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Specialists in Strategic and Project Risk Management

ACTIVITIES IN THE DEFENCE SECTOR

Broadleaf Capital International has significant experience with major capital defence projects, working with both purchasers and providers. We have worked with projects at all stages of procurement, from project concept development through to introduction into service and on to through-life support. We have extensive experience and knowledge of such critical project management stages as requirements definition, contract drafting, tender evaluation, drafting of project planning documentation, contract negotiations and post-signature project management. We have lectured to various forums and taught on many of these skills over the past ten years. We have developed and used a range of tools and techniques in support of these activities and are formally qualified in such methods as PRINCE2 and Cost/Schedule Controls Systems Criteria.

Much of our risk management work has involved the application of processes compatible with the Australian/New Zealand Standard on Risk Management, AS/NZS 4360, adapted to suit the context of a particular stage in the procurement process. We have also used techniques adapted from the US Defense Systems Management College and other quantitative methods where these have been appropriate. A selection of practical techniques is described in one of our publications:

COOPER, D.F. (1997) *Applying Risk Management Techniques to Complex Procurement*. Purchasing Australia, Australian Government Publishing Service, Canberra. ISBN 0 642 26803 7.

Broadleaf Capital International has significant experience with major capital defence projects. We have worked with projects across the full range of project phases, from project concept development to introduction into Service and into through-life support.

Some specific examples of projects we have supported and clients with whom we have worked are set out below.

Air Force Projects

- Risk analysis for the provision of an integrated avionics support system facility for the F/A-18 Hornet;
- Management of all business aspects of the P-3C Refurbishment Project; risk assessment in support of tender evaluation and development of incentive fee contract structures for the project; and a subsequent joint Commonwealth-Contractor risk review in the weeks leading up to delivery;
- Risk management training and pre-tender risk assessment for the procurement of Air Traffic Control radars and related communications facilities; followed by acquisition phase risk assessment for the project;
- Drafting of the RFT document for the C-130J Hercules aircraft; tender evaluation of the C-130J proposal; identification of key issues during C-130J contract negotiation; post-award

- overall project and contract management of the C-130J acquisition; acquisition phase assessments of risks and risk treatment options in project offices in Australia and the USA
- Pre-tender evaluation risk assessment for the Lead In Fighter project; followed by acquisition phase risk assessment and upgrading of the Project Risk Management Plan;
- Risk assessment for the development and installation of radar warning receivers, including joint risk workshops with the client, the customer and the customer's technical advisers;
- Identification of key issues during contract negotiation for the acquisition of Within Visual Range Air to Air Missiles (WVRAAM);
- Risk assessment for Project Sirius (P-3K upgrade) for the New Zealand Ministry of Defence;
- Risk assessment of aspects of the large-scale production of wing components for a military aircraft;
- Risk assessment for IV&V activities associated with the acquisition of an Airborne Early Warning and Control capability (Project Wedgetail).

Navy Projects

- Investigations into the use of decision support systems on a destroyer, with a particular focus on the structure of information and decision making in the ship's command centre and the role of the Anti-Aircraft Warfare Officer;
- General systems models of high-level naval HQ command and control;
- Design of a naval command systems laboratory, incorporating principles of research wargame design and construction;
- Risk and financial analysis for the modular construction of submarines, including inspection of submarine construction, for an international insurance consortium;
- Risk analysis for a sub-sea electronic range system;
- Marketing and business strategy for a naval weapons system;
- Risk training workshops for warship upgrading projects;
- Risk assessments and risk management planning for ship conversion and refit projects;
- Risk assessment for a tender to build ships for a foreign navy;
- Quantitative cost risk analysis for new ship.

Army Projects

- Development of military wargames;
- Development of wargame structures for investigating decision making behaviour under controlled conditions, including the Superior Commander system for the design of research wargames;
- Risk management plan for the acquisition of lightly armoured vehicles for the Australian Army (Project Bushranger).

Joint Service and Other Projects

- Risk management for the Jindalee Over-the-horizon Radar Network (JORN), including the development and implementation of the Risk Management Plan for the project and the provision of risk management training for senior management and technical personnel, in Australia and the UK;
- Audit of the risk management processes within the Commonwealth's JORN Project Office;
- Risk assessment and risk management planning for the provision of a joint services HF communications system;
- Design and conduct of training games for civil defence;
- Project risk management training for defence personnel.

Clients

Examples of our recent clients in the Defence sector

- ADI Limited
- ASTA Components
- Australian National Audit Office
- AWA Defence Industries
- Boeing Australia
- British Aerospace Australia
- Consortium of Lloyds brokers and the Australian Submarine Corporation
- Department of Defence, Australia
- GEC-Marconi
- ICL UK
- Jindalee Over the Horizon Radar Project
- Ministry of Defence, New Zealand
- Raytheon Systems Australia
- Siemens Plessey Electronic Systems
- Stanilite Electronics
- Telstra
- Thomson Sintra Pacific
- Westland Helicopters

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