

Global Access Partners & ICCPM present Complex Project Management Task Force

“No-one remembers the budget or schedule overruns of the Pyramids, the Taj Mahal or Sydney Opera House. No-one cares, either.”

Michael Cavanagh, ICCPM, November 2009

In a rapidly changing and increasingly complex political and economic environment, new and more effective complex project management and cost effective delivery capabilities have become a necessity.

For decades, complex projects have struggled to meet their stated objectives and deliver on promised outcomes. Case studies from around the world demonstrate that, although still important, existing processes and tools are not sufficient for the consistent successful delivery of complex projects. Complex projects have to be matched with and supported by appropriate skills, knowledge and expertise to guarantee cost effective delivery of intended outcomes for a multiplicity of stakeholders.

In recognition of this, the International Centre for Complex Project Management (ICCPM) and Global Access Partners (GAP) are establishing a task force that will investigate the current demands and factors critical to the success of complex projects.

The Complex Project Management Task Force will include key national and international stakeholders from the private sector, governments and academic

institutions. It will draw heavily on a suite of papers regarding complexity, including ICCPM's "Conspiracy of Optimism" findings paper, developed following a series of international roundtable discussions throughout 2009.

The Conspiracy of Optimism as a concept has gained stronger relevance over the past decade, with some major public sector projects faltering due to unsustainable cost, time and performance structures. The findings paper outlines the causes, impacts and proposed solutions to the 'conspiracy', while also highlighting the importance of appropriate contracting models, competencies and tools in effective complex project management. Above all, leadership is cited as paramount to success. A key recommendation of the paper is the establishment of an internationally represented task force.

The primary outcome of the Complex Project Management Task Force will be the publication of a white paper that will guide and inform government and business entities on investment required to improve complex project management and service delivery. The white paper will also outline advice for future policy design and implementation. It is envisaged that among the recommendations of the white paper will be the establishment of a specialist, global research centre for complex project management.

Conspiracy of Optimism: “Pessimists don't get programs”

The term 'Conspiracy of Optimism', sometimes referred to as the Megaprojects Paradox, has only been in common use for the past decade, however, the behaviours involved in the practice have been around for a long time.

At the heart of this problem are consistent adverse inaccuracies in forecasts of schedule, costs and performance for large and complex projects. The possible causes for these inaccuracies may be collected under three main categories: technical, psychological, and a combination of political and economic motivations.

When both planners and promoters, either knowingly or otherwise, determine to optimistically misrepresent, a conspiracy of optimism exists.



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DR HANS-HENRICH ALTfeld

**Vice President
Airbus Center of Competence
Project & Programme Management
France**

Dr Hans-Henrich Altfeld is a generalist aerospace manager with an extensive network within the European aerospace community and an in-depth experience in plant leadership in charge of producing fully systems equipped aerostructures; introducing lean manufacturing techniques; successful project management of various international aerospace projects; integrated product development processes and architectures; and aerospace business development, comprising strategic aspects, market and policy research as well as lobbying and Government relations.

Dr Altfeld joined Airbus in 1999 as Director of A380 Strategic Issues and Organisation Development. Since then he has worked in various divisions across Europe including: Airbus UK where he headed the project management office A380 wing (2001-2004), and Airbus Deutschland's Hamburg Plant (2004-2007) where he was responsible for managing a production unit for fully equipped Single Aisle fuselages and building up a new production line for Single Aisle structural assembly.

Since March 2008 Dr Altfeld has been Vice President of the Airbus SAS Centre of Competence Project & Programme Management in Toulouse, France. His role includes: improving project and programme management (P&PM) culture across Airbus, development and delivery of integrated, lean, efficient and pragmatic P&PM processes, methods and tools to the business, development of P&PM skills among Airbus staff, and delivery of skilled P&PM resources to the business. Amongst his major achievements are the development and implementation of fully integrated, harmonised planning tool for ca. 4.000 FTE working for the Airbus A350; as well as the development and implementation of skills-based P&PM system at Airbus.

Prior to joining Airbus, Dr Altfeld was head of policy research at the European Aerospace Industries Association (1996-1999), head of business development military satellites at Dornier Satelliten-systeme (1995), Assistant to the Senior Vice President Sales at Aircraft Group (Germany. 1993-1995) and project manager at Messerschmitt-Bölkow-Blohm (1989-1992).

Dr Altfeld is the author of numerous articles and a research book "Government Funding for Aerospace", and is currently working on another title "Working Together – Integrative Management Essentials for Commercial Aircraft Development Projects". He holds a diploma in aerospace engineering from the Technical University of Munich (1985), a diploma in aeronautical engineering from l'Ecole Nationale Supérieure d'Aéronautique et de L'Espace (1986), and a PhD in astronomy from the Max Planck Institute for Astronomy, Heidelberg, Germany (1989).



MR TIM BANFIELD
Director
National Audit Office
United Kingdom

Tim joined the NAO in 1988 having previously worked in local government. For most of the last 20 years Tim has worked in the part of the NAO examining defence value for money issues and has contributed to a wide range of reports on defence procurement and equipment related issues. He took up his current position as Director in February 1999 and is responsible for the production of a number of published reports each year examining the value for money achieved from defence acquisition along with a range of other outputs. Tim has also been responsible for the National Audit Office's work on the Millennium Dome and Overseas Affairs. In 2009 Tim was appointed Lead for the cross cutting Cost Effective Delivery theme.

Tim has an Honours degree in History obtained at the University of London and is a member of the Chartered Institute of Public Finance and Accountancy. He has had a number of articles published in defence journals and lectures on a range of defence courses. He is married to Kay, has two daughters and two dogs and is an avid West Ham United supporter.



MR TOM BURBAGE
Executive Vice President
F-35 Program
Lockheed Martin
USA

Tom Burbage joined Lockheed Martin in 1980. His previous assignments include vice president for Washington operations; vice president for Business Development and Product Support; vice president and general manager for Navy Programs; F-22 program vice president and general manager; president of the company's operations in Marietta, Ga. Burbage was serving as executive vice president and general manager of the Joint Strike Fighter (JSF) program when Lockheed Martin was awarded the F-35 contract in 2001, and was appointed to his current position.

From 1969 to 1980, Burbage served on active duty in the U.S. Navy. After completing the Navy's Navy Test Pilot School in 1975, he accumulated more than 3,000 hours in 38 types of military aircraft. He retired from the Navy Reserve in 1994 as a captain.

Headquartered in Bethesda, Md., Lockheed Martin employs about 140,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. The corporation reported 2006 sales of \$39.6 billion.

Tom Burbage is the recipient of the 2007 Leadership Excellence Award, presented by the Stockdale Center for Ethical Leadership at the United States Naval Academy and the Harvard Business Review.



