIDE COMPREHENSIVE SUPPORT TO OWNER AND CONTRACTOR ORGANISATIONS.

Vidotto Group also strongly believes that by implementing best practice processes as well as ensuring systems and processes are set up correctly, implemented and understood across the entire project team, from the beginning of a project, that they will overcome any obstacle to deliver a successful project.

**Website :** <http://www.vidottogroup.com.au/>



## Sponsorship Level - Silver Sponsor

Western Carolina University is a campus of University of North Carolina (UNC). UNC is the first public university system in the US and it has 17 campuses of which Western Carolina University is one of them. Also, Master of Project Management (MPM) in the College of Business is the first program of its kind in the US and the first one to be accredited by PMI Global Accreditation Center.

**Website :** <https://www.wcu.edu/>



## Sponsorship Level - Silver Sponsor

WT are award-winning international cost management consultants, quantity surveyors, sustainability consultants, asset and building consultants, PPP advisors and facilities managers.

With almost 70 years of experience, our expertise covers the building, construction and infrastructure sectors, as well as the management of facilities and the provision of consultancy services. We work in partnership with our clients and their advisors at all phases of a project or development, giving professional, timely and reliable advice on all aspects of cost, value and risk.

We provide consultancy services on a wide range of projects worldwide, drawing on the resources of over 1,260 staff operating from offices throughout Australia, New Zealand, North America, Asia, the United Kingdom, Europe, India and the Middle East.

WT's Infrastructure Group combine cost engineers and quantity surveyors to provide cost engineering services, which help both public and private sector clients achieve optimum project outcomes. Our focus and expertise mitigates significant cost overruns and costly variations while optimising the capital works budget rather than solely minimising cost. This is all achieved in a risk management framework while remaining flexible to our clients' needs.

**Website :** <http://www.wtpartnership.com/>

## Detailed Agenda

### Opening Remarks and Keynote at @ Olympic Room A



**Sanjiv Parekh - Director for Zerofloat, Brisbane, Australia**

Sanjiv is an accomplished project controls professional with over 27 years of experience as a consultant, advisor and manager in the team of owner, EPC/EPCM, consulting and contractor organisations for their projects, function and department at the regional, national and global level in a variety of public and private industry sectors such as Mining and Metals, Oil and Gas, LNG, Chemical and Petrochemical, Coal, Power and Defence.

Sanjiv's passion for project controls and proactive, pragmatic and adaptive leadership style combined with influencing without authority approach helped projects, programs, portfolios and function to deliver the desired outcome. Founded In 2013, Zerofloat is a boutique project controls consultancy turning zero float in to a positive outcome by providing value added services enabling our clients to maximise the benefits of successful project delivery.

### Didgeridoo Performance @ Olympic Room A.

#### **Keynote : Challenges and Opportunities in Establishing a strong Project Controls culture in a large Government Agency**

This presentation will focus on the journey through Reform and the subsequent development of a strong Project Controls culture in a large Government agency, as an outcome of the First Principles Review.

The presentation will look at the journey so far, the journey still to travel and explore the challenges and opportunities along the way.

The presentation will also look at the presenter's Leadership learnings along this journey, focussing on the development of a strong and high-performing team.



**Stacey Wehmeier - Executive Director for Synergy Group, Canberra, Australia**

Stacey has 18 years of experience in the Government sector, following on from a 9 year career in the banking, electricity and insurance industries. During her tenure in the Government sector, she has lead teams in quality assurance, software estimation, cost estimation and analysis, and policy development. Stacey has a wide range of qualifications spanning physics, IT hardware, psychology, business relationship management and public sector management.

Stacey is leading a team implementing major reform in Project Controls, Cost Estimation and Forecasting, Schedule Management, Risk Management, Future Systems Safety, Workforce

Estimation and the Schedule Compliance Risk Assessment Methodology (SCRAM)). She has lead major initiatives such as the implementation of the Cost Estimation, Analysis and Modelling Tool (CEAMOT) and the development of the Software Estimation Program in Defence. Additionally,

Stacey leads broader activities such as Mindfulness and United Leadership Programs, focussed on the development of high performing teams and development of individuals. She currently mentors 3 more junior staff members and is actively pursuing improvement in her own leadership skills and style.

Stacey embodies a leadership philosophy of leadership at all levels, and believes in being a positive advocate for her team, enabling their success in delivery and also encouraging their personal development.

Together with her husband, she successfully breeds and exhibits purebred Bullmastiffs, and has achieved 8 Grand Champions in 14 years of breeding – the only kennel in Australia to have achieved that level of success. In her spare time, she is passionate about photography and is developing her own photography business. Stacey also has a passion for gardening and is working towards a sustainable future through permaculture and habitat restoration.

## Master Class Zone @ Olympic Room A

### M1 : The Leadership Value Chain: Enabling Project Success

Project management is critical for every organisation's success and our collective international voices are having a tangible impact on project success. More than ever before in our history, C-suite and Government leaders are recognising the contribution of projects to the global economy and the pivotal role that project managers play in delivering sustainable organisational and country outcomes.

This presentation will consider the importance of the relationship between Project Managers (the decision makers) and Project Controls Professionals (the analysts to help inform Pms). And whilst this relationship is necessary, it is not sufficient. Leadership for project success starts with the tone from the top. The Board, Executive and all components of the leadership value chain must be aligned to enable project success that is sustainable, repeatable and value adding.



#### Yvonne Butler - Managing Director for The Information Source, Sydney, Australia

Yvonne Butler is a thought leader in strategy, governance, program management and risk management. She is highly regarded for her unique combination of deep industry knowledge, consulting expertise and global management experience across most industry sectors including not for profit and Government.

Ms Butler is Managing Director of The Information Source, a Board advisory firm she founded in 1995. Yvonne recently stepped down as the CEO of the Australian Institute of Project Management, which is the peak body for project management in Australia. Prior to this, Yvonne held senior positions in leading professional services firms such as Allens Arthur Robinsons, Mallesons Stephen Jaques, Ernst & Young, the Kaplan & Norton Palladium Group, and major infrastructure organisations such as APP Corporation and Transfield Services.

Yvonne currently sits on a number of Boards including being an External Board Member to the Capability Acquisition and Sustainment Group, and is writing on book on strategy execution, governance and risk management.

### M2 : Project Controls - Speaking Truth to Power

"Parrhesia" first appears in Greek literature in 407 BC, and is used to describe the practice of speaking the truth. Etymologically, it means to say everything.

In project controls, there is a push and pull between a) the daily routine of data management and reporting, and b) critical analysis of the data. Frankness, truth-telling, and criticism of the status quo can be said to be part of our duty as project controls professionals, adding value to our services beyond just wrangling data into a usable format. However, project and organizational politics often problematize truth in reporting.

