

ADM **DEFENCE WEEK** AUSTRALIAN DEFENCE MAGAZINE SERVING THE BUSINESS OF DEFENCE **PREMIUM EDITION**



ANAO has disclosed a high level of risk in Australia's shipbuilding program.

ANAO

ANAO report warns of high risks in shipbuilding program

Julian Kerr | Sydney

Defence has warned the government that the country's naval shipbuilding plan for submarines, frigates and offshore patrol vessels carries high to extreme risk, the Australian National Audit Office (ANAO) disclosed in a review released on 10 May.

"Key risks relate to the delivery of expected capability, program cost, ability to meet program schedules, and management of the industrial base," the audit states.

"The Naval Shipbuilding Plan did not address the management of these risks in any detail. However, Defence advised the ANAO that these risks will be managed by the individual shipbuilding programs."

Defence's planning and mobilisation activities relating to the four key enablers of the Plan – infrastructure, workforce, the industrial base and a national approach

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– remain a work in progress, although scheduled construction milestones are currently being met, the ANAO says.

“Over time, Defence has warned the government of the high to extreme risk the shipbuilding programme present. Certain risks are now being realised, including the progress of the Offshore Patrol Vessel through second gate approval without detailed sustainment costs and finalised commercial arrangements,” the audit states.

“Certain risks are now being realised, including the progress of the Offshore Patrol Vessel through second gate approval without detailed sustainment costs and finalised commercial arrangements”

This was contrary to the findings and recommendations of numerous external reviews and audits undertaken in Defence over the past two decades.

“The history of Defence acquisitions in Australia demonstrates that inadequate sustainment cost estimates at project approval have led to cost implications once the platform is in service,” the audit states.

“By the time the Government is provided with reliable sustainment cost estimates for the Offshore Patrol Vessel, the first vessel will be under construction, with no option to consider alternative platforms if the sustainment costs of the vessels are above expectations.”

In March 2018, Defence had advised that not providing reliable sustainment cost estimates to the government was not uncommon in shipbuilding programs: where tender quality prices were not available, reasonable estimates were provided. Approval for proposed sustainment costs would be sought in the final quarter of 2018.

The audit also discloses that an internal Defence review in 2016 warned that accelerating the start of Future Frigate construction by three years to 2020 “presented such extreme risk that cost and schedule over-run was likely, and that to proceed “had the potential for severe reputational damage to Defence and the Government.”

Defence subsequently advised the Minister for Defence Industry that the Future Frigate could commence construction in 2020 with ‘prototyping activities’ that would test the shipyard’s tools and procedures, and train and qualify the shipyard workers.

Although the intended prototyping activities had not been included in the Integrated Investment Program, Defence advised the Minister that the costs would be recovered in the efficiencies gained during the Future Frigate build.

“Defence did not conduct any supporting analysis for this advice,” the audit states.

MOST READ ONLINE AT WWW.AUSTRALIANDEFENCE.COM.AU



1. [Luerssen and Austal fail to reach OPV agreement](#)
2. [Defence Budget 2018 at a glance](#)
3. [ADM announces Women in Defence Award finalists](#)
4. [Defence Innovation Hub awards three new contracts](#)
5. [Elbit concludes delivery of thermal weapons sights](#)

Diversity makes a business stronger: Zeitz of Leidos

Katherine Ziesing | Canberra

Engineering Australia and the Institute of Managers and Leaders hosted head of Leidos Australia Christine Zeitz this week for a Q&A session on 'Policy vs Practice – How Diversity sparks Innovation'.

"Discussion over the past 10 years has seen the conversation shift when it comes to diversity, from if we need it to how do we achieve it," Zeitz said. "The research base on this issue is quite solid now and supports this push."

Citing recent reports from [The Boston Consulting Group](#) and the [Centre for Talent Innovation](#), she outlined how diversity is a win/win for all parties.

"We're in business so we measure things to achieve an outcome, not just to make people feel better. I'm all about the data," Zeitz said. "Because what gets measured gets done."

