

THE YEAR THAT WAS 2020 – AN OPINION

2020. What a year. To quote my younger millennial sister, 'I can't even.' Fires, pandemics, travel bans, skyrocketing freight costs, mandatory call outs and deployments of Reserves, working from home, the release of the Brereton report, video conferencing, lockdowns, essential workers and more.

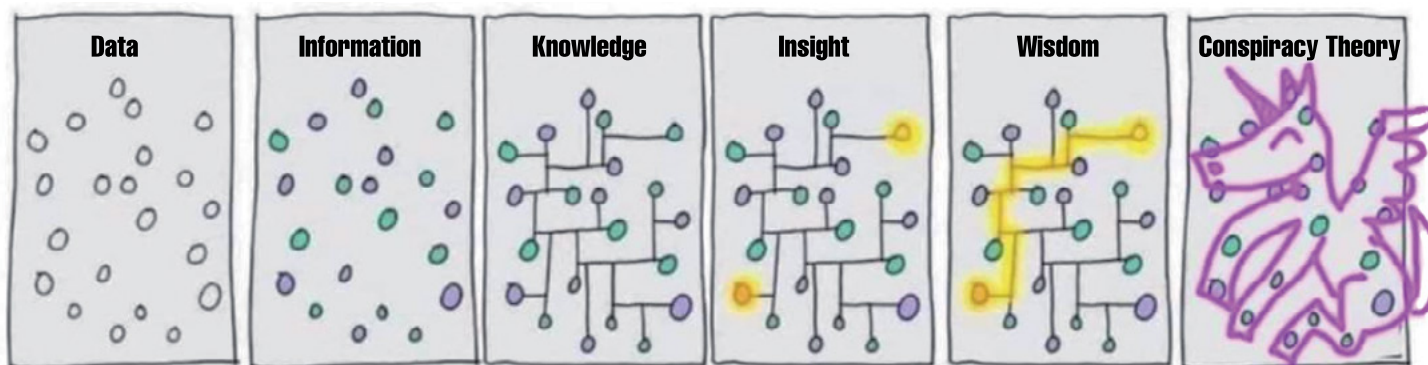
KATHERINE ZIESING | CANBERRA

The major policy updates of the Defence Strategic Update and the Force Structure Plan, the Defence White Paper you have when you don't have a White Paper, were some of the best researched and planned documents to come out of government in a long time. Were they an updated publicly available Integrated Investment Plan? No. But they did provide a much needed update.

For all that 2020 was full of challenges, there were also opportunities. For many organisations, a decade's worth of ICT upgrades came in less than a year. Jobs that were 'impossible' to work remotely became suddenly viable. Collaboration that required flights constantly criss-crossing the country became virtual. Organisations and individuals became more mindful of what they were doing and how they were doing it in terms of teamwork and what was considered essential.

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I'd like to think that the Defence community has some insight or even wisdom.

TWITTER

Industry responded to calls from Defence and Government to process payments more quickly, ensuring cashflow to SMEs was assured. Of course, there were cases where this was less than ideal, but on the whole the measure was implemented quickly. Businesses pivoted to help other parts of the economy; vehicle module manufacturers made intensive care beds and CNC machining companies made face shields. There are many more examples out there too!

Infrastructure programs were fast tracked by government early on to the tune of \$870 million. But ADM found this hard to track. Minister for Defence Industry Melissa Price answers this question in her *From the Source* interview in the upcoming Dec 2020/Jan 2021 edition.

“PLANNING IN 2020 WAS AKIN TO PACKING IN A HURRICANE”

“The Estate Works Program that you refer to remains on track to release all works packages as intended,” Minister Price said in the interview. “The Estate Works Program is a three-year rolling program of forward work packages with individual packages valued anywhere from less than \$1 million out to \$15 million. We are focused on providing opportunities for local small businesses, many of whom are in

regional Australia where our bases are located, and many of them took advantage of opportunities that presented themselves during COVID.

“On 14 May 2020 the Minister for Defence and I announced the release of \$870 million three year forward work programs from 2020 to 2021 and it’s part of the 2020 Budget Defence Stimulus Package. Government announced a further injection of \$300 million into the Estate Works Program for 2020/21 and 21/22.