This presentation will delve more deeply into key concepts of parrhesia, exploring concepts of truth, power, privilege, and consequences, coupled with observations on ethics.



#### Professor Alexia Nalewaik - President for AACEi, Charlottesville, Virginia Area

Dr. Alexia Nalewaik is President-Elect of AACE International, Immediate Past Chair and Research Chair of the International Cost Engineering Council (ICEC), and a former Governing Board Member of RICS Americas. She lives in Los Angeles, where she has her own consulting firm, focusing on project cost management, governance, audit, and organizational process QA/QC. Alexia has recently published her first book, "Project Performance Review: Capturing the Value of Audit, Oversight, and Compliance for Project Success".

### M3 : Artificial intelligence in the construction industry – what you need to know and how to apply it to your projects

Why is AI changing our world?

Introduction to Artificial intelligence (AI)

AI uses in construction

How to learn AI and apply to your projects



#### Pieter Rautenbach - Leading Building Information Management (BIM) for BHP, Brisbane, Australia

Pieter understands that technology is transforming the way we design, build and operate assets.

Pieter has presented at numerous conferences and lectures at Universities on the topics of Artificial intelligence, Building Information Modelling, 4D planning and risk quantification and management.

He is a chartered Quantity Surveyor and has worked for numerous organizations including BHP, Origin Energy, Turner

and Townsend and Faithful Gould in different locations around the world.

Pieter is the vice chair of ACES QLD and successfully applies innovative technology and processes to real world projects.



#### M4 : A Perspective on Major Projects

The collapse of global commodity prices in 2011/12 led to a sharp reduction in capital expenditure on new project development, principally across Mining and Oil & Gas. However not all of the news was bad. Despite uncertainty in Europe and the US, there is still a great deal of investment activity around the world, primarily in new infrastructure – with much of that in the Asia Pacific region.

We have been building things for centuries. Why then is it that so many projects do not deliver positive results – for the client, or the contractor – or both? This presentation covers a number of topics:

- \* Some of the trends we see for major projects around the world;
- \* Why so many projects of all kinds do not deliver what was expected;
- \* What those companies who are successful do - and what lessons others could learn from that.



#### Les Guthrie - Principal & Managing Director for Bedford Road Associates Pvt Ltd. Melbourne, Australia

As Principal and Managing Director at Bedford Road Pty Ltd, Les Guthrie has over 40 years' experience in the project delivery space, including project management and senior corporate roles, across the UK, Australia, North America and Asia. It is a background steeped in the development and delivery of major capital programs spanning mining, infrastructure and oil & gas, as both client and contractor.

Les was a founding participant of the John Grill Centre for Project Leadership at The University of Sydney, where he presented a 1 week residential module on Design Thinking and Strategic Mindset as part of the Executive Leadership in Major Projects program. In 2016 he was invited to be the sole international guest speaker at a conference of Korea's major engineering & construction companies, jointly hosted by Seoul National University and the Korean Ministry of Trade & Industry.

Previously he held roles as Group Head of Capital Projects and President LNG for BG Group, Vice President Projects at BHP Billiton, plus several senior roles at Aker Kvaerner, including Group Senior Vice President, Oil Gas & Process, President Aker Kvaerner Inc. and Managing Director Aker Kvaerner Australia.

#### M5 : Integrating knowledge management and project management for better results

Use of IT applications promotes the use of information and knowledge sharing in projects. Higher levels of integrating knowledge management (KM) with project management (PM) help deliver project outcomes successfully. This integration is more relevant for projects with more unknowns and higher uncertainty. The focus of the presentation is to integrate KM and PM for better results and a sustained success in managing projects that can lead to project management sophistication and maturity.



#### Dr. Vittal Anantatmula - Professor for College of Business, Western Carolina University, Australia

Dr. Vittal Anantatmula is a professor in the College of Business, Western Carolina University and a recipient of the University Scholar and Graduate Teaching Awards. He is also Global guest professor at Keio University, Japan and a director of the Project Management Institute Global Accreditation Center Board. He has extensive experience in academics and industry. Currently, he is in Melbourne as a recipient of Endeavor Executive Fellowship from the Department of Education and Training, Australia and working with the School of Property, Construction, and Project

Management. Dr. Anantatmula has authored 40 scholarly journal articles, 8 books, 9 book chapters and numerous conference presentations. He received MS and PhD degrees from The George Washington University and Electrical Engineering from Andhra University, India.

#### M6 : Getting the "Value" from Earned Value: Insights from an industry practitioner

Earned Value Management (EVM) has long been recognised internationally as an effective tool for understanding and optimising the delivery of large, complex construction projects. The use of (or "reporting" of) Earned Value (EV) in the Australian construction industry is increasing. However, the skill-set and commitment required to make EV an effective delivery management tool is often lacking.

When done well, EVM provides both lag and lead indicators. It can offer an objective assessment of where the project is today in terms of time, cost and scope; where the project has been to get there; and where it is heading. This information can direct management effort in order to influence outcomes. In order to make EVM an effective tool on construction projects, there are a few key concepts that underpin success. It is important to have clear answers to the following questions:

- Why do we use EV Management? What can we get out of it?
- What are the cornerstones of an EVM system that will produce robust performance metrics?
- How can we use the data in practice to help optimise the project?

The answers to these questions will be discussed during this session.



### Dr. Nicholas Fahey - Head of Project Controls for John Holland Pty Ltd, Australia

Dr Nicholas Fahey is the Head of Project Controls at John Holland Pty Ltd. He is exposed to a multi-billion-dollar portfolio of projects spanning different industry sectors and different locations.

Nick developed his capabilities whilst working on some very large and complex projects across the globe. Importantly, some of these were high performing projects, while others have failed to meet their time and cost objectives. This mix of experience has given him good insight to the features that separate successful and unsuccessful major projects.

Nick began his career working on projects in the Australian mining industry in the late 1990s, most notably, the Olympic Dam Expansion project. After completing his PhD in 2002, he travelled to London where he spent the remainder of the decade, working on major projects such as Heathrow Terminal 5 and the London 2012 Olympics. Nick returned to Australia in 2010 and worked on the delivery of several major projects for Australian tier-one contractors before taking up a series of state and national roles in Project Controls and Risk Management.

## M7 : Analysis of International versus Russian Estimating Standards

The internationalization of estimating practices has been consistent in most International Markets generally in accordance to AACE Recommended Practices, except for Russia and the Customs Union, which mandates Normative Estimating. The Russian System of Estimating is based on a process which requires formalized books, so while Russian firms have adopted current technology, the estimating practices are not consistent with International projects. The Normative guides are basically a set program of books with prices from 2001 to 2004 and then factored accordingly. In some cases they do not have back up for these programs since 1987.

