

ADM

AUSTRALIAN DEFENCE MAGAZINE

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DEFENCE WEEK PREMIUM EDITION



Project Phoenix will upgrade the ADF's existing Defence High Frequency Communications System.

BOEING DEFENCE AUSTRALIA

BOEING AND BAE SYSTEMS TEAM FOR JP9101

Boeing Defence Australia and BAE Systems Australia announced last week that they have submitted a tender response for the Commonwealth's Enhanced Defence High Frequency Communications System (EDHFCS), to be delivered under Joint Project 9101, or Project Phoenix.

NIGEL PITTAWAY | MELBOURNE

Project Phoenix will upgrade the ADF's existing Defence High Frequency Communications System (DHFCS) capability by the end of the decade. BDA designed and developed the DHFCS and has been the incumbent since it entered service in 2004. BAE Systems Australia is the incumbent on Defence's Jindalee Operational Radar Network (JORN), which also uses the HF spectrum.

BDA is the prime for the tender but, according to the director of its Joint Services Division, Murray Brabrook, the relationship with BAE Systems Australia

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is in effect a partnership between the two companies.

“BAE Systems Australia, with its HF experience, is a major subcontractor on our solution for EDHFCS, but our partnership is more than that of just prime and subcontractor,” he said. “The HF technology partnership we’ve formed will bring additional capabilities to Defence as we share technology, investment and lessons from both DHFCS and JORN.”

Brabrook said the joint solution for the JP9101 requirement will leverage BDA’s agile development methodology, which has proven successful thus far on its work on Project Currawong (JP2072 Phase 2B) and will include 90 per cent Australian content, including the combined scope of BDA and BAE Systems Australia, but also 28 Australian SMEs.

**“OUR PARTNERSHIP IS MORE
THAN THAT OF JUST PRIME
AND SUBCONTRACTOR”**

BAE Systems Australia’s chief of Future Business, Chris Keane said that the two companies have discovered many similarities in how they have approached the development of technology and systems upgrades as they develop the framework for how they will collaborate on JP 9101.

“As an existing provider of enhanced HF capabilities for the Commonwealth, we believe that working together will offer a proven ability to identify, prioritise and implement evolutionary enhancements to critical national capability with no loss of service, minimising transition risk,” Keane said.

“As a technology partner, we’ll be jointly bringing the best of Australia’s defence industry, to ensure the EDHFCS solution remains a sovereign and self-sufficient ADF capability, but also creates enduring opportunities for Australian businesses to contribute and grow their capability.”

PC-9/AS UNDER THE HAMMER

The latest auction of former ADF aircraft and components began with a traditional bell-ringing ceremony at Avalon Airport near Geelong at 0800 on March 8, with 18 former RAAF Pilatus PC-9/A aircraft, four ex-Air Cadets Schleicher ASK-21Mi gliders, a zero-hour S-70 Blackhawk cab structure and in excess of 100,000 individual components under the hammer.

NIGEL PITTAWAY | AVALON

The sale of the aircraft and spare parts is being undertaken by Australian Frontline Machinery, in conjunction with Pickles auctions, and the current event follows the successful auction of a large number of former Army Bell 206B-1 Kiowa helicopters during the 2019 Avalon Airshow.

“Today we’re here to launch Australia’s largest ex-military aviation auction,” Frontline general manager Colin Werner said, just before the bell was rung by CEO Luke Parker to begin the bidding process.

Inspection of aircraft and components is available on Tuesday through to Friday this

week and the auction is being conducted exclusively on-line. Bidding for all lots began at \$1.00 and there is no reserve price on any item. All PC-9/A aircraft are being sold as unserviceable and successful bidders will need to arrange their own export approval if they wish to sell aircraft outside Australia.

Most PC-9/As are dismantled but essentially complete, however four examples are still on their undercarriage, after being flown to Avalon for disposal late last year. Two of the aircraft are modified with an Electronic Flight Information System (EFIS) 'glass' cockpit, carried out in the early 2000s under Air Force Minor Project 910 (MIS910).

**"TODAY WE'RE HERE TO LAUNCH
AUSTRALIA'S LARGEST EX-
MILITARY AVIATION AUCTION"**

The original planned withdrawal date for the PC-9/A was originally 2008, but the fleet underwent a limited life extension program prior to being finally retired in 2019.