“Since July 2019 through to 23 October 2020, the Estate Works Program has let 361 individual contracts worth a value of \$721 million, and since April 2020 (coinciding with the ministerial announcement in May) a total of 130 work packages have been released to market alone with \$214 million paid to contractors so far this current financial year.

“Pleasingly, some 30 contracts with a total value of \$70 million have been awarded to Indigenous companies to date in this financial year. I am very impressed with the efforts of Steve Grzeskowiak and his team with the E&I Group program, given that we’ve just been experiencing everything that COVID-19 threw up,” Minister Price concluded.

I did find it puzzling, however, that first and second pass approvals through government were not progressing as quickly as one might think; only 15 programs between January and October this year made it through. Have a look at the ADM November edition Budget coverage for more on this and other Budget measures.

Minister Price’s Five Pillars approach announced in September this year will bear more fruit in 2021 I suspect. The release of the Defence Transformation Strategy will also come into play during that period.



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ADAY

A number of programs were also moved to the right due to COVID complications. But most of them happened very quietly, with industry being left to figure it out for themselves through their networks. These include (but are not limited to) Land 200, Air 6500, Hunter and Attack class milestones. Clearer communications around these movements would be appreciated by all parties.

All in all, 2020 was a big year to keep abreast of. Much happened, and happened quickly. Planning in 2020 was akin to packing in a hurricane; as soon as you confirmed something, circumstances changed. The much talked about concept of agility was tested. And I think we passed. As a community, Defence did a pretty good job of applying insight and wisdom to their operations. Bring on 2021.

ANAO REPORT INTO VETTING SERVICES

The constantly vexed issue of clearances has once again come under the Australian National Audit Office's (ANAO) microscope, with a new report released this week.

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The report is a follow on from their report from three years ago looking at how the Australian Government implements security measures, with a particular focus on how clearances are handled. This report noted that the "Australian Government Security Vetting Agency's (AGSVA) security vetting services do not effectively mitigate the Government's exposure to insider threats."

In the report from an inquiry from the Parliament's Joint Committee of Public Accounts and Audit (JCPAA), the committee made three recommendations to Defence. The department



Clearances are a constant issue and barrier to entry for Defence industry.

GETTY

agreed with qualification to implement the first recommendation, agreed to implement the second recommendation and did not agree to implement the third recommendation.

“Of the six recommendations made to Defence by the JCPAA and ANAO, Defence has implemented four recommendations and partly implemented two recommendations,” according to the ANAO. “In respect to the two JCPAA recommendations and one ANAO recommendation contained in the non-public Auditor-General report that were made to improve Defence’s security vetting information technology and information security, Defence has: implemented one JCPAA recommendation, partly

implemented the second JCPAA recommendation, and partly implemented the ANAO recommendation.

“Defence has implemented the three ANAO recommendations relating to improved processes for conditional clearances and information sharing,” the report concluded.

The report details the work of AGSVA to conduct security vetting, with Defence acknowledging that it handles over 40,000 clearance documents annually under the framework.

**“DEFENCE CONFIRMED THAT
AT THIS TIME IT DID NOT HAVE
AN ESTABLISHED ENTERPRISE
GOVERNANCE PROCESS”**

Defence delivers AGSVA’s services through an allocation of 275 full-time equivalent Australian Public Service (APS) staff located across Australia. The majority (92 per cent) of security clearances are processed by external vetting providers.

“Defence welcomes the ANAO Performance Audit Report into the Delivery of Security Vetting Services Follow-up and notes the finding that Defence has implemented four and partly implemented two of the ANAO and JCPAA recommendations examined by the audit,” a Defence statement to the ANAO said.

Defence contracts six external vetting providers, who, through a mix of employees (40 per cent) and sub-contractors (60 per cent), support the clearance process by preparing vetting assessments. Defence APS staff are responsible for making all security clearance decisions including procedural fairness processes.

In 2019–20 AGSVA completed 49,425 security clearances, including 3,327 positive vetting clearances. As at 1 July 2020, AGSVA maintained 403,888 active clearances. Defence expenditure on AGSVA services for 2019–20 was \$83.26 million.

