

ADM

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DEFENCE WEEK PREMIUM EDITION



PM Scott Morrison and Minister for Defence Industry Melissa Price speak to the media during a visit to RAAF Base Tindal. DEFENCE

RAAF TINDAL UPGRADES SHOW INCREASED FOCUS ON THE NORTH

The news that the government has invested a further \$1.1 billion in upgrades to RAAF Tindal, home to one of Australia's three F-35 squadrons, is perhaps the most significant indicator that Canberra's strategic eye is now firmly on the north.

EWEN LEVICK | SYDNEY

Speakers at ADM's Northern Australia Defence Summit, hosted in Darwin each October, have been making the case for northern investment for years. NT Chief Minister Michael Gunner has described Darwin as a 'strategic staging post' that can be turned on to project Australian power northwards, such as during the East Timor crisis in 1999. The converse, Minister Gunner argued, is not true: the geographic and strategic importance of Darwin cannot be 'turned off'.

Geography, as the saying goes, is the mother of strategy – and it certainly can't be turned off. Even in a

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warfighting environment characterised by cyber operations and over-the-horizon missile systems, there are geographic facts that Australia cannot escape.

The F-35A has a listed range of 2,200 kilometres, which converts to combat radius of roughly 1,000 kilometres. That means the squadrons at RAAF Williamtown can only make it to Rockhampton before they have to turn home without tanker support. If they want to spend any time on station, they could only really make it as far as Brisbane. F-35s can be refuelled by KC-30As and by partner nations abroad, but that only extends their range a few hundred kilometres and also introduces an operational need – and a need, from an opponent's perspective, is a vulnerability.

**“RAAF BASE TINDAL WILL BE ABLE
TO DELIVER ENHANCED AIR-TO-AIR
REFUELLING AND AIR SUPPORT
CAPABILITIES”**

F-35s flying from RAAF Tindal, on the other hand, are able to make it across the Arafura Sea to PNG or East Timor before they need to turn home. That means they have the ability to loiter over the exits of the Indonesian archipelago, protecting any Australian maritime task forces in the area. Yet further problems arise, such as the need to cart tonnes of fuel across the outback and support the whole chain of people and equipment that

get an F-35 in the air: hence the need to upgrade RAAF Tindal.

The project will put \$737 million towards extending the runway, building a new air movements terminal, parking apron and extra fuel storage facilities. Meanwhile, \$437 million will provide critical base infrastructure upgrades, particularly engineering services on the base including power, water and sewage, as well as 108 new live-in units.

“As part of these upgrades, RAAF Base Tindal will be able to deliver enhanced air-to-air refuelling and air support capabilities, ensuring we can support critical ADF operations – everything from air combat missions through to responding to natural disasters both at home and throughout our region,” Prime Minister Scott Morrison said.

The move is also likely to please the US and Singapore, which both have significant strategic interests in northern Australia. At the last ADM Northern Australia Defence Summit, USMC Colonel (Ret'd) Grant Newsham of the Japan Forum for Strategic Studies said there is 'nowhere else' in the Pacific that can accommodate a full Marine Expeditionary Unit – Amphibious Ready Group (MEU-ARG).

“There is no other place,” COL (Ret'd) Newsham argued. “There is no room in Japan and Guam is full.”

Singapore, meanwhile, is expecting to source 20 per cent of its electricity through the Sun Cable project, a planned 15,000 hectare solar farm and battery storage facility near Tennant Creek that will deliver power to the island state through a High Voltage Direct Current cable. If that project is realised, the island will develop a greater dependence on northern Australia for its own strategic stability.

Each Australian state or territory can claim strategic importance, but the north, particularly the NT, remains a level above. Hence why the investment in RAAF Tindal has been so welcome amongst the Australian strategic community.

In the words of former Minister for Defence Christopher Pyne: “The Territory needs to make a lot of the fact that it is the most critical strategic part of Australia's defences. Its importance cannot be overstated.”

HOW DEFENCE SMES CAN MANAGE INSIDER THREATS

A “trusted insider” is a current or former employee or contractor who has legitimate access to information, technology, assets, or premises owned by a business or organisation.

KARA KENNEY | SYDNEY

A trusted insider threat is simply the threat posed by the trusted insider which may be intentional, unintentional (for example unwittingly releasing confidential or classified information), or under duress (for example blackmail). Insider threat activities may include intentionally circumventing security procedures which creates security vulnerabilities, theft, sabotage, or criminal activity which results in or has the potential to result in harm to a business – or in defence industry’s case, damage to national security. The damage can be significant and may include not only financial implications but reputational damage, regulatory breaches and associated litigation.