The EFIS upgrade was done on the two aircraft as a proof of concept, to mitigate against any major delays to the ADF's Pilot Training System under Air 5428. In the event no further aircraft were modified, but the RAAF purchased a sufficient number of kits

to upgrade the remainder of the fleet should it have proven necessary, and several of these kits form part of the current auction.

Other components under the hammer are suitable for Lockheed Martin C-130J Hercules and C-17A Globemaster II aircraft and there are numerous PC-9/A spares, including canopies, flight controls and even complete wing assemblies.

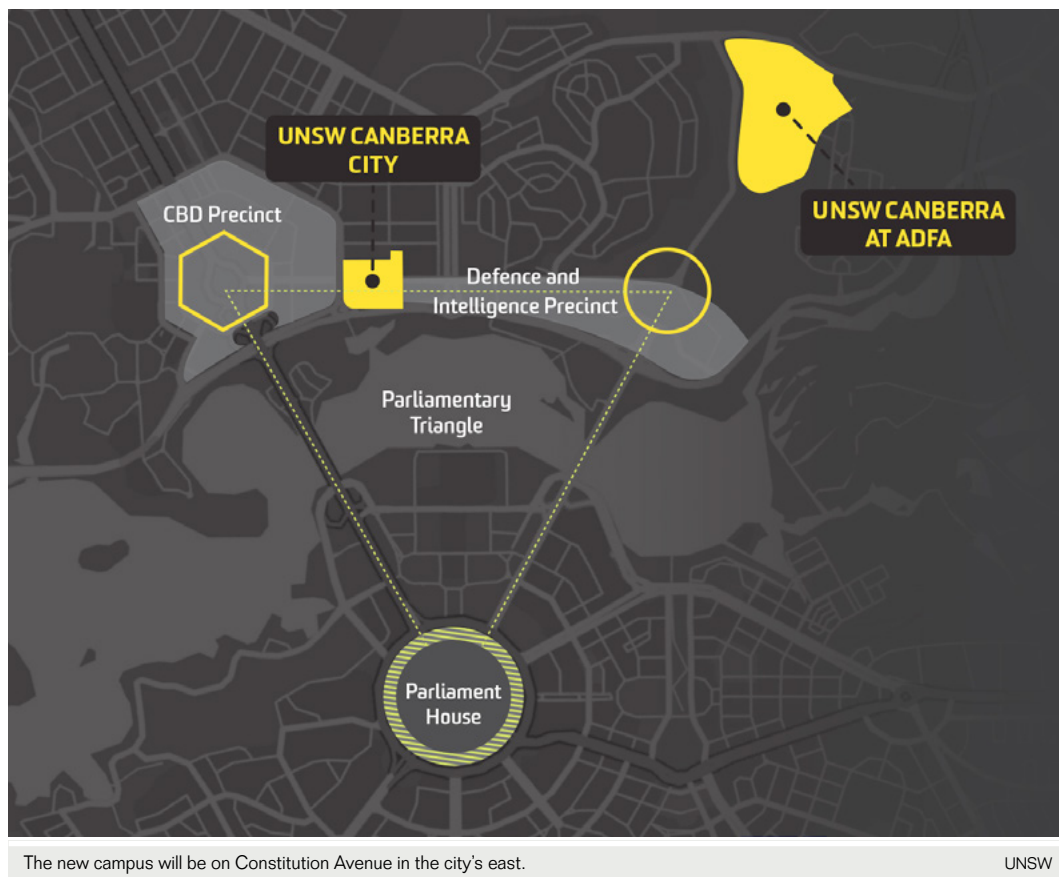
The auction will close at 1300 AEDT on Wednesday March 18 for the ASK-21Mi gliders, 1600 for the S-70 fuselage and a range of closing times up to 2000 for the PC-9/A aircraft. Closing date for the sale of components is Thursday March 19.

ADM understands a further online auction of former ADF aircraft and helicopters will be undertaken during the 2021 Avalon Airshow.



The auction is the largest of its kind in Australia.

NIGEL PITTAWAY



UNSW CANBERRA CITY GETS GO-AHEAD

UNSW Canberra will build a research, education and innovation campus in the heart of Canberra city following approval from the ACT Government.

