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Australian Government
Department of Defence

Project Success by Design:
A View from a Function Lead

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Defending Australia and its National Interests
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Capability Acquisition and Sustainment Group

Agenda

- The Environment
- Foundations for Success
- Challenges & Lessons Learnt
- The Future

The Environment

DEFENCE PRIMARY ROLE

Defence's primary role is to protect and advance Australia's strategic interests through the provision of miliary capabilities, to promote security and stability, and to provide support for the Australian community and civilian authorities as directed by Government.

To defend Australia and its national interests.

DEFENCE MISSION

CASG partners with industry to deliver Defence capability for the capability manager.

CASG PURPOSE

CASG Responsibility: *To acquire and sustain the Defence equipment our war fighters' need, so they can undertake their roles and responsibilities with confidence.*

The Environment

- Allocates investment of approximately $195 billion in the decade to FY 2025–26 to fund investment in support of the future force.
- Projects range in size, complexity and budget, for example from Joint Strike Fighter ~ $16 billion, to Battlespace Communications ~ $185 million.
- CASG also manages 112 Material Sustainment Agreement Product Schedules, with an annual budget of $5.7 billion

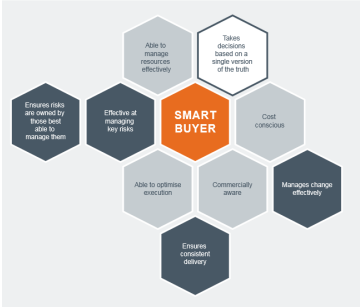
Foundations for Success

To be able to deliver that level of investment successfully CASG needs to rethink its business

- Delivering an increased workload
- Realigning work between CASG and industry
- Conducting a major overhaul of policies and processes
- Repositioning our workforce to reflect CASG role

2020 CASG
what we will be

Foundations for Success

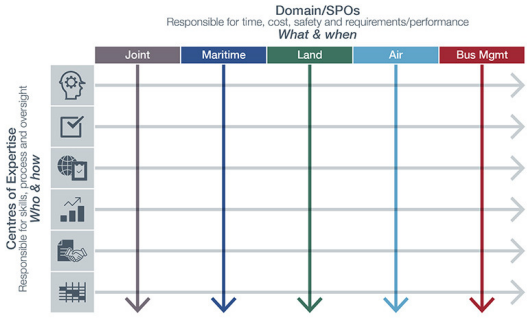


Smart Buyer

- Regard to the capability required, timeframe and industry's capacity to respond.
- Our rationales will be driven by a shared and clear understanding of risk and will be defensible and understood by our stakeholders

CASG Balanced Matrix

- Reduce silos and less duplication of processes and less wastage.
- We will grow and employ our people effectively, be agile when circumstances change and be able to make consistent decisions.
- Each element of the model will have agreed accountabilities, authorities, roles and responsibilities.



Foundations for Success

Program Management Function

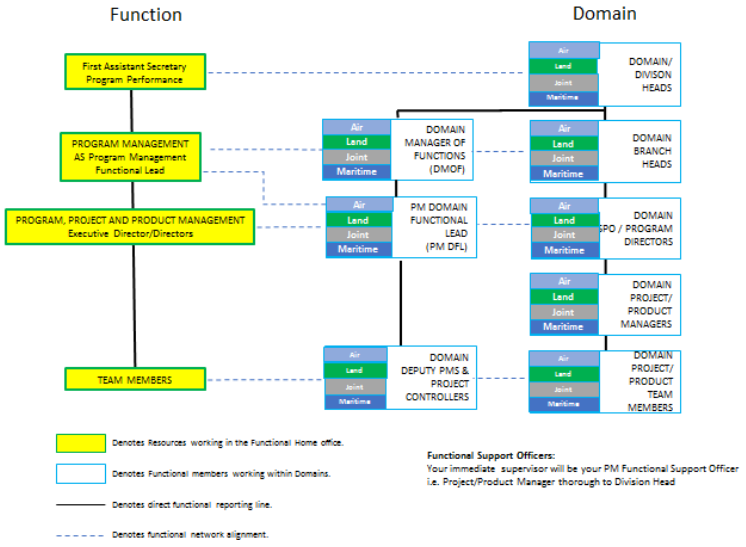
Purpose is to "support a professional PM capability that enables the delivery of Defence capability across the CLC".

Focus: Program & Project Management, Products and Project Controls

Functions provide:

- professionalisation, training and career development for their members
- capacity management to support CASG's personnel requirements
- governance, compliance and assurance in each area of expertise
- standardised policy and processes in each area of expertise
- services to support Domains in the delivery of capability.