Due to the market changes, Russian firms working in international markets conflict with the standards of international estimate development such as Construction Standards Institute (CSI) and ICMS, thus there is having a negative impact on their ability to work on the projects due to the significant difficulties experienced by overhead, labor studies, regional payments, and structure.

The Author has worked for over 20 years on the development and implementation of project estimates and programs in Russia, and the Former Soviet Union countries. Projects in Oil and Gas, Nuclear, Infrastructure for programmatic Total Installed Cost more than \$15 Billion successfully executed and \$ 4 Billion in current construction.

International and Russian Estimate Classes are now working to become aligned, based upon recent efforts of programs in AACE. The Russians had traditionally applied a Three (3) Class system. The Class 4 and 5 are considered one estimate and the Class 2 and 1 were considered the final definitive. Due to the fact of the alliance to the Normative and Standards, there is not a requirement for the Russians to reconcile the Estimate to the Class 3 Budgetary estimate. A philosophical change to the programs for the Internationals, where management or donating governments requiring the reconciliation.



### Sean T. Regan - Lead Manager within Project Controls RAOS OY

Ph.D., FAACE, CCP, CEP, EVP, MRICS Guild Fellow of Project Controls

30 years of experience in planning, scheduling, estimating, cost engineering, contracts and Total Quality Management (TQM). Project controls field & home office systems and worked as Project Controls Supervisor, Project Controls Manager, Superintendent, Contract Administrator and Project Manager. He has a proven record of excellence in achieving goals for project team and client in execution of Project Management and Controls in the Middle East, North Africa, Eastern Europe, and the Former Soviet Union. He is also experienced in implementing Project Management and Construction Control systems for facilities, telecommunications, power, infrastructure, and petrochemical projects. Experience with DTRA/DCMA/FAR, IMF, World Bank, EBRD, and Asian Bank policies and tendering.

## Technology Zone @ Jim Stynes Room A

### T1 : High-fidelity Project Control

From conforming the cost model to managing budget changes, from driving accurate forecasts to low-friction progress capture – a flexible and extensible project controls platform must sit at the nexus of all project activity. Brittle processes and low-resolution data can take a project off track quickly and lead to unpredictability. However, when project controls functions are architected correctly, in “high definition,” the project controls function becomes the best weapon in the fight against project surprises – keeping all participants and stakeholders informed and helping them to improve efficiency.

In this session, attendees will learn how “high-fidelity” project controls processes and technology:

- Allow them to see every aspect of a project like never before by increasing operational efficiencies while gaining unprecedented visibility into the health of projects and portfolios
- Provide them with complete insight into a project’s performance, enabling them to take the take fully-informed corrective actions to keep projects on time and on budget.



### Michael Maslen - Solution Director Asia-Pacific for InEight, Sydney, Australia

Michael Maslen is the solution director for InEight Asia-Pacific, a leading developer of software solutions that drives project confidence for organisations focused on engineering, infrastructure and capital projects.

In this role, Maslen is responsible for leading engagements with organisations to help them find innovative ways technology can be used to achieve predictable outcomes, improve project performance and minimize risks. Maslen joined InEight in 2015, as the solution director of Australia and New Zealand.

With more than 20 years of technology and capital-projects industry experience, Michael has held senior industry thought leadership, project management and advisory roles at companies including SAP and Oracle. Maslen gained extensive knowledge and experience in these roles working with leading project- and asset-centric organisations in the areas of project controls, value engineering, supply chain management and finance.

Maslen earned a bachelor's degree in Business from the University of Technology Sydney and is APICS Certified in Production and Inventory Management (CPIM).

## T2: Improving Scheduling outcomes for Linear Infrastructure Projects

Infrastructure projects are becoming increasingly complex and face greater constraints in achieving their objectives. Under such pressures, the requirements for robust scheduling and time-related risk management are gaining increased focus. This presentation will provide an overview of the practical application of Time Location charting combined with Schedule Risk Analysis on such projects can improve scheduling outcomes.



### Santosh Bhat - Co-founder and CEO for Linear Projects Software, Sydney, Australia

With over 18 years' experience in Planning and Scheduling, Santosh is an independent consultant to projects or organisations looking to improve their capabilities and deliver results through improved Project Planning, Scheduling and Risk Analyses. Co-founder and CEO of Linear Project Software and Director of Australasian Project Planning.

## T3: Learning from your past schedules; the use of AI to assess risk, validate schedules and optimise outcomes

Session T2 : In 2017 Dev Amratia established nPlan to introduce AI to the world of construction schedules. He uses artificial intelligence to understand how projects are executed and uses that knowledge to provide schedule certainty. In his talk Dev will provide an overview of how he took nPlan from concept to securing agreements with 6 of the 10 largest construction companies in the UK and with High Speed 2. He will provide insights into the challenges behind creating credible schedules, the approach nPlan have taken to address the challenges and results from the use of nPlan's system.



### Dev Amratia - CEO for nPlan, London, UK

Dev is a chartered engineer with a range of experience in delivering international projects with Shell. He has seen megaprojects come to life, taking concepts through to engineering, funding, construction and handover. His experience in delivering projects spans 3 continents, working on the largest projects the energy industry has done. Following this, Dev was offered the opportunity to serve the UK government as a senior adviser. During this time, he created the political momentum to launch and deliver the national review on AI. This was the most influential review

of the UK's strategic policies to rapidly accelerate the growth and prosperity from the pervasive use of AI. Since the review, more than £1B has been allocated by the UK Government to accelerate AI.

To combine his real world experience in delivering projects and the opportunity created by AI, he was selected to join Entrepreneur First - Europe's top and most prestigious accelerator which specialises in deep technology startups, where he launched nPlan.

Dev has a strong passion to change the way projects are delivered through empowered decisions, enabled by data. This passion has manifested into building nPlan, with the vision to remove opacity in construction by enabling project teams to plan and execute their projects with certainty of the outcome.

## T4: Enhancing Predictability with EcoSys to Achieve World-Class Projects Performance

An organization's inability to accurately predict cost and schedule outcomes massively impacts the bottom line and management confidence, to say nothing of investor confidence. Effective course correction results in reduced cost and schedule variance, i.e. improved predictability breeds better project controls and better financial outcomes. With its EcoSys Enterprise Projects Performance platform, Hexagon PPM is the first and only technology provider to deliver a life cycle predictability platform, including the revered CII Predictability Index and variations thereof. The session will focus on key phases in the projects life cycle and show you how to build the foundations for achieving Enterprise Projects Performance with the new Predictability Indices in the EcoSys software.



