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Welcome to Projections!

OUTSOURCING. REMEMBER when that was an innovative method of ensuring service delivery and saving money? Of course these days outsourcing is a commonly accepted management option - but the game seems to be moving, at least in the IT world, toward Enterprise Utility Computing where businesses only pay for the resources that are used. Jeff Carlin attempts to separate some of the hype from the reality in his article "[Utility Computing - Promises and Expectations.](#)"

It's our experience that many of our customers think that [network design](#) is as simple as stringing a few lengths of cable around their workplace. In reality a good network design can be considered the "glue" that binds your systems together - and enables you to efficiently transact your business. Glen Viney explores the issues that we typically consider when undertake a network design consultancy.

In a world collapsing under the weight of TLAs (Three Letter Acronymns) add "[PMP](#)" to the pile! Greg White, one of our Senior Project Managers who moonlights as the Professional Development Director of the Melbourne Chapter of the Project Management Institute, explains what it takes to gain the esteemed Project Management Professional certification. Importantly, the PMP requires a project manager to have lengthy industry experience coupled with strong theoretical knowledge.

This month Part 6 of Scott Coleman's [Project Management Principles](#) highlights the importance of defining project deliverables.

Friday 1 April saw in the start of the 2005 [OXFAM Trailwalker](#). We were pleased to sponsor Team Nightcrawler for this worthy cause - but they still need your help to reach their goal of \$10,000. It's not too late to donate!

Finally - we're always happy to receive emails and comments about articles in Projections - and helps us decide what to include in future editions.

Until next time.

[Craig Dennis](#)

PS: If you find APCS Projections interesting you might like to forward it to a [friend or colleague](#).

Utility Computing (Promises and Expectations...)

By [Jeff Carlin](#)
Project Director

"You no longer need to own or operate IT assets"

"Pay Per Usage models – wind it up and down to synchronize business and IT"

"Rapid provisioning of capacity at linear and predictable cost profiles,"

"Managed and controlled - all environments stabilised, virtual, efficient and adaptive"

EVERYONE WANTS AN IT environment similar to those extolled in the statements above.

But how real today is Enterprise Utility Computing? There is certainly considerable work being undertaken within medium to large Australian organisations to re-position the structure and mode of delivery for IT Services, and we are seeing a growing wave of demand for active, flexible and cost efficient solutions that link together all of the components seamlessly to smooth out the lumpy investments cycles required to provision IT capacity.

However, our friends on the supply-side - the big IT vendors, most Service Providers (Telcos, Outsourcers, etc) and to a large extent the IT Industry Analyst community are all guilty of painting the vision or extending the promise that Enterprise Utility Computing is here today, end-to-end and ready to be leveraged.

However we see some pretty clear gaps between the supplier promises and the client requirements, particularly where the lower-cost industry standard technologies are concerned.

Clients are expecting more complete and integrated solutions – while suppliers have only basic offerings at a component level, or are bundling and loading up way too much “administrative effort and risk” into their offers.

There’s no doubt that some components can be packaged and provisioned with reasonable levels of granularity for capacity and transparency in the metering – networks are a reasonable example of mature and useful utility offerings, storage has improved considerably as a provider-capable solution, but key areas where clients seek the utility model to work its magic, such as a per-seat costs that have provisioning and costs managed from “bottom-up” layers, are just not appearing as a viable and commoditised model that can be purchased.

Next month we’ll look at an example and discuss some of the real issues.

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Do I Really Need A Network Design?

By [Glen Viney](#)
Senior Consultant

THIS IS A COMMON QUESTION we are often faced with in our line of business. Often we hear comments like "I don't need a network design as we only have 50 people in the office!" When in reality any network that requires some sort of change or improvement should have all its elements "reviewed" to confirm that the changes you are planning are not going to adversely affect your business in unexpected ways.