KATHERINE ZIESING | CANBERRA

ACT Chief Minister Andrew Barr made the announcement that the land on Constitution Avenue in the city's east will be home to the new campus as well as a new Defence and Security Innovation Precinct.

UNSW President and Vice-Chancellor Professor Ian Jacobs said the initiative will strengthen Canberra's reputation as a knowledge and innovation hub, as well as boost the city's economy and employment. The eight-hectare site is across the road from the Convention Centre and will replace the Reid CIT campus.

UNSW Canberra Rector Professor Michael Frater said the new Canberra City campus will provide the opportunity to expand on the courses currently offered at the Australian Defence Force Academy. The move was initially announced by Prof Frater at the 2018 Land Forces conference in Adelaide.

UNSW Canberra City will be built in stages to accommodate future growth and is located in the middle of Canberra's research and innovation corridor, situated with other like-minded institutions such as the Defence and Intelligence Headquarters in Russell.

"IT IS AN EXCITING TIME FOR UNSW AND FOR THE NATIONAL CAPITAL"

"The campus is an ideal location for universities, industry and government to collaborate, discover and drive global change," Prof Frater said.

"UNSW Canberra City will also be home to a new Defence and Security Innovation Precinct. The dedicated innovation precinct will allow academics, companies, government bodies and community to come together to develop defence and security capability, talent and technology."

Urban designers were already working on drawing up a campus that would fit within the tight regulations of the National Capital Authority, who have planning control over the site and strict rules about building heights.

UNSW intend construction to commence on the new campus in just 12 months, and envisage it eventually accommodating 6,000 students and 2,000 staff.

However, it is likely to be 15 years before the campus is complete, and the \$25 million the ACT Government have promised will be paid to UNSW at major construction milestones.

MOST READ ONLINE AT WWW.AUSTRALIANDEFENCE.COM.AU



1. [RAAF Classic Hornets get a new lease of life](#)
2. [ADF confirms first novel coronavirus cases](#)
3. [Defence AIC through the ages](#)
4. [Triton program runs into trouble](#)
5. [NZ chooses Babcock for HF radio capability](#)

THE COURAGE TO CANCEL AN ACQUISITION PROGRAM: AN ETHICAL IMPERATIVE

Looking back on a 50-plus-year career in management (27 years of which were spent on active duty), I am forced reluctantly to conclude that:

CAPTAIN EUGENE A. RAZZETTI, US NAVY (RTD) | USNI

- Many US DoD acquisition problems still come from Congress, as they did for me in 1982, and can still thwart the best efforts of the most conscientious program managers;
- The same practices and procedures that characterize the successful management of acquisition programs can (and should) unapologetically support a decision to cancel those programs when appropriate;
- Technical and programmatic problems, sooner or later, pose legal and ethical problems; and

- On the bright side, programs which pose, extend, or only partially mitigate a hazard and cannot otherwise be corrected, can be cancelled if a robust case is made.

In 1982, as a young commander in the Pentagon and (until that point) having squandered my Navy career at sea, I tried to kill an overly bloated program for a mine countermeasures system. The schedule was devoid of meaningful milestones; the contract devoid of meaningful penalties; and the vision devoid of meaningful reality. The delivered product would not have performed as required and sailors relying on it would have been endangered. The only indicators trending upward were the cost and the completion date.

OPNAV wanted to kill it. Funds were tight, and we had lots of smaller, more cost-effective, “bread and butter” programs to fund instead. We wanted to put the funds to better use and realize benefits that we could both predict and measure. The prime contractor, who coincidentally had established a facility in the home state of a member of the Senate Armed Services Committee, complained to the senator. Predictably, the senator directed that we put back the funding. Sustaining sensible but unglamorous programs was not his concern.

When Admiral James D. Watkins was tapped to return to Washington as Chief of Naval Operations, he brought back with him then-Vice Admiral Lee Baggett Jr. to become OP-095, the Director of Naval Warfare. Watkins’ guidance to Baggett for taking over this contentious and often antagonistic Navy branch was, “Make it work or make it go away.” No surprise, Baggett made it work, but Watkins’ guidance had a profound influence not only on an important branch of the Navy staff but also on an unimportant young commander in the Pentagon’s trenches.

“Make it work or make it go away!” What wiser guidance could ever be given, and what more welcomed guidance could ever be received?

