

ADM

AUSTRALIAN DEFENCE MAGAZINE

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DEFENCE WEEK PREMIUM EDITION



A review has found that transport fees for the US FMS program may be inaccurate.

USAF

US MAY HAVE OVERCHARGED ALLIES ON TRANSPORT COSTS

The US Government Accountability Office (GAO) has released a report recommending changes to the oversight of transport fees for equipment sold under the Foreign Military Sales program (FMS) after finding that allies may have been charged too much.

EWEN LEVICK | SYDNEY

The FMS program is the umbrella under which the US sells equipment ranging from fighter jets to air defences, as well as associated services and training, to allies around the world. It was worth almost half a trillion US dollars between 2007 and 2018.

The program operates on a 'no profit no loss' basis. As such, those allies must pay a fee to cover the transport costs incurred by the US Department of Defense (DOD). Those fees are overseen by the Defense Security Cooperation Agency (DSCA).

In its report, the GAO found that inadequate oversight

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from the DSCA resulted in an inadvertent US\$400 million profit from transportation fees paid between 2007 and 2018.

"From fiscal years 2007 to 2018, DOD collected about \$2.3 billion in fees into the FMS transportation accounts and expended about \$1.9 billion from the accounts," the report

**"THE DSCA HAD ALLOWED
THOSE ACCOUNT BALANCES
TO GROW SUBSTANTIALLY
IN RECENT YEARS"**

said. "The DSCA had allowed those account balances to grow substantially in recent years due in part to weaknesses in DSCA's management oversight.

"DSCA's financial oversight of expenditures from the FMS transportation accounts does not provide reasonable assurance that expenditures are allowable and paid from the correct account."

According to the GAO, 19 per cent of reported expenditures during a three month period in 2019 were inaccurate, in some cases naming both the US Navy and the US Air Force as the entity responsible for one FMS transaction.

The GAO has now provided five recommendations to US Defence Secretary Mark Esper concerned with improving written record-keeping and review structures.

THE FUTURE SUBMARINE PROGRAM AND THE ROLE OF SYSTEMS ENGINEERING

The Future Submarine Program (FSP) is the largest and most complex capability acquisition program in Australia's history.

DR. QUOC DO | ADELAIDE

It aims to deliver Australia a regionally superior submarine capability, which will be built, operated and sustained by Australia. The program must ensure Australia's industrial capability necessary for the build, operation and sustainment of the Attack Class Submarines. The lack of sovereign submarine design authority expertise and the need for a large sustained industry workforce in Australia is a significant challenge.

Australia requires a sovereign industrial capability to support the operations and sustainment of the Attack Class submarines without unduly compromising capability, quality, cost and schedule. The FSP presents a high degree of complexity exacerbated by the orchestration of concurrent systems engineering, program management and commercial activities across three organisations, in three different countries.

It requires effective collaboration and cooperation with international overseas partners from France and the US to ensure its success. Such a project requires mixing and harmonising cultures, business processes, toolsets, and adjusting to different operational needs and procedures in terms of methods, confidentiality, legal frameworks, and national security constraints.

Coherent management and governance are needed to address development throughout every stage of the capability lifecycle.



The Future Submarine program aims to deliver Australia a regionally superior submarine capability.

NAVAL GROUP

THE ROLE OF SYSTEMS ENGINEERING

As one of the Australian engineering consultancies supporting the program, Frazer-Nash led the development of a Systems Engineering Governance Approach (SEGA) to address the complex sociotechnical challenges for the project working across organizational and national boundaries, between the engineering teams in Australia and France.

Whilst in its early stages, a key component of the SEGA is getting the governance correct from the outset. Good governance will ensure an effective and viable systems engineering organisation within the FSP enterprise.

The SEGA integrates systems engineering principles and practices. It does this by incorporating key functions of cohesion, intelligence, operation, coordination, audit and production for the effective control, communication and integration of all systems engineering teams.

**“COHERENT MANAGEMENT
AND GOVERNANCE ARE NEEDED
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THROUGHOUT EVERY STAGE OF
THE CAPABILITY LIFECYCLE.”**

“We started with an established program vision, an identity if you like, and purpose for all systems engineering teams,” Frazer-Nash Consultancy Group Leader, Submarine Systems Engineering Advisory, and also Systems Engineering Governance Manager, Future Submarine Program, Dr Quoc Do said. “The vision is to provide exceptional systems engineering services necessary to design and deliver a regionally superior and sovereign Future Submarine capability for Australia.

“It has a set of common values and operating principles, and cultivates a sense of belonging, ownership and encouragement to take corrective actions toward achieving our common vision.”

The SEGA seeks to achieve viability of systems engineering functions across the entire project, ensuring all essential governance functions are performed. This requires considerable cohesion of systems engineering activities with the highest levels of collaboration and cooperation across the entire team.