Under Zeitz's leadership, Leidos has run a series of surveys to establish a baseline of their workforce in terms of diversity, which has then led to programs and policies to address shortfalls. A simple measure included engaging an organisational psychologist to rewrite job ads to make them more inclusive. This saw an 80 per cent increase in female applicants to the company.

Diversity is more than gender, according to the Centre for Talent Innovation report's framework 'Two Dimensional Diversity'. There is inherent diversity (gender, race, age, religious background, socioeconomic background, sexual orientation, disability, nationality), and acquired diversity (cultural fluency, generational savvy, gender smarts, social media skills, cross-functional knowledge, global mindset, military experience, language skills). A diverse person exhibits at least three or more factors from each category.



Christine Zeitz has implemented a flexible working policy for her executive team.

C.ZEITZ/LEIDOS VIA LINKEDIN

“Leaders have long recognized that an inherently diverse workforce (inclusive of women, people of colour, gay individuals) confers a competitive edge in terms of selling products or services to diverse end users—what’s known as ‘matching the market’. Our research shows, however, that an inherently diverse workforce can be a potent source of innovation, as diverse individuals are better attuned to the unmet needs of consumers or clients like themselves,” according to the report.

Zeitz spoke of the need to create an environment where people can bring their ‘whole self’ to work, speaking of times where sexual orientation had to be hidden and personal aspects minimised to ensure continued employment.

Zeitz also noted that women hold 70 per cent of part time roles.

“Working flexibility is for everyone, not just women”

“Want more women fast? Create more part time roles,” she recommended.

She also outlined how policy needs to be backed up by practice. A range of Leidos policies covered flexible working arrangements but no one was taking them up, perhaps because they feared not being seen as a team player, being taken less seriously, or being penalised by management.

Her answer was to make the change at the top first to model the behaviour. Her executive team has taken up the policy by working from home a day or two a week, coming in late or leaving early for a school drop off, or working outside of traditional business hours to make up for time spent away from the business, whilst still delivering the desired outcome.

“Working flexibility is for everyone, not just women,” Zeitz said.

Prince’s Trust event highlights post-service opportunities for veterans

Ewen Levick | Sydney

Self-employment and entrepreneurship are not options often considered by veterans seeking to start a new career outside the ADF. It is a gamble that comes at a time when many are already struggling to integrate into an unfamiliar workplace culture, whilst also possibly dealing with the physical and mental repercussions of full-time service and overseas deployments.

A number of veterans that have successfully started their own businesses were recently hosted by NSW Governor Gen David Hurley at Government House, in his capacity as chair of the Advisory Panel of The Prince’s Trust Australia’s [Lead Your Own Business program](#) (PLYOB). The Trust is a non-profit organisation that represents the charitable interests of the Prince of Wales.

The PLYOB is a 12 to 18 month initiative, designed in partnership with RMIT University in Melbourne, which assists roughly 20-25 transitioning defence personnel to start or scale their own small business each year.

Participants in the program graduate with a Certificate IV in New Small Business and receive 12 months of tailored mentoring support.



The Prince's Lead Your Own Business Advisory Council Chairman HE Gen David Hurley DSC AC, Governor of New South Wales, hosted alumni, supporters and sponsors at Government House.

JASMINE COOPER-SUTTON/PRINCE'S TRUST AUSTRALIA

A number of alumni spoke to *ADM* at the reception about some of the challenges they experienced in leaving the ADF.

Some initially found they had few professional contacts outside the military who could help them navigate the early stages of starting a business. Completing the PLYOB program helped them overcome this challenge by meeting others in a similar situation and networking with experienced professionals.

“The success of PLYOB alumni and others like Walmsley in entrepreneurship demonstrate that transitioning veterans have options, including self-employment, that many might not initially consider”

They also discussed the difficulty of understanding how their skills fit into the civilian work environment.