### Mark White - Senior Vice President - Projects Performance for Hexagon PPM, Houston, Texas

Mark White has a career spanning nearly 30 years with a background in quantity surveying and project controls. With Hexagon PPM, Mark leads the vision and strategy for the EcoSys Projects Performance software platform. He enjoys helping organizations to mature their projects performance capabilities in order to achieve highly efficient predictability and control, and ultimately improve returns and margins from project investments. Mark and his team actively develop these capabilities, based on industry best practices, and help implement them within some of the

world's most prestigious companies.

Prior to Hexagon, Mark spent most of his career with Faithful+Gould, a leading project management and controls consultancy. There, Mark served as CIO having founded F+G's IT Consulting business unit and their cost management software solution.

#### T5: Executive Eye: Project Controls in the age of IoT

The innovations made in the fields of IoT, VR / AR and 3D technologies have disrupted the traditional project control models. These new 'extended-arms' of innovation offer project control teams access to a new list of valuable options to detect, diagnose and react quickly on risks and issues. Merging these "site-intelligence" feeds with traditional project and cost control applications for project reporting still pose many difficult technological challenges.

Sharing his experience in aggregating content from various project feeds and applications, Verghese will present how multiple content types can be surfaced through a single canvas without launching an array of separate applications. The aggregation of such multi-flavored content from a single geo-spatial platform presents unprecedented opportunities to manage and control projects in this new era of disruptive technologies.



### Verghese Kochummen - Principal Solutions Architect for InSynchro, Melbourne, Australia

Verghese Kochummen is a project management consultant with over 15 years of experience setting up enterprise solutions for construction and infrastructure project control teams. Verghese is the principal architect of Executive-Eye, a stakeholder management platform designed for busy project Executives needing to be updated on their project progress within 'Executive-Time'.

In his work with industry leading infrastructure and construction companies, Verghese has had the opportunity to closely interact with Executive teams whose needs often go above and beyond conventional project control practices. Today, he works closely with owners of mega infrastructure projects to ensure they get accurate view of their project progress and empower them with the tools to conduct Executive level briefings to other stakeholders.

#### T6: Schedule Quality & Project Success: How Technology Can Bridge the Gap

A good plan makes a great project. But what exactly constitutes a 'good' plan, and how do you benchmark and standardise your project plans against industry standards, all while predicting and mitigating against potential risks that threaten your project's success? This presentation will examine the importance of schedule quality and use case studies to showcase how technology can more effectively support the planning process. Learn how to create the soundest schedules possible and execute them with consistent success and minimal risk.



### Wayne Wilson - COO for Prescience Technology

With over 30 years of experience, Wayne Wilson has been involved in enterprise project management systems since their inception. He has been instrumental in the design and development of market-leading technology solutions at an enterprise level for some of Australia's largest scale projects. As Prescience Technology's Chief Operating Officer, Wayne is accountable for the company's entire suite of delivery activities, including support and services for thousands of IT and project professionals worldwide. He has undertaken multiple implementations and upgrades of

large-scale, complex, capital programs at an enterprise level, predominantly in the infrastructure, engineering and construction, transport and resources sectors.

#### T7: Distributed data capture as a method for controlling complex projects, large programs and portfolio management.

Complexity emerges on projects and programs and therefore is not easily identified. Issues generated by complexity in projects cannot be addressed using traditional control methods. New capabilities in in-field data capture, business intelligence, AI and big data processing may provide a new method for managing complexity in projects. This presentation will present a theory on how distributed data capture in the field and across project managers can provide the necessary information to allow program managers and portfolio managers to spot the emergence of complex adaptive systems and new possibilities to deliver the original outcomes on their programmes. Challenges are many. There needs to be simple to use in field systems that solve a problem the end user is having. PMOs and program manager systems must give back to the coal face, project team. IT security needs to enable use across organisations. If achieved, Integration platforms can provide the collation of multiple dimensions of information (9D BIM anyone?). This big data with the use of visualisation tools can assist in formulating AI as they can look for patterns to emerge in data. Ultimately AI will drive early warnings, course correction and massive productivity improvements.



### Mark Heath - Founder and Managing Director for UniPhi, Australia

Mark is managing director and founder of two organisations focused on project delivery; mbh training founded in 1999 and UniPhi (Aus) Pty Ltd founded in 2013. Both are focused on improving organisations capability in delivering investments. UniPhi achieves this through intuitive software applications to support all participants in the project environment. UniPhi's vision is software users want to use. mbh achieves its goals by delivering practical hands on project management training based on the latest academic thinking as applied to a variety of industries. Mark has a keen interest in building products that facilitate the adoption of theory being developed to assist in managing complex projects. He has researched the topic of managing complex projects for the past 20 years and uses theories in this field both in the development of software and training products as well as in the implementation of large UniPhi rollouts.

## Case Studies Zone @ Jim Stynes Room B

### C1: Integrated Project Controls

Drawing on contemporary case studies of his experience in Integrated Project Controls across a variety of industries and countries, TBH Principal and IPC expert Steven Bird, will discuss the enhancements the discipline can provide to a project, and he will also demonstrate common project risks that can be easily avoided.



### Steven Bird - Principal - Project Controls for TBH, Sydney, Australia

Following his extensive practical experience in the application of Project Controls and in observing its direct benefit upon a project, TBH Principal Steven Bird is passionate about the advancement of Project Controls within the industry. Steven was recently Chair of the organising committee behind the inaugural Project Controls Conference 2017 in Sydney, where 300+ delegates and speakers were invited to a 3-day activation of workshops, case study explorations and network opportunities with esteemed industry peers.

Steven's major work includes his position as Project Controls Lead on the Mega T5 Heathrow Airport project (UK), Head of Planning and Controls at Laing O'Rourke Australia and more recently his appointment as Principal of Integrated Project Controls at TBH - where he is currently Project Controls Lead on the WestConnex Stage 3 project (NSW).

### C2: Are Your Megaproject Schedules and Costs Under or Out of Control?

Maximising megaproject productivity – Is your megaproject productivity affected by cost overrun and project delays? From a recent EY global studies, these two major issues undermined the productivity of over 60% of multi-billion dollar mega resource projects. Across the 473 global resources projects being studied (across 108 Mining & Metals and 365 Oil & Gas), the root causes of diminished productivity were likely due to the combination of poor project management, conflicting stakeholder interests, resource constraints, regulatory and policy challenges, and unfavourable environmental factors.

EY have observed a consistent trend of under investment and a lack of focus in three often overlooked but critical areas. For every problem there are solutions, of which EY has summarised three key themes for success which going to be presented during the Case Study Presentation.



### Loretta Hudson - Victorian Portfolio & Program Management Partner for EY, Melbourne, Australia

Loretta Hudson leads Victoria's Portfolio and Program Management (PPM) Team and has a highly accomplished 20 year career in delivery and assurance of large complex programs. Initially joining EY's London Practice in 2008, Loretta has transformed and delivered complex and strategic programs, for some of the largest private and public sectors organisations across the globe including the London 2012 Games. In joining EY's Oceania Practice in 2010, Loretta was critical in establishing, what is today's PPM Team of over 150 professionals within Australia and New

Zealand alone.