SYSTEMS MODEL

At the heart of the program's systems engineering practice is a Systems Model. It is the single point of truth supporting engineering processes such as user needs analysis, system specification, architectural design, and early verification and validation. The Systems Model delivers knowledge management, enhancing the ability of stakeholders to understand the system, its behaviour and performance, thus informing major current and future design decisions.

"THE PROGRAM HAS ADOPTED AN INTERNATIONAL SYSTEMS ENGINEERING BEST PRACTICE APPROACH."

A Systems Engineering Governance (SEG) working group is taking a holistic view of the problem space. Amongst other things the Group is foreseeing key challenges, risks and opportunities as well as peaks in workload for systems engineers and developing strategic plans to ensure resources are in place at the right time to meet demand.

Early on in the project, it was recognised that the adoption of systems engineering standards, ISO/IEC/IEEE 15288, over historical ship building processes sheds more light where essential implicit and tacit knowledge lies.

"The program has adopted an international systems engineering best practice approach. It is a structured approach that provides added rigour to traditional ship-building engineering processes," Dr Quoc Do said.

Whilst the current early Design stage primarily focuses on defining systems capability in the operational domain, functional domain and solution-independent physical architecture, it is also considering the "whole of life" perspective for the Attack Class Submarines.

Note: Dr Quoc Do is Frazer Nash's Consultancy Group Leader, Submarine Systems Engineering Advisory, and also Systems Engineering Governance Manager, Future Submarine Program.

CAE TO DEVELOP NEW TRAINING SYSTEMS FOR RAAF C-130JS

Sydney-based CAE Australia has been awarded a \$26 million contract to upgrade an aircraft simulator and other training systems as part of the C-130J Block Upgrade Program at RAAF Base Richmond.

Minister for Defence Industry Melissa Price said Defence's partnership with CAE Australia would deliver 'game-changing capability' for the Air Force.

"This will equip Defence with a state-of-the-art C-130J aircraft simulator so that our Air Force can access the highest quality of training available," Minister Price said.

"A MODERN TRAINING SYSTEM CLOSELY ALIGNED WITH THE UPGRADED C-130J AIRCRAFT CONFIGURATION IS ESSENTIAL"



A RAAF C-130J over Afghanistan.

DEFENCE

"A modern training system closely aligned with the upgraded C-130J aircraft configuration is essential to providing a robust and safe capability.

"This partnership demonstrates CAE Australia's in-country expertise in this field, and their commitment to supporting these Air Force capabilities."

"The first students will commence training on the new simulator and training systems in early 2023, which is designed to train 16 pilots, 8 loadmasters and up to 100 maintenance crew each calendar year," Minister Price said.

RAAF's C-130Js last made news when an aircraft landed at Wilkins Aerodrome in Antarctica, marking one of its longest ever flights. The C-130J was able to complete the 6,900 kilometre return flight from Hobart using two additional external fuel tanks fitted beneath the wings.

ERP SOFTWARE IS IN THE MIDST OF THE ULTIMATE STRESS TEST

Manufacturers are a vital cog in the aerospace & defence (A&D) ecosystem. But failure to react to changing market climates, modernise business processes and meet ever-moving security requirements can mean being left behind.

■
MATT MEDLEY | US

Their enterprise software can act either as a transformative enabler or leave A&D manufacturers hamstrung and unable to move forward.

The market pressures from the COVID-19 crisis are decimating supply and demand and spawning regulatory mandates. All too often, companies find opportunities hampered by their legacy software systems that have become a business progress

bottleneck, or a software supplier who wants them to follow a particular development route. In a recent Accenture survey of CIOs undertaken in the UK, 53 per cent said that their current Enterprise Resource Planning (ERP) system was inflexible and that they wanted to extend it using intelligent technology. With this in mind, I outline here the four key ERP 'stress tests' A&D manufacturers should keep top of mind when transforming their business operations.

A&D MANUFACTURING BUSINESS TRANSFORMATION CHECKLIST

1. INDUSTRY-SPECIFICITY AND CONFIGURATION CONTROL IS VITAL

Enterprise software just cannot be all things to all people. The baseline ERP functionality delivered by large incumbent providers – who develop a single platform to appeal to as many industries as possible – may well be good for operations such as finance, HR and payroll. But running aerospace and defence manufacturing operations is not the same as managing a retail business.

