

# Stewardship within context of the Hawk 127 Lead In Fighter Enterprise

Ageing Aircraft & Sustainment Australian Conference



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# Background

## Hawk 127

- Maiden flight December 1999
- Number of aircraft in Australia: 33
  - Planned up to 9000Hrs p.a
  - 6 attrition aircraft
- Entered service in Australia: October 2000
- Hawk 127 fleet has passed 100,000 hrs
- Planned Withdrawal Date: 2026 (under review)



# Solid Foundations

- Early adopter of 'turnkey' logistics support contract with Gen. 2 PBC
- Lean SPO and Wing model
- Rolling Wave in Phase 3 with PBC and incentives



## 2010 Introduced the HILOC (Hawk Integrated Logistics Operations Centre)

- Embraced the partnership –
  - putting the relationship at the focus
- Co-location (2012)

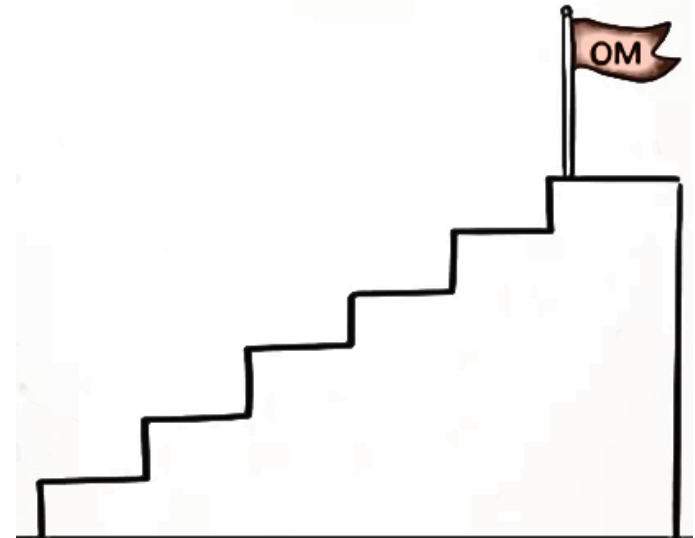


Early version of HILOC (circa 2011)



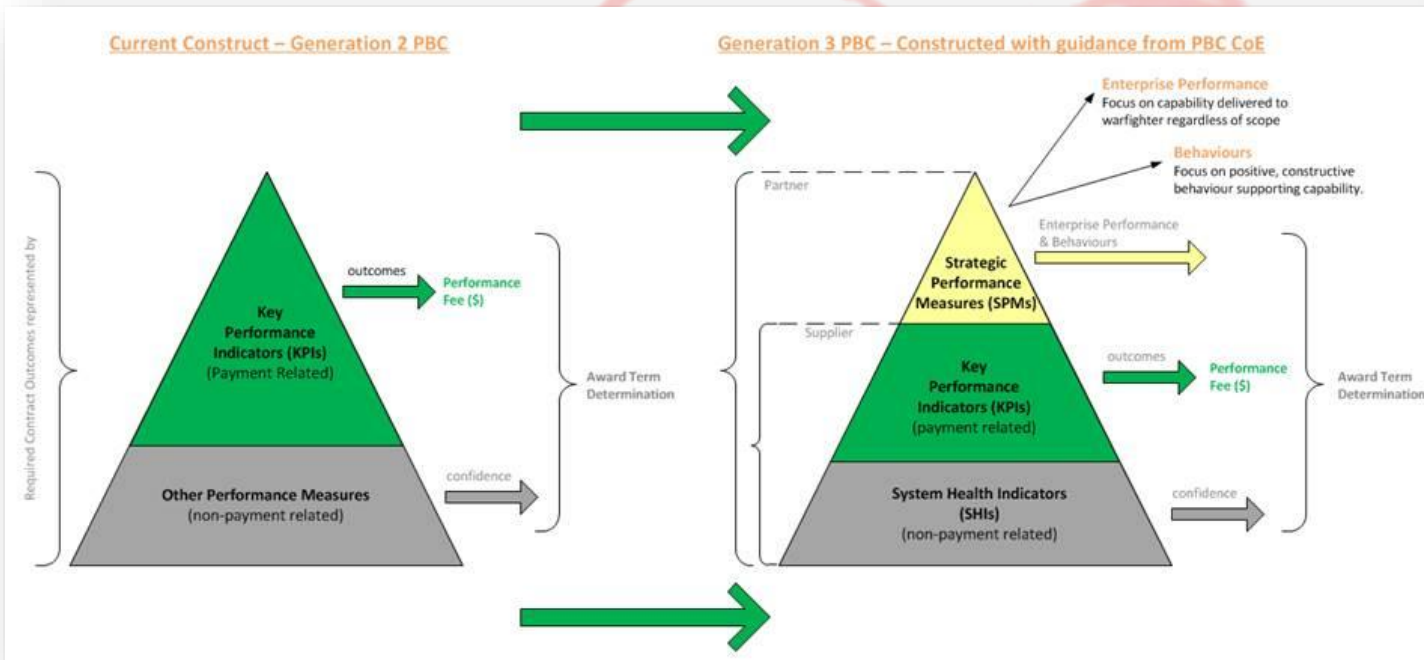
## 2015 Expand into Operational Maintenance

