



Defence Project Management Conference 2005

Achieving Project Foresight

19-20 October 2005

RUSI, Whitehall, London, UK

In Partnership with:



Why is it difficult for the MOD and its partners to achieve improvements in the delivery of defence projects?

In the 2005 report "Driving the Successful Delivery of Major Defence Projects", the NAO concluded that establishing and sustaining the right cultural environment is the basis upon which success is predicated.

Without this foundation, even projects which apply all of the right project management processes are unlikely to succeed.

Building upon the NAO report, this conference brings representatives from the defence, rail, oil, gas and nuclear sectors in order to debate how they will improve project delivery.

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Achieving Project Foresight

A Challenging Environment for Project Management

It is widely recognised that UK defence contractors operate in a challenging contractual environment that is characterised by the Government's drive for 'value for money', the global domination of a handful of major companies creating intense competitive rivalry and the politics of maintaining UK employment for a highly skilled but specialised workforce.

Adding significantly to this pressure is the fact that defence systems and equipment are consistently pushing the boundaries of innovation and technology. It is an environment fraught with risk for all parties.

The MOD is constantly seeking to reduce its risk and financial exposure on procurement contracts, whilst industry seeks to maintain competitive advantage and shareholder value through the same aims; reducing their risk and financial exposure.

The non-defence contractual environment appears at face value to offer evidence of more successful projects, greater contracting flexibility and more effective management of risk and financial exposure, but does the reality match the PR?

All major projects, whether civil or defence, demand a consistent level of performance in key areas if successful outcomes are to be assured. The type of contractual framework negotiated at the outset, the technical complexity of the product and the timescales agreed, will also heavily influence project performance.

Conference Objectives

The aim of this conference is to debate how the defence industry can improve its ability to deliver projects to time, cost, scope and performance requirements.

Upon leaving the conference, delegates will:

- feel challenged and be thinking about appropriate solutions, not right or wrong answers;
- be able to relate the conference themes to their own projects;
- leave with practical ideas from the shared knowledge & lessons learnt.

Conference Theme

The last three annual RUSI conferences addressing Performance Management have succeeded in raising the profile of the main issue, just how do customers and contractors gain confidence that projects are being managed effectively from the outset?

Scope remains however to explore how the theory translates into practice. In real world scenarios:

- How do we establish common goals, objectives and realistic project targets?
- How can project stakeholders avoid the 'nasty surprises' of schedule slippages, budget overruns and technical failings?
- How do we benchmark what 'acceptable', 'good' and 'outstanding' project management is all about?

This conference will explore how project based organisations can move from being 'surprised' to find that things aren't going well, to being 'controlled - but reactive' and onward to the holy grail of 'proactive and predictive' in their management of projects.

This conference aims to explore how organisations can progress from 'hindsight', the default stage of maturity, through 'insight', where many organisations would like to be, on to 'foresight', where all the investment in people, processes and systems comes together to enable organisations to be 'proactive and predictive'.

Conference Structure

The NAO will open this conference by presenting the 'gold standard' criteria for project control. The plenary session that follows will provide the opportunity for perspectives from government, MOD and industry on the importance of the 'gold standard' and how they are working towards its aims. The plenary session on day two presents a further three industry case studies.

The plenary sessions will establish the basis of the conference and provide a vision of the issues to challenge the speakers and delegates to determine how the required improvements can be made.

The plenary sessions will be supported by three track sessions. These will allow diagnoses of the causes of the current state and to offer advice and guidance on how to improve, presenting case study evidence of the benefits that can be attained. The track sessions provide the opportunity to listen to comparator perspectives from outside of the defence industry.

About RUSI

RUSI is the leading professional forum in the UK for those concerned with national and international defence and security.