Defence industry is one of the most susceptible sectors to insider threat risk. Businesses are at risk of losing their Defence contract if an employee’s actions lead to a security breach, regulatory breach, or loss of Defence information. A recent example of this was the illegal export of Export Control (ITAR) information from a large international defence prime employee in the US.

Risk assessments should consider all forms of trusted insider activity when assessing and treating security risks. Irrespective of the industry, businesses that employ staff are at risk.

A strong security culture is imperative in protecting against trusted insider threats. All too often businesses commit funding to robust physical security and IT security measures, without consideration of their security culture and forgetting that humans are often the weakest link.



Employees must all play a role in protecting their business.

JOHN SCHNOBRICH

In a business with a strong security culture, staff will be trained to understand security threats to the business and will willingly comply with security policies and procedures. Suspicious behaviour and behaviour not aligned with the code of conduct will not be tolerated. Management will support and enforce security policies and the risk of internal fraud or malicious activity will be low. If an incident does occur, it is more likely to be identified, reported, and investigated in a timely manner.

Conversely, in a business with poor security culture, compliance with security related policies and procedures (if they exist) will be relaxed, the risk of incidents occurring will be high, and if an incident does occur, it will be more likely to go undetected or worse still detected and unreported.

Here are 10 steps to protecting your business from trusted insider threats:

1. Determine who is responsible for the security plan within your business.
2. Establish your risk appetite and conduct a security risk assessment to identify and document your security risks including those around trusted insiders.
3. Implement a security plan detailing IT security measures, physical security measures, information security measures, personnel security measures, and governance.
4. Implement security related policies and procedures such as: Code of Conduct, Social Media Policy, Drug and Alcohol Policy, IT Security Policy, and Information Security Policy.
5. Ensure staff are trained to understand security threats and internal security policies and procedures.
6. Develop a strong security culture through:
 - Top down commitment to security;
 - Enforcement of policies/procedures; and
 - Ongoing security awareness training.
7. Implement stringent personnel vetting procedures.
8. Ensure all staff and contractors sign non-disclosure agreements upon engagement.
9. Once the security plan is in place, conduct regular security audits and reviews which may include proactive data mining to detect suspicious behaviour or red flags.
10. Review the security plan in consideration of the threat environment on a regular basis.

Overall, employees must all play a role in protecting their business. Therefore, employee trustworthiness and security training and awareness are key elements to building a strong security culture. An employee is often the way in which security incidents or suspicious behaviour is identified. This means frameworks must exist to foster a safe reporting environment.

**“HUMANS ARE OFTEN THE
WEAKEST LINK”**

Note: Kara Kennedy is Managing Director of Your Business Security, a Goal Group member.

PEOPLE ON THE MOVE

Thales Australia has announced that Duncan Lewis will join the Thales Australia Board. Lewis retired as Director-General of the ASIO in 2019 following a career that included Commander of the SASR, National Security Advisor to the Federal Government, Secretary of the Department of Defence and Ambassador to Belgium, the European Union, Luxembourg and NATO.

HUNTER CLASS BLAST AND PAINT COMPANIES HEAD TO GLASGOW

As preparations continue for the Hunter class build, ASC Shipbuilding has down-selected four companies for blast and paint work during the program's prototyping phase.

The four are SA-based AFL Services, Broadspectrum, NSW-based Eptec Group, and Altrad Services Asia Pacific.

Representatives from all four Australian companies have attended an industry familiarisation visit to Glasgow, where they inspected and viewed the internal and external paint processes used on the Type 26 Global Combat Ship – the reference ship design for Hunter class. Only one, however, will be awarded the contract.

"IT IS CERTAINLY A GREAT OPPORTUNITY TO BE ABLE TO SEE THE FIRST TYPE 26 FRIGATES"

"It is certainly a great opportunity to be able to see the first Type 26 frigates being built to understand the ship and compartments complexity in order to provide the best value for money solution," Joe Viglione, CEO Eptec Group, said.

The blast and paint contract will be awarded in Q3 2020, with the successful company commencing blast and paint work at Osborne Naval

Shipyard in November 2020, prior to cut steel on the first of five prototyped blocks.

"Broadspectrum's visit to the Glasgow shipyard provides us an excellent opportunity to see first-hand the layout and level of complexity of the Type 26 frigates," Mike McDowell, General Manager Defence Support Services for Broadspectrum, said.

The two-year prototyping phase will begin in December 2020 at Osborne Naval



Garry Lockett and Lee Thompson of Altrad Services at the shipyard in Glasgow.