Prior to embarking on her consulting career with EY, Loretta delivered drilling, capital and operational programs for ExxonMobil across Bass Strait and the North West Shelf. Loretta later progressed into executive leadership roles for KBR and held major program delivery accountabilities including Risk & Controls Manager for the Shell \$10b GTL program. In the capacity of Business Development Manager for both Azerbaijan and KBR's subsidiary organisation (Granhere, UK), Loretta successfully negotiated major contracts which delivered KBR favourable financial performance.

Loretta holds a Bachelor of Engineering (Chemical) and Bachelor of Business from RMIT, Melbourne. Loretta's international qualifications includes a MBA in Program Management from the University of Reading (UK).

Loretta is also a respected advocate and role model for improving diversity and female representation within STEM professions, for both EY and client organisations.

### C3: Project Controls Manager – what are we selling and what are you buying

Recent trends in the Australian market (specifically in Sydney and Melbourne) has shown a growing recognition of the role of 'project controls manager' on medium to large infrastructure projects. This is very welcome to our project controls community but.....we have a problem.....

There is no consistency or independent certification to determine what exactly is a 'project controls manager' and what core competences can be expected of someone claiming to be such. Indeed, a quick survey of LinkedIn will show the vast range in skills and experience levels of project professionals claiming to be a 'project controls manager'.

We can and must do better so that individuals are clear on what the core competences and experience levels required are to become an effective 'project controls manager' and so that market users of our services can be assured that they will be receiving a quality service.

In this talk, I examine the recent trends, the core competences required and the opportunities for the project controls industry to take ownership of the certification process with the ultimate aim of having 'Project Controls Manager' independently assessed and recognised as a key discipline in the wider field of Project and Program Management.



#### Gregg Kennedy - Regional Director for LogiKal Projects, Sydney, Australia

Gregg currently leads the Logikal consulting business on the East Coast of Australia having previously been the Sydney Office Director and National PMO Lead for Aquenta (Jacobs). As a key thought leader in project and program management, Gregg has many years of experience working in the capital planning, delivery, reporting and governance areas of major utility providers and government agencies both here in Australia and in the UK. From a

technical perspective, Gregg is a highly experienced finance and economics professional with skills spanning program and portfolio management, business and strategy planning, financial modeling, regulatory economics, capital investment appraisal, business case writing, cost-benefit analysis and benefits management. Gregg's proactive attitude combined with a thorough understanding of economic, commercial and regulatory factors has given him a unique skillset in establishing and managing programs and portfolios for major utilities and government agencies across sectors such as Energy, Health, Water, Transport and Telecoms. With an enduring passion for promoting the practice of benefits management, Gregg is a firm believer that all investment decisions should be 'outcomes focused' so that every dollar makes a significant and sustained contribution to securing benefits valued by our stakeholders.

### C4: Data is the new oil

Data is the new oil behind ensuring effective and accurate project controls within your organization or project. The way in which data is connected, the people who use it and the application of data has a huge impact on the results. Ashley Nugawela – Sales Consulting and Channels Manager will talk through case studies around project controls and articulate how the Oracle Construction and Engineering Global Business Unit is contributing to making projects run faster, safer and more reliably throughout the industry.



#### Ashley Nugawela - Sales Consulting & Channels Manager - ANZ & ASEAN for Oracle Construction & Engineering, Melbourne, Australia

Ashley Nugawela at Oracle Construction and Engineering Global Business Unit (CEGBU) manages the Sales Consulting and Channels teams in the ANZ & ASEAN regions. He is responsible for supporting all the CEGBU solutions proposed to its customers and ensures its acceptance with its customers. Ashley has held roles across sales, consulting and customer side and is an industry and product specialist in Project and Portfolio Management including Project Controls and Collaboration.

### C5: Understanding the Techniques to Update a Schedule

In the Western World the building and construction industries are dominated firstly by Microsoft Project, then by Oracle Primavera P6. Asta Powerproject is well represented in Europe and gaining acceptance outside Europe. A properly updated schedule is critical to the effective management of a project.

There are three techniques that are used to update a project schedule which the author has named:

- \*Un-impacted
- \*Impacted with Actuals
- \*Impacted Live.



### Paul Eastwood Harris - Owner for Eastwood Harris, Melbourne, Australia

Paul Eastwood Harris holds an Honours Degree in Civil Engineering obtained in the UK and is a Certified Cost Engineer through AACE International, a certified PRINCE2™ practitioner. He has worked in the project controls industry for a number of years and has assisted many companies in a range of industries to set up and run project controls systems.

Primaskills Pty Ltd, his Melbourne, Australia based company offer project controls consulting and training services to the project management industry with a strong focus on Microsoft Project, Primavera P6 and Asta Powerproject. He has written and published over 50 books/training manuals on SureTrak, Primavera P3, Oracle Primavera P6, Microsoft Project and Asta Powerproject which are published by his publishing company, Eastwood Harris Pty Ltd. They are available through most online books sellers, are supported by instructor PowerPoint slide shows and used by over a hundred companies around the world.

## C6: SCRAM: Controlling Runaway Project Schedules

Schedule slippage is a symptom of any number of problems or causes occurring on a project. Identifying root causes of schedule slippage is not always easy but is necessary if schedule slippage is to be remedied and managed. Sponsored by the Australian Department of Defence, the Schedule Compliance Risk Assessment Methodology (SCRAM™) provides a proven methodology for identifying the issues and risks which are or are likely to cause project schedule slippage.

SCRAM is an independent assessment used to identify issues and risks to meeting schedule and embodies best practices from engineering; schedule development and project management. SCRAM can be applied at any point in the system acquisition or development life-cycle including pre-contract award, prior to Integrated Baseline Review (IBR), during design, build, system integration and test as well as during production or in sustainment.

SCRAM has been used on over 30 different programs of varying size, technology domains and complexity providing executive decision makers with:

- risks to schedule slippage
  - o project specific factors that drive schedule
- quantify the impact on schedule
  - o answers the question.... when will the project be delivered?
- recommendations
  - o practical actions that can be taken to mitigate or avoid slippage

This presentation will provide an overview of SCRAM, the Root Cause Analysis of Schedule Slippage (RCASS) and current extensions to the method to include manufacturing.