Much of the discussion surrounding post-service employment focuses on communicating those skills to employers. PM Malcolm Turnbull, for example, did exactly that in his speech at the [Veterans Employment Awards](#) ceremony last month.

“Now our veterans have impressive résumés. They’re motivated, resilient and proven problem solvers,” he said. “They can cope with unexpected and unpredictable situations. They’ve operated around the world. They can work cooperatively with people from different countries, different cultures, different languages and different backgrounds. They are great leaders, trained to deliver their best and get the best out of others.”

There is comparatively less discussion, however, about how to communicate those skills to veterans themselves. After years of service alongside others with similar skills, in a demanding environment that expects nothing less, many may be unaware that they even possess those skills, let alone how they can use them to create opportunities outside the ADF.

Tim Walmsley, CEO and founder of [BenchOn](#), spoke to *ADM* about specific knowledge he gained in the military that helped him set up a business.

“I built my business based on the military appreciation process,” Walmsley said.



Alumni and sponsors chatting following Gen Hurley's speech at the reception.

JASMINE COOPER-SUTTON/PRINCE'S TRUST AUSTRALIA

"I just changed enemy analysis to competitor analysis, and I changed environment analysis to market analysis. That is 100 per cent transferable."

Transitioning, he added, often involves thinking outside the box in terms of career opportunities.

"I know a lot of infantry people that got out and got amazing jobs in business development, consulting and management, running their own businesses."

He also emphasised the importance of a well-developed exit strategy.

"Plan for everything. My exit strategy was five years before I got out," he said. "I know they say that at the transition seminars, and even when I was in, I thought 'Five years, anything can happen in five years.'"

"But if you take into account getting qualifications, and then putting them into good use to get experience before you jump out, then it's not long."

The success of PLYOB alumni and others like Walmsley in entrepreneurship demonstrate that transitioning veterans have options, including self-employment, that many might not initially consider.

Keep an eye out in upcoming editions of *Defence Week* for examples of veteran-led start-ups striking out into the world of Defence industry and beyond.

New home for Dassault Systèmes at University of Adelaide

Dassault Systèmes and the University of Adelaide have further strengthened their strategic partnership, with the announcement that Dassault Systèmes will establish its South Australian regional centre on campus at the university.

Dassault Systèmes, known for their work in 3D design software, 3D Digital Mock Up and Product Lifecycle Management (PLM) solutions, will create a new Adelaide-based team comprising staff from France and India, as well as interns from the University of Adelaide. The company will be working closely with Naval Group and the Commonwealth on the Future Submarine program under the digital shipyard approach.

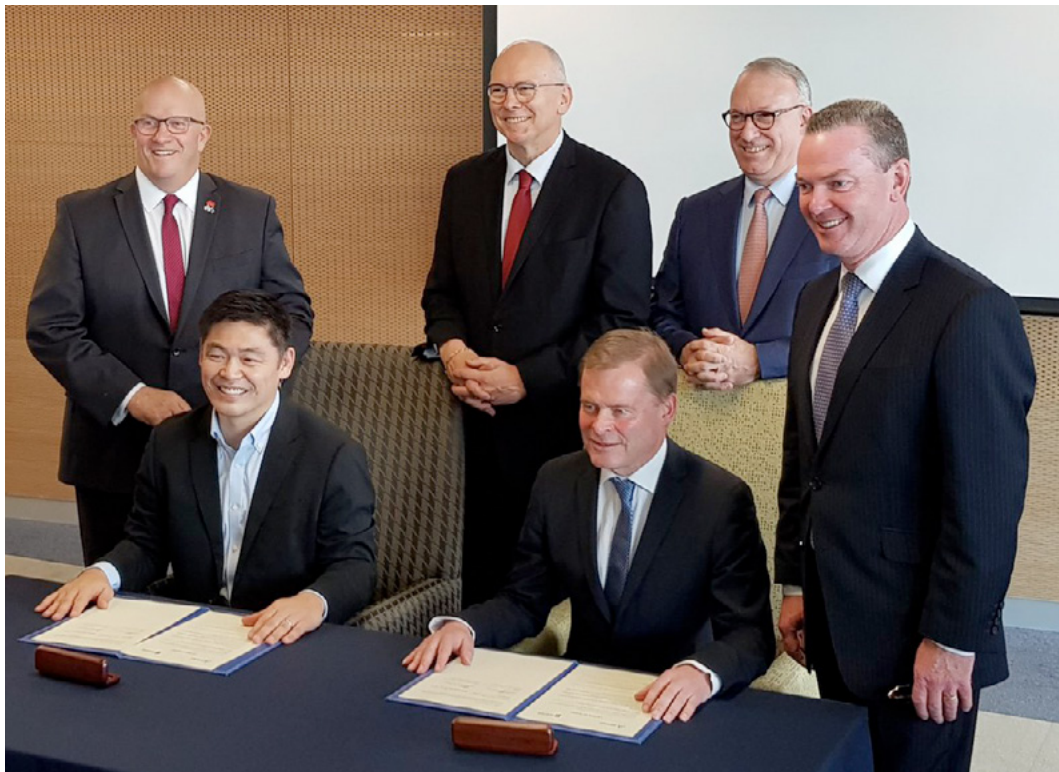
The South Australian regional centre – the first Dassault Systèmes office to be established at an Australian university – will be embedded in one of the flagship engineering buildings on the University's North Terrace campus.