- Transition of Operation Maintenance from RAAF to Industry
- Applying PBC to the Operational environment - Theory Vs Reality
- Deployments – ‘hearts and minds’
- Development of Strategic Measures
  - Didn't realise these were the pre-cursor to Strategic Performance Measures



# Embrace the enterprise

- Formalisation the relationship and partnering
- Co-authoring of CCP documents to encapsulate Stewardship and SPO Reform intent
- Early adopter of Gen. 3 Performance Framework with Strategic Performance Measures
- Flexibility into the PMF



## It's the Vibe – Stewardship



(HMAS Stuart....ship)



"In summing up, it's the constitution, it's Mabo, it's justice, it's law, it's the *vibe* and aah no that's it, it's the *vibe*."

Source: Movie 'The Castle'



# Principles and intent of Platform Stewardship

**LEAD IN FIGHTER TRAINING  
ENTERPRISE PARTNERING CHARTER**

**Our Mission**  
To generate Fast Jet Aircrew for a 5th generation Air Force, and provide Fast Jet support to Defence

**Our Vision**  
Trusted to deliver relevant and affordable Force Generation for the Defence of Australia

**Our Values**  
Trust, Openness, Respect, Integrity, Safety, Teamwork

**Our Objectives**

- Never compromise Airworthiness and Safety.
- Achieve 78WG operational outcomes.
- Resolve shared challenges and risks through collaboration.
- Provide Value for Money.
- Deliver Efficiencies through Continuous Improvement.
- Sustain and develop the capability.
- One team that holds itself accountable for the capability outcome.
- Manage the Asset to achieve optimised performance.
- Have a sustainable, effective Industry Steward.

**Our Principles of Platform Stewardship**

- United as one team acting according to our shared values.
- Make outcome focused, facts based, and risk adjusted decisions collaboratively.
- Timely communications between all parties.
- Empower people at the right level to resolve issues.
- Respect each other's positions, roles, and differences.
- Create a culture of efficiency, accountability and transparency.
- Influence all services to optimise sustainment in order to achieve capability expectations.
- Allow industry to act responsibly and with appropriate authority as an agent of the Commonwealth.

We give our full commitment to ensure that all staff working within the LIF Training Enterprise shall act at all times in accordance with these values, objectives and principles.

**Signatories:**

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- WGCDR Neville O'Donnell, CO 76SQN
- WGCDR Graham Williams, CO 79SQN
- Mr Ian Bradley, LIF Program Manager, BAE Systems Australia
- WGCDR Chris Plain, XO 78WG
- Mr Eric Duff, Chief Operating Officer, CAE
- GPCAPT David Abraham, Officer Commanding, Tactical Fighter Systems Program Office
- Mr Andrew Chapman, General Manager, Aircraft Sustainment, BAE Systems Australia
- GPCAPT Chris Hake, Officer Commanding, Number 78 Wing

**Logos:** Australian Coat of Arms, Hawk, TFSP, BAE SYSTEMS

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# How do we view Stewardship?

## Weapon System Integrator

- What we deliver

- The extra '5%'.....

