



Governance and Control of Portfolio, Programs and Project Management

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10 April 2013



All Current and Future Platforms Impacted



Current Organisational Scope

Navy

- ~15,600 people within COMAUSFLT
- 3,000 – 6,000 Technical Sailors
- ~500 Technical officers
- ~ 600 people within DCN/HNC
- ~ 200 people within MAROPS
- ~ 130 people within HNE

DMO

- ~ 820 personnel within DMO MSD
- All roles supporting the Capability Sustainment of the Current Fleet

Industry Partners

- ~3500 within the industry
- Roles are defined as those supporting the acquisition and sustainment of the Current Fleet



Plan to Reform
Support Ship Repair and
Management Practices
July 2011

The Rizzo Review addresses significant and long-standing problems in the repair, maintenance and sustainment of Navy's amphibious fleet

Rizzo key findings

- Poor whole-of-life asset management
- Organisational complexity and blurred accountabilities
- Inadequate risk management
- Poor compliance and assurance
- A 'hollowed-out' engineering capability
- Resource shortages in system program offices (SPOs) in DMO
- A culture that places the short-term operational mission above the need for technical integrity

Rizzo Reform end-state

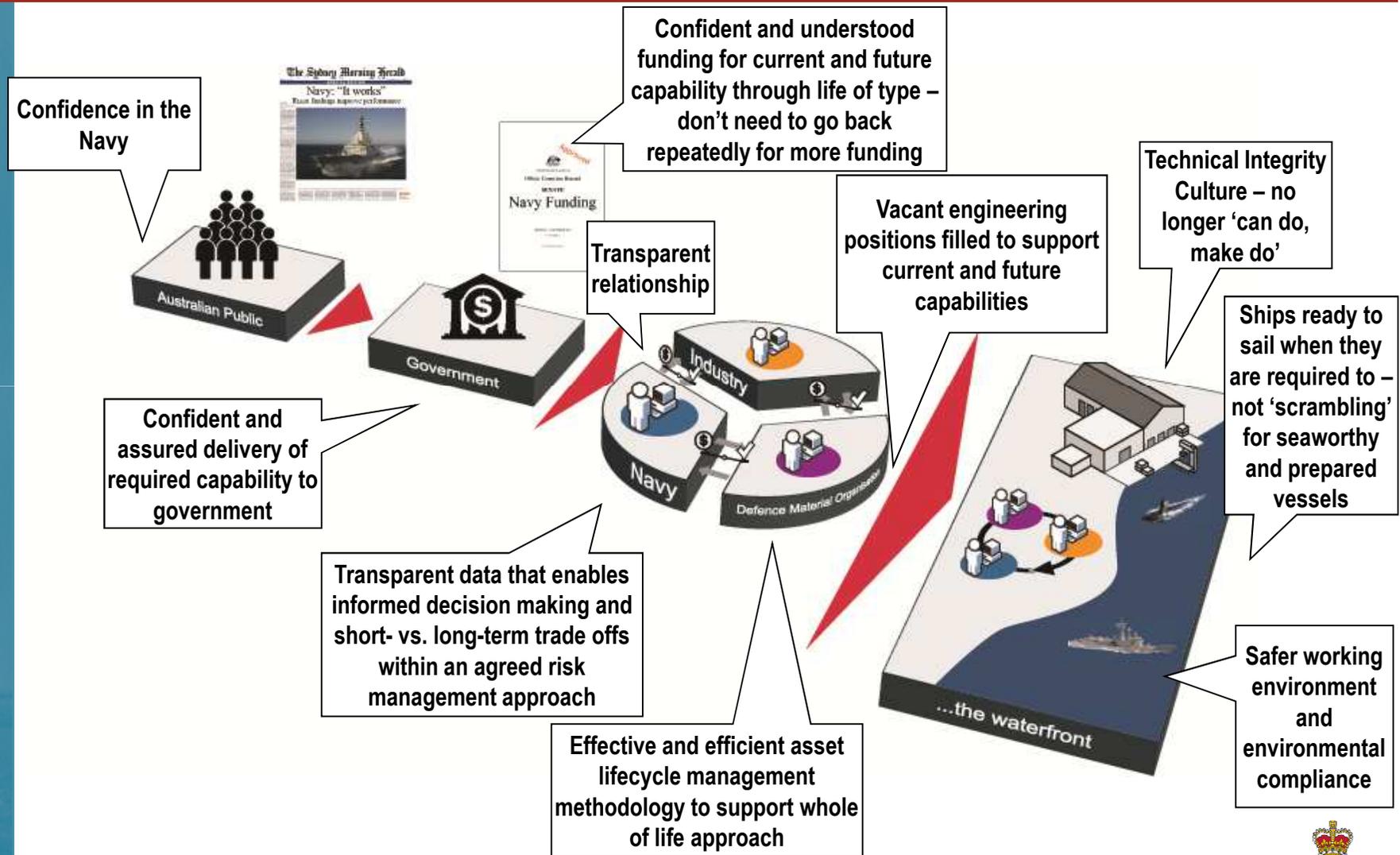
- Robust whole-of-life asset management and decision making
- Simplified organisation with clear accountabilities and a clarified interface between Navy and DMO
- Quantified risk appetite and holistic risk management processes and intent embedded across Defence and DMO
- Robust and comprehensive compliance and assurance
- Rebuilt and redesigned engineering function
- Sufficient trained and experienced resources in DMO SPOs
- A culture that balances short-term operational mission needs against long-term asset implications whilst maintaining agreed levels of technical integrity