THE COURAGE TO CANCEL

The courage to cancel can only follow the decision to cancel, and the decision to cancel is the result of asking questions like these and getting the wrong answers:



Captain (Ret'd) Eugene Razzetti experienced program cancellations in the Pentagon.

DAVID MARK

1. Is the program on track (sound metrics, milestones realistic/met)?
2. Is the contractor qualified and motivated, or did he just book the business?
3. Have all the legal and ethical obligations been met?
4. Does the program's "vision" reflect reality?
5. Is there an excess of influence from stakeholders and higher authorities?
6. Does the threat of protest or lawsuit permeate program operations?
7. Is program risk excessive and/or unmitigated?

The courage to cancel starts with the program managers who must plod resolutely up through their chains of command. Regardless of the outcome, program managers will have given it their best shot if they can prove, measurably, that the program should be cancelled.

THE ETHICAL IMPERATIVE

Consider ethics as a systematic reflection on rules and issues—the way in which people act and the rules that form the basis of these actions. Most of us endeavour to do what we believe are the right things. To drive safely for the benefit of pedestrians is ethical; to drive safely because it is the law is to fear a legal penalty or punishment. To operate legally is to operate in conformance with all established laws and regulations applicable to the mission of the organization. Laws and regulations are created by governments to protect their citizens.

"THE COURAGE TO CANCEL STARTS WITH THE PROGRAM MANAGERS WHO MUST PLOD RESOLUTELY UP THROUGH THEIR CHAINS OF COMMAND"

Organizational ethics (often called corporate responsibility in the private sector) institutionalizes consideration of ethical rules and issues and then creates and controls processes to ensure that organizations perform to established ethical standards. Ethics come from within a person's moral sense and desire to preserve his/her self-respect. Legal requirements are external. Since (theoretically at least) our laws reflect our ethical beliefs, you can adhere to both or violate both simultaneously.

In 2006, as a military analyst for the Center for Naval Analyses (CNA), I worked on a program intended to develop sensors for detecting chemical and biological agents and to deploy those sensors in strategic ports of embarkation/debarkation in the Middle East. Field testing results were deceptive, predictive software unreliable, and contractors tried lowering the bar to skew test results in their favour. The program was literally a "401k" for contractors, systems commands, and "scientists" of all types—and it potentially endangered the lives of in-theatre soldiers, sailors, and marines.

My decision briefing to my bosses at CNA ended with a slide bullet that read: "We have an ethical imperative to withdraw our support from the program." I had never thought to use that expression before. The bosses agreed, and we helped to drive a stake into the heart of a shameless, wasteful, and potentially dangerous program, not to mention enhancing our own reputation and saving a big chunk of government money.

A DoD program for a major purchase, acquisition, or investment, should reflect comprehensive, structured, and ethics-centred management processes, custom-tailored for each specific contract. An ethics-centred organization within DoD has an organizational character and strategy, taking very seriously not only its mission but also its responsibility to operators, stakeholders, and the nation.

**“WHEN PROGRAM MANAGERS
UNCOVER UNFIXABLE PROBLEMS,
THEY CREATE, DE FACTO, AN
ETHICAL IMPERATIVE TO ACT”**

The same program management practices that commend a good program indict a bad one. Faithfully and diligently, program managers scrutinize their processes. In doing so, they (predictably) either reinforce or expose the underpinnings of their programs. When program managers uncover unfixable problems, they create, de facto, an ethical imperative to act.

The ethical imperative, that discomfiting reminder to DoD that when lives are at stake, you either make the program work or you make it go away, is both timeless and omnipresent. It is virtually impossible to discover a technical problem without creating an ethical obligation.

About the author: Captain Razzetti is a retired USN surface warfare officer, auditor, management consultant, and military analyst.

Note: This article originally appeared on the [USNI Blog](#). It is republished with permission from the author.

PEOPLE ON THE MOVE

Matthew Sibree has been appointed to the position of CAE's Managing Director, Defence & Security for the APAC (Asia-Pacific) region. Matthew started his transition into his new role effective Monday, February 17.

Amaero has appointed David Wolf to lead Amaero Defence Offsets & Countertrade negotiations. Wolf brings over 40 years of experience and relationships at the highest levels in international private equity and deal structure on behalf of some of the world's largest companies and defence primes.