- It will be different for each enterprise

- It will be different for each element of the enterprise

- Managing and investing in the change is important

- Capability Steward – Best for Defence

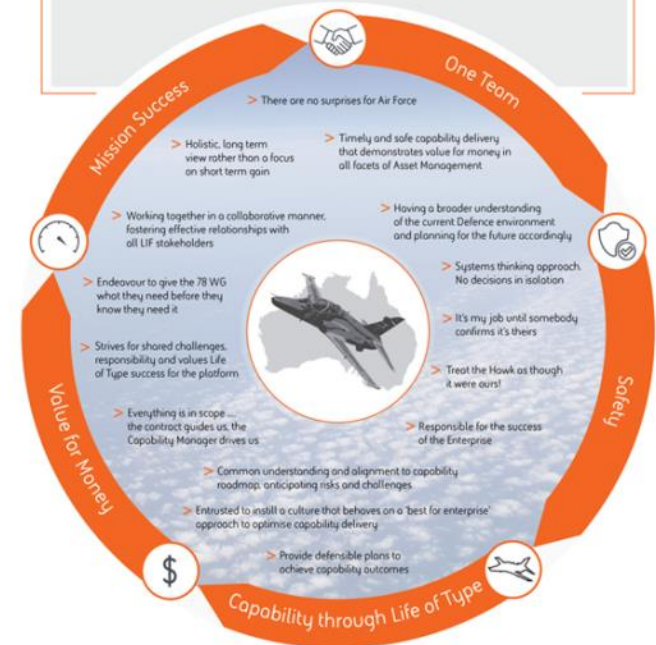
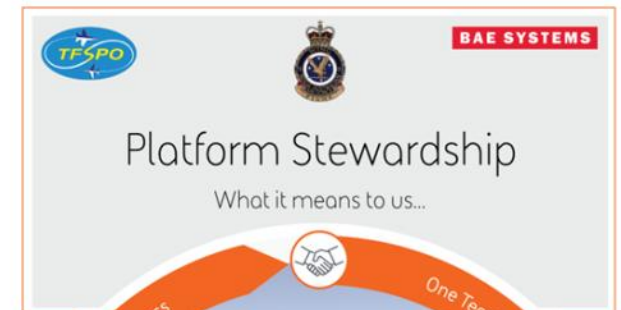


## Asset Management

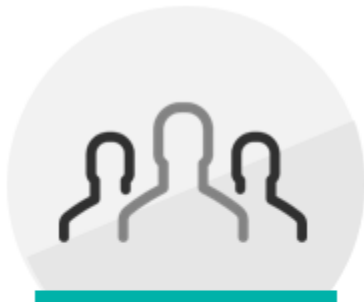
- The framework apply to it



## Platform Steward



# Change Management



## Leadership

Provide guidance and governance through effective Change Leadership



## People

Support and enable the people side of change through the application of Change Management



## Technical

Provide structure to the technical side of change through the application of Project Management

- Challenges: Demonstrating the case for change is crucial  
Developing and alignment on the meaning of stewardship

# Early Successes

- 'Open kimono' approach
  - Industry participation in Defence Budgeting
  - Periodic Cost Review
- Joint Strategic Planning
- Active management of complex issues
- Management of (typically) Commonwealth affairs by Industry





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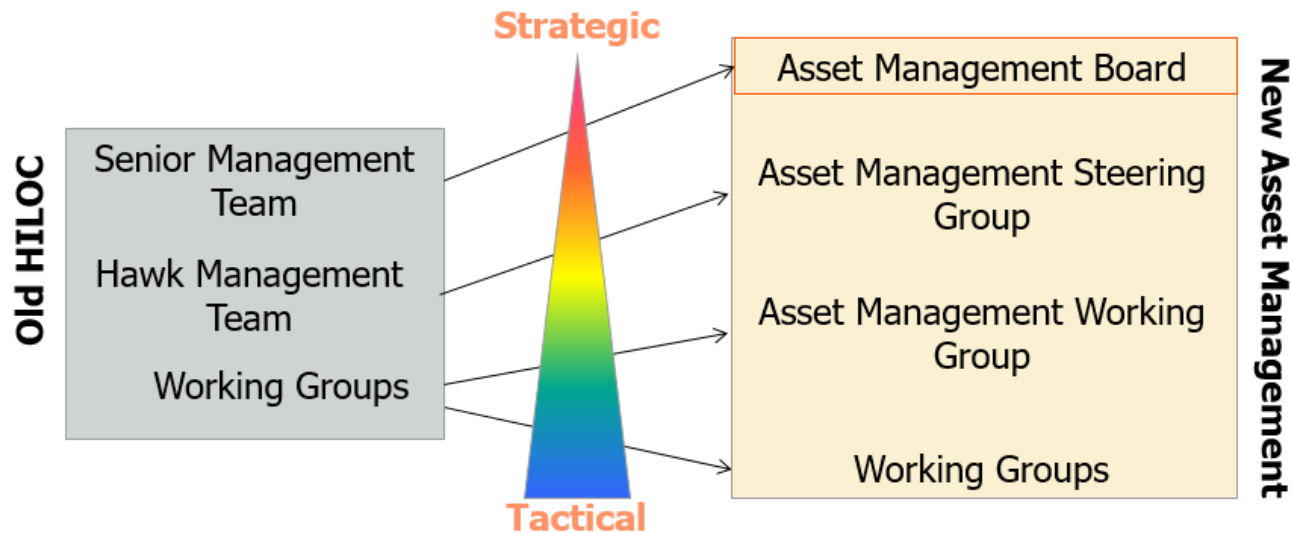
## Embrace the Asset