DMO

NAVY



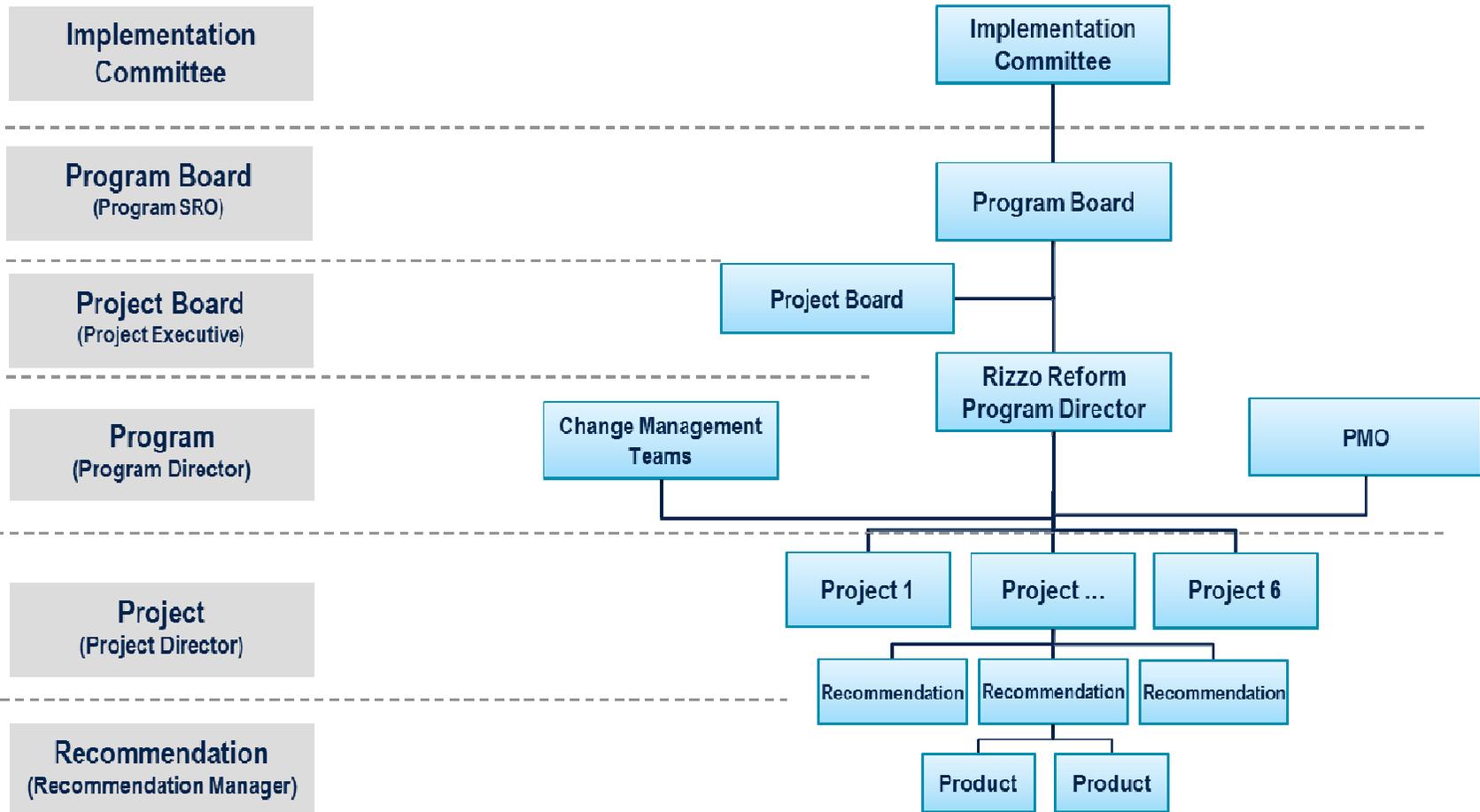
Change will be seen 'at the waterfront' and in how Navy engages with Defence and Government