The Institute has three principal roles:

Research

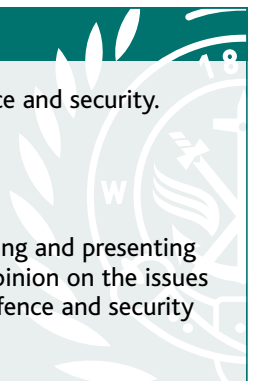
Rigorous, expert, objective study and analysis of issues of national and international security and defence

Events

An independent forum leading debate amongst practitioners, policy makers and analysts in the defence and security communities

Publications

Informing, educating and presenting a wide range of opinion on the issues at the heart of defence and security studies



Event Programme

DAY 1 - WEDNESDAY 19 OCT 2005

08:00 Registration & Coffee (Exhibition opens at 8am)

08:50 Introduction - What is Project Foresight?

Introduction to delegates, the conference aims & structure with a focus upon today.

PLENARY SESSION 1

The aim of this session is to focus on the aspiration to a Gold Standard - what is it, what's required, is it appropriate is it attainable, at what cost?

9:00 **Tim Banfield**, *Director Defence Acquisition, National Audit Office*
Driving the Successful Delivery of Major Defence Projects

9:35 **Peter Fielder**, *Chairman Project Management Council, BAE Systems*
Major General Andrew Figgures, DPA, Technical Director
A perspective from industry

10:10 **Ian Andrews**, *Second Permanent Under Secretary of State, MOD*
The Government perspective

10:50 Coffee & Exhibition

11:20 **Rick Edwards**, *Global VP Tactical Missiles Systems, Lockheed Martin*
How did Javelin succeed in meeting its 10% probability In Service Date?

11:55 **Dr. David Marsh**, *Procurement Development Group Leader, DPA*
A perspective from the Defence Procurement Agency

12:30 **Executive Panel**, Led by **Dr. Martin Barnes**, *President, APM*

13:00 Lunch & Exhibition

Track 1 - Organisation

14:15 **Jonathan Crone**, *Head of Project Management, BAA Terminal 5*
The importance of effective planning illustrated through two famous World War I battles

15:05 **Dr. Martin Barnes**, *President, Association for Project Management*
Leadership, organisation and behaviours - the drivers for successful project delivery

15:55 Coffee & Exhibition

16:25 **Alex Marsh**, *Group Business Development Director, Babcock International Group*
Supporting the MOD in achieving the Gold Standard on HMS Illustrious

Track 2 - Process & Systems

14:15 **Tom Teixeira**, *Head of Risk Management, Strategic Thought*
The reality of implementing enterprise Risk Management solutions

15:05 **John Moule**, *EVM Cell Team Leader, DPA, Pricing & Forecasting Group*
DPA's current thinking on Earned Value Management

15:55 Coffee & Exhibition

16:25 **Alistair Godbold**, *Business Systems & CTC Programme Manager, NATS*
Experiences in Developing Project Management Capability in NATS - People and Process

Track 3 - Programme Management & Collaboration

14:15 **Ian Booth**, *Managing Director, Fleet Support Ltd* and **Commodore Amjad Hussain**, *Naval Base Commander Portsmouth*
Achieving a benchmark partnering service with Portsmouth Naval Base

15:05 **Jim Snelson**, *Business Development Director, Oracle*
Collaborative technologies to manage the Virtual Project Team

15:55 Coffee & Exhibition

16:25 **Prabhat Garga**, *Programme Management Director, AMEC*
Delivering cheaper and better through effective Programme Management in Oil and Gas & Infrastructure projects

17:15 Cocktail Reception (closes 20:00)

DAY 2 - THURSDAY 20 OCT 2005

08:00 Registration & Coffee

09:00 Introductory Comments

Introduction to the aims & structure of day 2, plus a re-cap of day 1 highlights

PLENARY SESSION 2

The aim of this session is to focus on how to make it happen. Relating back to the Gold Standard and illustrating through case study material, how projects are aiming to achieve the standard.