- Placing the Asset; the capability to train Fast Jet Aircrew and support the ADF at the focus



# Plans for our way forward

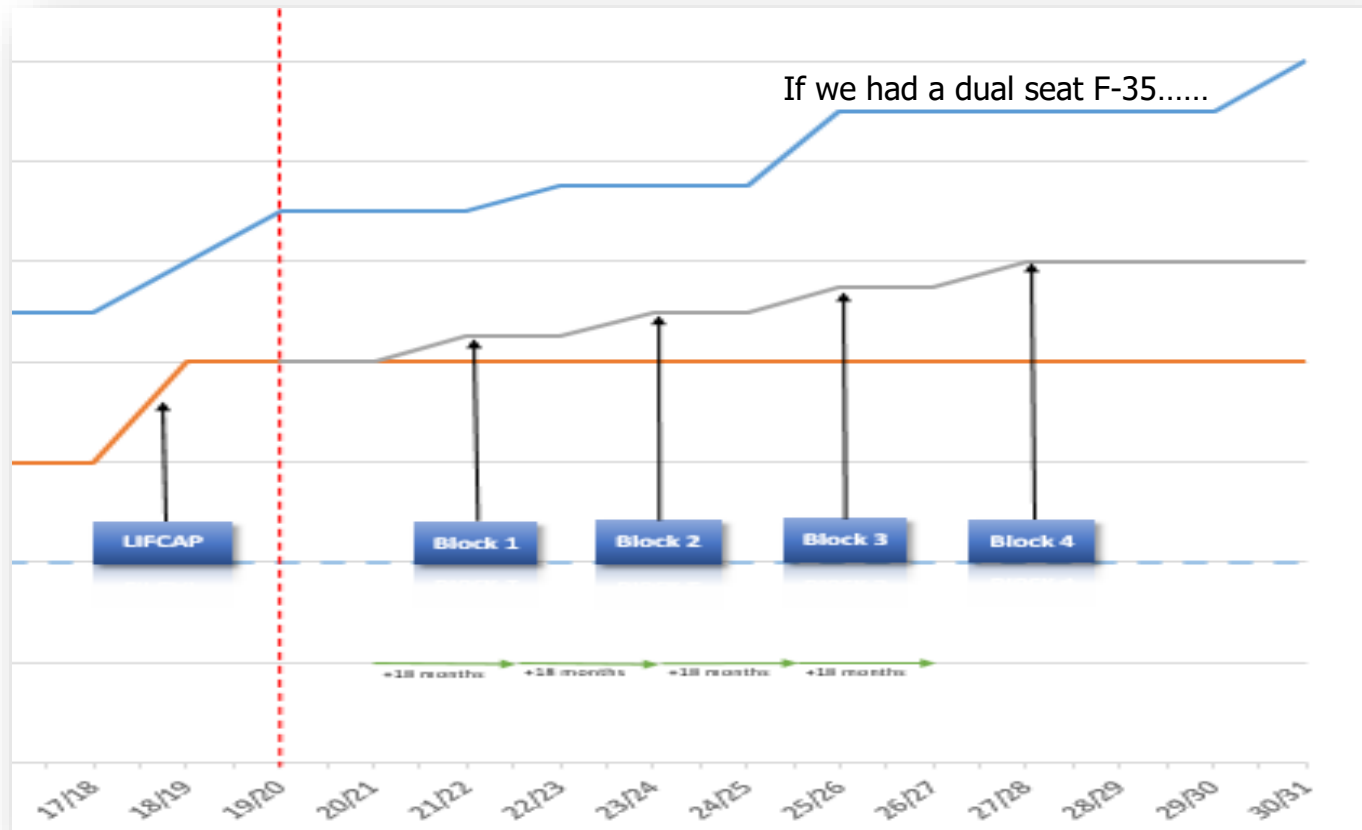
- Development of Enterprise Strategic Asset Management Plan (SAMP)
- Refocusing the HILOC from **Relationship** to **Asset**
- Reform System Health Measures
- Define the 'Asset' and define 'Value'