The Program will adopt the Managing Successful Programs approach, and is ready to develop the first Operating Model



Governance Structure



Business Change Authorities (2 Star) govern release of change to each Force & SPO

Business Change Authorities Individual and Collective Roles



Responsibilities

- 'Gate keeping' the change:
 - Agreeing on the volume and timing of change
 - Setting priorities
 - Balancing risks
 - Driving mitigation strategies
- Demonstrating visible support for the changes
- Anticipating and resolving stakeholder issues
- Removing roadblocks, resolving conflicts and providing resources
- Provide oversight to ensure that products are 'ready' to be included in a Release

Governance & Frameworks

PMO Governance

Used to identify how the programme will acquire and manage the resources required to achieve the business change

Used to describe the mechanisms and procedures for resolving issues and effecting Baseline changes.

Describes the measures, systems and techniques that will be used to maintain and control programme information and the process for configuration management

The systematic application of principles, approaches and processes to the tasks of identifying and assessing risks, and then planning and implementing risk responses

Used to define the framework that will enable effective stakeholder engagement and communication.

The identification, definition, tracking, realization and optimization of benefits within and beyond a programme.

Defines how the programme will apply internal controls to itself

Used to define and establish the activities for managing quality across the programme



The Rizzo Reform Program will be rolled out through a coordinated and staged change approach



Engagement throughout Design

- Working together collaboratively with people at the waterfront to design and develop the content for their local solution



A Coordinated Approach

- Rizzo changes will be packaged together so personnel experience a single touch-point with the program



Staged and Time-Bound Releases

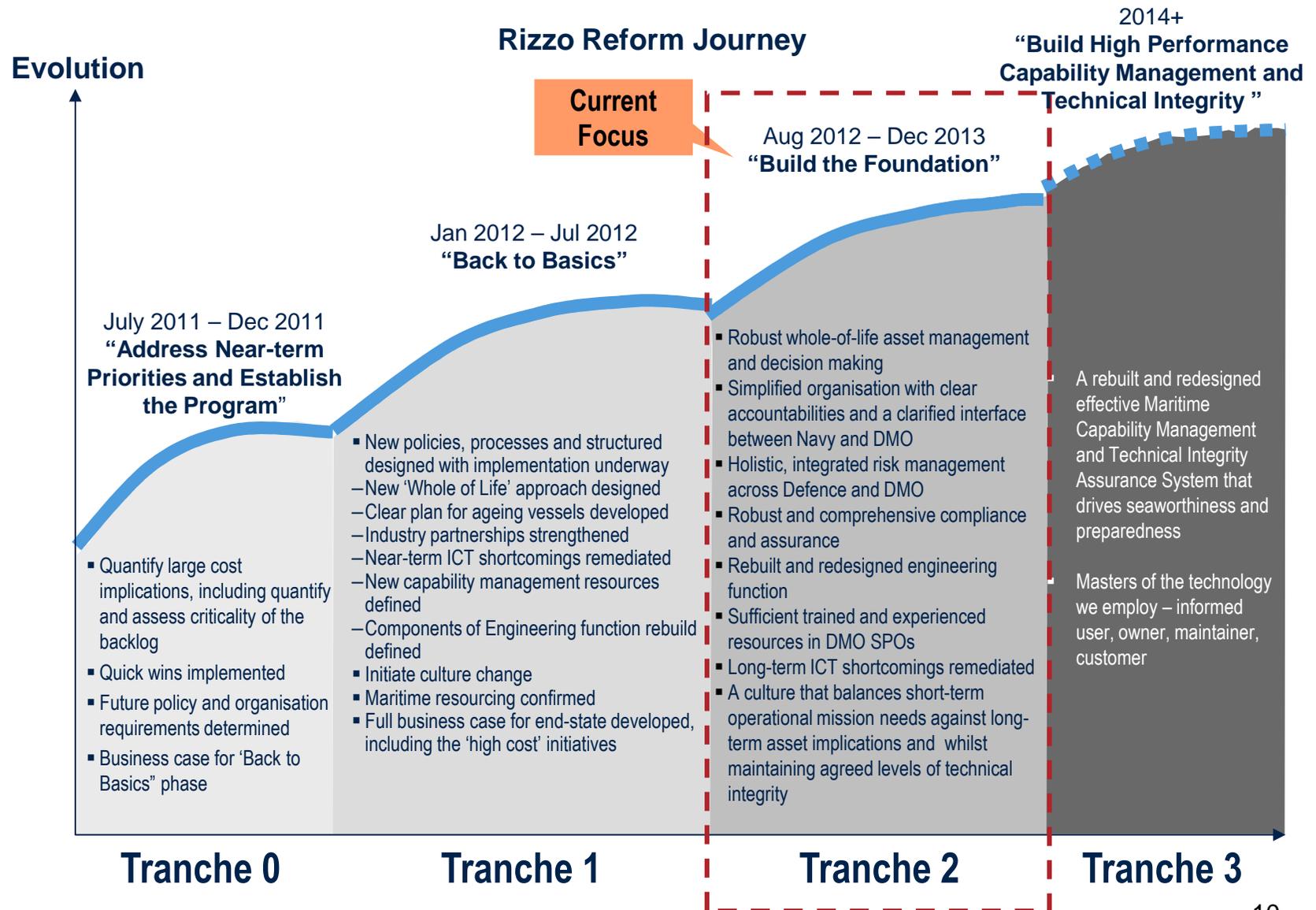
- Changes will be implemented within set time periods, so personnel know with certainty when Rizzo changes are happening and for how long