MR TIMCUMMINS

**Chief Executive Officer
International Association for
Commercial & Contract Management
UK/USA**

Tim Cummins is Executive Director of the International Association for Contract & Commercial Management (IACCM), a non-profit foundation recognised as the international authority on the role of contracting and Commitment Management in the global networked economy. He worked with the Founder Corporations to establish the Association in 1999.

Tim has more than 25 years experience in commercial contracting, gained with corporations that included NatWest, British Leyland, BAe and IBM Corporation. He has led negotiations up to \$1.5bn in value and has lived or worked in over 40 countries. While working in the Chairman's office at IBM Corporate Headquarters, he led studies on the business impacts of globalization and then successfully managed projects to reengineer IBM's global contracting processes.

Tim was a member of the UK's Commercial Lead Body and has had papers commissioned by both the US Department of Labor and the UK Department of Education. He has provided consulting and research services to many large corporations in the areas of both commercial contracting and skills assessment and certification techniques.



MR COLIN DOUGLAS

**Director, NHS Communications
United Kingdom**

Colin Douglas joined the NHS leadership team in January 2008 as Director of NHS Communications.

Colin formerly held the position of Director of Communications at the Health and Safety Executive and, previous to that, held the same position at the Audit Commission. Colin's professional background also includes posts in local government and at PR agency Citigate Westminster. He is also a former Non-Executive Director and Vice Chairman of the London Ambulance Service.



MR PETER FIELDER
BAE Systems Managing Director
Performance Excellence
United Kingdom

Peter began his career in 1977 and has extensive experience in the management of large, complex, high technology engineering programmes in the power, telecommunications, rail transport and defence industries. Closely involved in many improvement initiatives across BAE Systems, he was appointed Managing Director, Performance Excellence reporting to the Chief Executive, Ian King, when the Company reorganised in 2008.

Within this role, Peter reports to the Chief Executive and responsible for; working with the Executive committee members and their organisations to drive for continuous performance improvement; developing and maintaining the Company Operational Framework (its principal Governance and Business Management System) and the Company performance management systems and processes; supporting high profile projects and strategic business initiatives; providing leadership to the Programme management and Engineering Functions, (approximately 40,000 professional staff Worldwide).

Peter is a Chartered Engineer, a Fellow of the IET and both a member and an Honorary Fellow of the Association for Project Management.



DR JOHN FINNIGAN
Director
CSIRO Centre for
Complex Systems Science
Australia

Dr Finnigan is the Director of the CSIRO Centre for Complex Systems Science. His research focuses on complex systems science, network theory and agent based modelling in relation to earth system dynamics and global change; and atmospheric boundary layer flow over vegetation canopies and complex topography, theory, measurement and applications.

Prior to joining CSIRO in 1972, Dr Finnigan was employed by Hawker-Siddeley Aviation in the United Kingdom from 1968. From 1989-95, Dr Finnigan served as head of the CSIRO Centre for Environmental Mechanics. From 1995 to date, he has been Chief Research Scientist, with CSIRO Divisions of Land and Water, Atmospheric Research, and Marine and Atmospheric Research. He has served as Director of the CSIRO Centre for Complex Systems Science since 2001.

Dr Finnigan was a co-investigator in European and US programs on measuring the global carbon cycle and a member of the Scientific Steering Committee for the international science program: Interactions between Land Ecosystems and Atmospheric Processes (iLEAPS), an initiative of the IGBP (International Geosphere-Biosphere Program).

Dr Finnigan was awarded a Bachelor of Science in Aeronautical Engineering from the University of Manchester, United Kingdom in 1968, and a Doctor of Philosophy in Micrometeorology from the Australian National University, Australian Capital Territory, in 1978.



MR PETER FRITZ AM

**Managing Director
Global Access Partners (GAP)
Australia**

Peter Fritz is Managing Director of GAP, and Group Managing Director of TCG Group - a network of private, independent and mutually supportive companies which over the last 39 years has produced many breakthrough discoveries in computer and communication technologies. In 1993, some of the 65 companies in the TCG Group were publicly floated on the Australian Stock Exchange as TechComm Group Limited (now called Utility Computer Services UXC), with great success. Another former TCG company floated on the New York Stock Exchange in November 1997 for US\$600m, making it the largest technology company to be established in Australia until that time. Today the TCG companies, and entities with TCG roots, employ well over 6000 people with a turnover in excess of \$1.3 billion annually.

Peter's innovative management style and corporate structuring has lead to the creation of a business model which is being copied by many successful entrepreneurs, and has become part of university undergraduate and masters programs in business management in Australia and around the world.

Peter Fritz chairs a number of influential government and private enterprise boards and is active in the international arena, including having represented Australia on the OECD Small and Medium Size Enterprise Committee. He is the holder of six degrees and professional qualifications, is a recipient of the Order of Australia, and has received many other honours.



MR JEAN-LUC GALVANI

**Vice President
Research & Technology Programs Management
Corporate Technical Office
EADS - European Aerospace Space & Defence Company
France**

Since 2007, Jean-Luc Galvani current responsibilities covers the EADS 3 years R&T operative planning implementation, the cross-divisional R&T projects and coordination of EADS R&T Network activities, Innovation Works governance and Upstream research plan execution, together with EADS CTO organization & Divisions R&T directorates. He plays the role of Secretary of the EADS Research & Technology Council and is the CTO representative in EADS Program Management Council.

Jean-Luc Galvani joined EADS in 2000 as Senior Manager for R&T management, partnerships, strategy and finance in EADS Corporate Research Center (now Innovation Works).

From 1988 to 2000, he worked in Airbus Toulouse on various assignments including future aircraft projects, configuration manager for the Future Supersonic Aircraft project with European partners, Manager of National Research & Technology Contracts with French Ministries & MoD.

Jean-Luc holds an Aeronautical Engineer degree and a Master of Physics. He was President of ECALAS (Association of 300 Alumni from ECATA Training on International Program Management) and member of the ECATA Board.

EADS is a global leader in aerospace, defence and related services. In 2009, the Group – comprising Airbus, Eurocopter, EADS Astrium and EADS Defence & Security (now Cassidian) – generated revenues of € 42.8 billion and employed a workforce of more than 119,000.



MR KIM GILLIS

**General Manager Systems
Defence Materiel Organisation
Department of Defence
Australia**

Mr Gillis was appointed General Manager Systems on July 2007. In this position he has overall responsibility for all acquisition and sustainment business conducted through DMO's Land, Aerospace, Helicopter, Maritime, Electronic Systems and Explosive Ordnance Divisions. He is also responsible for Acquisition and Sustainment Reform within the DMO and the wider Defence Community.

In November 2009, Mr Gillis was temporarily seconded as the Collins Submarine Program Manager, to remediate complex issues associated with the availability of submarines for operations.