“Defence safely handles more than 40,000 personnel file movements annually as a part of delivering responsive and assured vetting services for Government and Industry. The report documents a range of measures Defence has implemented since 2018 to safeguard information and ensure quality control, including an active accreditation and assurance program for external security vetting providers to meet Defence and Government security requirements.

“Defence continues to prepare for modernisation under the Vetting Transformation



Project, which is still subject to Government consideration. Defence is committed to continuous improvement and is closely examining the report findings related to these measures. Defence takes seriously the oversight of these complex activities and is taking steps to further strengthen the governance of risk and implement the Auditor General's recommendation," Defence's statement concluded.

ADM Comment: A perennial issue from Defence industry is that of timely and cheaper clearances. The creation of AGSVA's creation in 2010 was the government's answer to the problem. The ANAO has reviewed the body three times since its establishment, with this most recent report being the most positive of them the three, all things considered.

But the transformation of this process under program ICT2270 has been a matter of debate between the ANAO and Defence. ANAO said speed it up; Defence said no. Since Defence responded to the JCPAA on 23 August 2019, there have been further delays to the IOC delivery date for ICT2270.

"Defence confirmed that at this time it did not have an established enterprise governance process to record and monitor the implementation of Parliamentary recommendations," the ANAO report said. I doubt Parliament is happy about that.

The moral of the story here from the Defence perspective; 'We're working on it.'

ADM SPACE SUMMIT HIGHLIGHTS

Last week ADM held our second-ever Space Summit to connect leading industry figures with government policymakers and set the scene for the year ahead.

EWEN LEVICK | SYDNEY

The event was well-attended both in person and online, and also generated plenty of discussion on social media.

Morning proceedings were chaired by David Ball from Lockheed Martin Australia, and opened with a speech from Adam Seedsman, Executive Director of Strategy and Policy at the Australian Space Agency. He took the opportunity to emphasise the Agency's role as a business facilitator rather than a traditional space agency.

"We're different to other space agencies," Seedsman said. "We're an economic development agency. We have a mandate to establish growth through space in other core industries, such as agriculture."

MOST READ ONLINE AT WWW.AUSTRALIANDEFENCE.COM.AU



1. [Lendlease to deliver Air 555 at RAAF Edinburgh](#)
2. [Chief of Army disbands 2 Squadron SASR](#)
3. [Raytheon chosen as OPV life cycle manager](#)
4. [Brereton IGADF redacted report released](#)
5. [ANAO looks at Land 400 Phase 2](#)

Seedsman also discussed the Agency's goals of showcasing Australian expertise in propulsion, hypersonics and space medicine, and also emphasised their close work with Defence on satellite and situational awareness capabilities.

Air Commodore Phil Gordon, RAAF's Director General Air Defence and Space, said that Australia was moving from passively consuming space capabilities to actively contributing to them.

"For many years, we've been a consumer of space through our partners that's underpinned our operations," AIRCDRE Gordon said. "We're now on the journey to becoming a space contributor."

"I USED TO FEEL UNEQUAL IN THOSE DISCUSSIONS. NOW I FEEL LIKE AN EQUAL."

AIRCDRE Gordon also asked broad questions about Australia's space strategy going forward: "I'm asking, where do we want a sovereign capability? And where do we want to rely on others? If we want that capability, can our industry support it?"

"How do we see ourselves in space? Do we buy boutique systems from overseas and stick them in GEO? Do we put lots of cheap systems in LEO? How much do we do for ourselves? How much do we rely on others?"

Phil Shears, director of Defence Project 799 Phase 2 for the Australian Geospatial-Intelligence Organisation, said that industry will have the opportunity to contribute to that program, which aims to improve Australia's space-based ISR capabilities.

"In 2021, the project will be undertaking industry engagements to understand Australia's strengths and capabilities," he said. "We'll be testing assumptions on future GEOINT collection capabilities. But it's too soon for a dollar figure."

Luke Brown, Assistant Secretary – Space Services, Training Areas and Simulation for Defence, said that Australia's international space presence has improved massively during his tenure.

"In recent months, our high-level US and UK colleagues have used the strongest words I've ever heard about partnering with allies like us," Brown said. "I used to feel unequal in those discussions. Now I feel like an equal."



ADM's Space Summit was held in Canberra and online on December 2.

JAMIE BIRCH/INFORMA

Another highlight was Adam Gilmour, founder of launch company Gilmour Space, who welcomed the government's enthusiasm for space.