“We see a critical role for Dassault Systèmes in providing solutions for defence and other industries in this state”

“The co-location of Dassault Systèmes in the heart of where we conduct engineering teaching and research will provide a deeper link between the University of Adelaide and a global industry leader,” the University's Vice-Chancellor, Professor Peter Rathjen said.

“With South Australia preparing for major defence contracts, including the Future Frigates and Future Submarines programs, we see a critical role for Dassault Systèmes in providing solutions for defence and other industries in this state,” Masaki Sox Konno, Dassault Systèmes' managing director for Asia Pacific South, said.

In 2017, the University of Adelaide and Dassault Systèmes signed an agreement to implement a specialised industry-focused curriculum for engineering students. The University of Adelaide has long and well-established links with Defence as its largest research partner, with 157 agreements negotiated since July 2014 for a total value of \$13 million.



The new team will facilitate cooperation with the University of Adelaide.

MICHAEL HADDY VIA TWITTER

Fincantieri partners with Titomic

Australian metal additive manufacturing company Titomic has announced it has entered into an MoU with Fincantieri.

The Italian shipbuilding company has recently been busy signing agreements with Australian companies, including two [SA firms](#) and WA's [Hofmann Engineering](#), in advance of the imminent Sea 5000 decision.

"We are pleased to partner with Titomic, an innovative advanced manufacturing company, to pursue new technological development, continuous improvement and value creation for all our stakeholders," Dario Deste, chairman of Fincantieri Australia, said.

"The significance of this partnership examines how we can introduce new manufacturing technologies to make Australia sovereign in advanced naval technology and improve our solutions on the world-wide market."

The MoU, Titomic's first in the marine sector, begins with immediate effect and will last for 12 months. The MoU will enable Titomic to work with Fincantieri to evaluate the potential for Titomic's additive manufacturing process to be used in Fincantieri's manufacturing activities.

"This agreement with Fincantieri marks a significant milestone for future shipbuilding and industrial scale additive manufacturing," Jeff Lang, CEO & CTO of Titomic said. "Titomic's signing with Fincantieri to evaluate our Titomic Kinetic Fusion process will not only add value to existing manufacturing and repair activities, it will lead to the creation of next generation high tech vessels."

The initial R&D phase will take place at Titomic's Melbourne facility.

Representatives from Fincantieri Australia will also be attending the launch of the world's largest metal 3D printer at the same facility.

"The MoU will allow evaluation of the potential for Titomic's additive manufacturing process to be used in Fincantieri's manufacturing activities"



Fincantieri is increasing Australian partnerships ahead of Sea 5000.

