

# SUSTAINMENT MANAGEMENT in a TIME of ORGANISATIONAL CHANGE

## AND NOT DROP THE BALL



# *Getting Sustainment Right in a Time of Organisational Reform*

- Shared Understanding of the Same Words.



- Tyre Flat
- Flat Tyre
- Puncture
- Nail in tyre
- Air hissing out of tyre



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No new lessons: just old ones forgotten

Sustainment comprises a set of actions: maintenance, repair, overhaul, replenishment

Requires qualified and experienced people

Overlay the practicals with Aus strategic requirements: Sustainment to be retained

It costs. Need to minimise that cost

Sustainment to be outsourced in Aus & out of Aus

Whatever is to be outsourced, retain the skills to specify what you want. Very difficult task. May have never had the skills in the first place as they were never tested

Defence Force more spear throwers, less Woomeras.

Proscribed way of doing business that works. Regulatory and a doing environment an example of this. DGTA. World First Mil Airworthiness Conference 2016.

When you know what you are doing, you can look around to see how to do it better. Honeywell. Only been on your doorstep for six years. Takes enthusiastic junior off to exploit it.

Land of the long weekend is over. Get off your butts and get moving.

Accept that learning is an overhead must be fully funded

Use appropriate industry outplacements

Organisational reform :CSP, DASR, Responsibility Chain, Qual and Experience. Making mistakes small ones, 3 year posting cycle

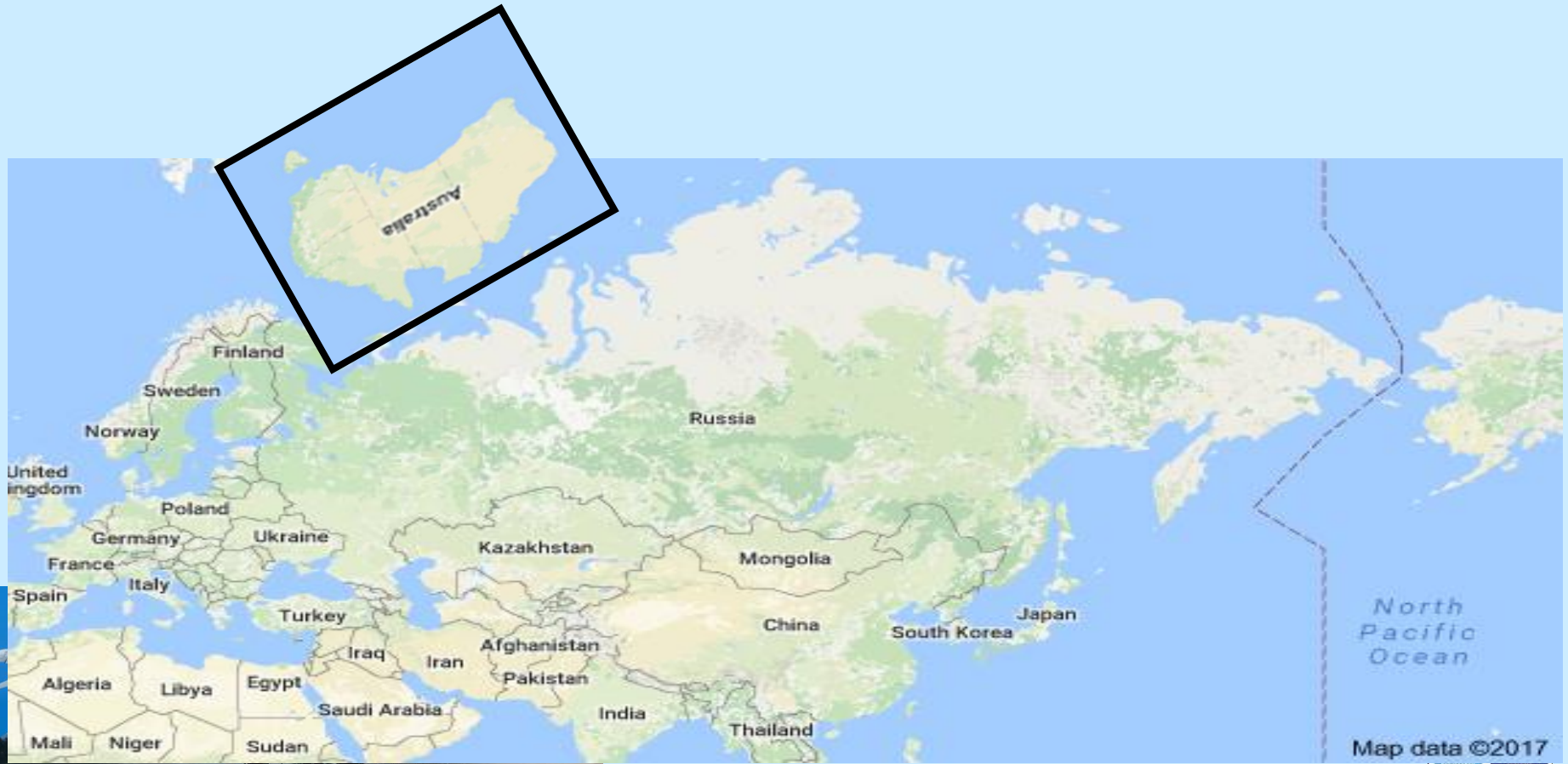
More going overseas, longer support chains, money for obsolescence, smarter doing what we possibly can