# Enterprise Challenges

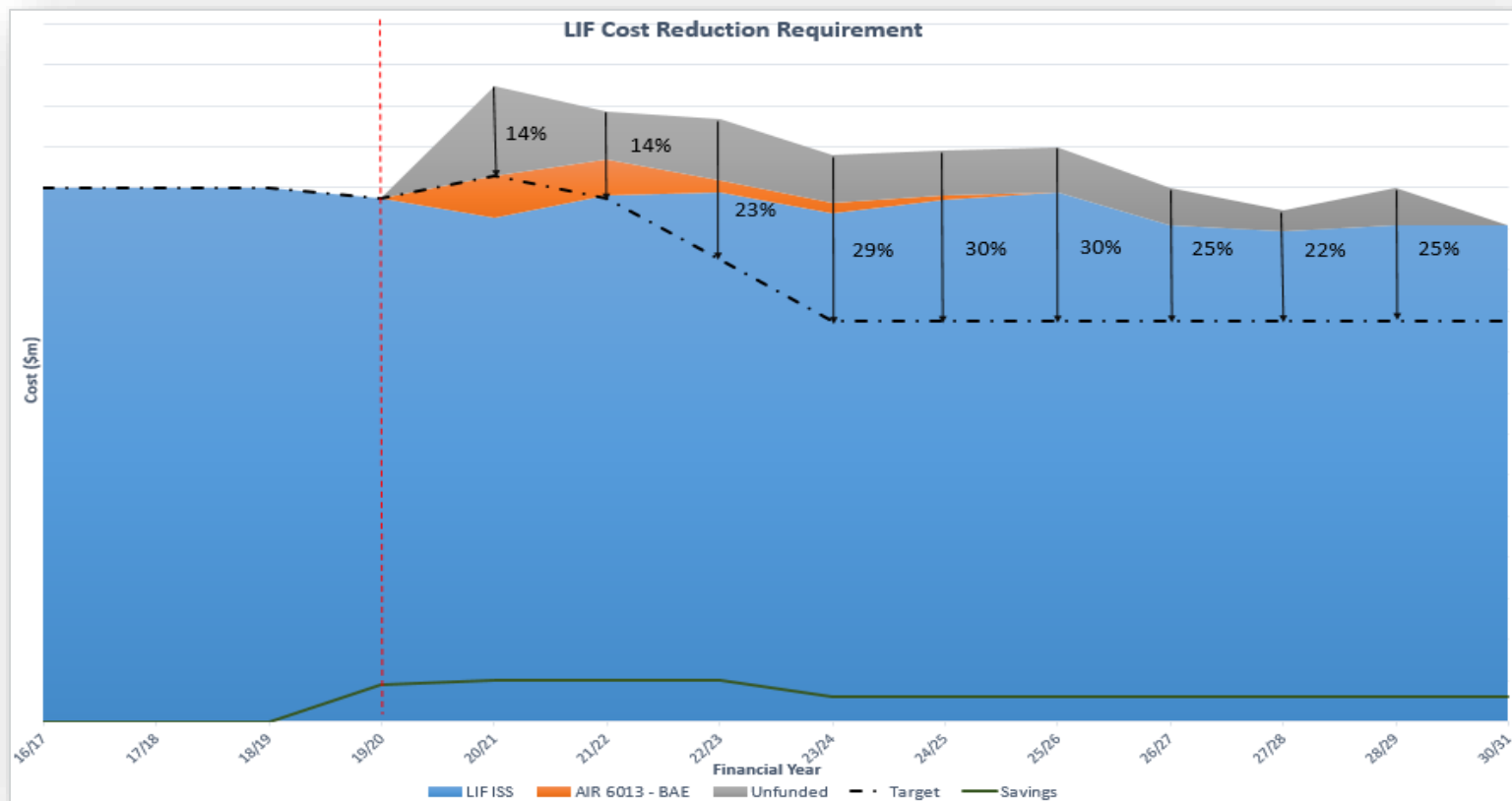
- Maintaining Training System Relevance



Graph illustrates relative jump in skill, cognitive ability and resulting capability between Hawk and F35

# Enterprise Challenges

- Sustainment Budget Pressure
  - Intent - Reduce operational cost to fund capability upgrades.



## Wrap up...

- Like everybody, we have challenges ahead; our history of early adoption, partnering and lived experience is an asset we have.



Relationship and Behaviours



Commercial Framework



Right CASG, RAAF, Industry proportion