Christine Zeitz has announced she is stepping down from her leadership role at Leidos Australia after four years. "The time is right for me as the business is on solid grounds, performing well and has a strong Australian leadership team. I'm ready for my next challenge," Zeitz said.

BADGE CONSTRUCTIONS TAPPED FOR MARYBOROUGH BUILD

Rheinmetall NIOA Munitions (RNM) has chosen BADGE Constructions as the builder for the \$60 million munitions forging facility on the Fraser Coast.

Onsite works will begin this week for a forging facility that will produce munitions for supply to the ADF and for export to allied nations around the world via Rheinmetall's Global Supply Chain.

The government is committing \$28.5 million towards the forging facility from its Regional Growth Fund. BADGE expects approximately 70 per cent of the project's work will flow to local businesses.

"It's exciting to take the next step in this project with the first site works about to commence," Werner Kraemer, Chairman of Rheinmetall NIOA Munitions, said. "We opened our Project Office last year in Maryborough in preparation for a facility that we hope will have a long-term positive impact on this region. Regional jobs and the building of



The forging facility, including an office and warehouse, will be fully operational by 2022.

NIOA VIA TWITTER

“WE WANT TO CREATE AS MANY LOCAL OPPORTUNITIES AS POSSIBLE”

sovereign capability are extremely important for RNM.”

The forging facility, including an office and warehouse, will be fully operational by 2022 on a four-hectare site. The office will be constructed with Hyne and Son’s timber that has been grown in the local region. Timber has been chosen for the office to reduce the project’s carbon footprint.

Robert Nioa, Managing Director of NIOA and Director of RNM, said the component of work to flow to the local region was an important factor when the successful builder was chosen for the project.

“We underlined the importance of local input for this work when we appointed a local in Jeff Crabtree as our Project Manager. We want to create as many local opportunities as possible and we’re excited to reach this next step,” Nioa said.

Nioa thanked the federal member for Wide Bay Llew O’Brien for his continued support while also acknowledging the contributions of the Queensland State Government through its Jobs and Regional Growth Program and the Fraser Coast Regional Council.

BADGE is a privately-owned Australian company with more than 35 years’ experience and offices on the Sunshine Coast, Brisbane, Adelaide and Perth.

BADGE Sunshine Coast Manager Andrew Lanskey said the construction firm would bring its commitment to the highest-quality work to this project.

“We estimate that, at the peak of construction, we will have 90 workers on site each day with many coming from the local region,” Lanskey said.

EW TALENT PIPELINE TO BE ESTABLISHED

A new National Electronic Warfare Centre will be established as part of a \$5 million initiative to grow the Electronic Warfare (EW) defence workforce.

Jointly funded by Defence and Flinders University, the centre will use training programs and research to develop and sustain EW related skills in defence.

Minister for Defence Linda Reynolds said the new centre will provide the ADF with

strategic and tactical advantages, to keep pace with the evolving operating environment.

"This Government is committed to providing the ADF with the best possible capability to defend Australia's national interests," Minister Reynolds said.

"That is why we are investing an unprecedented \$20 billion over the next decade in Electronic Warfare capabilities in the ADF.

"Key to ensuring these capabilities are fit-for-purpose is a strong workforce, comprised of practitioners and researchers across the ADF, Australian Public Service, academia and industry."

The centre will be based at the Flinders University Tonsley campus in SA.



A US Navy EA-18G Growler taxis along the flight line. Growlers are a key EW asset for Australia and the US.

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](#) – 15 September 2020 | Canberra
- [Defence in the North](#) – 28 October 2020 | Darwin Convention Centre

AIRBUS DEFENCE AND SPACE INDUSTRY ENGAGEMENT ROADSHOW

DATE 12-27 March

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: 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.

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.

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 workshoping 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 DEFENCE READINESS SEMINAR SERIES

DATE Various
LOCATION Various
WEBSITE www.hunterdefence.org.au/defence-readiness-seminar-series

This series is designed to educate, prepare, grow and mature NSW businesses who are either active in or considering Defence as a business opportunity. Hunter Defence will be rolling out the series of seminars over the next nine months to assist SMEs: develop organisational capabilities to meet national and international defence prime requirements; overcome any identified shortcomings in their competencies; or participate competitively Defence tender process.

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.