"I don't know what's happened to the government. It's like someone injected them with a 'space virus'," Gilmour said. "It's great."

However, Gilmour emphasised the need for both government and industry investment in R&D.

"There isn't enough manufacturing – if you want sovereign capability, you have to make it," he said. "The Americans spend nine per cent of their total defence budget on R&D. We spend 1.5 per cent. I used to be an investment banker. I spotted trends. There's an easy spend to spot here."

He was also coy about his company's potential to contribute to hypersonics programs, saying only that there was 'plenty of potential.'

Other launch companies, including Equatorial Launch and Rocket Lab, provided updates on their progress. NZ-based Rocket Lab is actually the world's second-busiest commercial launch operator after SpaceX.

The core message from the day was that Australia's space industry set to grow in leaps and bounds. We're excited for next year's event, to be held in the second half of the year in Canberra.

AUSTRALIA AND US INK CYBER TRAINING RANGE DEAL

The US and Australia have launched their first agreement to continuously develop a virtual cyber training range.

Both nations signed the Cyber Training Capabilities Project Arrangement on November 3, which enables US Cyber Command to incorporate ADF feedback into their simulated training domain, the Persistent Cyber Training Environment.

Raytheon's PCTE is a cyber training platform for real-world defensive missions across boundaries and networks. A shared use and development model means it evolves to sharpen readiness in cyber tactics, techniques and procedures.

"This project arrangement is a milestone for US-Australian cooperation. It is the first cyber-only arrangement established between the US Army and an allied nation, which highlights the value of Australia's partnership in the simulated training domain," Elizabeth Wilson, the US signatory and deputy assistant secretary of



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MAJGEN Marcus Thompson, the head of information warfare, signs a cyber training agreement between the US and Australia.

SGT SEBASTIAN BEURICH

**“IT IS THE FIRST CYBER-ONLY
ARRANGEMENT ESTABLISHED
BETWEEN THE US ARMY AND
AN ALLIED NATION”**

the Army for defence exports and cooperation, said.

“To counter known and potential adversarial threats, the Army has recalibrated our strategic thinking; we’ve made smart decisions to refocus our efforts to invest in the new, emerging and smart technologies that will strengthen our ability to fight and win our nation’s wars,” she added.

Previously, nations’ cyber forces developed cyber training ranges for specific scenarios that would be used once, a process that could take months. The PCTE is a collaborative training environment, enabling cyber forces around the world to develop and reuse already existing content to train at individual and group levels anytime.

“Australia and the US have a strong history of working together to develop our cyber capabilities and train our people to fight and win in cyberspace,” Major General Marcus Thompson, Head of Information Warfare in VCDG Group, said. “This arrangement will be an important part of the ADF’s training program, and we look forward to the mutual benefits it will bring.”

PCTE is one component of the US military’s Joint Cyber Warfighting Architecture, an overarching framework that helps guide capability development across all services for a functional, adaptive system of systems.

PEOPLE ON THE MOVE

Andy Keough, managing director of Saab Australia, has been appointed to the University of Adelaide’s Council. Keough has 35 years’ experience in defence and defence industry. The RSL has announced the appointment of Army officer and Australian Federal Police Executive Officer Brigadier Philip Winter as its new national CEO. Brigadier Winter will take up his appointment in late January 2021.

MINISTER PRICE LOOKS TO CUT RED TAPE

Minister for Defence Industry Melissa Price has unveiled new plans to cut red tape with the release of the Terms of Reference for a comprehensive review of Defence procurement, as foreshadowed in her Five Pillars approach.

The review into the Australian Standard for Defence Contracting (ASDEFCON) and Defence procurement will seek to strengthen the way Defence does business with defence industry and ensure it has a fit-for-purpose procurement system in place.

Minister Price said the review was timely as the government continued to roll out \$270 billion in Defence capabilities over the next decade.

“Working to cut red tape is a key part of our ‘Five Pillars’ strategy to support defence industry through the COVID-19 challenges and beyond,” Minister Price said.

“It’s the result of our ongoing dialogue with the sector over many months designed to help them grow their business and deliver strong defence capability.

“By reviewing Defence’s suite of contracting templates, its procurement practices and processes, we can deliver a simpler and less burdensome procurement system.