**“BEING AN A&D MANUFACTURER
MEANS MEETING MORE
STRINGENT SECURITY NEEDS THAN
ANY OTHER INDUSTRY SECTOR”**

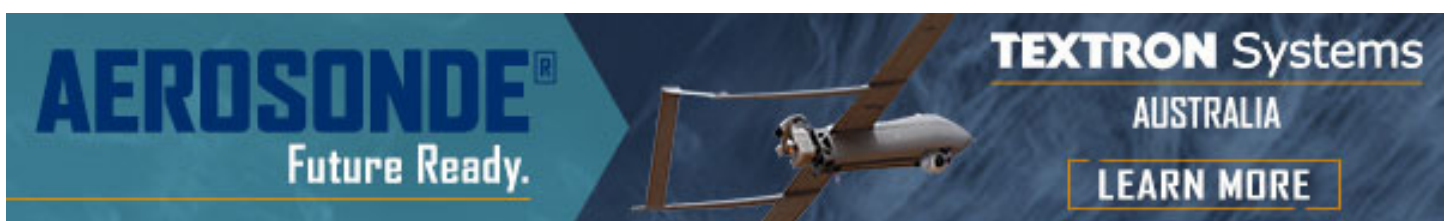
Far too regularly, A&D manufacturers set out on an implementation strategy and find that costly, complex and confusing customisations must be made to their software infrastructure to accommodate

critical A&D manufacturing processes. A&D manufacturers need to be confident their underlying systems infrastructure supports the specific business needs of their industry now and into the future—not have to dance to the tune of their software supplier.

Many ERP vendors are also pushing their customers to the cloud as a prerequisite. But A&D manufacturers are involved in a sensitive supply chain, where they must prove compliance with strict military security requirements. Tech-Clarity found that two-thirds of A&D companies highlighted cloud security as a “significant risk”.

2. CONNECT OPERATIONS – FROM THE FACTORY FLOOR INTO THE FIELD

A&D manufacturers are behind some of their peers on the Industry 4.0 curve. During a recent webinar, IFS asked 140 A&D decision makers to respond to a number of polling questions. Only 20 per cent of participants were actively looking to leverage 4.0 technology. Small wonder. If you look under the hood of many ERP suites, you will find multiple software products are comprised of disparate applications, developed separately and lashed together with a common user interface. No software can exchange data with every sensor, and those A&D manufacturing organisations with inflexible deployments will need to customise and add to their existing implementation in order to gather information from every available sensor.



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Smart factories and intelligent assets deployed in the field will generate many terabytes of data. Simply extracting this data – let alone mining it to truly inform business decisions and better take advantage of aftermarket service revenue – is something A&D manufacturing is still trying to master. This can be avoided by deploying industry-specific manufacturing ERP software built on API-driven architecture.

3. INTELLIGENT DECISION MAKING MEANS NO SILOS ALLOWED

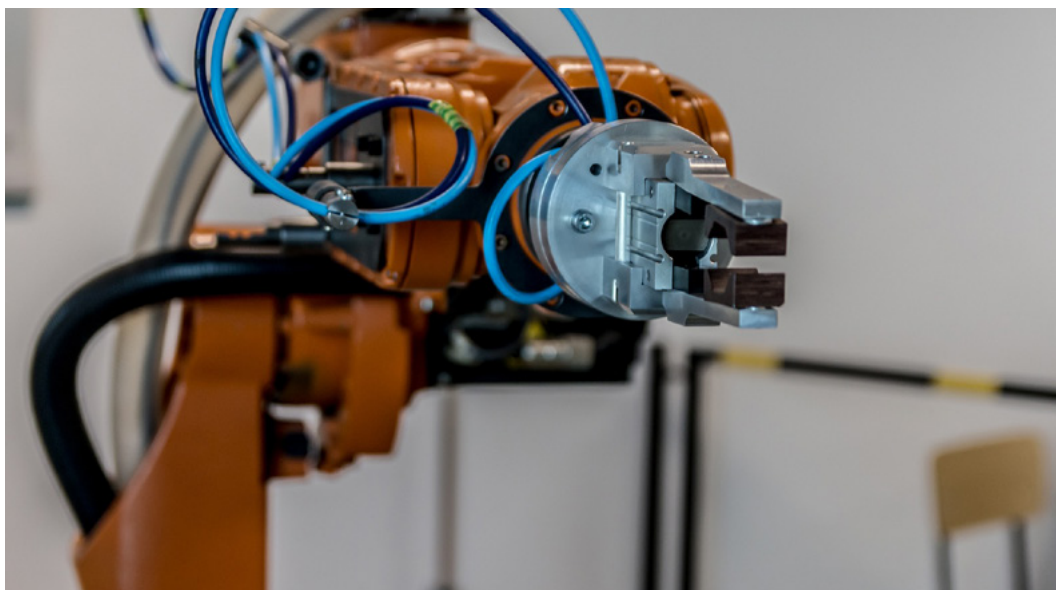
Once data is introduced into a supporting enterprise solution half the battle is won, but to ensure victory the next stage means analysing that information to gain insights into operational and business performance. A&D Manufacturers are moving data analytics from a tool for observation to a tool for optimisation, from proactive to predictive intelligence and to help meet the demands of rapid industry changes. But this is moot if data exists in a heavily customised and fragmented enterprise software implementation.