BAE SYSTEMS AUSTRALIA

Shipyard in SA. The five prototype blocks will still be under construction and outfitting when work on the first frigate commences in 2022.

“We have begun issuing procurement packs to the market for Australian companies to participate in the Hunter program’s prototyping phase, and we are looking forward to awarding these contracts throughout 2020 and beyond,” Ross Hillman, Supply Chain Director, ASC Shipbuilding, said. “During prototyping we are striving to achieve more than 90 per cent industry content, which is a combination of materials and labour during the two-year phase.

“That is why we are delighted to facilitate industry engagements, such as this supplier visit to the UK.”

LEONARDO ADDS WEIGHT TO SMARTSAT CRC

Leonardo Australia has become the latest company to add its support to the SmartSat CRC, headquartered alongside the Australian Space Agency in Adelaide’s Lot Fourteen.

The SmartSat CRC is a consortium of universities, research organisations and industry that has been funded by the government to develop know-how and technologies in advanced satellite telecommunications and IoT connectivity, intelligent satellite systems and Earth observation next generation data services. In joining SmartSat CRC, participants agree to team-up according to each member’s expertise and interest in a variety of projects.

Leonardo Australia’s announcement came during the 9th Australian Space Forum in Adelaide, attended by Prime Minister Scott Morrison, the Ambassador of Italy Francesca Tardioli and the President of the Italian Space Agency Giorgio Saccoccia.

Leonardo Australia is establishing an industrial presence in Adelaide and in doing so



Italian Ambassador Francesca Tardioli, Chairman of Leonardo Australia Michael Lenton (on the left), and SmartSat CEO & Managing Director Andy Korionos.

LEONARDO

will be supporting Leonardo's geospatial imagery company e-GEOS (a joint venture between Telespazio and the Italian Space Agency) in its contribution of funds and know-how to the SmartSat CRC.

"As an Australian, I am totally committed to growing our company into a valuable local industrial asset contributing in knowledge and employment," Michael Lenton, Chairman of Leonardo Australia, said. "The SmartSat CRC is a powerful vehicle for helping position Australian industry and the Australian Space Agency in the centre of the global space scenario. Leonardo is proud to be part of it."

SmartSat CRC CEO and Managing Director Andy Koronios welcomed Leonardo's partnership, stating that the pooling of global space technologies, knowledge and investment will produce results far quicker and 'leap frog understanding and applications'.

"e-GEOS will bring its 'out of the box' thinking in satellite radar and hyperspectral imagery to the infinite fields of application in Australian society – maritime surveillance, mining, better agriculture even environmental monitoring as a critical element of bushfire prevention and damage assessment," Bruno Versini, e-GEOS COO, said.

GRANT AIMS TO DRIVE DIGITAL MANUFACTURING FOR HUNTER CLASS

A \$1.45 million grant from the government-funded Innovative Manufacturing Cooperative Research Centre (IMCRC), matched by industry funding, will help develop and pilot cutting-edge manufacturing technologies.

The new technologies will be used by BAE Systems Australia's shipbuilding business, ASC Shipbuilding, to build the Hunter class frigates at Osborne in SA. In partnership with Flinders University and local SMEs, the project will drive digital



The new technologies will be used by ASC Shipbuilding to build the Hunter class frigates.

BAES

MOST READ ONLINE AT WWW.AUSTRALIANDEFENCE.COM.AU

1. [Tiger in combat – the French Army experience](#)
2. [Boeing Defence Australia to overhaul Malaysian Hornets](#)
3. [Superpower launches direct attack on Australia](#)
4. [Nuclear and conventional submarines are not mutually exclusive](#)
5. [Rheinmetall factory marks milestone](#)

transformation through advanced robotics, assistive manufacturing and readiness for Industry 4.0 utilisation – both inside the shipyard and more widely in the Australian supply chain.

BAE Systems Australia welcomed the funding from the IMCRC, and noted it matches the company's own \$1.45 million investment to turn the digital shipyard concept into reality.

The new \$2.9 million cash investment will create seven new research positions at Flinders University – bringing the total number of researchers to 16 – at the digital test and trial collaboration hub at Tonsley Innovation District in Adelaide's south.

From March 2020 until 2022 – when steel is cut on the first Hunter class frigate – the researchers will work with the shipbuilding workforce to trial advanced manufacturing technologies for application in the shipyard and elsewhere.

These technologies enable connectivity between manufacturing equipment to databases that will provide real-time insights into shipyard and supply chain performance.

