

# Hawk Collaboration and Cooperation

Chairman's Awards - **Exceeding Customer Expectations**

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# Introduction

## Deeper Level Maintenance

Lead-In Fighter (LIF) Project experience predominantly in **Production and In-Service Support** at the Deeper Maintenance (DM) Level, with little or no interaction at the 'sharp end'. Scheduled Maintenance environment is typically **routine** and for the most part, **relatively benign**.

## Operational Maintenance

Operational Maintenance (OM) is almost the opposite: it's a **dynamic, high tempo** environment, **simultaneous aircraft movements, multi-ac 'waves'**, with **weapons** and in the **fighter aircraft flying training** environment, where many of the sorties involve **student pilots** from various stages of concurrent courses and thus, **differing experience levels**.

## So what?

LIF Project experience was with a customer looking rearwards in to the support domain. OM Transition effectively engaged a **new Customer**: forward facing aircrew and Commanding Officers of Operational Squadrons. Their **needs** and more importantly their **concerns** had to be understood. **Understanding** them was fundamental and securing their **trust** to deliver an effective capability, whilst assuring their safety was paramount, without it transition would have been **high risk**.

The magnitude of this joint venture into Operational Maintenance cannot be overstated, considering the output; the next generation of fighter pilots that are the **future of Australia's Defence Force Air Capability**.



## Introduction

### The Project:

- The LIF Project was contracted to **perform Operational Maintenance** at RAAF Williamtown and RAAF Pearce on the Hawk Mk127 Lead-In Fighter aircraft; a role **traditionally conducted by the RAAF**.
- Embracing the LIF Project philosophy of **'Shared Destiny'** an **Integrated Project Team** (IPT), of stakeholders from the Customer, the Hawk Project Office (CASG, TFSP0 and LIFLMU), the RAAF **End User** (78 Wing, 76 and 79 Squadrons), and the **Contractor**, BAE Systems Australia (BAESA), was established to oversee a hugely challenging transition.
- What followed was **9 months of inspirational leadership, collaboration, cooperation** and rigorous Risk and Opportunity Management resulting in the standing-up of a diverse mix of **116 highly motivated BAESA personnel** from across the globe and from a variety of aviation maintenance backgrounds to replace the incumbent RAAF workforce, a handover **completed ahead of the Operational Date** and a **delighted Customer**.



## Performance

### Strong technical performance helps to deliver success:

- In **9 months** of transition **1,400 job applications** were processed, **370 interviews** were conducted, using a rigorous selection process to ensure that technically capable people with the appropriate cultural fit were recruited, **567 training courses** were delivered, over **4,000 inventory items** catalogued, in excess of **400 Customer and BAESA processes** and **73 Risk Assessments** of varying complexity were reviewed and amended, and the many '**Lessons Learned**' from other key Projects were considered for inclusion: A huge undertaking in a relatively short time.
- Throughout the transition, against the huge churn of recruitment, the redeployment of RAAF personnel and a **reduced transition timeframe** (by 5 weeks), **full Operational Capability** was **maintained** and an Integrated Safety Management System (ISMS) was rapidly developed and rolled out.



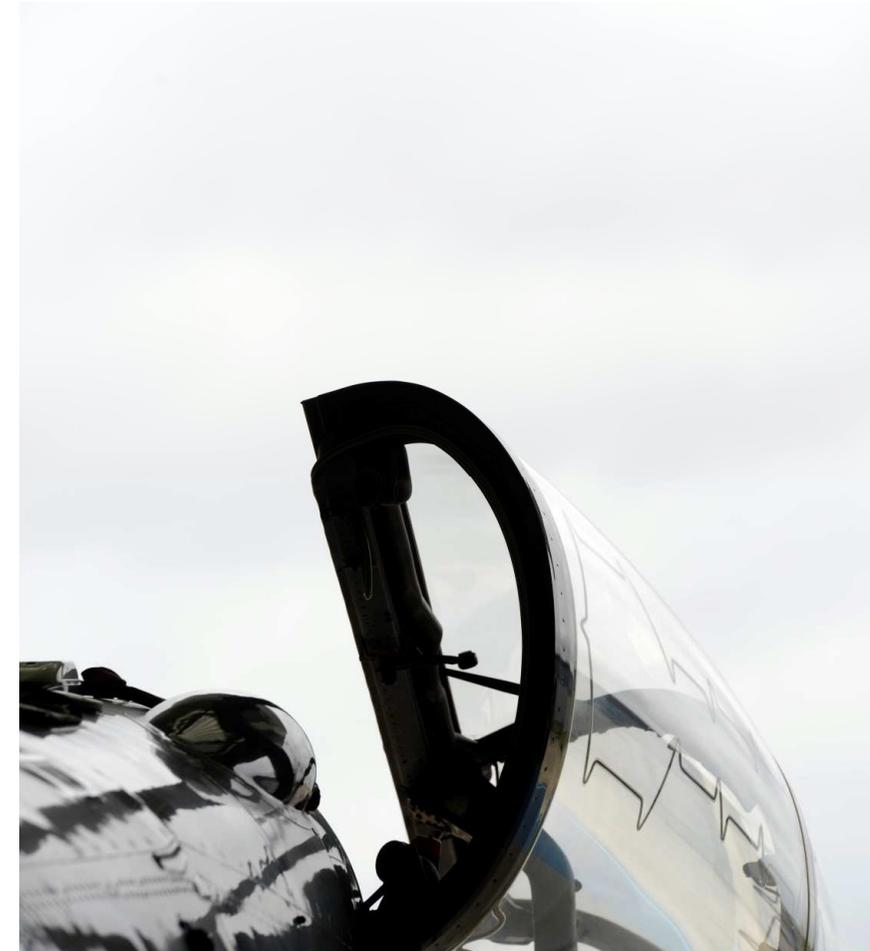
## Performance (continued)