### Angela Tuffley - Director for RedBay Consulting, Australia

Angela Tuffley is the Director of RedBay Consulting and a SCRAM Principal. She has over 35 years of industry experience, both in Australia and overseas, providing expert professional services in training, assessment and advice for the acquisition, engineering and support of software intensive systems. She is a co-developer of the Schedule Compliance Risk Assessment Methodology (SCRAM) and provides consultation on SCRAM to industry, the adoption of the Capability Maturity Model Integration (CMMI) and ISO/IEC 15504 Information Technology Process

Assessment (SPICE).

## C7 : Integration 2.0 – The road to an improved project cost management environment

The road to improvement is always a long and rocky one, but in order to stay competitive, neglecting to take action is simply not an option. Despite that, industry leading companies keep waiting for the right moment to embrace new technologies, while developments move at the speed of sound. This presentation will go into the fundamentals of process improvement and will sketch the necessary steps towards improving your Project Controls approach. It will not only go into the integration of the various phases in the project lifecycle, but also explains the triangle of Process, Tooling and Knowledge. By sharing a case of how these three key elements have been adjusted to each other to fit the Project Controls purposes for one of the Netherlands' most notorious companies, Gideon hopes to inspire you to initiate the same. Another case will be shared about how an integrated development approach has led to a new landmark for Project Control software, which will enable companies to substantially increase their project learning curve.



### Gideon Klipstein - Vice President for Business of Cost Engineering Consultancy

Gideon Klipstein is the Vice President Business of Cost Engineering Consultancy, the company behind Cleopatra Enterprise, one of the world's leading Project Cost Management software tools. Next to developing software, the company is one of the leading consultancies in the field of Project Controls, as well as an established knowledge provider through the Cost Engineering Academy. Gideon holds Bachelor, Post-bachelor and Post-master's degrees in various Business Administration topics and has been in business with numerous large industrial companies for about

8 years. During that time, he has built up an international network in various industries such as oil & gas, infrastructure, power, offshore, chemicals, pharmaceutical and shipbuilding. He consults industry leading companies how to improve their project control activities with the combination of software tooling, consultancy services and the Academy. Furthermore, he is a regular speaker at industry events, spreading the word how the integrated project controls approach can improve project performance throughout the business. Next to serving clients in Europe, he's leading the company's strategic business development initiatives in the APAC region.

## Megaprojects Zone @ Yarra Park Room

### P1: Cost overruns on transport infrastructure

Australian governments spent \$28 billion more on transport infrastructure over the past 15 years than they told taxpayers they would spend.

An analysis of all 836 projects valued at \$20 million or more and planned or built since 2001 finds that cost blow outs account for nearly a quarter of the total budgets of these projects.

Both Western Australia's Forrest Highway between Perth and Bunbury and New South Wales' Hunter Expressway cost over five times the amounts politicians initially promised they would cost.

Premature announcements – when a politician promises to build a road, bridge or rail line without a funding commitment, often in the run up to an election – are the biggest culprits.

While only 32 per cent of projects were announced early, these projects accounted for 74 per cent of the value of cost overruns over the past 15 years.

Cost overruns are rarely analysed from the first funding promise, yet once politicians announce a project, they and the public treat the announcement as a commitment, and two thirds of these projects end up being built.

Governments can address these problems. They can improve project assessment methodologies, collect and publish data that would enable cost estimators to learn from past experience, and not spend contingency funds on add-ons that are poor value for money.

At a time of declining private investment and historically low interest rates, when many politicians and commentators are calling for more transport infrastructure spending, cost overruns are a vital public policy issue. Transport infrastructure has great potential to ease traffic congestion and lift productivity, but without a curb on politicians' premature promises, it will remain the bluntest of economic instruments.



### Marion Terrill - Transport Program Director for Grattan Institute, Melbourne, Australia

Marion Terrill is the Transport Program Director at the Grattan Institute. She joined the Grattan Institute in April 2015 to establish the Transport Program. She has published on a wide variety of topics, including public investment in transport infrastructure, politicization of transport investment, value capture, road congestion in Australia's major cities, and project evaluations, including what discount rates should be used.

In 2016 she published a major report on cost overruns on transport infrastructure projects, looking for the first time in Australia at all projects valued at \$20 million or more and planned or built since 2001. Despite a widespread view that Australia does not have a cost overrun problem, she found that cost overruns account for nearly a quarter of project budgets. She also found that most problems are caused by a relatively small number of projects, with 90 per cent of Australia's cost overrun problem explained by 17 per cent of projects that exceed their promised cost by more than half.

Marion came to the Grattan Institute as a leading public policy thinker with experience that ranged from authoring parts of the 2010 Henry Tax Review to leading the design and development of Australia's online government account for citizens, known as MyGov account. She has provided expert analysis and advice on labour market policy for the Commonwealth Government, the Business Council of Australia and at the Australian National University.

### P2: The Australian Government's Infrastructure Investment Program: Governance Arrangements and Managing Project and Program Risks

Investment in infrastructure has the capacity to stimulate and enhance the productivity of the economy in both the short and long term. The Australian Government has committed more than \$75 billion over the next 10 years to transport infrastructure across Australia as part of its rolling infrastructure plan, of which a substantial component is under the Infrastructure Investment Program (IIP).

The Department of Infrastructure, Regional Development and Cities manages the delivery of the IIP, working closely with state and territory transport and planning agencies to deliver significant investments in land transport infrastructure. This presentation will primarily focus on:

- the IIP and its key objectives;
- key implementation and delivery risks for major transport projects; and
- project and program governance arrangements (including risk allocation and risk mitigation).

The presentation will conclude with a brief overview of current market conditions and implications for the sequencing and delivery of major transport investments.





### **Ben du Bois** - Acting Director, Commercial Markets and Analysis for Department of Infrastructure, Regional Development and Cities, Australia

Ben du Bois is the Acting Director, Commercial Markets and Analysis, within the Department of Infrastructure, Regional Development and Cities. He oversees cost estimate reviews of projects seeking Commonwealth funding, as well as the development of the Department's cost estimation policy and associated technical guidance material. A key role is the provision of advice regarding the cost and risk of multi-billion dollar transport infrastructure projects for which Commonwealth Government funding is being sought.

Ben has degrees in civil engineering, pavement engineering, and teaching with experience across a number of different government sectors. His current interests lie in quantitative risk modelling and analysis and in the development of the best tools and model structure to quantify uncertainty at each stage of the project life cycle.

#### **P3 : You can't go anywhere fast alone!**

But you can if you build your team and create the right environment for them to thrive. I've been lucky enough to do this from scratch several times now.



### **Philip Kienstra** – Director of Project Leadership & Advisory, HKA

A pragmatic leader, Phil energizes his team to deliver the best outcomes possible. Starting his working life in the British Army, he has been put to the test in the most challenging of circumstances in both Iraq and Afghanistan. Since leaving the army, he has worked as a Management Consultant across multiple sectors in the Public & Private Sector in the UK. Phil arrived in Australia in March 2018 and is currently seconded on to Sydney Metro.