Embedded Change Management at the Local Level

- Resources will be made to available to enable local Business Change Managers to support change locally and to 'back-fill' key roles required to support the reform

We are undergoing a deliberately phased journey focussed on implementing sustainable change at the waterfront



The collaborative planning solution will impact the Group, SPO, and Industry



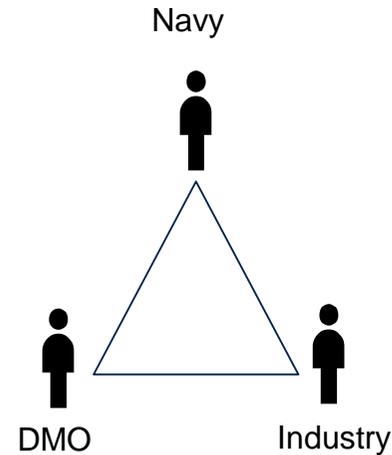
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**AMPHIBIOUS & AFLOAT SUPPORT
SYSTEM PROGRAM OFFICE
(AAS SPO)**

Moving the discussion from ...



to

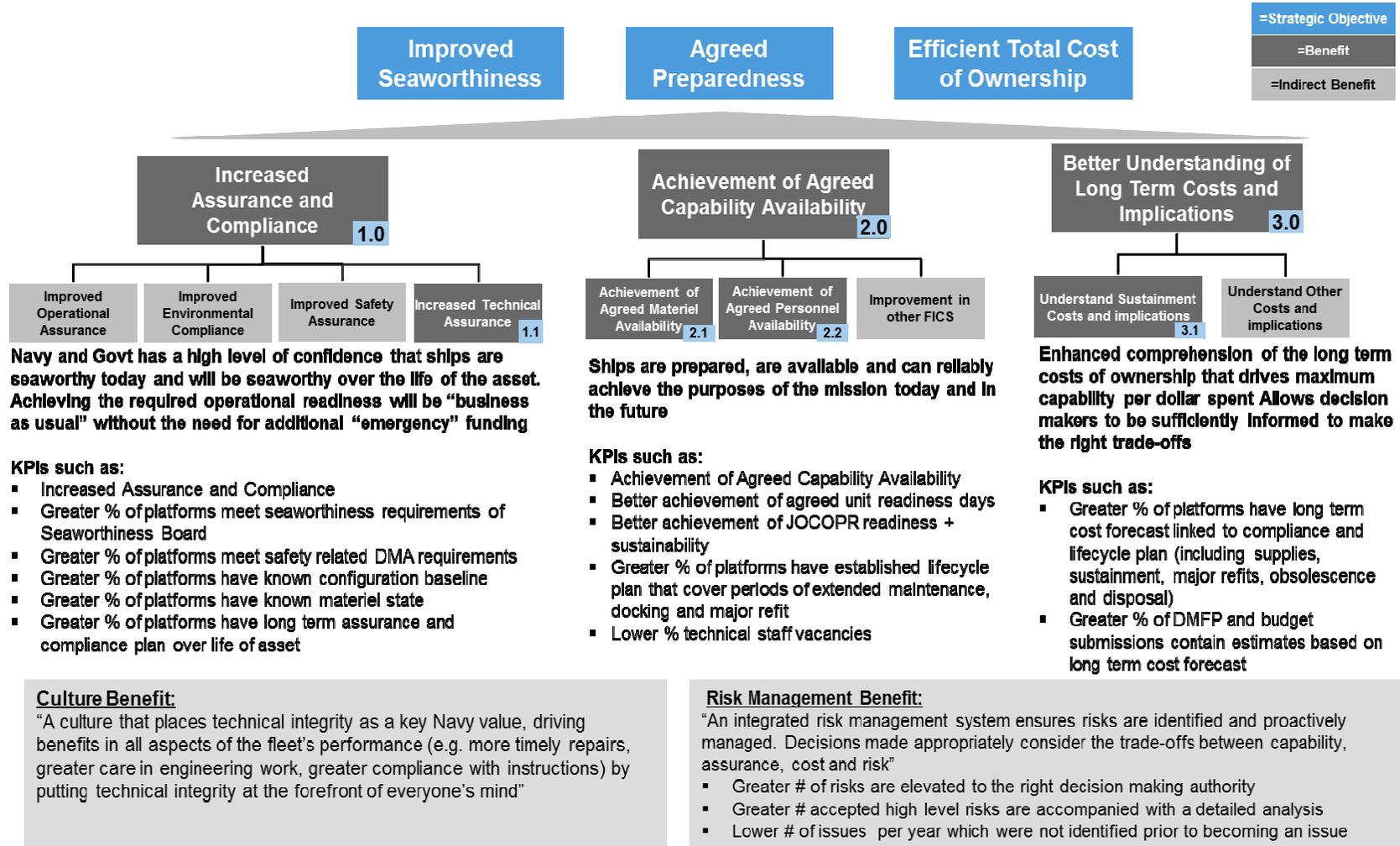


Accountability and Responsibility Mutual Obligations

- Both Navy and DMO have clear accountabilities and responsibilities and understand their mutual obligations
- DMO can apply a whole-of-life view of acquisition, sustainment, operations and disposal activity - matching resource allocations to capability priorities
- RIZZO work in Maritime area can be carried across to other parts of DMO (Sustainment Business Model)



Benefits Mapping & Realisation



Embedded in all that we do is Seaworthiness Culture

SEAWORTHINESS OBLIGATIONS		
Past State	Seaworthiness Obligations	Future State
<p>Focus is on getting the ship to sea at all costs Maintenance is viewed as a 'necessary embuggerance'</p>	<p>Sustainable seaworthy today, seaworthy tomorrow</p>	<p>Long term impacts are considered when going to sea Professional mastery is a key enabler</p>
<p>Bad news is filtered or not reported Lack of willingness to accept or act on bad news</p>	<p>Informed be informed, inform others</p>	<p>The truth is reported Seaworthiness information is sought out and acted upon</p>
<p>Tribal nature and elitism within and between parts of Defence Lack of shared understanding across Navy and DMO</p>	<p>Collaborative work in partnership to ensure seaworthiness</p>	<p>There is mutual respect and understanding of everyone's responsibility and contribution to seaworthiness Navy, Defence and Industry deliver seaworthiness in partnership</p>
<p>Blurred accountability for seaworthiness Decisions are avoided or escalated Individuals are not held to account for seaworthiness</p>	<p>Accountable everyone has particular responsibilities for seaworthiness</p>	<p>Everyone understands and embraces their role in seaworthiness, both at sea and ashore Individuals exercise judgement whilst understanding the risk and take action Fight to Fix Individuals are held, and hold, others to account</p>
		



NAVY



DMO

Questions?