Foundations for Success



PM Functional Network

Foundations for Success

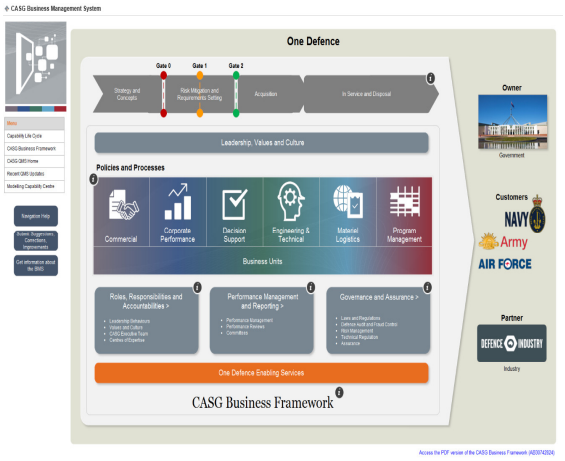
CASG Business Management System

Purpose and Vision

BMS will be a single integrated environment for corporate knowledge that supports the organisation by providing the information they need to do their jobs.

It links down into the Quality Management System

Policies and Processes



Foundations for Success CASG

CASG Business Management System

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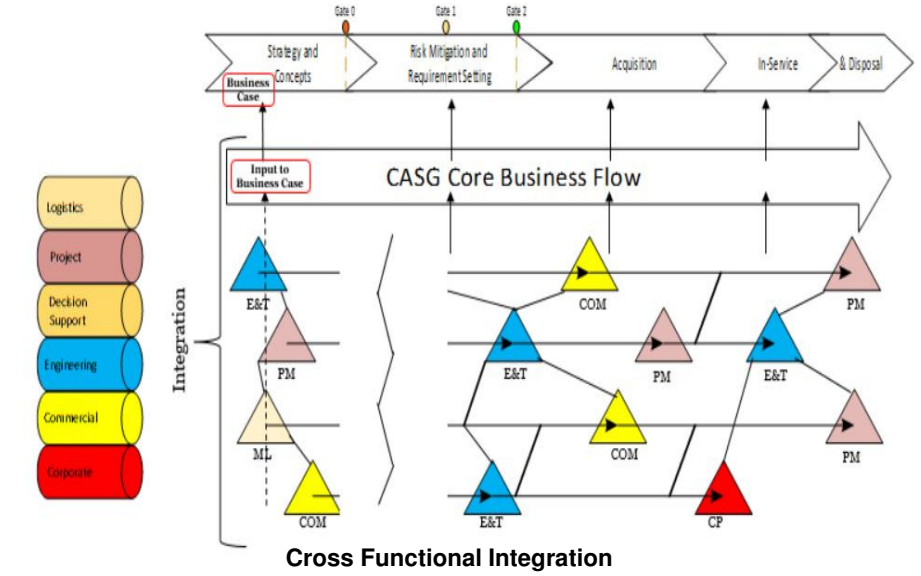
Foundations for Success



Cross Functional Integration

Foundations for Success

One Defence Capability Program Management Framework

One Defence Capability Program Management Framework

Aim of the One Defence Capability Program Management Framework

To drive the ongoing development and adoption of a consistent One Defence approach to Program Management which enables the effective delivery and sustainment of Capability.

Policies, Processes and Practices

The Interim Program Management Manual promotes a consistent, principles-based approach to PgM, based on industry best practice (MSP®). The Framework has been tested in two pilot Capability Programs, with four more to be tested this FY.

Program Tools and Decision Support

One Defence Program Views have been developed to support informed decision making. These views consolidate information on Projects, Products and FIC from different systems to improve Capability Program governance, decision-making, prioritisation, risk management and control.

Professionalisation and Training

A Professionalisation Framework has been developed to support CASG and Defence more broadly develops and maintains the right skill sets to support effective Program Management. Tailored MSP training has been delivered to Capability Program staff as part of last FY pilot activities, with more training to be delivered this FY.

Program Governance and PMOs

The PgM team is currently assessing the functions of extant Program Management Office (PMOs) to develop a standard list of functions with associated resourcing requirements. The Program Management team has also established a SES 2 / 2 star Governance Board to drive the adoption of PgM in Defence, with 14 members from 10 groups in Defence.

Definition of Program Management

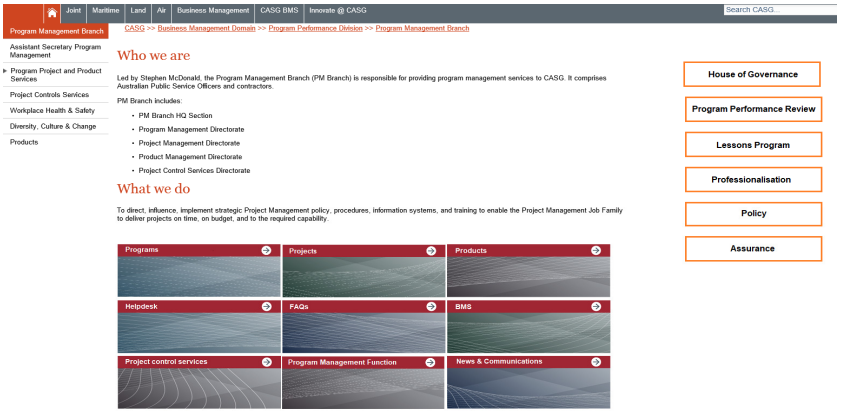
A Program, in the context of managing Defence Capability is *the management of a group of related Sub-Programs, Projects, existing Products and activities in a coordinated way to optimise the capability outcome within allocated resources**