Digital technologies such as artificial intelligence, robotics, cognitive automation and advanced analytics are redefining the Australian manufacturing sector and therefore the nature of its work.

"Australian manufacturers, particularly SMEs, need to learn how to embrace and contribute to new work environments that blend advanced technologies and digital skills with uniquely human skills," IMCRC CEO and Managing Director, David Chuter, said. "The project researches pathways to successfully adopt new technologies and develop human capabilities."

"Our employees will use these technologies alongside advanced manufacturing techniques to drive greater efficiency and increased productivity, enabling us to operate smarter and be more agile in our decision-making and responsive to our environment," ASC Shipbuilding Managing Director, Craig Lockhart, said.

NSW COMPANY POSITIONS FOR F-35 WORK

A small business in Queanbeyan has developed a cutting-edge manufacturing system that doubles the production capacity of its printed circuit boards, positioning itself for further success in the global F-35 program.

Lintek produces circuit boards for phased array radar and electronic warfare systems, which forms part of the F-35 program. Minister for Defence Industry Melissa Price

and Senator for NSW Jim Molan joined Lintek at their Queanbeyan site to announce the new capability.

Minister Price said Lintek's enhanced capacity had increased their likelihood of winning further contracts in the F-35 global supply chain, and creating more jobs.

"This development is a terrific example of Australian defence industry's ingenuity and commitment to enhancing our local aerospace manufacturing capability," Minister Price said. "So far, 50 Australian companies have shared in almost \$1.7 billion in the production of the F-35 program, employing over 2,400 Australian workers."

Senator Molan said Lintek employs about 50 people at their manufacturing plant, and their potential for growth was an 'exciting opportunity for local workers'.



Lintek's new capability could open the doors to work in the F-35 program.

DEFENCE

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FORTHCOMING EVENTS

ADM EVENTS

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

- [ADM Space Summit](#) – 28 April 2020, Hyatt Hotel | Canberra
- [ADM STEM and Defence Summit](#) – 19 August 2020, Novotel | Brisbane
- [ADM Defence Estate and Base Services Summit](#) – 22 September 2020 | Canberra
- [Defence in the North](#) – 28 October 2020 | Darwin Convention Centre

RAAF AIR POWER CONFERENCE

DATE 24-25 March, 2020
LOCATION National Convention Centre, Canberra
WEBSITE raaf.eventsair.com/2020-Air-Power-Conference

The RAAF will be conducting its biennial Air Power Conference on the theme of Air Power and Indo-Pacific Security over the period 24-25 March 2020 at the National Convention Centre in Canberra. The Conference attracts more than 1000 delegates drawn from national and international Air Forces and other military Services, Government, Defence Industry, academia and think tanks. The biennial Air Power Conference has grown into a regionally and internationally respected forum which has engaged a number of important and relevant air power themes in its discussions.

CYBER DEFENCE NEXT GENERATION TECHNOLOGY & SCIENCE CONFERENCE

DATE: 24-25 March
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 24-26 March, 2020
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 26 March 2020
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.

NSW INDIA ADVANCED MANUFACTURING TRADE MISSION 2020

DATE April 2020
LOCATION India
WEBSITE launchpadlive.com.au/trade-mission

In collaboration with the NSW Government, Western Sydney University's Launch Pad Technology Business Incubator is launching the NSW-India Advanced Manufacturing Trade Mission, taking up to eight advanced manufacturing SMEs and start-ups from NSW to India in April 2020. Successful participants will take part in a curated and intensive program designed to give them an introduction to the Indian advanced manufacturing sector. Participants will meet with potential clients, partners and gain valuable experience and immersion into the Indian advanced manufacturing market.

ASIA-PACIFIC SECURITY INNOVATION SUMMIT

DATE 16-17 April, 2020
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.

AUSCERT 2020

DATE: 02-05 June 2020
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.

QUANTUM TECHX

DATE 08 June, 2020
LOCATION TBC
WEBSITE www.quantumtx.com.au/qtx-program

TechX is powered by leading innovation providers, Atomic Sky, and its team of experienced business scale-up facilitators. It's supported by a range of financiers, corporate and government partners who provide access to sites, specialist sector expertise, technical mentors and networks. Through the program each company will be provided condensed capability building, tailored site visits and direct mentoring to build capability, capital and connections.

ROTORTECH 2020

DATE 16-18 June 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.

43RD COSPAR SCIENTIFIC ASSEMBLY

DATE 15 – 22 August 2020
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.

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.

LAND FORCES 2020

DATE 01-03 September 2020
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

2021

AVALON 2021**DATE** 23 – 28 February 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.

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** Various**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 (April, 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.