FILIPPO VINARDI

Aircraft maintenance training begins in WA

The commencement of Aviation Australia's first Western Australian aircraft maintenance training course has been well received, with training taking place at the new Jandakot facility.

Apprentices began their training in April, with employers reportedly impressed with the course delivery and fulfilment of local industry needs.

Three Aviair apprentices are currently undertaking the course in Jandakot.

"Prior to Aviation Australia's facility in Western Australia, the training situation for aviation apprentices was deplorable. There was no government funded registered training organisation (RTO) in Western Australia delivering Part 66 licence outcomes," Sheridan Austin, group quality manager at Aviair, said.

The launch of the Jandakot based training has enabled employers such as Aviair to educate their apprentices, providing them with an academic and regulatory pathway that is also supported by the West Australian government.

"It is very important to us to have our apprentices attain a Part 66 outcome, not only for their careers but also for the longevity of our engineering departments and indeed the industry," Sheridan said.

Another recognised employer benefit is that the apprentice block release training is subsidised under "Jobs and Skills WA", through the Department of Training and Workforce Development.

"Whilst our apprentices are based in Broome and Kununurra, Jandakot is accessible to our apprentices through the support of Aviation Australia and through Jobs and Skills WA, who are subsidising travel and accommodation costs for our apprentices," Sheridan added.

The new facility is located on Mustang Road, Jandakot Airport as part of a shared facility with Jandakot Instruments & Avionics.

"The new facility is ideally suited to our needs with plenty of space for both theory and practical aspects of our training courses," Aviation Australia business development manager Paul Jones said.

The next block training will be taking place in September 2018.

"Prior to Aviation Australia's facility in Western Australia, the training situation for aviation apprentices was deplorable"



Three Aviair apprentices are currently undertaking the current course in Jandakot.

AVIATION AUSTRALIA



HMAS Seahorse Horizon is up for sale.

DEFENCE

Ex-Navy ships for sale

Three ex-Navy ships are on sale to the general public through an online Auction with reserve price of \$9.

Bidding will commence online on 22nd May, ending 1st June 2018. The ships will be sold by Australian Frontline Machinery.

"We've been selling ex-military vehicles for the past five years. We've also sold inflatable boats, dinghies and outboard motors from the Australian Army, but these are the first ex-Navy ships we have had available," Colin Werner, general manager at Australian Frontline Machinery, said. "We've included a structural survey report for each ship as well as conversion concepts plans to show bidders how they could potentially convert each ship."

The auction is open to anyone, although prospective buyers must demonstrate their ability to fund and relocate the ships prior to being approved for bidding.

The three ships for sale are HMAS *Seahorse Horizon*, a former training vessel, and SPWFL *Warrigal* and *Wyulda*, both diesel fuel and desalinated water transport ships.

Welding fumes a cancer risk

In March 2017, scientists from around the world met at the International Agency for Research on Cancer to evaluate the carcinogenicity of welding fume.

According to a white paper released by AWS, welding fume has now been reclassified from "possibly carcinogenic to humans" to its new Group 1 classification as "carcinogenic to humans" based on substantial new evidence through observational and experimental studies. The working group concluded that there is "sufficient evidence in humans" that welding fumes cause lung cancer and limited evidence for kidney cancer.

"There is sufficient evidence that welding fumes cause lung cancer and limited evidence for kidney cancer"



Welding fumes are now understood to be carcinogenic.

AWS

Current Australian exposure standards have not been revised since the reclassification of welding fume by the IARC.

Respirators are rated based on a Required Minimum Protection Factor (RMPF) in Australian standards. This indicates, if properly worn, the level to which the respirator protects the wearer from the surrounding pollutants.

Supplied air respirators provide the welder with a RMPF of 100, meaning these systems deliver air to the welder that is at least 100 times cleaner than the air in the surrounding environment. To put this into perspective, disposable and reusable respirators have a RMPF of 10.

