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Department of Defence

Defence Materiel Organisation

DEFENCE MATERIEL ORGANISATION

The PMO and Complex Project Management Competencies

Canberra AIPM Presentation 26 July 2006





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DMO Change Agenda – 6 Themes



- **Professionalise**
- Reprioritise
- Standardise
- Benchmark
- Improve industry relations
- **Lead reform in Defence**



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Coaching for Success

- Enabling identification of systemic problems
- Enabling a learning organisation
- Building networks of expertise
- Designing better processes and policies
- Providing effective help and pragmatic guidance
- Providing perspective
- Assisting with changing perceptions
- Change agents
- Advocacy for projects



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Program Management Office

- Previously Coaching and Review
- Focus on traditional coaching and modular change initiatives



The DMO Program Management Office aims to lead the implementation of Government policy on project management within Defence and provide leadership in project management for Whole of Government, Defence and Industry



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- **DMO Program Management Office**
- **Professionalisation of Project Management in the DMO**
- **Acquisition Categorisation (ACAT) framework**



Acquisition Categorisation (ACAT) Framework

ACAT Score Calculator

Attribute	Level 1 (Very High)	Level 2 (High)	Level 3 (Moderate)	Level 4 (Low)	
Acquisition Cost		x			
Project Management Complexity			x		
Schedule		x			
Technical Difficulty			x		
Operations and Support			x		
Commercial		x			Normalised Score
Score					78
					ACAT III

ACAT I: Score range 95 -100
 ACAT II: Score range 81 – 94
 ACAT III: Score range 43 – 80
 ACAT IV: Score range 30 – 42



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- DMO Program Management Office
- Professionalisation of Project Management in the DMO
- Acquisition Categorisation (ACAT) framework
- **Project Management Certification Framework**



Project Management Certification Framework

ACAT Project Level	Project Director/Project Manager	
	Level/Rank (indicative only)	CPPM level
ACAT I	SES/BRIG (E)	CPPM 1
ACAT II	EL2 ^{+(note)} /COL (E)	CPPM 2
ACAT III	EL2 / COL (E)	CPPM 3
ACAT IV	EL1 / LTCOL(E)	CPPM 4
ACAT IV	APS6 / MAJ(E)	Development



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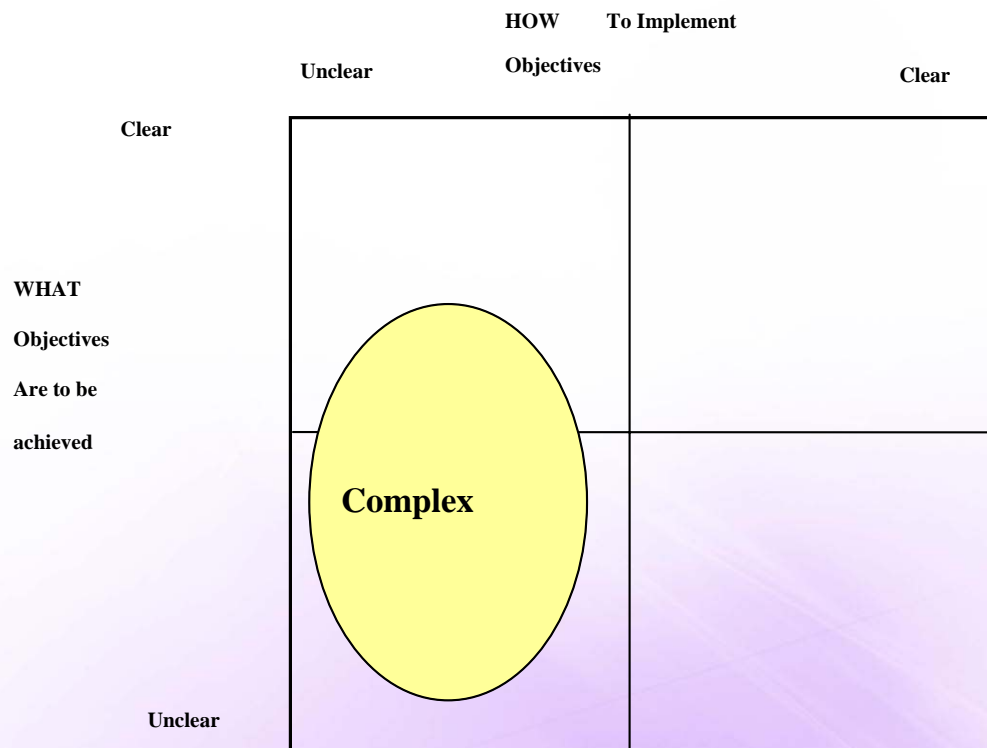
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- DMO Program Management Office
- Professionalisation of Project Management in the DMO
- Acquisition Categorisation (ACAT) framework
- Project Management Certification Framework
- **Complex Project Management Competencies**



Complex Projects – What How Matrix





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Complex Competencies Views

- **View 1 – Strategy and Project Management**
- **View 2 – Business Planning, Lifecycle Management, Reporting and Performance Measurement**
- **View 3 – Change and Journey**
- **View 4 – Innovation, Creativity and Working Smarter**
- **View 5 – Organisational Architecture**
- **View 6 – Systems Thinking and Integration**
- **View 7 – Leadership**
- **View 8 – Culture and Being Human**
- **View 9 – Probity and Governance**
- **Special Attributes**



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Complex Competencies Key Dates

- Initial Development – DMO/Dr Dombkins
- Defence and Industry Review (Including UK MoD)
- Defence CEO/DMO Agreement 09 Jun 06 expertise
- Final Draft released at Defence and Industry Conference 21 Jun 06
- Socialise with Central Agencies Jul 06
- Establish College and Pilot Standard Jul/Aug/Sep 06
- Further discussions with UK MoD Sep 06
- Release to Tier 1 Universities Aug/Sep 06
- Ministerial or ProMAC Release Sep/Oct 06?



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Questions?

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