**Interim Capability Lifecycle Manual, dated August 2017*

Foundations for Success

PM Function – what we have

- Foundational work across policy and practice has been published across Project Management, Product Management and Project Controls
- Major initiatives are being implemented as we speak



Foundations for Success

Foundational Work

Project Management, Products & Project Controls

- Policy & Manuals
  - Manuals have been updated to align with the One Defence approach and to encompass the entire Capability Life Cycle
  - Policy has been updated for Project Risk Management and Earned Value Management
  - Significant work has been put into developing a Strategic Guidance for Work Breakdown Structures with publication anticipated by end 2019
  - This policy and manual work is then aligned to our process maps (enabling practice improvements) to identify responsibilities

Foundations for Success

Foundational Work

Project Management, Products & Project Controls

- Process Models (published in the Business Management System)
  - Work Take On – Pre Gate 0
  - Scheduling process (developing Baselines and Progress Updates)
  - Cost Estimation 12 Step process
  - Change Management
- Tool Improvements
  - Open Plan Professional (OPP) alignment to CLC
  - Predict! Risk Management performance issues addressed
  - Cost Estimation, Analysis Modelling Tool (CEAMOT) implementation ongoing

Foundations for Success

Foundational Work

Project Management, Products & Project Controls

- Stakeholder Engagement
  - Collaboration with Departmental Stakeholders
  - Professional Associations i.e. AIPM & ICCPM
  - Industry Engagement i.e. Major Service Providers & Suppliers

Foundations for Success

Major Initiatives

Project Management, Products & Project Controls

- Risk Reform
  - Implement a CASG Risk Management Model and Project Risk Management System
  - Standardise to provide a greater level of assurance to DEPSEC CASG that risks are known and being effectively managed
  - Position CASG to effectively prioritise resources based on risk across the CLC
  - Risk management becomes a fundamental element of CASG's daily practice in our delivery of capability

Foundations for Success

Foundational Work

Project Management, Products & Project Controls

- Training Development
  - New cost estimation training available for community
  - Updated scheduling training currently under development
  - Project Management training available through Professionalisation
- Communities of Practice
  - Established avenues for those within the Function to engage and influence the development of policy and process, including:
    - Forums established for Project Controls
    - Policy Advisory Group established for PM Function
    - Actively engaging with Domain Function Leads and Controllers

Lessons Learnt & Challenges

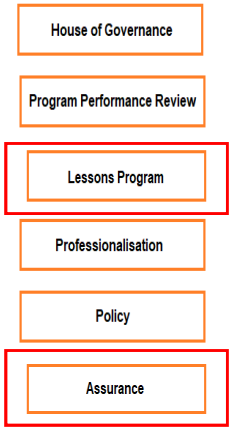
Lessons Learnt & Challenges

- Strategy/Structure/Culture
- Organisational Change
  - Visible leadership
  - Collaboration & Engagement
  - Time
- Own your mistakes
- Evaluation and Feedback

The Future

Still to be worked on over the next financial year

- Lessons Learnt
  - Roadmap has been developed
- Assurance Framework
  - How do we ensure that our improved practice is working?
- Embedding work across:
  - Risk Reform
  - Work Breakdown Structures
  - SPO Design and Product Management



The Future

Major Initiatives

Project Management, Products & Project Controls

- Project Performance Reviews (PPR)
  - Reviews undertaken at all levels
  - PPR Information Platform (PPRIP)
  - House of Governance Project Dashboard (HOGPD)

The Future

Project Performance Reviews –Improving the How

What is PPR?

- A regular conversation between PM, SPO-D and BH/DG to effectively review project performance:
  - Considering key project management aspects,
  - Bringing the most important issues to the forefront, and
  - Using the best available corporate data to inform discussion.