After hearing the news regarding the reclassification of welding fume by the IARC, AWS has decided that it will reposition the 3M Speedglas 9100XXi Air Powered Air Purifying Respirator with a sharper price point to help make powered air respiratory protection more affordable for Aussie and Kiwi welders.

The device is currently sold for roughly \$1,900.

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PUBLISHED BY

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Forthcoming Events

ADM EVENTS

More detail on **ADM** Events can be found on our dedicated website: admevents.com.au

- [ADM Women in Defence Awards](#) – 27 July 2018
- [ADM STEM in Defence Summit](#) – 21 August 2018
- [ADM Defence Estate & Base Services Summit](#) – 19 September 2018
- [ADM Defence in Northern Australia Summit](#) – 10-11 October 2018

ASDEFCON TD/IP Roadshow

Location Sydney, Melbourne, Newcastle, Cairns, Brisbane, Adelaide, Perth, Darwin

Date 2 May – 5 July

Register procurement.ASDEFCON@defence.gov.au

Following the official launch of the new ASDEFCON Technical Data/ Intellectual Property (TD/IP) framework on 11 April, roadshows have been scheduled around the country from May to July 2018. The roadshow is open for both Defence and industry personnel to attend. Each roadshow will comprise a general overview of the new framework and interactive sessions.

Meet the Chiefs – Secretary of Defence

Date 18 May 2018

Location Canberra

Register DefenceWatch

Defence Secretary Greg Moriarty will speak at the National Press Club for the first time since taking on the role.

International Conference of Robotics and Automation

Location Brisbane Convention and Exhibition Centre

Date May 21 - 25

Register <https://icra2018.org>

The world's leading experts in robotics research are on their way to Brisbane for the International Conference of Robotics and Automation (ICRA) 2018, a premier international forum for robotics researchers to present their work. 2100 of the world's leading robotic and automation experts, including 300 Australians, are attending. Members of the public can hear from distinguished experts on popular and cutting-edge topics in the field of robotics and automation through the free ICRA-X series of talks

Defence Industrial Capability Plan Brief

Date 25 May 2018

Location Kedron Wavell Services Club, 21 Kittyhawk Drive, Chermside QLD

Website <https://www.eventbrite.com.au/edit?eid=45886202868>

At the invitation of AIDN QLD, Assistant Secretary Defence Industry, Matt Ramage from the Defence Industry Policy Division, and his team, will be in Brisbane on 25 May 2018 to brief on the Defence Industrial Capability Plan. The Plan, launched by Defence Industries Minister Pyne on 23 April 2018, outlines the Government's vision to build a robust, resilient and internationally competitive Australian industry base that is positioned to help meet Australia's defence capability needs.

Association of Old Crows conference 2018

Date 28-30 May 2018

Location Adelaide

Website [AOM events](#)

The Australian Chapter of the Association of Old Crows will hold its biennial Electronic Warfare (EW), Electromagnetic Spectrum Management Operations, Cyber Electromagnetic Activities (CEMA), Information Operations (IO) Convention focusing on the *"Interoperability and Collaboration in the Indo-Pacific Region"*, seeking to investigate both organisational and technical interoperability and collaboration across EW, CEMA and IO battlespace.

ADSTC Synthetic Environment Working Group

Date 5 June 2018

Location Bradman Room, Manuka Oval, Canberra

Website ADSTC.simsupportpanel@defence.gov.au

The next Department of Defence, Australian Defence Simulation and Training Centre (ADSTC) Synthetic Environment Working Group (SEWG) will be held on 5 June 2018 in the Bradman Room, Manuka Oval, Canberra. The SEWG is aimed to be flexible for the needs and professional development of all members. The SEWG Agenda is still under construction, but is expected to include: SEWG Co-Chairs' updates; Speed Marketing from Industry; Short Defence updates; Modelling and Simulation (M&S) Capability Innovation Scenarios; and Innovation and Emerging Technology Interactive Sessions.