Mr Gillis has extensive project management experience in shipbuilding. His experience covers both the public and private sectors including the inaugural Program Manager, Amphibious Deployment and Sustainment Program (2004), Vice President Military Projects with Austal Ships (2002), amongst many others. He served 20 years with the Australian Customs Service in various roles, including Director Marine Acquisitions for the Bay Class Patrol Boats.

He was the joint bid manager for the DMS/Austal SEA 1444 project and the Austal project manager for the General Dynamics design and construction bid for the United States Navy Littoral Combat Ships.

Mr Gillis is married to Michelle and has five adult children. His interests outside his close family include car restoration (MGs), his 1960s restored Enfield Motorcycle, spending time at the South Coast and the occasional round of golf.



DR GERARD GROSJEAN

**Senior Advisor
Euradvisor
Belgium**

Dr Grosjean studied political and economic sciences at the University of Bordeaux (France) where he received his Masters and Doctorate degrees in Economics. He also attended the Institute of Political Science in Bordeaux and the prestigious ENA, the French National School of Administration, in Paris. After a brief career in academia and the French Administration, he joined the international Civil Service in 1973, as an official of the General Secretariat of the Council of Ministers of the European Union (EU).

Within the Council of the EU Dr Grosjean has held a number of management positions. From 1973 to 1990 he directed the Unit responsible for the Union's Energy Policy, including relations with the relevant committees of the OECD, the International Energy Agency in Paris, as well as the Nuclear Energy Agency in Vienna. From 1990 to 1992 he directed the Unit responsible for Parliamentary and Institutional Affairs, and assisted the President-in-office of the Council during plenary sessions of the European Parliament.

Since 1992 Dr Grosjean, as an Adviser to the President-in-office of the Industry Council of EU Ministers, headed the Division for Industrial Policy and Tourism, responsible for all aspects of the EU Enterprise policy, including Small and Medium Enterprises, sectorial industrial affairs (iron and steel and shipbuilding), issues related to competition policy, as well as the industrial aspects of international cooperation, including the EURO-Mediterranean dialogue and the international bilateral agreements between the EU and the US, Canada and Japan. Dr Grosjean was then appointed Special Adviser to the Director General for Administration, in a context mainly characterised by the impending entry into force of the new Staff Regulations, the imminent accession of the ten new Member States, and the new structures to be established at the General Secretariat of the Council as a result of the outcome of the Inter Governmental Conference on the Treaty establishing a Constitution for Europe.

Immediately prior to his current role at Euradvisor, Mr Grosjean was Director at the General Secretariat, Council of the European Union in Belgium.



DR STEPHEN GUMLEY AO

**Chief Executive Officer
Defence Materiel Organisation
Department of Defence
Australia**

Dr Gumley is an internationally experienced senior executive who has successfully built, managed and directed many national and international entities. He has fostered significant performance growth within numerous industries and led extensive development of international alliances, strategic direction, public representation and managed Mergers and Acquisitions.

In February 2004, Dr Gumley was appointed the inaugural Chief Executive Officer of the Defence Materiel Organisation (DMO) part of the Australian Department of Defence and responsible for acquiring and sustaining all military equipment. He guided the organisation in its transition to an Australian Government Prescribed Agency on 1 July 2005. In 2009-10 DMO has a cash budget of over \$11.5 billion (43% of Defence's budget and 1.0% of Australia's GDP) and about 7700 staff. Additionally, Dr Gumley is National Armaments Director (Australia). Under a Ministerial Directive, he is accountable to the Minister for Defence for DMO performance.

DMO has approximately \$70 billion of projects under management and a further \$50 billion of whole of life sustainment commitment over the next 10 years. It is Australia's largest project manager, responsible for more than 200 major acquisitions (each over \$20m, some \$6-14 billion) and several hundred sustainment projects across air, land, maritime and electronic domains, each at different stages from initial planning and costing to procurement, finalisation, and maintenance in service with the Australian Defence Force.

In July 2002, Dr Gumley commenced as Chief Executive Officer of the Australian Submarine Corporation (ASC) and also became Managing Director in October 2002. After overseeing the end of the Collins Class submarines build program, he managed and implemented the transition of ASC to becoming a whole-of-life support organisation able to undertake modifications, maintenance, capability enhancements and training for the submarine fleet.

In April 1998, Dr Gumley commenced as Chief Executive Officer of aviation software supplier, The Preston Group, Melbourne. Dr Gumley conducted an overhaul of the Company's project management, business model and HR practices. Following the successful company turnaround, he oversaw the sale of the company to Boeing in September 1999. Dr Gumley joined Boeing Seattle USA as Vice President (Information Services) Commercial Airplane Services in January 2001. He graduated from the Boeing Executive Leadership program in October 2001. Whilst at Boeing, he led a new division within the Corporation and succeeded as a Business Unit leader developing strategic growth plans for information services in the aerospace industry.

From 1993 to 1997, he was the CEO of the entrepreneurial Global Lightning Technologies Group (GLT). He embraced progressive HR practices and successfully guided the Company to significant revenue and profit growth that resulted in multiple national awards for innovation, quality, research, design and marketing. The Company was awarded an Australian National Export Award in 1996 in recognition of its export success to 30 countries. GLT was sold to a US corporation in May 1997 at high earnings multiples.

Between 1987 and 1993 Dr Gumley was General Manager of Critec Pty Ltd, an electronic design manufacturing and exporting firm, where he developed large revenue and profit growth.

Dr Gumley was a Director of Melbourne IT Limited when it conducted its successful IPO onto the ASX in November 2000. He was a Council Member of the University of Tasmania 1996-2000 and Chair of the Finance, Audit and Investment Committees.

Dr Gumley was born on 26 October 1956. He obtained a Bachelor of Engineering with First Class Honours in 1979 and received a Rhodes Scholarship in 1979. He was awarded a Doctor of Philosophy from Oxford University in 1982, an MBA from the University of Tasmania in 1994, and an Advanced Diploma in Corporate Governance – AICD in 2003. He is a Fellow of the Institute of Engineers Australia, the Australian Institute of Company Directors, and the Academy of Technological Sciences and Engineering.

Dr Gumley was appointed an Officer of the Order of Australia in the 2010 Australia Day Honours List for his service to public sector management, particularly through his leadership of the DMO, and the development and implementation of significant reforms in procurement and sustainment of military equipment.



MR PETER HARRIS

**Secretary
Department of Broadband,
Communications & the Digital Economy
Australia**

Peter Harris has been the Secretary of the Department of Broadband, Communications and the Digital Economy since August 2009. Prior to this, he was Secretary of the Victorian Department of Sustainability and Environment since December 2006, responsible for Victoria's largest current public infrastructure project. From August 2004 to December 2006, he served as Secretary of the Victorian Department of Primary Industries.

Peter commenced his career in the Commonwealth Public Service in 1976 in the Department of Overseas Trade and held a number of senior positions before taking up the role of Senior Private Secretary to the Prime Minister from 1989 to 1991. In 1992, he was appointed head of the Industries Branch, Department of Prime Minister and Cabinet.