Intelligent enterprise software should bring together solutions that visualise information to support decision making at both strategic and tactical levels, providing insight and context when and where it is needed. This includes integration with other programmes vital to A&D manufacturing.

4. SECURITY AT A LEVEL MOST OTHER BUSINESSES WOULD NOT REQUIRE

Being an A&D manufacturer means meeting more stringent security needs than any other industry sector. This security sophistication applies not only to the physical products A&D manufacturers deliver, but also their digital presence. Witness the security mandates required by defence operators, such as the International Traffic in Arms Regulations (ITAR) and the newly released U.S. DoD Cybersecurity Maturity Model Certification (CMMC) Version 1.0.

The US Government explains that “the CMMC is intended to serve as a verification mechanism to ensure appropriate levels of cybersecurity practices and processes are in place to ensure basic cyber hygiene as well as protect controlled unclassified information



Enterprise software can act either as a transformative enabler or leave manufacturers hamstrung.

MICHAL JARMOLUK VIA PIXABAY

(CUI) that resides on the Department's industry partners' networks." Failing to adhere means A&D manufacturers are shut out of valuable military RFPs and bid situations.

Enterprise software plays a key role in meeting digital security requirements—and it's here where 'one-size-fits-all' ERP systems do not contain the industry-specificity to keep A&D manufacturers compliant.

"SUCCESS TODAY WILL DEPEND ON AN A&D MANUFACTURING ORGANISATION'S ABILITY TO BE AGILE IN THEIR OPERATIONS"

It will become more and more important to ensure any ERP solution used for A&D manufacturing has functionality specifically designed for export control and cybersecurity regulations. A business dealing in regulated materials or involved in sensitive military

contracts must be able to quickly and efficiently marshal this information from within their ERP system and combine it with external regulatory data to ensure compliance as they process orders, share information and conduct other transactions. They also must be able to share it with overseas partner companies in a frictionless environment.

ENTERPRISE SOFTWARE AS A STRATEGIC ENABLER

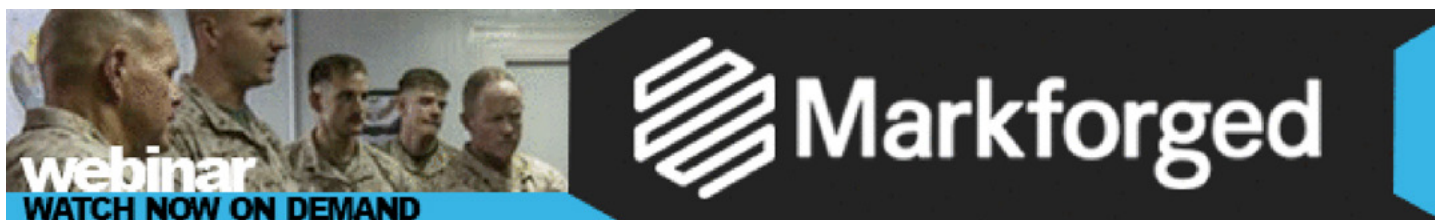
We're rowing in uncharted global waters in 2020, where opportunities for new business, the challenge of embracing new technologies and the sudden emergence of disruptive market forces are all happening at the same time. Success today will depend on an A&D manufacturing organisation's ability to be agile in their operations and flex their business models—those who can't adapt just won't make the cut.

NEW GRANT RECIPIENTS ANNOUNCED

The government has announced the latest recipients of Sovereign Industrial Capability Priority (SICP) Grants, worth \$2.4 million, as well as the latest recipients of the Defence Global Competitiveness Grants.

The announced SICP grants are:

- APS Adelaide Profile Services (\$437,760) to purchase equipment required for the construction of a storage facility that will expand manufacturing production to meet Defence requirements;





A RAN electronics technician assists a contractor from EM Solutions during a trial of the Tri-Band SATCOM terminal.

DEFENCE

- B.E. Switchcraft (\$149,697) to fund manufacturing plant and equipment and enhance employee skills;
- Future Engineering (\$421,237) to purchase capital equipment and to undertake building modifications;
- Glyde Metal Industries (\$207,880) to purchase, install and commission capital equipment and train staff;
- The Dynamic Engineering Solution (\$295,596) for the purchase of capital equipment, and the design and construction of test facilities for military grade components in a controlled environment.
- Owen International (\$64,216) to establish and commission a test and repair facility.
- XTEK (\$835,000) to fund plant, equipment and building modifications to establish state-of-the art production facilities.