“We must also ensure we are balancing the needs of our defence industry with those of the ADF and that’s what this review will seek to do.”

Minister Price said industry and stakeholders would be engaged and consulted as part of the strengthening of defence procurement.

“This is an opportunity for defence industry to put forward ideas, solutions and feedback to improve what is a critical system for Defence,” Minister Price said.

The goals of the ASDEFCON and Defence Procurement Review are to fully examine Defence industry’s views on how Defence approaches the market at all stages of a procurement.



Minister for Defence Industry Melissa Price at the handover of a Guardian class patrol boat.

DEFENCE

**“WE CAN DELIVER A SIMPLER
AND LESS BURDENSOME
PROCUREMENT SYSTEM”**

The review is expected to be finalised by mid-2021, with a summary of the key findings to be released after consideration by the Government.

ADM Comment: ADM hopes that this review and the subsequent implementation of its recommendations includes an education component of how ASDEFCON template choice and application interacts with the recent changes in the Commonwealth Procurement Guidelines. ADM understands that the choice of ASDEFCON template plays an important role in the relationship with their industry partner.

MINISTERS MAKE A FLURRY OF F-35 ANNOUNCEMENTS

A number of announcements related to Australia’s F-35 program were this week, starting with the news that Lockheed Martin has been awarded a sovereign Training Support Services (TSS) contract.

“This contract is valued at up to \$100 million over a term of up to five years, and will see more than 70 ADF personnel locally employed at RAAF Bases Williamtown and Tindal,” Minister for Defence Linda Reynolds said. “The agreement includes the operation and maintenance support for six F-35A Full Mission Simulators at RAAF Base Williamtown.


“There are plans to install four more simulators at RAAF Base Tindal in 2021, which would also be included under the support arrangements.

“The simulators at RAAF Bases Williamtown and Tindal have the ability to be networked together and share mission data to greatly enhance training.”

The contract will be delivered with support from Williamtown-based air combat training specialist Milskil.

“The TSS contract ensures the world-class sovereign F-35 training support services solution we developed with Milskil is sustained for a further three years, while further solidifying RAAF Base Williamtown as Lockheed Martin’s largest F-35 base presence outside of the US,” Lockheed Martin Australia chief Joe North said.

**“NSW-BASED QUICKSTEP
ANNOUNCED THAT IT HAS PRODUCED
ITS 10,000TH F-35 COMPONENT”**



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The milestone coincides with the RAAF's withdrawal from pilot training arrangements at Luke Air Force Base in the US, bringing training arrangements back to Australia.

Separately, Minister Reynolds announced the Joint Strike Fighter – Industry Support Program (JSF-ISP), with \$4 million initially available in grant funding to establish the program.

“The JSF-ISP sustainment opportunity will support Australian companies that have been successfully appointed by the US for component repair capability as part of the F-35 Global Support Solution,” Minister Reynolds said.

In another release, Minister Reynolds highlighted the size of Australia's contribution to the F-35 program, which includes 50 Australian companies sharing \$2.7 billion in contracts.

Finally, NSW-based Quickstep announced that it has produced its 10,000th F-35 component. Each F-35 aircraft currently in production incorporates approximately \$440,000 of content built at Quickstep's facility at Bankstown Aerodrome in Western Sydney.

ARCHTIS ACQUISITION EXPANDS REGIONAL PRESENCE

Cyber business archTIS announced on last month that it acquired global information protection business, Nucleus Cyber (NC).

Completion of the acquisition is still subject to a number of conditions, including approval by ordinary resolution of the shareholders at the archTIS AGM on 23 December.

This week, Nucleus Cyber announced its expansion into the Asia-Pacific and European cybersecurity markets with three new channel partnerships to resell the company's NC Protect solution for data discovery, protection and compliance for the leading content services and collaboration platforms.



Nucleus Cyber has announced its expansion into the Asia-Pacific and European cybersecurity markets.

SUPPLIED

**“WE ARE EXCITED TO WELCOME
OUR NEW PARTNERS TO OUR
GLOBAL CHANNEL PROGRAM”**

SABASAI (Australia), iSecurity (Taiwan) and SPOO Datascience (Germany) have all joined the Nucleus Cyber Global Channel Partner Program, which value added resellers a security platform to help their clients proactively protect against insider breaches, sensitive data misuse and unauthorized file access.