Peter spent two years on exchange in Canada in the Office of the Privy Council, before returning to the Commonwealth Department of Industry, Science and Technology as Assistant Secretary, Communications and Aviation in 1994. He then held several executive Commonwealth Government roles in transport, eventually becoming Deputy Secretary of the Commonwealth Department of Transport and Regional Services.

In 2001, Peter Harris was appointed to the position of Vice President, Government and International Affairs with the Air New Zealand/Ansett Group. Peter Harris returned to the Public Sector and moved to Melbourne, with the Victorian Department of Infrastructure as Director of Public Transport in November 2002.



MR STEPHEN HAYES MBE
Chief Executive Officer
International Centre for
Complex Project Management
Australia

Stephen Hayes is the Chief Executive Officer of the International Centre for Complex Project Management. Stephen is working extensively in the international community with other government agencies and corporations to deliver and expand this new global not-for-profit resource. He was made a Member of the Order of the British Empire (MBE) for his project management work whilst on exchange with the Royal Air Force in the United Kingdom.

Stephen served in the Royal Australian Air Force for 29 years. Stephen has a broad range of project management and engineering experience in the defence sector and has a Masters of Management.

As the Australian Department of Defence's Executive Director – Complex Project Management, Stephen was responsible for the development and delivery of the Department's Complex Project Management initiatives. These included the competency standard for complex project managers, the Executive Masters in Complex Project Management and formation of the International Centre for Complex Project Management.



MR PAUL HOFF
Chief Executive Officer
Davidson Technologies Inc.
USA

Mr Paul Hoff is chief executive officer of Davidson Technologies Inc. - a cutting-edge technology services company dedicated to providing innovative engineering, technical and management solutions for defense, aerospace and commercial customers.

Mr Hoff was previously Vice president and Program Manager of Ground-based Midcourse Defense at the Boeing Company where he was responsible for delivering the first of a kind limited defensive capability to protect all 50 states from long range ballistic missile attack. He led and managed the contractor team of over 6000 people on this challenging program that spans technologies from radars to rockets and included integrating over five million lines of software code.

Paul spent two years as technical advisor to the Director of MDA responsible for helping transform the organization, the technical approaches and the operating processes from existing stove-pipe elements designed under the Anti Ballistic Missile treaty and old Department of Defense 5000 series practices to an integrated BMDS using spiral development and capabilities based systems engineering at MDA in Washington, DC. He is a graduate of the University of Colorado in Boulder, CO with a B.A. – Double Major in Mathematics & Physics.



DR EDWARD HOFFMAN
Head of Program Management
NASA APPEL
USA

Dr Edward Hoffman serves as the Director of the NASA Academy for Program/Project and Engineering Leadership (APPEL). In this role he is responsible for the development of program/project leaders and engineers within NASA. Under his leadership, the Academy provides the agency's comprehensive career development curriculum, consulting services for technical and mission teams, knowledge sharing activities and publications that disseminate lessons learned, and special studies on program/project management and engineering. He works both within NASA and externally with leaders of industry, academia, and other government agencies to build the agency's capabilities in program/project management and engineering

Dr Hoffman holds a Doctorate as well as Master of Arts and Master of Science degrees from Columbia University in the area of social and organizational psychology. He received a Bachelor of Science in psychology from Brooklyn College in 1981. He serves on the faculty of The George Washington University Project Management Program. He is a founding member of the International Project Management Committee. Has served as the Chair of the Project Management Institute's Global Corporate Council, and is frequently a keynote presenter at conferences and association events. He has published numerous articles and two books on program and project management, *Project Management Success Stories: Lessons of Project Leaders* (Wiley, 2000) and *Shared Voyage: Learning and Unlearning from Remarkable Projects* (NASA History Division, 2005).



MR CHRIS JENKINS
Managing Director
Thales Australia
Chairman, ICCPM
Australia

Chris Jenkins was appointed Managing Director on January 15th 2008. Prior to this appointment, Chris was Vice President for Operations and an Executive Director on the Thales Australia Board. Chris has held a number of senior roles within Thales both in Australia and internationally over a 12 year period. From 2003 to 2005, he was the CEO of the East/West Consortium lead by Thales in the Netherlands, introducing the national Public Transport Smartcard Program, culminating with system launch in Rotterdam in December 2005. Prior to this Chris was the Managing Director (MD) of Thales Underwater Systems (TUS) from 1999 to 2003 and was a key player in the formulation of TUS as a joint venture for Thales/GEC in 1996. During his time at TUS he was also the director of projects for two years, and marketing and sales director for two years prior to his appointment as MD, TUS.

Chris is Chairman of the Board of Directors for the International Centre for Complex Project Management, and is Chairman of the Advisory Board to the Defence Industry Innovation Centre. Chris started in the defence industry as a mechanical engineer with Racal in 1981, Plessey in 1983 and then GEC Marconi in 1990 heading up their Underwater Systems business in Australia.



MR PETER JENNINGS

**Deputy Secretary
Department of Defence
Australia**

Peter Jennings is the Deputy Secretary for Strategy in the Australian Department of Defence. Peter's career has included extensive experience advising Government at senior levels; developing major strategic policy documents; conducting crisis management, and researching, writing and teaching international security.

Previous to taking up his latest position, Peter was the First Assistant Secretary to the Defence Audit and Risk Committee. Peter was for a number of years the Director of Programs at the Australian Strategic Policy Institute (ASPI), a leading Australian think-tank. He wrote and commentated widely on defence policy and international security, and taught postgraduate studies on terrorism at the Australian Defence Force Academy (ADFA).

In 2002-03 Peter was a Senior Adviser in the Prime Minister's office responsible for developing a strategic policy framework for Cabinet. He prepared the Prime Minister's September 2003 Strategic Leadership statement. Peter had previously been Chief of Staff to the Minister for Defence (1996-1998) and Defence adviser to the Federal Opposition (1990-1993).

In the Defence Department, Peter has also held Senior Executive Service positions as the First Assistant Secretary Coordination and Public Affairs (2006 – 2008), Deputy Director of the Defence Imagery and Geospatial Organisation (2002) and as head of the Strategic Policy Branch (1998-1999). In late 1999 Peter was co-director of the East Timor Policy Unit, responsible for developing Australia's policy approaches to the international peacekeeping operation in East Timor. Following that, as an acting First Assistant Secretary, Peter was closely involved in developing the 2000 Defence White Paper.

Peter studied at the London Business School in 2000-2001 as a Sloan Fellow and was awarded a Masters of Science (Management) with Distinction. He has a Master of Arts Degree in International Relations from the Australian National University (1987) and a BA (Honours) in History from the University of Tasmania (1980-1994). He has been a Fulbright Fellow at the Massachusetts Institute of Technology (1985). Peter taught politics and international relations at the University of New South Wales/ADFA (1987-1990). He has written and published widely on defence and security issues.