“The funding we’re providing these seven businesses will help build capacity and resilience,” Minister for Defence Industry Melissa Price said.

“NSW-based Owen International supports advanced electrical systems used by the ADF in maritime environments. Their grant funding will be used to establish test facilities for visual landing aids and advanced fire control systems.”

Minister Price said another recipient, WA’s Future Engineering, is upgrading its machining capabilities to continue to support ADF maritime and land-based platforms.

PEOPLE ON THE MOVE

Rod Drury has been promoted to Vice President International, Lockheed Martin Space, allowing him to focus full time on the execution of Lockheed Martin Space’s integrated International strategy. David Ball has been appointed Regional Director ANZ, Lockheed Martin Space. Reporting directly to Rod, David will be located in Lockheed Martin Australia’s headquarters in Canberra and will be Space’s lead executive in the region.

"This funding will enable Future Engineering to invest in equipment and facilities to increase the cost effectiveness, speed and scale of their manufacturing."

The announced Defence Global Competitive Grant recipients are: RUAG Australia, Valley Precise Global, Advanced Navigation, EM Solutions, Heat Treatment Australia, IntelliDesign, Immersaview, Pivot Maritime International, and Fivecast. The total funds distributed is almost \$1 million.

Pivot Maritime International is the first Tasmanian company to receive a grant under the program and will use the funding to help build a mission maritime bridge simulator system, opening up additional export opportunities.

"It's great to see our defence industry growing in all parts of Australia, not just those states with a heavy defence presence," Minister Price said.

Heat Treatment Australia will use its grant to build the infrastructure to meet increased demand for testing components supplied internationally for the F-35 program.

"All these companies are a testament to the innovative and competitive spirit of Australia's defence industry, resulting in greater capability for our Defence Force," Minister Price said.

**"ALL THESE COMPANIES ARE A
TESTAMENT TO THE INNOVATIVE
AND COMPETITIVE SPIRIT OF
AUSTRALIA'S DEFENCE INDUSTRY"**

MOST READ ONLINE AT WWW.AUSTRALIANDEFENCE.COM.AU



1. [Sub pressure hull construction to begin in 2024](#)
2. [Post Covid-19: Australia's requirement for a sovereign self-reliant defence industry](#)
3. [Submarines and manned-unmanned teaming](#)
4. [McCullough Robertson opens new defence business](#)
5. [Defence provides update on OPV build](#)

VETERAN EMPLOYERS RECOGNISED AT THIRD ANNUAL PRIME MINISTER'S AWARDS

Nine organisations and individuals who have made exceptional efforts in promoting the unique skills and experience of military veterans have been recognised in the third annual Prime Minister's Veterans' Employment Awards.

The winners included Rheinmetall Defence Australia, AeroPM, Emergency Australia, Davor Strbac of Suncorp Group, Jeremy Holder of TacMed, RSL Queensland, the ACT Public Service, and East Coast Apprenticeships. Darren Edwards, former managing director of Boeing Australia, was recognised posthumously.



Emily Frizell and Adam Frizell of AeroPM.

OFFICE OF THE PM

Prime Minister Scott Morrison said the personnel of the ADF embody the best of the nation.

"The skills our ADF personnel hone during their service are ones that are also needed in every single workplace which is what the Veterans' Employment Program recognises," PM Morrison said. "We celebrate those businesses who are supporting veterans and their families to fulfil their potential as employees and entrepreneurs."

"While I am disappointed the Awards ceremony could not go ahead this year, I want to recognise the amazing efforts of our veterans, and the employers and individuals around the country who are supporting employment for them and their families."

"I would like to particularly acknowledge the winner of the Outstanding Contribution by an Individual to Veterans' Employment Award, posthumously awarded to Darren Edwards, the former Managing Director of Boeing Defence Australia."

"Darren set an example as a husband, a father, a former Army officer. Through his leadership he put the company at the forefront of recognising and promoting veterans' unique skills and experience, offering work placements and mentoring, and partnering with a range of veteran support organisations."

"The Award for Outstanding Employer of the Year went to professional consulting services company AeroPM for its commitment to transitioning veterans into civilian employment," Minister for Veterans' Affairs and Minister for Defence Personnel Darren Chester said. "AeroPM has recognised the incredible value of employing veterans and boasts a workforce comprising more than 90 per cent Australian veterans — congratulations and I look forward to reading about your future achievements."

AeroPM also won Veteran's Employer of the Year, Medium-Sized business. The company maintains a 97 per cent contract extension rate, ensuring continuous employment for employees even throughout the COVID-19 pandemic.

