

“Challenges and opportunities in establishing a strong project controls practice and culture in a large organisation.”



**Project Controls**  
**EXPO**  
Melbourne, Australia

## A journey of People, Culture and Leadership Learnings

---

PROJECT CONTROLS EXPO

22 NOVEMBER 2018

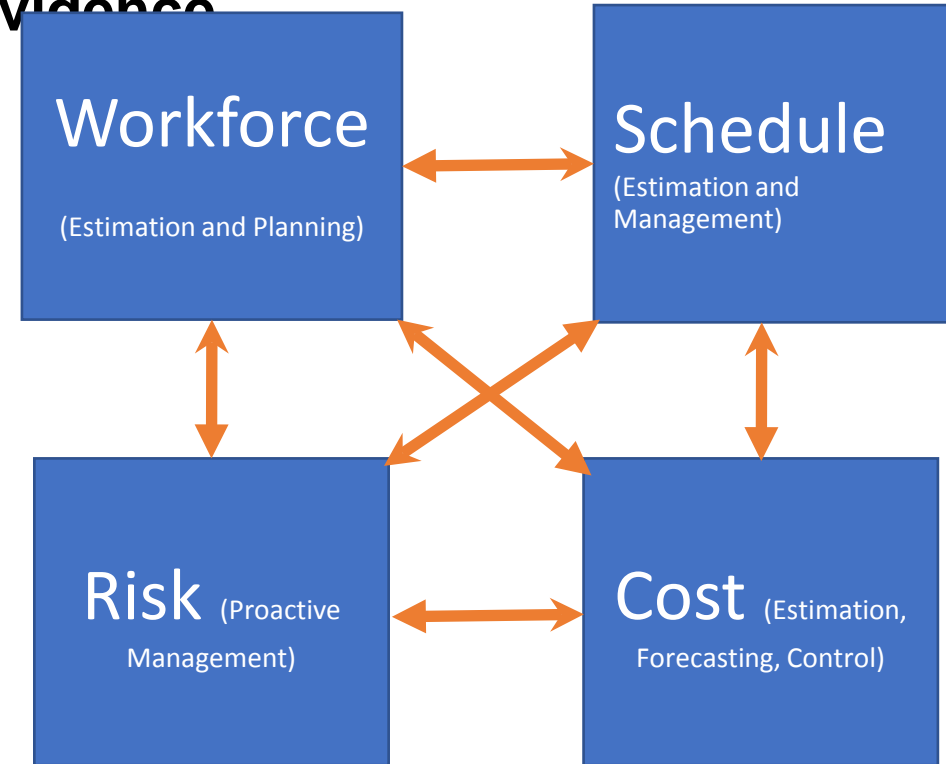
Note: All information in this presentation is from publicly available data and sources.



# THE CONTEXT - Integrated Project Controls



Appropriate Rigour and **Quality**,  
enabling **Decision-Making** backed by  
**Evidence**



**Effort matches Complexity**



## The Challenges

- Size
- Many Moving Parts
- Reform
- People and Skills -  
Train and Retain
- Setting Priorities



## Size Does Matter – Money

The Government will provide Defence with **\$36.4 billion in 2018–19** and **\$160.7 billion over the Forward Estimates.**

**Over the next decade** from 2018–19, the **\$200 billion** Integrated Investment Program demonstrates the Government's commitment to creating a more potent and capable Defence Force.

**Challenge: Managing big programs with big budgets, long delivery schedules, many types of risk, integrated programs**

## Size Does Matter - People

- **ADF = almost 80,000** full-time personnel and active reservists.
- **Permanent ADF** workforce will **grow** to around **62,400** by 2025-26.
- **APS workforce** is being rebalanced - an APS workforce of around **18,200** – **down** from **22,300** in June 2012.
  - 18% decrease in APS workforce = increased reliance on Industry to deliver services and support = potential increased cost = potential impact to capability (reduced budget to buy 'stuff')
  - The largest Delivery Agency has around 140 projects under delivery.