MR MICHAEL JOYCE

**Vice President
Operating Excellence &
Program Management
Lockheed Martin
USA**

Michael Joyce is Vice President of Operating Excellence and Program Management at Lockheed Martin. Operating Excellence is the common corporate process for driving optimum performance and continuous improvement in all LM Business Systems. As lead for Program Management (PM) he is responsible for all aspects of PM process, people development, tools and program performance. He was formerly the Vice President of Operations for the Aeronautical Systems Business Unit responsible for overall operations and supply chain management across the business unit. He joined Lockheed Martin in August 1997.

Mike brings over 25 years experience in world-class processes that have resulted in significant cost reductions and quality improvements when applied to a broad variety of aerospace systems.

Before joining Lockheed Martin, Joyce was Vice President of Manufacturing for AlliedSignal Aerospace in Torrance, California, where he implemented the six sigma program and introduced the lean-manufacturing methods of the Toyota Production System into the mechanical and electronic aerospace product lines.

From 1978 to 1996, Joyce served in a variety of increasingly responsible program management, engineering, and manufacturing positions with the Pratt & Whitney Aircraft unit of United Technologies Corporation in East Hartford, Connecticut. Joyce was Director of Pratt & Whitney's Turbine Airfoils Product Center, where he implemented advanced processes that rapidly reduced costs and improved quality. He also served as a program manager for the PW/Boeing 777 program.

Joyce was born August 17, 1955. He holds bachelor's degrees in mathematics and engineering from Columbia University and a master's degree in mechanical engineering from Rensselaer Polytechnic Institute. He is a Shingo Academy inductee and serves on the Governing Board for the Shingo Prize. He is also Associate Fellow of the American Institute of Aeronautics and Astronautics and the holder of two U.S. patents for jet engine designs.



THE HON. FRANK KENDALL

**Principal Deputy Under Secretary
of Defense for Acquisition,
Technology and Logistics
Office of the Secretary of Defense
USA**

Mr Frank Kendall was sworn in as Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics on March 8, 2010. He has more than 35 years of experience in engineering, management, defense acquisition and national security affairs in private industry, government and the military. He has been a consultant to defense industry firms, non-profit research organizations, and the Department of Defense in the areas of strategic planning, engineering management, and technology assessment. Mr Kendall was Vice President of Engineering for Raytheon Company, where he was responsible for management direction to the engineering functions throughout the company and for internal research and development. Before assuming his current position, Mr Kendall was a Managing Partner at Renaissance Strategic Advisors, a Virginia-based aerospace and defense sector consulting firm.

Within government, Mr Kendall held the position of Director of Tactical Warfare Programs in the Office of the Secretary of Defense and the position of Assistant Deputy Under Secretary of Defense for Strategic Defense Systems. Mr Kendall is a former member of the Army Science Board and the Defense Intelligence Agency Science and Technology Advisory Board and he has been a consultant to the Defense Science Board and a Senior Advisor to the Center for Strategic and International Studies. Mr Kendall also spent ten years on active duty with the Army serving in Germany, teaching Engineering at West Point, and holding research and development positions.

Mr Kendall is an attorney and has been active in the field of human rights, working primarily on a pro bono basis. He has worked with Amnesty International USA, where he served as a member of the Board of Directors, with Human Rights First, for whom he was an observer at Guantanamo, and with the Tahirih Justice Center, where he was Chair of the Board of Directors.

Mr Kendall is a Distinguished Graduate of the U.S. Military Academy at West Point and he holds a Masters Degree in Aerospace Engineering from California Institute of Technology, a Master of Business Administration degree from C.W Post Center of Long Island University, and a Juris Doctor from Georgetown University Law Center.



MR DAN KORTE

**President
Defence Aerospace
Rolls Royce
USA**

Dan Korte is President of Defence Aerospace. In this role he is responsible for the strategy and performance of the £2 billion global defence aerospace business, encompassing 5,500 employees at operations in 17 countries. The business serves 160 customers with 18,000 engines in service around the world. He joined Rolls-Royce in August 2009 and is based at the North American corporate headquarters in Reston, VA.

He brings more than 20 years of experience in design and systems engineering, integrated product team leadership, as well as supplier chain and program management to Rolls-Royce. Prior to joining the company, he was Vice President and General Manager for Global Strike Systems, a division of the Boeing Military Aircraft business. In this position he achieved benchmark productivity improvements while driving top line revenue growth domestically and internationally.

He first joined Boeing in 1985 as an electronics engineer. Since then he has held a series of increasingly senior positions to include: V-22 Program Manager, Vice President- Supplier Management & Procurement and Vice President/Program Manager SBInet.

He has a BS in Electrical Engineering from Southern Illinois University and an MBA from Lindenwood College, in Missouri. He is also a graduate of the Strategic Thinking and Management for Competitive Advantage Program at the University of Pennsylvania's Wharton School of Business.



MR ROBERT D. LINDEMAN

**Vice President, Mission Assurance
Raytheon Space & Airborne Systems
USA**

Robert D. Lindeman is vice president of Mission Assurance for Raytheon's Space and Airborne Systems business and a member of the SAS Leadership Team. In this role, he is responsible for developing and delivering SAS' Mission Assurance vision, strategy and processes.

His mandate includes increasing collaboration among internal and external SAS stakeholders, leading internal training and development efforts, deploying SAS enterprise systems and command media to achieve CMMI® Level 5, and driving processes to achieve program execution and performance excellence throughout the business. He also serves as SAS spokesperson in Mission Assurance related communications with customers and oversees product quality and implementation of Raytheon Six Sigma.

Before assuming his current position, Mr Lindeman was a senior architect of Raytheon's common Product Data Management design/build/support anywhere capability. He also completed a one-year rotation within the IDS Business Development and Strategy directorate, with responsibility for strategy and positioning. In addition, he served as the mission center executive for Raytheon's Arlington, Va., customer collaboration center.

Since joining Raytheon in 1979, Mr Lindeman held positions of increasing responsibility, serving as chief engineer and program manager on a variety of programs. Notably, he led risk management and capabilities-based systems engineering at the system-of-systems level for the Missile Defense National Team for more than four years. He also helped to develop and deploy initial mission assurance concepts for the U.S. Missile Defense Agency. His early work at Hughes Aircraft Company encompassed anti-submarine warfare and missile and digital communications systems intelligence analysis.

Mr Lindeman holds bachelor's and master's degrees in electrical engineering from the University of Michigan. In addition, he has completed the UCLA Executive Management and Executive Marketing programs, and the Raytheon Executive Leadership Summit (XLS) program. Mr Lindeman is a member of the U.S. Naval Institute, the American Institute of Aeronautics and Astronautics and the National Defense Industrial Association.