According to CEO and defence veteran Emily Frizell, former ADF members 'speak



the language' of AeroPM's clients and are drawn to the company, which rarely posts job advertisements, by word-of-mouth.

"I always say that our point of difference is our people," Frizell said to ADM. "Led by our veterans, AeroPM provides the most capable and trusted workforce in support of Defence and Defence Industry because we speak the language of our clients and we understand what the war fighter is looking for in the assets that CASG deliver."

There were a record 129 nominations for the 2020 Awards, the highest in the Awards' three-year history.

CONTACT DETAILS

MANAGING EDITOR

Katherine Ziesing
T: 0419 014 308
katherineziesing@yaffa.com.au

ONLINE EDITOR

Ewen Levick
T: 02 9213 8249
ewenlevick@yaffa.com.au

ASSOCIATE PUBLISHER

Kylie Leonard
T: 07 3087 5101
kylieleonard@yaffa.com.au

DESIGNER

Lauren Esdaile

SUBSCRIPTIONS

Martin Phillpott
Toll Free 1800 807 760
martinphillpott@yaffa.com.au

CONTRIBUTORS

Julian Kerr
T: 0418 635 823
jhrhkerr@bigpond.net.au

Nigel Pittaway
M: 0418596131
cnpittaway@bigpond.com

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Yaffa Media Pty Ltd
17-21 Bellevue St,
Surry Hills NSW 2010
T: 02 9281 2333
greatmagazines.com.au

ADM CANBERRA OFFICE
PO Box 4783, Kingston ACT 2604
T: 02 6203 9535

ADM BRISBANE OFFICE

PO Box 9165,
Wynnum Plaza Qld 4178
T: 07 3348 6966
australiandefence.com.au

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FORTHCOMING EVENTS

ADM EVENTS

More detail on ADM Events can be found on our [dedicated website](#).

- [ADM Defence Estate and Base Services Summit](#) – 22 September 2020 | Canberra
- [ADM Women in Defence Awards](#) – 23 October 2020 | National Arboretum
- [Defence in the North](#) – 28 October 2020 | Darwin Convention Centre
- [ADM Space Summit](#) – 3 December 2020, Hyatt Hotel | Canberra
- [ADM Congress](#) – 3 February 2021, Hyatt Hotel | Canberra

2020 VERNON PARKER ORATION AND DINNER

DATE 17 June 2020
LOCATION Hotel Realm, Canberra
WEBSITE navalinstitute.com.au/2020-vernon-parker-oration-and-dinner

Sir Peter Cosgrove has kindly agreed to deliver the 2020 Vernon Parker Oration on 17 June. Sir Peter was Governor-General from 2014-2019 and former Chief of the Defence Force. In January 2020 Sir Peter accepted the voluntary role as chairman of the Business Council of Australia's Community Rebuilding Initiative in response to the 2019/20 bushfires.

ONLINE COMPLEX PROJECT SIMULATION

DATE 18 June 2020
LOCATION Online
WEBSITE iccpm.com/events/major-project-simulation

ICCPM was established by the Australian Government with support from the Australian, UK and Canadian Departments of Defence to build organisational capability in the successful delivery of complex projects. It is now offering an exciting opportunity for project leaders, organised in competing teams, to manage and "live" a complex project in the safety of a virtual simulated environment. It enables participants to work on a project from start to finish; to make critical decisions and to see the impact of those decisions – all in a virtual team.

PROJECT AND PROGRAM MANAGEMENT SYMPOSIUM 2020

DATE 25-26 August 2020
LOCATION Canberra Rex Hotel
WEBSITE www.pgcsymposium.org.au

PGCS 2020 is designed to help project and program managers, and their sponsors and senior managers, develop the skills and understanding needed to deliver projects success in the next decade. Now in its 8th year, PGCS 2020 will focus on ways to build the foundations needed to create project and program success.

2020 INTERNATIONAL ROUNDTABLE WORKSHOP – BRISBANE

DATE 27 August 2020
LOCATION QUT Brisbane, Gardens Point Campus, Brisbane City
WEBSITE <https://iccpm.com/events/2020-rts-brisbane/>

The International Centre for Complex Project Management (ICCPM) invites project leaders to participate in the 2020 International Roundtable Series. Workshops will be held in key Australian locations and internationally.

AUSCERT 2020

DATE: 15-18 September
LOCATION: The Star, Gold Coast
WEBSITE: www.auscert.org.au/giveaway

The AusCERT Conference is the oldest information security conference in Australia. Each year, we attract in the vicinity of 800 participants and approximately 50 sponsors. AusCERT is hosting more than 50 speakers at AusCERT2020, as well as an array of tutorials, workshops, networking events & much more.

