

UNCLASSIFIED



Australian Government
Department of Defence

Big or Small: Managing Defence Projects

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Defending Australia and its National Interests
www.defence.gov.au

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Scope

- Defence projects
- Process
- People

The Challenge

*Approximately **\$195 billion** will have been invested in Australia's defence capability by **2026***

CASG is supporting delivery of the Integrated Investment Program to provide capability to the Capability Managers (our customers)



The Challenge

*As at 30th April 2018, CASG was managing **203** Major and Minor Capital Equipment Projects.*

*These projects are worth **\$104.3 billion**, with the FY 2017-18 budget of **\$6.9 billion**.*

The Challenge

*Projects range in size, complexity and budget, for example from Joint Strike Fighter ~ **\$16 billion**, to Battlespace Communications ~ **\$185 million**.*



The Challenge

*On average, Government will provide between **50 to 60** project approvals per year – Gate One and Gate Two.*

*CASG also manages 112 Material Sustainment Agreement Product Schedules, with an annual budget of **\$5.7 billion**.*

Scope

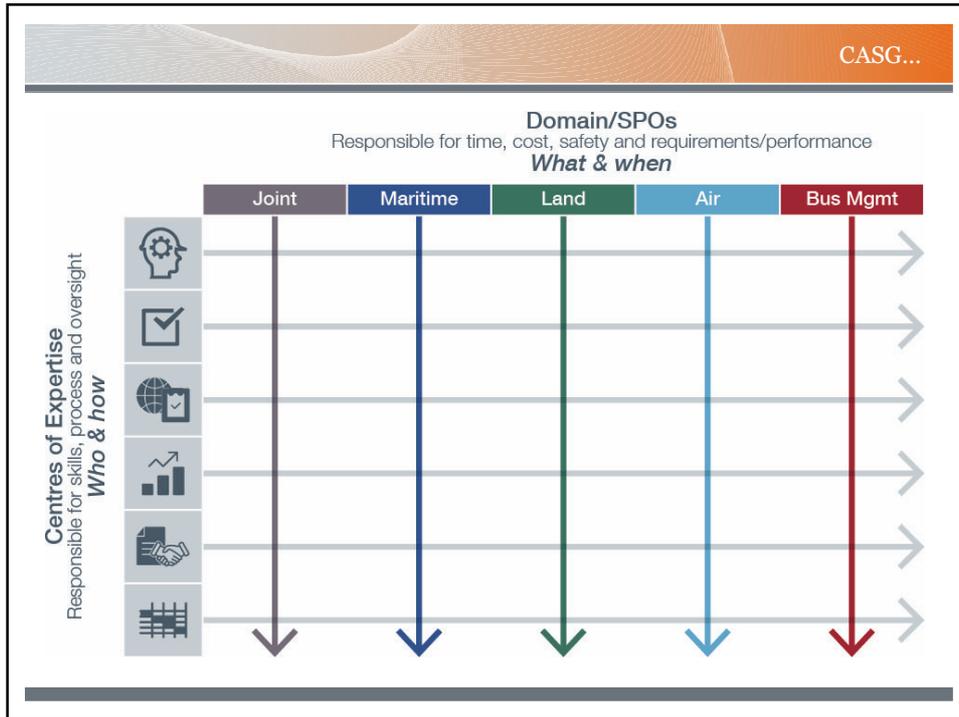
- Defence projects
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Capability Acquisition and Sustainment Group

CASG

- Our vision:
Ensure the Australian Defence Force has the capability it needs when it needs it, and the value...from its investment ...is maximised
- Our purpose:
CASG partners with industry to deliver Defence capability for the Capability Manager

A photograph showing two individuals, a woman in a military uniform and a man in a light blue shirt, standing behind a sign. The sign features the Australian Defence Force crest and the text: "HEADQUARTERS JOINT TASK FORCE 633 CAMP BAIRD". In the background, there is a chain-link fence and flags, including the Australian flag and the United Arab Emirates flag.



PM CoE Vision

The PM CoE vision is to be a high performing professional team - that enables CASG delivery of Defence capability for Capability Managers

The slide includes four images of military assets: a submarine, a large ship, a fighter jet, and a tank.