Raytheon Space and Airborne Systems (SAS) is a leading provider of sensor systems giving military forces the most accurate and timely actionable information available for the network-centric battlefield. With 2009 revenues of \$4.6 billion and 12,400 employees, SAS is headquartered in El Segundo, Calif. Additional facilities are in Goleta, Calif.; Forest, Miss.; Dallas, McKinney and Plano, Texas; and several international locations. Raytheon Company, with 2009 sales of \$25 billion, is a technology and innovation leader specializing in defense, homeland security and other government markets throughout the world. With a history of innovation spanning 88 years, Raytheon provides state-of-the-art electronics, mission systems integration and other capabilities in the areas of sensing; effects; and command, control, communications and intelligence systems, as well as a broad range of mission support services. With headquarters in Waltham, Mass., Raytheon employs 75,000 people worldwide.



PROF PETER LITTLE

**Executive Dean, Faculty of Business
Queensland University of Technology
Australia**

Peter Little is a Professor of Business Law and Executive Dean of the Faculty of Business at Queensland University of Technology (QUT). He is a Barrister at Law and holds a Bachelor of Laws, Master of Laws and a PhD.

He is a director of Ormiston College Ltd and is a Special Counsel to McCullough Robertson Lawyers. Professor Little is a Councillor of the Royal National Agricultural and Industrial Association of Queensland. Professor Little's current professional interests include corporate governance, compliance law and the law of company takeovers.



RADM (Retd) IAN MACK

**Director General
Major Project Delivery (Land & Sea)
Department of National Defence
& Canadian Forces, Canada**

Mack retired from the Canadian Forces as a Rear-Admiral in 2007, after 38 years of service. He is a graduate of the Royal Military College in Kingston with a Bachelor of Engineering Physics degree, and also holds a Master of Science degree from the United Kingdom. Having completed training as a marine systems engineering officer, he served at sea as the Marine Systems Engineering Officer of HMC Ships OTTAWA and ALGONQUIN during his early career.

Ian served in several senior leadership appointments during his naval career. For three years during the introduction of three fleets of warship systems, he was responsible for the management and redirection of training and professional development for the Navy, as Deputy Chief of Staff Training in Maritime Command Headquarters. He commanded Canadian Forces Base Halifax for two years, guiding the large military and civilian support staff through a dramatic budget and manpower reduction. He also served as the Assistant Chief of the Maritime Staff over a three-year period in National Defence Headquarters, managing the day-to-day administration and ashore activity of the Navy as her Chief of Staff. He assumed responsibility for the Canada/US bilateral defence relationship as Commander of the Canadian Defence Liaison Staff and Defence Attaché to the US over four tumultuous years, commencing in July 2001 just before 9-11. Throughout the same period, he was the first Head of the Canadian Delegation to the Inter-American Defense Board, where he worked with military representatives from throughout the Western Hemisphere, and their political counterparts in the Organization of American States.

Ian has broad experience with materiel management and procurement. He served as a life cycle materiel manager and technical authority for hyperbaric and diving systems in the Canadian Forces. He also provided quality assurance at the Naval Engineering Test Establishment and in a civilian shipyard conducting warship refits, both in Montreal. As a Section Head, he managed the technical support team for naval propulsion systems, which included the acquisition of replacement Allison 501 cruise gas turbine engines for the Tribal Class destroyers, and advice to the Project Managers responsible for the HALIFAX Class acquisition and the Tribal Class modernization. In terms of CF technical policy, he directed those establishing project management and standardization regulations for three years. At the senior level, he served for two years as the Chief of Staff of the Materiel Group just before retiring.

In his current role, he oversees project managers charged with weapon systems acquisitions for the Canadian Army and Navy.

DR SUSAN MAYBAUMWISNIEWSKI

**Vice President for Policy
Business Executives for National Security
USA**

Susan Maybaumwisniewski is Vice President for Policy. She brings over twenty years of senior management experience with the Department of Defense. During her thirty year career as a Naval Officer, Susan had the leadership responsibility for command at all levels. She has expertise in anti-submarine warfare, education and training, and facilities management. Prior to joining BENS in June 2008, she was a professor of Acquisition at the Industrial College of the Armed Forces, a college of National Defense University, Washington DC.



MR PETER MCKENNA

**Director, Queensland Office for
Regulatory Efficiency
Queensland Treasury
Australia**

Peter McKenna is Director, Queensland Office for Regulatory Efficiency (QORE), which leads and directs the national and state regulatory reform agendas across the Queensland Government.

Peter specialises in performance improvement at economy, industry and business levels. His experience in the Queensland Government is in successfully leading policy reform to improve Queensland's productivity, innovation and competitiveness at economy and industry levels, and its attractiveness as a destination for individuals and business investment.

In early 2010, Peter delivered a comprehensive government agenda to reform national and state regulatory environments with highly innovative solutions that reduce the regulatory burden, improve the quality of regulation, strengthen the business-government interface, and introduce rigorous methodologies for measuring regulatory impacts. This included a complete remodel of the state's regulatory institutional arrangements and processes.

Before this, Peter delivered a government action plan to grow the state's industry base, innovation system and knowledge/technology intensive industries with highly innovative solutions that improve the direction setting, development and positioning of key industries, strengthen collaborations between business, research and government, and target improvement in venture capital and business investment.

Peter also has over 20 years experience in commercial and professional practice and academia creating business ventures, building business performance and accelerating business opportunities. Key complex projects include the 'turn around' of a major commercial organisation to deliver a 40% increase in annual revenue to over \$0.5 billion by reengineering all aspects of its traditional business practices, including customer and supplier arrangements, and the establishment of a ground-breaking commercial architectural practice that is an 'incubator' for developing young creative talent as a joint venture between industry, government and universities.

Peter possesses a unique blend of perspectives and skills gained through successful careers in policy reform, commercial management, professional consulting and academic research. He is a trusted 'troubleshooter' known for tackling and solving complex commercial and economic challenges in business and government.



MS SHIREANE MCKINNIE

R2-5-C056

**Acting General Manager Systems
Defence Materiel Organisation
Department of Defence
Australia**

Ms Shireane McKinnie commenced as Acting General Manager Systems in November 2009. In this position Shireane has overall responsibility for all acquisition and sustainment business conducted through the Defence Materiel Organisation's (DMO) Land, Aerospace, Helicopter, Maritime and Electronic Systems and Explosive.

She is also responsible for Acquisition and Sustainment Reform within DMO and the wider Defence Community.

In May 2009 Shireane McKinnie was appointed to head DMO's newly formed Acquisition and Sustainment Reform Division. As a key element of DMO's response to the Defence White Paper, the division will implement significant reforms including the changes resulting from the Mortimer Review of Defence Procurement and Sustainment in DMO, increasing the efficiency of Defence's maintenance and supply chain processes and reducing inventory costs and holdings.