ROTORTECH 2020

DATE 14-16 October 2020
LOCATION Royal International Convention Centre, Brisbane
WEBSITE www.rotortech.com.au

RotorTech 2020 is the region's premier helicopter and unmanned flight systems showcase and forum, bringing together operators, manufacturers, suppliers, regulators and government across the Indo-Asia-Pacific. With a comprehensive three-day free industry conference program, RotorTech 2020 will also feature manufacturers technical workshops and an industry exhibition showcasing more than 100 helicopter and unmanned flight related companies.

MILCIS 2020

DATE 10 – 12 November 2020
LOCATION National Convention Centre, Canberra
WEBSITE <https://www.milcis.com.au>

In November each year, the Defence Chief Information Officer Group (CLOG) partners with the UNSW Canberra and the Institute of Electronic and Electrical Engineers (IEEE) to present MilCIS. The annual Military Communications and Information Systems (MilCIS) Conference welcomes military and government organisations, academia, and defence industries to contribute to the future direction of military communications and information systems.

10TH BIENNIAL SIA CONFERENCE 2020

DATE: 17-18 November 2020
LOCATION Hotel Realm, Canberra
WEBSITE <https://www.submarineinstitute.com/sia-conferences>

The 10th Biennial SIA Conference will be held 17-18 November 2020 at the Hotel Realm, Canberra. This year's theme is 'Submarine Build and Sustainment Programs: The Strategic Nature of Reliable, Sovereign Supply Chains'. The Call for Presentations is available on the website.

AIRBUS DEFENCE AND SPACE INDUSTRY ENGAGEMENT ROADSHOW

DATE postponed until further notice
LOCATION Various
WEBSITE www.airbus.com/space.html

The purpose of the briefings is to engage Australian industry and identify potential roles in the pursuit, delivery and support of projects of interest to Airbus Defence and Space such as but not limited to satellite and terrestrial communication networks, processing of imagery and data and surveillance sensors. Airbus are particularly interested in companies with the following capabilities, but not exclusive to: Advanced manufacturing; Electronics/Electrical engineering; Antenna design and manufacturing; Mobile Terminals; Electrical harness; Software development; Payload development; Infrastructure.

CYBER DEFENCE NEXT GENERATION TECHNOLOGY & SCIENCE CONFERENCE**DATE:** postponed until further notice**LOCATION:** Brisbane**WEBSITE:** wp.csiro.au/cdng

The Cyber Defence Next Generation Technology and Science Conference, is a first of its kind scientific and technology focused Cyber Defence Conference. The aim is to have the community of cyber-security under the “Next Generation Defence Technologies | Cyber Research” program in collaboration with DST-Data61 and partner universities meet together, expose relevant research activities and discuss future collaborations.

CERTIFICATE IV IN RESPONDING TO ORGANISATIONAL COMPLEXITY | CANBERRA**DATE** postponed until further notice**LOCATION** to be confirmed**WEBSITE** iccpm.com/events/certificate-iv-canberra-2020

Developed and offered exclusively by ICCPM (RTO number 41394), the Certificate IV in Responding to Organisational Complexity helps project leaders develop the skills and attributes they need to respond to complexity, as defined in the Complex Project Manager Competency Standards. This is a highly interactive course which introduces project leaders to useful tools and methodologies with a strong focus on the practical application of concepts to real-world situations.

WILLIAMS FOUNDATION SEMINAR: NEXT-GEN AUTONOMOUS SYSTEMS**DATE** postponed until further notice**LOCATION:** National Gallery of Australia**WEBSITE** www.williamsfoundation.org.au

Building upon the existing foundations of ADF capability, the aim of the March seminar is to explore the force multiplying capability and increasingly complex requirements associated with unmanned systems. From its origins at the platform level, the opportunities and potential of increased autonomy across the enterprise are now expected to fundamentally transform Joint and Coalition operations.

ASIA-PACIFIC SECURITY INNOVATION SUMMIT**DATE** postponed until next year**LOCATION** Queenstown, NZ**WEBSITE** www.apsisummit.com/page/apsi-summit-2020

The theme of this year’s APSI summit, to be held in Queenstown on the South Island, is Strengthening Security Resiliency Through Partnerships and Alliances.

2021

43RD COSPAR SCIENTIFIC ASSEMBLY

DATE 28 Jan-4 Feb 2021
LOCATION International Convention Centre Sydney
WEBSITE www.cospar2020.org

The Australian space research community enthusiastically extends the invitation to you, to meet with us for COSPAR 2020, and in so doing to forge the friendships and opportunities that will connect space research for global impact. The 2020 Assembly will combine the latest in space research findings with activities designed to enrich the global space research community – including helping equip our future leaders, and workshopping with space industry – and inspire the next generation of scientists and engineers.