PM CoE overview

PM CoE is responsible for:

- Policies and Practice
- Learning & Development
- Compliance & Assurance
- Supporting Capacity Planning
- Service Delivery

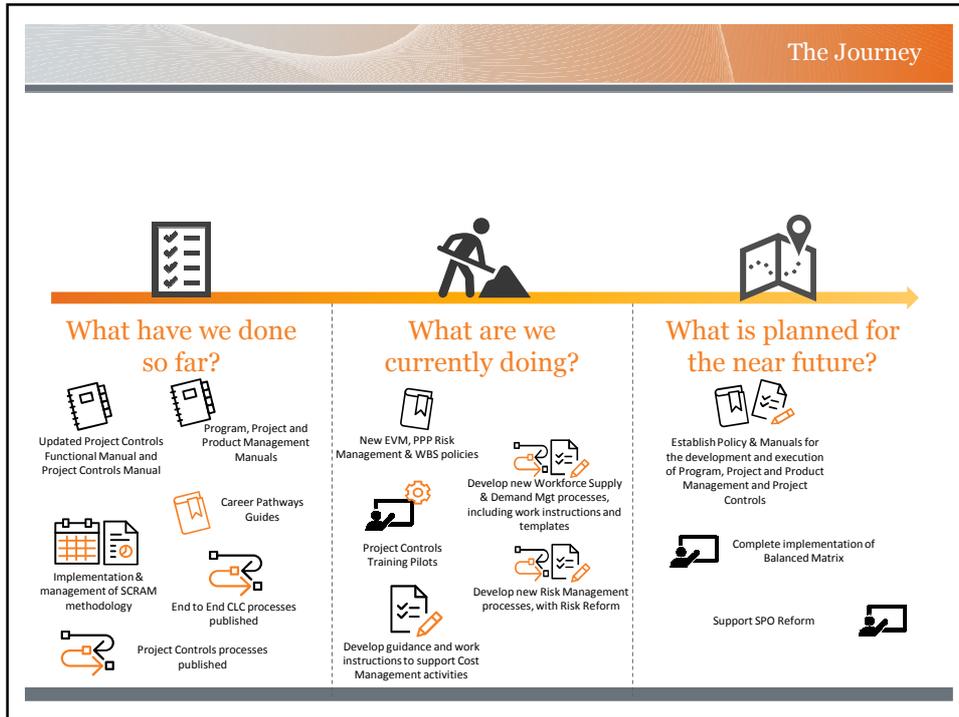
As they relate to program, project, product and project controls.



Baselines

- Lesson: Schedule outcomes may be improved by progressive and earlier considerations of trade-offs between performance, cost, and schedule
 - Seeds of problems are laid down early
 - Establish baselines and manage





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The photograph shows a large formation of military personnel in blue uniforms standing on an airfield. In the background, several large military transport aircraft are parked on the tarmac under a clear sky.

It's all about people

- **Rule 1:** A Project Manager should visit everyone who is building anything for his project at least once, should know all the managers on his project and know the integration members.

100 Rules for NASA Project Managers



Communication

- Most meetings are held in English. This is foreign to most participants such as...



Non-advocate reviews

- **Lesson:** Effective project governance requires regular, non-advocate assessment of project performance to counter the risk arising from reduced objectivity and increased optimism by line management.

Challenges

- Budget
- Resources
 - The right people in the right place at the right time
 - “Capacity Management”
- How to support the Domains to deliver
 - Ensuring integration internally and across CASG
 - How to best work with Capacity Planners and Professionalisation Managers

Above all things..

Rule 15: The seeds of problems are laid down early.

- Ensure that the fundamentals are right, to support robust decision making

Rule 23: The source of most problems is people, but darned if they will admit it.

- Right people, strong relationships

100 Rules for NASA Project Managers



The collage consists of four rectangular images stacked vertically. The top image shows a submarine's conning tower and sail above the water's surface. The second image shows a large white naval ship, possibly a transport or supply vessel, moving through the water. The third image shows a grey fighter jet in flight against a blue sky. The bottom image shows a tank driving on a dirt road, kicking up a cloud of dust.