In February 2008 Shireane became the Head of Electronic Systems Division in DMO. This division is responsible for acquiring and supporting electronic systems in the areas of Electronic Warfare, Communication and Command Support and Surveillance and Control Systems and Satellites and Tactical Interoperability. In addition to the core functions of the Division Shireane is also the Head of Engineering for the DMO.

From July 2000 until July 2004 She was the Head of Electronic Systems Division, and from July 2004 with the amalgamation of Explosive Ordnance and Electronic Systems Division in July 2004 until February 2008 Shireane was Head of Electronic and Weapon Systems Division. This Division acquired and sustained electronic and weapon systems for the Australian Defence Force (ADF).

From July 1997 to July 2000, Shireane was the Director General, Electronic Warfare and Radar Systems in the Defence Acquisition Organisation. In this role she was responsible for the successful project management of ADF electronic warfare and radar acquisition projects.

Previously Shireane completed over two years as Director General Naval Engineering Services and Director General Naval Materiel Requirements, the senior civilian engineer in the Navy. Here Shireane was responsible for the development of naval engineering and materiel requirements, materiel policies and provision of engineering services for projects to acquire new ships, submarines, aircraft, electronic systems and equipment.

Other senior positions held by Shireane in Defence include Director, Programming Communications and Computing in the Project Development Branch, Director Policy Development in the Project Policy and Evaluation Branch and Director Switching Systems Planning in the Communications Planning Branch. Responsibilities in these positions covered capability analysis, acquisition policy development, financial program management and project management aspects of the new capital investment and acquisition programs.

Shireane has worked with the International Relations Branch of the Department of Primary Industry and Energy, the Working Environment Branch in the Department of Employment and Industrial Relations and the Engineering Branch of the Overseas Telecommunications Commission. Shireane's career has been notable for its breadth, as well as its depth and high level of achievement.



MR ALASTAIR MILROY AM

**Executive in Residence
Research Council Centre of Excellence
in Policing and Security
Australia**

Alastair Milroy has had a distinguished and varied career in law enforcement spanning over 37 years serving with the New South Wales Police, National Crime Authority, New South Wales Royal Commission into the Building Industry, New South Wales Drug Enforcement Agency and the United Nations International Criminal Tribunal.

In the private sector he was the National Security Manager for Brambles Security Services and operated a consultancy that provided investigations and security risk management for public companies. During 2003 – 2009 he returned to the public sector as the Chief Executive Officer of the Australian Crime Commission responsible for national criminal intelligence and operational responses to fight serious organised crime in Australia.

Currently Alastair provides advice to the Australian Research Council Centre of Excellence in Policing and Security as the part-time 'Executive in Residence'. He serves on the Australasian Policing Forum that is engaged in expanding knowledge on policing, security and public safety to inform governments, law enforcement and the community.

Alastair holds an Associate Diploma in Justice Administration and a Graduate Diploma in Police Management. He is a member in the General Division of the Order of Australia for his services to national crime investigation and prevention.



DR ADRIAN NOWITZKE

**Chief Executive Officer
Gold Coast Health Service District
Gold Coast Hospital
Australia**

Dr Adrian Nowitzke is the Chief Executive Officer of the Gold Coast Health Service District in Queensland. He is a specialist neurosurgeon and an Associate Professor of Surgery. Married, with two young children, he has a passion for serving the community and a love and respect for the privilege of being a provider of healthcare.

As the project owner of one of Australia's largest healthcare infrastructure building programs, and the CEO of a rapidly growing Service, he has a pragmatic lens regarding the challenges of driving reform in the healthcare industry.



MR FREDERICK PAYNE

**Vice President
Global Program Management Director
Ricardo
USA**

Frederick Payne is a 30 year veteran of the defense, aerospace and automotive industries with an exceptional track record in program management and delivery.

In his role immediately prior to joining Ricardo, Frederick (Fred) Payne was the corporate director of program management, responsible for the direction, coordination and stewardship of policy, processes and project management development for over 5000 Project and Program Managers within BAE Systems. He represented BAE Systems on the Global Corporate Council of the Project Management Institute (PMI) and is a past chair of this body. In 2005 he was named by the PMI as a 'Top 50 Power Program Management Leader'.

Fred is also an officer of the International Centre for Complex Project Management, based in Australia. He holds BSEE and MBA degrees from Fairleigh Dickinson University as well as Graduate Certificate Degree in Project Management from Stevens Institute of Technology.

In his role with Ricardo, as Vice President and Global Program Management Director, Fred provides policy and guidance for the global Ricardo project management community, ensuring effective and appropriate application of the Ricardo's Global Product Development Process across all projects and the development of project managers through training and certification programs.



MR MARK PEDLINGHAM

**Commercial Delivery Director
Office of Government Commerce
United Kingdom**

Mark has undertaken a very wide range of posts within the Ministry of Defence and now in the Office of Government Commerce. Following graduation, he gained a Diploma in Accounting and Finance and has since met the exacting requirements of two further professional bodies, the Association of Project Managers and the Chartered Institute of Purchasing and Supply where he has recently been conferred with the title Fellow.

Mark trained as a Mechanical Engineer gaining a 2:1 Honours Degree at Bristol University, supplemented by training attachments to industry, including a fourteen month tour in a small highly innovative hydraulics company, before research, design and development appointments as a Professional Engineer in armoured vehicle technology within the Ministry of Defence.

Following administrative training at the Civil Service College Sunningdale, he spent a short period in personnel before various tours in procurement. His appointments were in the field of Logistic Vehicle and Information System procurement; becoming a member of the Senior Civil Service (1997) as Programme Director for Engineer & Light Weapon Systems in the Defence Procurement Agency. He undertook the Royal College of Defence Studies, a foreign & defence policy course in 1996, visiting Norway, Russia and Ukraine. Moving into the Commercial function in 2000, first as a director with responsibility for the six Commands and the MoD Centre's Top Level Budget he became the Director General Logistic Procurement, responsible for the effectiveness of procurement in the Defence Logistics Organisation, the Commands and the MoD Centre. A member of the DLO Board, he was responsible for the successful delivery of the DLO's Procurement Reform.

He joined the OGC in September 2006 as the Director Strategic Supplier Development, became a Board member, as the Executive Director Markets, Suppliers and Skills. He is now the OGC's Commercial Delivery Director, tasked to ensure that high quality professional procurement support is provided to departments to assist in their strategic engagement of their key suppliers.



MR NICK PELHAM

**Head of Gateway
Victorian Department of Treasury
& Finance, Australia**

Nick works for the Department of Treasury and Finance in Victoria, where he is involved in the planning and delivery of Victorian's major infrastructure investment projects. He is responsible for delivering the Gateway Review Process, development of Lifecycle and better practice guidance, the Investment Management Standard and improving Asset Management in Victoria.

Last year, Victoria became the first Gateway unit outside of the UK to become an Authorised Accredited Unit, and Victoria recently completed its 250th review of major projects, with a valued of over \$30b.