The effort involved in designing a 1000 seat network is obviously more than a 20 seat network, but it is important to realise that irrespective of the network size the process is much the same covering power requirements (current/future), quality of service, scalability, budgetary limitations, ease of support, practicality of use and any current network deficiencies.

Network design covers many different aspects - not just the technical detail you associate with switches, servers and communication links. A good network design will ensure that all stakeholders, and not just the IT dept, are consulted to fully understand how the network is used now, how they plan to use it in the future (wish list!), what are the problems they experience, security requirements (external / 3rd party connectivity) and what are their service level expectations.

For example, a warehouse manager will not be interested in the speed of the new switch that will be installed as part of a network upgrade, but he will be interested in improved performance when printing picking slips or the ability to run stock reports and view them online when they are needed. Clearly, understanding how the warehouse manager performs his role provides valuable insight into expectations.

Would you put a V8 engine into a Barina without considering the effect on other components or its practicality - gearbox, differential, tyres, is there enough space (you may have to remove the front seats!!), is the performance usable? It might be a great idea but not very practical and or a good use of your budget.....

The same principle should be applied to network design to ensure that the network is fit for the purpose intended, is not over specified and yet delivers acceptable performance that can be managed cost effectively.

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Everything you wanted to know about PMP certification Part 1

By [Greg White](#)
Senior Project Manager

THE [PROJECT MANAGEMENT INSTITUTE](#) (PMI) has established an internationally recognised project management certification called PMP (Project Management Professional). The certification indicates that the recipient is familiar and has experience with the "Project Management Body of Knowledge" or PMBOK (pronounced 'pim-bok'). This body of knowledge is a broad based collection of all the major disciplines associated with Project Management. The PMI produces a "[Guide to the PMBOK](#)" with the third edition just released.

PMI Certifications are based on two components, (1) a qualifying history of experience and (2) the passing of a knowledge based examination. If the record of the work history in the application is accepted, the candidate can sit a knowledge examination within 6 months.

The PMP experience requirements are in 2 categories. Category 1 is for those who hold a Degree (in any subject) and requires 4500 hours of Project Management exposure over the last 3 to 6 years. Category 2 is for those who are without a Degree but have a Higher School Certificate (HSC) equivalent and requires 7500 hours of experience over 5 to 8 years. Additionally both categories require 35 hours of Project Management contact education (training) which must be documented. This training can have occurred at any time in the past. Unfortunately if you do not have an equivalent of a minimum of a HSC then no matter how experienced you are in project management there is no path to become a PMP at this time.

Clearly, the goal of the PMP program is to ensure that project managers develop a strong mix of both practical and theoretical skills and knowledge.

I'll discuss the PMP experience requirements in more detail next month.

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12 Project Management Principles

By [Scott Coleman](#)
Managing Director

Number 6

PROJECT SUCCESS is correlated with the business thorough analyses of the need for project deliverables. Research has shown that when a project results in deliverables that are designed to meet a thoroughly documented requirement, then there is a greater likelihood of project success. Project Managers should insist that there is a documented business need for the project before they move down the road to consume an organisations resources in completing it.

Next Month: Fighting for time

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OXFAM Trailwalker

OXFAM TRAILWALKER is one of the toughest team challenges in the world. It is an endurance event in which teams of four attempt to complete a 100km trail within 48 hours. In addition they must also raise at least \$1,000 to help to support the work of Oxfam Community Aid Abroad.

This year APCS was again proud to support a team from Melbourne 2006 Commonwealth Games. The Nightcrawlers, comprising Sona Shah, Monica McInerney, Lauren Pritchard and Caroline Morgan made their way from Jells Park in suburban Melbourne to the top of Mount Donna Buang in only 34 hours and 10 minutes. To date they have raised \$6205.00. Please help them reach their target of \$10,000 by donating to team 297 Nightcrawlers <http://www.oxfam.org.au/trailwalker/donate/>.



Team Nightcrawler - L-R: Monica, Caroline, Lauren and Sona

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