PASA MRO for Procurement Conference

Date 5-6 June 2018

Location Stamford Plaza, Brisbane

Website <https://procurementandsupply.com/events/pasa-mro/>

This two-day special event will give your organization the insight to gain greater control of your MRO and spare parts inventory spend, address your key issues with MRO and spare parts inventory management and unlock the significant hidden costs-savings associated with MRO procurement. The conference examines issues such as who should own and control MRO and spare parts, why most companies underestimate its importance, and how to develop a good MRO strategy that can improve your bottom line.

Building Australia's Strategy for Space: ASPI

Date 13-15 June 2018

Location QT Hotel Canberra

Website www.ivvy.com.au

The conference will bring together distinguished international and Australian experts for two days of debate on Australia's long-term strategic plan to grow its burgeoning space industry.

IFRS Next

Location Canberra

Date 28 June

Register <https://www.regionalsecurity.org.au/event-2861870>

Future strategic leaders will deliver six-minute bursts about a topic they're passionate about and they also feel is of importance to Australia's national security. Expect innovative thinking and insights, even some controversy. It runs for one hour in the arthouse-style setting of Palace Electric Theatre, and is followed by a networking event. It is your chance to engage in conversation with Australia's future security leaders.

Defence + Industry Conference and Gala Awards 2018

Date 1 August 2018

Location Canberra

Website CASG

The annual CASG and Defence Industry gathering in Canberra to discuss policy and programs with a range of speakers gathering to discuss the way forward. A Gala Awards night will take place on the evening preceding the event, where ADM's Essington Lewis Awards will be presented, recognising excellence in collaboration.

Project and program management symposium

Date 14-15 August

Location UNSW @ ADFA, Canberra

Register www.pgcsymposium.org.au

The annual Project and Program Management Symposium provides a forum that brings together project management people to share knowledge and improve the governance and controls skill sets available to deliver successful project outcomes for the nation. A highlight of the symposium is its access to thought leaders from the USA and Europe. Each year, selected speakers from overseas are brought to the symposium to share knowledge and provide an international perspective on project and portfolio management.

Hunter Valley Defence Conference 2018

Date 30-31 August 2018

Location Crowne Plaza Hunter Valley

Website HunterNet

The 2018 Defence Conference will focus on driving collaboration and engagement between Defence Primes, the region's SME's, academia and Defence. A highlight of the conference will be the spectacular low flying aerial show from Matt Hall Racing, followed by a gala dinner.

Land Forces 2018

Date 4-6 September 2018

Location Adelaide

Website www.landforces.com.au

Presented in collaboration with the Australian Army, LAND FORCES 2018 is an international industry exposition to showcase equipment, technology and services for the armies of Australia and the Indo-Asia-Pacific.

SIA Biennial Conference

Date 7-8 November 2018

Location Canberra Rex Hotel

Website www.submarineinstitute.com/sia-conferences

Join submarine professionals and key decision makers as the ninth in the Biennial series of conferences run by the Submarine Institute of Australia returns to Canberra to explore the issues and opportunities emerging from the decision to extend the lives of the Collins class submarines.

MilCIS 2018

Date 13-15 November 2018

Location Canberra

Website www.milcis.com.au

In November each year, the Defence Chief Information Officer Group (CIOG) partners with the UNSW Canberra and the Institute of Electronic and Electrical Engineers (IEEE) to present MilCIS.

TEAM DEFENCE AUSTRALIA EVENTS

- **SOFIC 2018** – 21-24 May 2018, Tampa, US
- **Eurosatory 2018** – 11-15 June 2018, Paris, France
- **AUSA 2018** – 8-10 October 2018, Washington DC, US
- **Euronaval 2018** – 23-26 October 2018, Paris, France
- **Indo Defence 2018** – 7-10 November, Jakarta, Indonesia

For more information go to the business.gov.au TDA webpage [here](#). TDA EOIs will open a few months prior to the event – to keep up to date [register](#) for the CDIC newsletter.