Prior to taking up the Gateway role, Nick spent 4 years working for consulting engineering firm, Sinclair Knight Merz. In that time he worked in the heavy industry and water & environment divisions. His final role was as the Project Delivery Champion in the largest operations centre in the company. This role had responsibility for consistent delivery of projects with offices across multiple geographies. Highlights of his time included : Program Manager the 787 Dreamliner facilities and relocation program for Boeing, leading a team of 40+ consultants to undertake a strategic review of a major enterprise information management system (nominated for an engineering excellence award) and as one of the company's Major Bid Directors.

Nick also worked for US energy and engineering & construction (E&C) company, Halliburton. There he worked on Australia's first Private Financing Initiative (PFI) project. Before moving in to the engineering / consulting industry, Nick was an Officer in the Royal Australian Navy, where he served on Patrol Boats, Frigates, and worked on the Collins Class Submarine project (at the time the largest Government Major Acquisition project undertaken) based in Canberra.

Nick is a nationally accredited Project Director, and has a keen interest in project management, in particular, the sharing of lessons learnt and improving project delivery practices.



MS SUE PRITCHARD

**Chair
Complex Project Management
Research Consortium
UK**

Sue is the founder of a SULEiS, a new consulting network for building leadership and change capability with people, organisations and communities, so that they can make tangible progress on the difficult issues they face in complex social systems. Their work spans a wide spectrum - from coaching boards, partnerships and top teams, through system wide leadership and organisation development, to working with frontline staff and people in communities for practical results.

A consultant, researcher, writer and practitioner in leadership and 'whole systems' development for over twenty years, Sue was also Visiting Research Fellow at the Revans Institute for Action Learning and Research for six years and a Non Executive Director and then Chair of a Health Board for 10 years.

Sue set up and leads an international public/private sector collaborative learning and research consortium, which is exploring the challenges of delivering complex projects through a 'whole systems' framework, in partnership with Ashridge Business School, ICCPM, QUT and RUSI. This project arose out of her work coaching boards and top teams who were often pondering the question, "Why is it that, in spite of all our investment in world class project management, do some of the most national critical, politically sensitive projects still fail to deliver what is expected of them?" It is underpinned by the belief that the intelligence, experience, insight, creativity and interest lies with those with real skin in the game - those who are themselves steeped in the real challenges of delivering these projects.

Sue has written and co-authored a number of articles and books, including *Leading Change; a guide to whole systems working*, (Policy Press 2003). She is now working on a new book for Gower, commissioned to capture the outcomes of the research consortium and to provide practical whole systems tools and approaches for complex project leaders. Sue lives with her family on a small farm in Wales which they farm under an environmental agreement.



MR ALOK RALHAN

**Director
Industry Strategy & Stakeholder Engagement
Industry & Investment NSW
Australia**

Alok Ralhan is the Director of Industry Strategy and Stakeholder Engagement at the NSW Department of Industry & Investment. He has worked in a range of business development roles in the Department promoting innovation and productivity improvement in industry. Earlier he was engaged in international business development in Asian markets while based in Hong Kong and India.



DR ROY WOOD

**Dean, Defense Systems Management College
School of Program Managers
US Defense Acquisition University
USA**

Dr Roy L. Wood, Jr. is the Dean of the Defense Systems Management College and School of Program Managers at the Defense Acquisition University. He is responsible for training military and civilian program managers and acquisition executives. He also manages international and requirements management training.

Prior to this assignment, Dr Wood was the Principal Assistant Deputy Undersecretary of Defense for International Technology Security. In this Senior Executive Service position, part of the Office of the Undersecretary of Defense for Acquisition, Technology, and Logistics (AT&L), he was responsible for advising the Deputy Undersecretary in matters pertaining to international technology cooperation and security, arms transfers, commercial sales of defense and dual-use technology, export control processes, and for facilitating strategically important transfers to our closest allies while protecting American technological superiority. Dr Wood was Director of the Militarily Critical Technologies Program (MCTP).

Prior to this appointment, Dr Wood was a group leader and senior manager at Systems Planning and Analysis, Inc., supporting the Navy's Above Water Sensors program. He was instrumental in proposing and supporting execution of the Cobra Judy Replacement program. This complex, \$1.5 billion acquisition entailed development of two new high-power phased array radar systems and integration of those onto a commercial-class ship. Among other duties, the Cobra Judy Replacement will monitor Russian ballistic missile tests to ensure compliance with arms control treaties.

Dr Wood retired from the Navy in May, 2001 after 24 years of enlisted and commissioned service. His operational assignments included tours in submarines and surface ships. As a Naval Engineering Duty Officer, he also served as a project manager in a Naval Shipyard; was operations officer and test director for the Navy's high-energy laser prototype in New Mexico; was a senior system engineer in the AEGIS weapons system program office; and served as branch chief for advanced surveillance systems and special technical assistant to the Chief System Architect at the Ballistic Missile Defense Organization (now Missile Defense Agency).

Dr Wood received his B.S. in Computer Science from Texas A&M University, M.S. in Electrical Engineering from the Naval Postgraduate School, MBA from the University of Phoenix, and an M.S. (with distinction) in National Resource Strategy from the Industrial College of the Armed Forces in Washington, DC. He received his PhD in Organization and Management in 2009 from Capella University.



MR PETER WOODGATE

**Chief Executive Officer
Cooperative Research Centre
for Spatial Information
Australia**

Peter Woodgate is the Chief Executive Officer of the Cooperative Research Centre (CRC) for Spatial Information.

Peter has over 20 years professional and academic experience in a range of disciplines spanning the pure and life sciences, engineering, business, public policy and administration. These contributions have driven significant changes in land allocation, landscape management and resource policy at the Commonwealth and State and Territory level, and have strongly influenced government training, education and R&D investments in sustainable resource management.

Peter was previously the Chief Executive Officer of RMIT's Geospatial Science Initiative (1999-2003). During this period, Peter was responsible for a number of significant developments that included helping establish RMIT University's first spin-off company, Spatial Vision Innovations Pty Ltd; the creation of the Risk and Community Safety Research Centre in partnership with Emergency Management Australia and the Australian National University; the establishment of the Global Sustainability Institute, and working as a foundation member of UNESCO's new Mornington Peninsula and Westernport Biosphere Reserve, a partnership between the Commonwealth, state and local governments and many local community groups and businesses.

Prior to this, Peter was CEO of Natural Resource Systems Corporation (1996 - 1999) where he was charged with the responsibility for transforming four distinct units (over 80 staff) of the public service into a profitable and successful Victorian government-owned corporation. During this period he also led several important research projects (involving many academic and professional staff) at the national level (e.g. National Airborne Geophysics Program to map dry-land salinity) on behalf of Commonwealth and State and Territory governments.

He has over 17 years experience as a geospatial science and natural resources researcher.