**Challenge: Large Diverse Workforce, Many cultures, Right People, Right Skills, Right Time, Lots of Work, Efficient use of Public Monies**

# Many Moving Parts – A Complete Capability, Many Hands, Manage the Money

Must consider all **Fundamental Inputs to Capability** to ensure completeness of scope, planning and risk management:

1. Command and Management
2. Organisation
3. Major Systems
4. Personnel
5. Supplies
6. Support
7. Facilities
8. Collective Training
9. Industry

**Challenge: Integrated Master Schedules, Potential Competing Priorities, Complex Management Structures, Large data to analyse**

## Reform

- Numerous Reform programs over many years
- A constantly Evolving Organisation.
  - Restructure the Organisation
  - Resize the workforce
  - Change how we do business
  - New Capabilities (technologies) to support



**Challenge: “Maybe we can just sit this out and it will all go away” (Change Resistance and Fatigue), How to win hearts to change.**

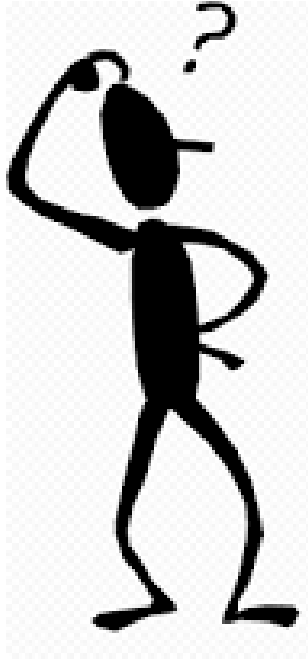
## People and Skills – Train and Retain

The APS workforce (18,200) is changing in composition, skills and generational expectations:

- Highly mobile
- Motivated by flexibility
- Rapid advancement
- Not necessarily one role for life
- Seek recognition and reward

**Challenge – How do we attract, skill, grow and retain our Apprentices who one day will be Masters? How do we help Industry grow the skills needed too?**





## Setting priorities

### TO DO LiST

1. **SO**
2. **MANY**
3. **THiNGS**



**Challenge: Where do we start with establishing the practices and culture we want, yet continue to deliver BAU and Reform, in this evolving organisation and with this changing and reducing workforce?**

## The Opportunities

- Size
- Many Moving Parts
- Reform
- People and Skills -  
Train and Retain
- Setting Priorities



# Why are the Challenges Opportunities as well?

**Size** = There are lots of people who need help!

**Many moving parts** = Take Complexity and Simplify

- Pull the jigsaw puzzle apart into achievable pieces
- Then rebuild it

**Reform** – “It’s too much and we’re all too tired!”

- JUST START!! Just DO IT!
- Pick the Winners and do them first

# Why are the Challenges Opportunities as well?

## People and Skills - Train and Retain

- Evolve into new ways of learning and working
- Involve Industry

## Setting Priorities - We don't know where to start!

- **Choose Something** - Be prepared for a  
**FAIL = First Attempt In Learning**
- Let the impossible go

## Other Challenges which are Opportunities

- Getting all of Project Controls Disciplines working TOGETHER
- Project Controls Tools (One Suite please!)
- Supporting Infrastructure and Technology
- Budgets
- Political influences
- Balanced Matrix Implementation
- Integrating Project Controls into other Processes / Opportunities such as:
  - Smart Buyer, Independent Assurance Reviews and SCRAM

## The Leadership Journey – Myths and Reality

- If we do good work, people will automatically recognise the value of project controls
  - What makes Project Controls as an **Analytical Team** stand out as an Enabling Force supporting Decision Making?
  - We must add value and communicate that value
- Build it and they will come
  - Build it **WITH** them and they will come
- What we think is important is what the Senior Leadership thinks is important
  - Delivery is important and they have a lot more than our passion to think about. Just get on with it!

## The Leadership Journey – Myths and Reality

- Being terribly clever is enough
  - Being humble and of service is more important
- If I believe enough, everyone else will follow
  - If you make it worthwhile and deliver on your promises, most people will follow
    - Give them what they need
    - Get all of Project Controls talking together
    - Involve people – **Practitioners with Passion** harnessed into a **Collaborative Analytical Team = An Army that Succeeds**

**Above all, Leadership is a State of Mind, Not a Title.**

# The Ultimate Answer

**Project Controls** makes it **easy** for Decision Makers to Succeed. That is Our **Purpose**.

Project Controls is a **Community** of skilled **People**, **Communicating** strong **Analysis** supported by **Evidence**, to enable sound **Decision Making**.







Thank you