“Data security and compliance are more important than ever with new global regulations and the risk of insider threats increasingly keeping information security professionals up at night,” Kurt Mueffelmann, CEO of Nucleus Cyber, said. “We are excited to welcome our new partners to our global channel program.

“Their domain expertise paired with our innovative technology will allow their customers to proactively protect their most sensitive and confidential information from internal threats, including cyberespionage, misuse by overprivileged users and human error, that can lead to breaches and subsequent fines.”

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FORTHCOMING EVENTS

ADM EVENTS

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

- [ADM Congress](#) – 3 February 2021, NCC | Canberra and Online

43RD COSPAR SCIENTIFIC ASSEMBLY

DATE 28 Jan-4 Feb 2021
LOCATION International Convention Centre Sydney
WEBSITE 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 workshoping with space industry – and inspire the next generation of scientists and engineers.

LOCATE21

DATE 30 March – 1 April 2021 (rescheduled dates)
LOCATION Brisbane Convention and Exhibition Centre
WEBSITE 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.

HUNTER DEFENCE CONFERENCE

DATE 22-23 April 2021
LOCATION Crown Plaza, Hunter Valley
WEBSITE www.hunterdefence.org.au

The Hunter Defence Conference will be held in April next year at the Crown Plaza in the Hunter valley. More details will be available soon.

LAND FORCES 2021

DATE June 1-3 2021
LOCATION Brisbane Convention Centre
WEBSITE 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.

ROTORTECH 2021

DATE 15-17 June 2021
LOCATION Royal International Convention Centre, Brisbane
WEBSITE rotortech.com.au

The new dates for Rotortech will be Tuesday 15 June to Thursday 17 June 2021. The venue, the Royal International Convention Centre in Brisbane, is unchanged. Rotortech is the region's premier helicopter and unmanned flight systems showcase and forum, featuring more than 100 participating companies and key speakers from industry and government. We believe that deferring Rotortech to its new June 2021 dates will achieve this goal by moving the event to a time where the COVID situation will have improved and the current uncertainties will have passed.

PROJECT AND PROGRAM MANAGEMENT SYMPOSIUM

DATE 10 – 12 August 2021 (rescheduled dates)
LOCATION Canberra Rex Hotel
WEBSITE 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

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AVALON 2021

DATE 23-28 November 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.

2022**INDO PACIFIC 2022**

DATE 12 May 2022
LOCATION ICC Sydney
WEBSITE pacificexpo.com.au

INDO PACIFIC, the biennial International Maritime Exposition, will combine an extensive exhibition presence, a comprehensive conference program and a schedule of networking and promotional opportunities. It will be the 12th iteration of this internationally renowned event, and will be a critical link event for Defence, government and industry as Australia defines how it will invest \$90 billion on new ships, submarines and their systems and support.

VARIOUS DATES**ASDEFCON TD /IP ONLINE COURSES**

DATE Various
LOCATION Online
WEBSITE defence@majortraining.com.au

Defence have begun online delivery of its short course on the Technical Data / Intellectual Property (TD/IP) clauses in its ASDEFCON suite of templates. These clauses provide far more flexibility and scope to deal with TD/IP issues than the previous ones. Defence will offer a number of spaces to Defence Industry on each online course to ensure the new TD/IP regime is successfully adopted by industry. These positions are centrally funded by Defence.

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.

ICCPM ONLINE WORKSHOPS

DATE Various

LOCATION Online

WEBSITE 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.

ICCPM ROUNDTABLE WORKSHOPS

DATE Various

LOCATION Various

WEBSITE iccpm.com/2020-rs

ICCPM, with Series Partner QUTeX, is pleased to confirm the upcoming Workshops for the 2020 International Roundtable Series Harnessing Emergence in Complex Projects: Risk, Uncertainty and Opportunity. The International Roundtable Series is an exciting Thought Leadership initiative where senior practitioners and leading academics come together and discuss the Series Theme to produce new insights and practical steps to improve complex project success. Registrations for in-person workshops are strictly limited to comply with COVID-19 venue safety guidelines. Please refer to each event page for more details.