Put mutual saving incentives in place. Facilitate industry, don't frustrate them

ORG is like an onion: many levels

Org can be operational, governmental, support, qual and experience of workers, technology [drones]





(Australia)

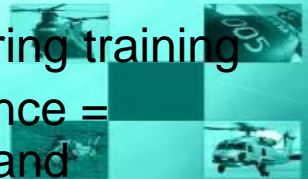
Map data ©2017

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# So What?

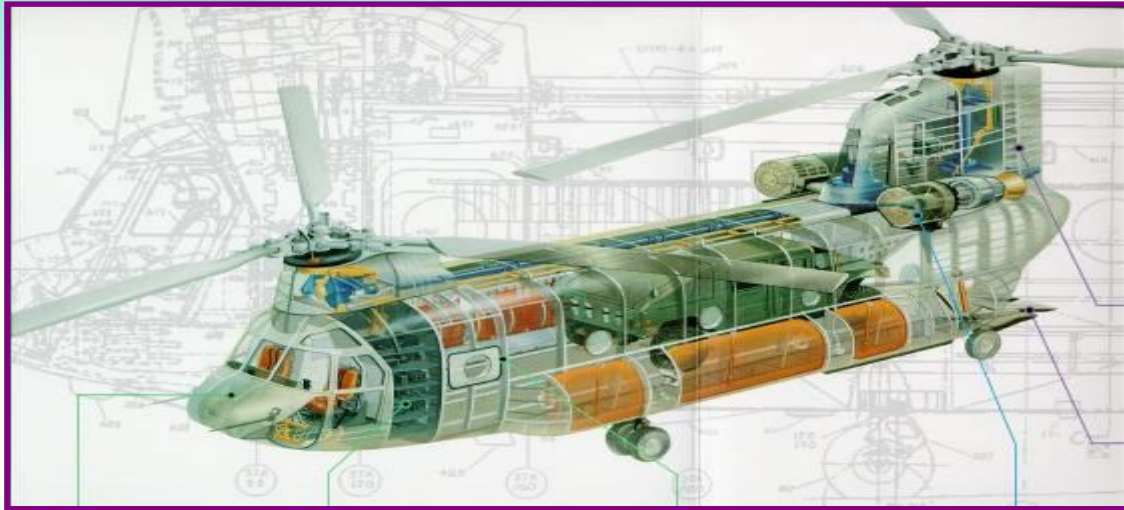
- Where is the management focus?
- What should be the ageing aircraft management focus?
  - Safety?
  - Providing high reliability preparedness?
  - Competence and capacity to respond to surprises?
- What have we learnt from management of 'old' ageing aircraft that we can apply to 'young' ageing aircraft?
  - Data capture & analysis skills
  - Information management and knowledge retention
  - Trade and engineering training
  - Technical competence = f(tools, technology and techniques)





**Think** - do not just react - making an **informed judgement** on best **information** available, using **creditable methodologies** to present a **logical** design, without being misleading or biased, retaining a focus on **safety**, sustainability & availability

# Support to the CH-47D Chinook in the Middle East Area of Operations



**CAPT Paul Bellas**

# Environmental Degradation



# CH-47F Capability Alignment Program

- ‘Buy in’ to US Army CH-47F spiral upgrade efforts
  - Equipment fielding with US Army rather than being at the back of the line
- Intent is to maintain configuration alignment with US Army for life of type of ADF fleet
  - Reduced through life support costs – software
  - Maintain latest capabilities
- 5 year rolling business cases to Government to secure funding for ongoing upgrades.

# Lessons Learned

- Responsive, Adaptive and Flexible to customer/operators needs;
- C5 - Command, Control, Communication, Cooperation and Collaboration;
- Reliability, Availability and Maintainability;
- Competition and Options; and