09:10 **Alasdair Stirling**, *Astute Attack Submarine IPT Project Manager, DPA*
Obtaining insight on a complex defence project - a joint approach

09:45 **Geoff Beavan**, *Director of Prime Contracting Capability, Thales*
Delivering Defence Projects to the NAO Gold Standard

10:20 Coffee & Exhibition

10:50 **Jack Cronin**, *Managing Director, Raytheon Systems Limited*
How Effective Partnering has proved the linchpin of project success at Raytheon.

11:25 **Executive Panel**, Led by **Dr. Stephen Bungay**, *Ashridge School of Management*

12:15 Lunch & Exhibition

Track 1 - Organisation

13:30 **Dr Joanna Kozuba-Kozubska**, *Development Consultant, Kennedy Management*
Leadership is about behaviour, values & beliefs, accountability and being proactive

14:20 **Peter Swenson**, *UKAEA (CH2MHill)*
Transforming the Cultural Environment in the Nuclear Decommissioning Industry

Track 2 - Process & Systems

13:30 **Simon Springate**, *Integrated Programme Manager, Metronet*
Kevin Crowe, *Programme Assurance Manager, London Underground*
The challenges and benefits of monitoring performance in a collaborative project environment

14:20 **Glen Johnson**, *Divisional Business Manager, Northrup Grumman*
Weekly Earned Value Management, a Methodology for Foresight of Program Performance

Track 3 - Programme Management & Collaboration

13:30 **Andrew Brown**, *Head of Project Management, MBDA UK*
How and who should manage today's complex military programmes

14:20 **Francis Kearney**, *Head of Programmes, Rolls Royce*
Reducing through life cost of RB199 through an incentive based partnership model

PLENARY SESSION 3

Closing Thoughts on Achieving Project Foresight: How can we work together to make this happen

15:10 **Lieutenant General Sir Robert Fulton** KBE

15:50 Conference Ends

For more details on the programme visit

www.rusi.org/events

DEFENCE PROJECT MANAGEMENT CONFERENCE 2005 - ACHIEVING PROJECT FORESIGHT

RATES

The following fees apply per delegate. The fee includes attendance at all sessions, all refreshments and luncheons, and the Reception. Speakers and session chairmen are not required to pay.

Standard rate: £849.00 (+VAT @17.5% = £148.58) **£997.58**

Corporate members nominee rate: £729.00 (+VAT @17.5% = £127.58) **£856.58**

Applicable to stated individual nominees of RUSI corporate members

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Applicable to UK and overseas serving military officers and Ministry of Defence, other government department and agency employees.

Gold Sponsor rate: £425.00 (+VAT @17.5% = £74.38) **£499.38**

Applicable to all BAE Systems employees.

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POST: This completed registration form to:
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Defence and Security Studies
Whitehall, London SW1A 2ET

ONLINE: www.rusi.org/events

EMAIL: sabrinad@rusi.org

If you have any queries please do not hesitate to contact Sabrina Downey, Events Manager on +44 (0)20 7747 2622

Please photocopy this form for multiple registrations, and/or pass to colleagues with interests in this area. Please note: In order for RUSI to be able to email you a final programme and final instructions in the final week before the event, please provide an email address where requested.

DELEGATE DETAILS

Title: _____ First Name: _____ Last Name: _____

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Have You: Ticked correct fee box? Ticked appropriate Event Registration box?
 Ticked correct payment details box? Provided email address for follow up material?
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VENUE & ACCOMMODATION

Venue:
RUSI, Whitehall, London SW1A 2ET

Accommodation:
Overnight accommodation is not included in the registration fee. We have an arrangement with online booking partners' events@corporate.com. Quote ID Number 8590. Alternatively, you can obtain a discounted rate at the Thistle Royal Horseguards Hotel. Tel: 0800 181716. Quote RUSI.

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I confirm that I have read and agree to the terms of registration as specified in this brochure

Signature _____ Date _____

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Please provide an email address where requested so that joining details can be sent to you.

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Substitutions:
Substitutions may be made at any time. RUSI reserves the right to refuse admission.

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