LAND FORCES 2021

DATE June 1-3 2021
LOCATION Brisbane Convention Centre
WEBSITE www.landforces.com.au

The biennial LAND FORCES exposition is an international industry event to showcase equipment, technology and services for the armies of Australia and the Indo-Asia-Pacific. The Land Forces 2020 team is now setting about ensuring the event will achieve its goals of providing an effective platform for the exchange of ideas on key land forces issues and of taking Australian industry to the world.

AVALON 2021

DATE November/December 2021
LOCATION Avalon Airport

The Australian International Airshow and Aerospace & Defence Exposition is one of Asia-Pacific's most prestigious aviation and aerospace events and the most comprehensive aviation, aerospace and defence exposition in the southern hemisphere. Avalon hosts multiple concurrent conferences and expo streams, across the spectrum of Defence, Airlines, Business and General Aviation, Sport and Recreational Aviation, Airports, MRO, Space, Unmanned Systems, Air Safety and Ground Equipment.

LOCATE21

DATE 30 March – 1 April 2021 (rescheduled dates)
LOCATION Brisbane Convention and Exhibition Centre
WEBSITE <https://www.locateconference.com/2021/>

Due to COVID-19, Locate20 has been rescheduled for Locate21 happening in Brisbane March 30 – 1 April 2021. The event will focus on how geospatial technologies are intersecting with business, Government and defence to address national challenges. It's Australia's premier spatial conference with the inclusion of over 50 inspiring thought-leaders including speakers from government, academia, the defence force, technology, mining, natural resources and more. We believe this conference is of interest to defence personnel.

PROJECT AND PROGRAM MANAGEMENT SYMPOSIUM

DATE 10 – 12 August 2021 (rescheduled dates)
LOCATION Canberra Rex Hotel
WEBSITE <https://www.pgcsymposium.org.au>

Foresight is more valuable than hindsight! PGCS 2020 is designed to help project and program managers, and their sponsors and senior managers, develop the skills and understanding needed to deliver projects success in the next decade. Creating the organisational capability needed to underpin the consistent delivery of successful projects in the 2020's starts at the top. Now in its 8th year, PGCS 2020 will focus on ways to build the foundations needed to create project and program success

2022**PACIFIC 2020 BECOMES INDO PACIFIC 2022**

DATE May 2022
LOCATION Sydney Convention Centre
WEBSITE www.pacificexpo.com.au

Reflecting the increasing importance of the Indo Pacific region to the entire world, the PACIFIC International Maritime Exposition will become the INDO PACIFIC International Maritime Exposition from 2022. Initially, there will be a new timing. Instead of the previously planned PACIFIC dates in August 2021, INDO PACIFIC will now, in the wake of COVID 19, initially be held during May 2022.

VARIOUS DATES

NSW DEFENCE INNOVATION NETWORK'S REGIONAL ROAD SHOW

DATE: Various
LOCATION: Various
WEBSITE: defenceinnovationnetwork.com/din-regional-road-show-2019-20

NSW Defence Innovation Network and AIDN will be undertaking a series of small business focused regional forums across NSW. Register to attend and hear about the programs, grants, opportunities and services the NSW Defence Innovation Network (DIN) provides to the small business community across NSW. We encourage small businesses to engage with us and participate in opportunities across our networks, including DIN's seven partner universities, as well as with other state and federal agencies.

DEFENCE READINESS SEMINAR SERIES

DATE postponed until further notice
LOCATION Various
WEBSITE bit.ly/37fipjH

The Defence Readiness Seminar Series kicked off in November last year. If you are considering entering the Defence market, or have staff you consider require orientation to the Defence market, you are strongly encouraged to consider this invaluable series, shaped and developed by people in the Hunter that have worked closely in the Defence Industry over many years. Please see the website for more information on how to get involved.

2020 ICCPM INTERNATIONAL ROUNDTABLE SERIES

DATE Various (August)
LOCATION Various
WEBSITE iccpm.com/2020-rs

One of the characteristics of complex projects is that they emerge over time. This creates uncertainty for project leaders. To support project success, project leaders need to understand how to manage risk in uncertainty and identify new opportunities. The International Roundtable Series is a Thought Leadership initiative that brings together senior project leaders and leading academics from different industries to share their experience and international perspectives. The outcomes report will share these insights to improve project success.

ICCPM ONLINE WORKSHOPS

DATE Various

LOCATION Online

WEBSITE www.iccpm.com/online-workshop-webinars

Designed to support project teams who are experiencing new challenges due to COVID-19 concerns – Learn how to mitigate new risk levels, effectively deploy virtual teams, manage messy problems and more. ICCPM Online Workshops and Webinars provide you with an easily accessible and engaging option to continue your training from anywhere in the world. These options provide you and your team with a conducive learning environment to support your complex project success.