Enabling risks, issues and opportunities to be identified, actions to be agreed and informed decisions to be made

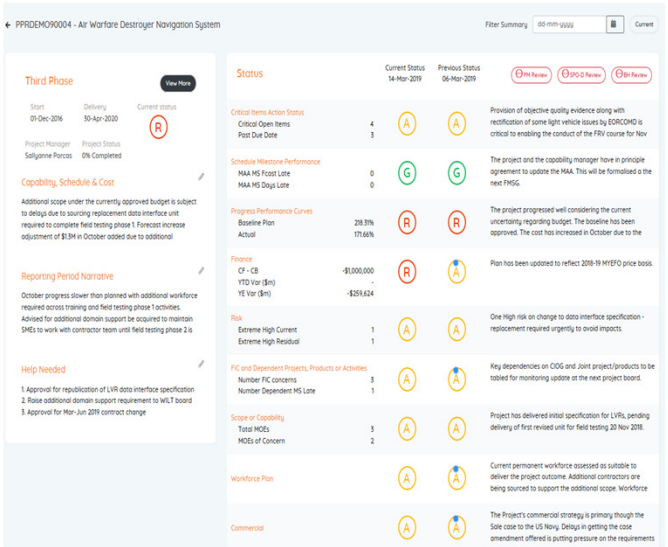
The Future

Project Performance Reviews – Why?

- Because it will achieve better project outcomes!
- Lessons Learned – Improve Assurance
- Helps CASG achieve better outcomes by:
  - Standardising data collection, management, analysis and presentation
- Meets explicit commitments made to Government:
  - E.g. ANAO reviews of Materiel Sustainment and Major Projects

The Future

PPR Information Platform - *Project Summary Page*

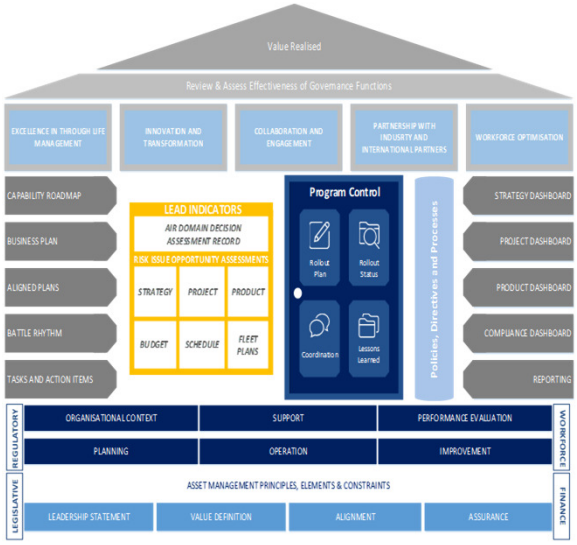


The Future

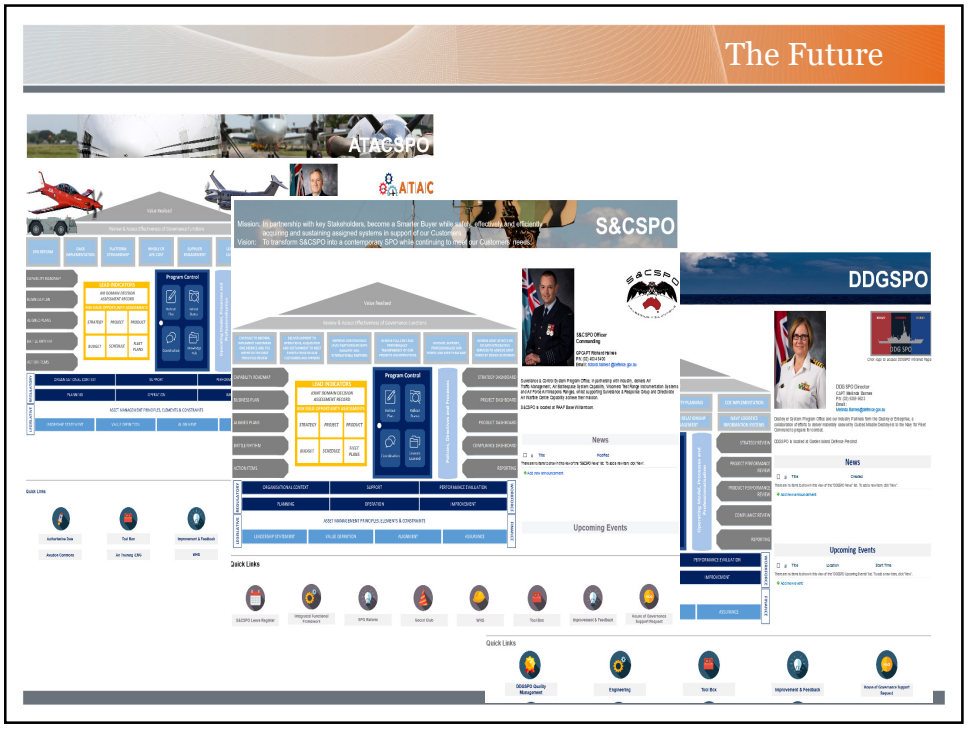
Providing Practical Support for the SPO Tier of the Enterprise

House of Governance

The Future



House of Governance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