#### **P4: Sparking High Performance! Empowerment and Integration for delivering projects**

A transformational journey that allowed an organisation delivering projects by creating a single, integrated process for delivering all projects within the business to drive efficiency and build capability.

The approach designed provides an agile and adaptive approach to enable a flexible and efficient process that scales with the value, risk and complexity of projects.



### **Romildo Votto** - Associate Director for Turner & Townsend

A Mechanical Engineer and accredited Project Management Professional with over 20 years' experience working across Australia, Asia Pacific and South America.

Romildo is an Associate Director for Turner & Townsend. He manages the Infrastructure, Energy and Resources in South Australia delivering a range of advisory services.

He works with large local and international organisations, employing his global experience to maximise performance. Romildo worked with ElectraNet to refine its project delivery process, creating an integrated system to drive efficiency and build capability. Other blue-chip clients in his portfolio include BHP, BP, Santos, Anglo American and Inpex to name a few.

Romildo has been on the Board of Directors of the Project Management Institute in Adelaide for years, holding positions in finance and marketing. Romildo also lectures Risk Management for the University of Adelaide and was responsible for developing the entire subject as part of their Bachelor of Project Management degree.

#### **P5: Innovative and real time risk analysis with senior management in megaprojects using a 4D visualisation model**

Megaprojects suffer from optimism bias as its project team consistently underestimate costs and overestimates benefits. They fail to learn from their mistakes despite the increased number of projects and researchers claiming the presence of optimism bias leading to a 'performance paradox.' Thus, megaprojects are an example of the knowing-doing gap like other

industries. We explore how megaprojects use innovative ways to address risks that would arise during construction and its role in achieving realistic schedules which help to reduce the optimism bias relating to schedule in these projects. For this, we used a case study approach for studying a megaproject in Australia. The 4D model with quantitative analysis model helped the project to visualize, discuss construction methodology, identify risks in the construction process to convince decision-makers and the wider project community towards taking appropriate action. The risks identified were safety risks, program risks, and interface risks.



### Abhijnan Datta - Project Controls Manager for Westconnex Program, Australia

Abhijnan is working as the Project Controls Manager within Finance, investment and controls for the Westconnex Program of works which is the largest road infrastructure project in Australia. As an engineering professional with a strategic insight, he has worked at an operational and tactical strategy level, helping in "mega" project set up which is very different and unique from regular project setup or management.

Being a practical theorist Abhijnan have ensured establishment of project management best practices across the Infrastructure, Oil & Gas, Industry and Mining sectors. He has completed successful engagements in US, Middle East, India, China, Indonesia, Singapore, Philippines and Australia. Abhijnan have overseen quick and sustainable business turnarounds. Establishing Risk management frameworks across project portfolios has been his special interest and he has facilitated Risk Analysis workshops and implemented quantitative risk management models across a number of businesses, thus ensuring effective project and program implementation. Having worked as a lump-sum (EPC/D&C) contractor, engineering and project management consultant, as a management consultant in performance improvement and then in owner's team provides him with a unique perspective on projects from each of the stakeholder lenses.



### Shankar Sankaran - Professor of Organisational Project Management for UTS, Sydney, Australia

Shankar Sankaran is the Professor of Organisational Project Management at the School of the Built Environment at the University of Technology S. He is a Core Member of the Built Environment Informatics and Innovation Research Centre. He is one of the key members of the UTS Megaproject Research Team.

Shankar's research covers organizational project management, megaprojects, systems thinking and action research. He teaches advanced level subjects in the Master of Project Management Course including organizational project management and systems thinking.

Shankar is an editor of and author of chapters in the Cambridge Handbook of Organizational Project Management and A Guide to Systems Research: Philosophy Processes and Practice published by Springer.

His current research projects sponsored by the Project Management Institute are: 'Balancing person-centric and team-centric leadership in projects'; 'Governance of innovation in portfolios, programs and projects (3P)'.

Shankar is Director of the Global Accreditation Centre of the Project Management Institute and a President Elect of the International Society for the Systems Sciences.

## P6: Megaprojects – A pathway to success

There is much written about megaprojects that are considered failures. They have fallen victim to huge cost and schedule overruns and can often have significant impact on communities.

The ability to define the success parameters for a project, as well as identifying and acknowledging the risks involved are key requirements for successful projects. These enable the project management team to deal with the expected changes, difficulties and stakeholder requirements.

The speaker has worked on megaprojects for over 40 years and has experienced successful and unsuccessful projects and will share those experiences. The speaker will outline what makes the difference? What common elements should each and every project have in place so that there is a more than even opportunity to be successful and meet the business requirements.



### Louis Viditto - Managing Director for Viditto Group, Brisbane, Australia

Lou has experienced all facets of project controls management, estimating, budget preparation, cost control and reporting, planning and scheduling, contractor claims assessment, documentation control and project reporting, on all phases of major resource and projects from concept phase to execution and handover. His experience has included working with both owners teams and epcm contractors, often working in the management of project communication with a proven ability to successfully build teams through training and staff development and extensive experience implementing new processes and systems for major projects, and integrating project process across project groups, Lou has become an expert within the project controls field.

## P7: The Problem of Forecasting Realistic Time and Cost Contingencies for Megaproject

Megaprojects pose severe difficulties for project delivery organisations. Along with the usual difficulties of smaller scale projects are problems of increased complexity, sheer scale and contagion effects, where seemingly independent risks tend to act together to exacerbate adverse trends. These difficulties are reflected in the poor track record of Critical Path Method based Quantitative Risk Analysis methods in providing realistic forecasts of the time and especially cost outcomes of megaprojects, to enable project owners to assign adequate contingencies at the time of Financial Investment Decision (FID). This presentation reviews recent experience of this challenge, explains reasons for this poor track record and, referring to Recommended Practices of AACE International, describes the development of a hybrid methodology combining Parametric modelling of Systemic Risk with CPM-based Integrated Cost & Schedule Risk Analysis now being used successfully on such large-scale projects.



### Colin Cropley - Managing Director for RIMPL, Melbourne, Australia

Colin Cropley has over forty years' experience of project management, project controls and risk management. He has experience in project and risk management consulting, software development, training and lecturing, in sectors including infrastructure, oil & gas, minerals processing, IT, power and defence. He has conducted risk management processes, schedule and cost risk analyses and training for companies including BHP Billiton, BP Australia, Downer

EDI, Leighton Contractors, Oman LNG, Origin Energy, Santos, Tenix Defence, Thiess and Woodside Petroleum. Colin is a chemical engineering graduate of the University of Melbourne and was chairman of the Victorian Primavera Users Group from 1997 to 2009. He has guest-lectured in project management at universities between 1991 and 2018 and has delivered presentations at many project management and controls-related conferences, including AACE International's Annual Meetings, the International Cost Engineering Council's World Congress, PMI's PMOz & PMICoS. He is a member of AACE International, the Australian Cost Engineering Society (currently on the National Committee) and the Australian Risk Engineering Society (both Technical Societies of Engineers Australia). In 2016, Colin contributed a chapter titled "The Case for Truly Integrated Cost and Schedule Risk Analysis" to a book "Handbook of Research on Leveraging Risk and Uncertainties for Effective Project Management".