### How did the team's efforts positively impacted the cost charged to the customer?

- Reshaping of recruitment profiles and effective Risk and Opportunity Management resulted in more efficient and effective processes, reducing costs in a number of critical areas and thus the **release of funding to support future capability projects**. The net result being the **return of 26%** of the allocated funding.

### How did the team's success strengthen the customer / supplier / partner relationship:

- The **formation of the IPT was fundamental** to the successful transition. The **customer shared their workforce redeployment plans** with BASEA, **actively participated** in the OM **recruitment drive** and allowed full access to the RAAF workforce and **promoted the benefits of working with BAESA** and furthermore, agreed to **leave core staff** in place for a period post-transition to ensure, if required, operational capability: **True partnering behaviours**.
- LIF has a **strong and trusting customer - contractor relationship** that has been openly described by the Customer as '**benchmark in Commonwealth - Contractor relationships**' and through the IPT approach this activity has further **strengthened that relationship** and demonstrated, by embracing the concept of **Industry as a Fundamental Input to Capability**, that we can collectively deliver '**best for capability**' and '**best for business**' outcomes: Truly a '**win-win**' situation.



## Supporting delivery of our Strategy

### Strategic Objectives, Company Values, and/or Total Performance

- Growing our Sustainment Business is a core Strategic imperative and this nomination is about achieving that Strategic Objective through: **Exceeding Customer Expectations, True Capability Partnership, Total Performance and living our Company Values.**
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- By **delivering ahead** of the agreed transition timeline, **working in a truly integrated manner, achieving what we said we would** and **standing-up a capability** to the **required Operational Date**, whilst **maintaining operational capability** throughout the transition, not only did BAESA **exceed expectation** but we confidently positioned ourselves to take on and deliver a sustainment role traditionally conducted by the RAAF.
- **Trusted: Undoubtedly Innovative: Yes Bold: Absolutely**

## Collaboration

### Collaboration and Partnership

- Collectively, the IPT sought **innovative solutions** to traditional aircraft sustainment work practices, embraced **rigorous risk & opportunity management** and strived for the most **cost effective solution**: in doing so, we have clearly demonstrated that we have the capabilities to perform the OM role and the LIF Project is more than capable of growing the sustainment footprint.

### Level of effort for delivery

- Against the backdrop of a **compressed transition timeline**, the IPT made **best for capability** decisions, **accelerated training** of personnel, **redeployed BAESA personnel** into OM roles to a far more aggressive timeline, **actively supported** the tempo of RAAF personnel redeployment (in order to meet Customer (RAAF) requirements) and **assumed responsibility for OM 2 weeks earlier** than the agreed Operational Date.



## Summary

Top three **benefits** of the Transition Project:

- **Operational Maintenance responsibility** assumed early whilst maintaining full **Operational Capability** throughout and since, with **more serviceable aircraft, increased mission success** whilst concurrently delivering capability enhancement programmes across this key training platform.
- We've demonstrated that we have the skills and capabilities to **safely perform the OM** and we are ready and able to **grow our Sustainment footprint**.
- **26% of the initial funding was returned** to the Customer.



## Common risks to **successful** BI projects

- Lack of clear executive vision
- Poor engagement strategy, failure to engage employees and key stakeholders including the customer
- Lack of an effective Sponsor
- Failure to create and communicate a real sense of urgency
- Lack of structured methodology and project management plans including appropriate funding
- Failure to monitor and evaluate the outcome – scope creep and cost blow outs
- Failure to nurture and utilise change champions within the project
- Generational change to the organisation – loss of knowledge
- Absence of a dedicated and fully resourced implementation team
- Personal behaviours, especially in middle and upper management

■ Any questions?