## Workshop Zone @ Lindsay Hasset Room

### W1: Project Management Gambling – Generating value through Decision and Risk Management

This workshop explores the flaws of human decision making and the impact that this has on a project's return on investment. Participants will be given:

- insights into the psychology and statistics of managing complex projects.
- an overview of one risk based assurance technique that has been used to inform decision making and improve project outcomes for a number of complex projects in the defence industry, the Schedule Compliance Risk Assessment Methodology (SCRAM).
- insights into the emerging and future trends in risk management and project control and will include an outline of a maturity model that project teams can use as a roadmap to improve their maturity in risk management.
- a presentation demonstrating how analysis tools such as Safran can be applied on projects to better understand and communicate the risk profile, to improve decisions and project outcomes.

The workshop will be interactive and audience questions are welcomed.



### Laurie Bowman - Principal for Synchrony, Melbourne, Australia

Laurie Bowman, CCP DRMP EVP PSP is passionate about improving the professionalism of project controls and risk management on complex projects. Laurie is the Principal for training organisation Synchrony, where his focus is on helping clients achieve successful project, program and portfolio management outcomes through training, coaching and certification. Synchrony is an Approved Education Provider (AEP) for AACE International and is an Accredited

Training Organisation (ATO) for APMG International. Laurie has over 20 years' experience as an engineer and manager on a variety of complex, multidisciplinary engineering and construction projects having worked with government, owners, consultants and contractors. Laurie is a registered mentor with both AACE International and Engineers Australia and currently serves on the committee for Engineers Australia's College of Leadership and Management in the Australian Capital Territory and serves as the AACE International Regional Director for Asia Pacific (Region 8).



### Angela Tuffley - Director for RedBay Consulting, Australia

Angela Tuffley is the Director of RedBay Consulting and a SCRAM Principal. She has over 35 years of industry experience, both in Australia and overseas, providing expert professional services in training, assessment and advice for the acquisition, engineering and support of software intensive systems. She is a co-developer of the Schedule Compliance Risk Assessment Methodology (SCRAM) and provides consultation on SCRAM to industry, the adoption of the Capability Maturity Model Integration (CMMI) and ISO/IEC 15504 Information Technology Process Assessment (SPICE).

### W2: The Application of the Six Elements of Project Controls

In today's fast-pace yet volatile business environment, it is essential that organizations are able to plan, manage, control and predict the outcomes of their projects. One of the most dominant approaches in realizing success is by introducing cost engineering and project controls principles and methodologies to deliver these valuable outcomes.

The cost engineering and project controls environment has established a series of integrated and quality driven process models. The application of the project controls process models provides the end user in exercising due diligence in the stewardship of project delivery. To compliment these process models, a series of questions are introduced to constitute a formula for planning, implementing,

monitoring and assessing a project. This series of questions are known as the six elements of project controls, which are outlined as follows:

Know what has to be done  
 Know what has been done  
 Know how actual performance compares with baseline  
 Know what remains to be done Identify and implement corrective actions to bring performance in line with expectations  
 Check results of corrective action

A half day seminar will be provided to discuss the theory of the six elements of project controls where you will gain insight that will ultimately assist you in developing and improving your project delivery model. You will learn the functional and systematic approach to uncovering the issues, concerns and challenges that are encountered during the execution of the project, so you know exactly what is required to assess a project and introduce corrective action plans as necessary.

Grasp the critical importance of the six elements of project control by:  
 Setting the scene for project delivery by understanding the requirements for development and control  
 Comprehending the different elements and their purpose  
 Gaining awareness of the standards of project controls




### Lance Stephenson - Director of Operations for AECOM, LA Area, USA

Lance Stephenson is a Senior Management Consultant with over 34 years' experience, providing his clients with expertise in the areas of operational, portfolio and project excellence. Lance is dynamic, articulate, analytical, and results-oriented individual; and enjoys a good challenge. Lance is a self-motivated and resourceful senior manager with a proven ability to develop and strengthen leadership teams in order to maximize effectiveness and efficiency,

while providing proven results in the areas of corporate strategy and governance, portfolio and project technology, methodology and delivery. Lance is a Certified Cost Professional, a Project Management Professional and certified Member of the Royal Institute of Chartered Surveyors. Lance has a Mechanical Engineering Technology Diploma from the Northern Alberta Institute of Technology. Lance is a published author, international speaker, seminar leader and corporate trainer as well as a cost engineering practitioner. Lance's thought provoking papers and highly interactive presentations and workshops have informed and educated audiences from the U.S., Canada, Malaysia, Australia, and The Netherlands.

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**Mark Withnall, Project Controls Manager  
on Sydney Metro West.**

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## About us



Project Controls Expo is organised by ProjectControlsOnline.com (PCO) also popularly referred to as "Global Home of Project Controls".

PCO is the largest Project Controls central repository and knowledge base with presence in all 7 continents and over 150 countries. We are first choice of all Project Controls stakeholders (providers and consumers) as a venue for informational exchange across all industries that apply Project Controls principles.

Visit PCO to explore its Premium features such as Video Training Modules and Premium Library along with many other services i.e., White Papers and Presentations, Glossary, Conference Presentations, Free Library, Paperback Literature, Practitioners Guide, Blogs, Tools and JobZone, for the benefit of Project Controls Community.

PCO is managed by a global network of Senior Project Controls professionals who come from a variety of different industries. PCO leadership consists of "Core Team" together with a "Board of Advisors" from around the world. Under this leadership team, PCO boasts an impressive band of subject experts whose expertise spans the full spectrum of Project Controls. We are independent and not biased towards any technology, process, software or company.

PCO is a non-profit organisation and the revenue generated from its features is invested into its maintenance and further enhancement. All the team members are volunteers and working towards achieving our following vision

- To be the first choice of all Project Controls stakeholders -- providers and consumers
- To promote an universal understanding of Project Controls value and processes
- To develop a central repository of data on Project Controls
- To generate awareness and offer expert guidance on Project Controls tools & practices.
- To build the first exclusive network of genuine Project Controls practitioners and their customers.

Hope you enjoy your meet at Expo and we always look forward to your suggestions to help us improve.

Thanks,

PCO & Expo Team



# Project Controls

## EXPO



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