

Outstanding Veterans'  
Employer of the year 2020

Veterans' Employer of the  
Year 2020 – Medium

Professional Services  
Business of the year 2019

*“Our point of difference is our people”*



# Due Diligence across multiple regulatory frameworks

Nicholas Gover  
3<sup>rd</sup> May 2021



Outstanding Veterans'  
Employer of the year 2020

Veterans' Employer of the  
Year 2020 – Medium

Professional Services  
Business of the year 2019

*“Our point of difference is our people”*



# Scope

1. What is due diligence?
2. The integrated system
3. Air
4. Land/Joint
5. Cyber
6. Conclusion



Outstanding Veterans'  
Employer of the year 2020

Veterans' Employer of the  
Year 2020 – Medium

Professional Services  
Business of the year 2019

*“Our point of difference is our people”*



# What is Due Diligence?

- Reasonable care
- Requisite effort
- ISO 31000:2018
  - One of the principles of risk management is ‘best available information’
- **So how do I know if I’ve done enough?**



Outstanding Veterans'  
Employer of the year 2020

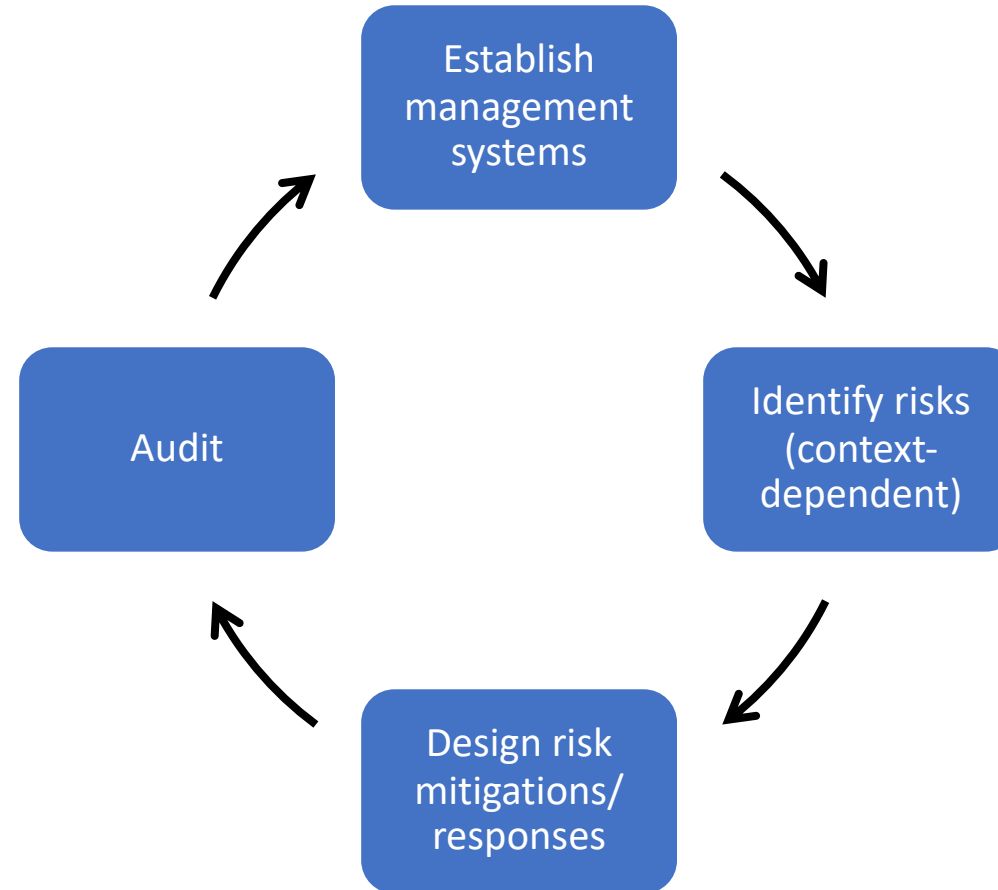
Veterans' Employer of the  
Year 2020 – Medium

Professional Services  
Business of the year 2019

*"Our point of difference is our people"*



# A due diligence cycle



Throughout this cycle, the context is probably changing



Outstanding Veterans'  
Employer of the year 2020

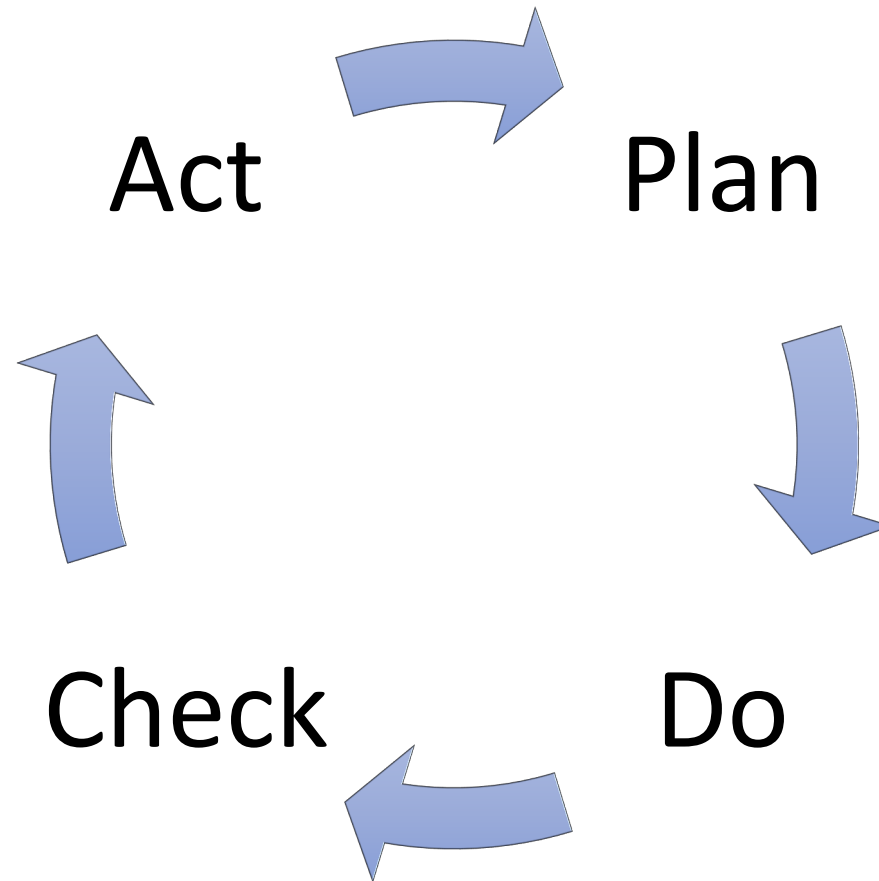
Veterans' Employer of the  
Year 2020 – Medium

Professional Services  
Business of the year 2019

*"Our point of difference is our people"*



# PDCA – ISO 45001 (OHS Management)



Outstanding Veterans'  
Employer of the year 2020

Veterans' Employer of the  
Year 2020 – Medium

Professional Services  
Business of the year 2019

*"Our point of difference is our people"*



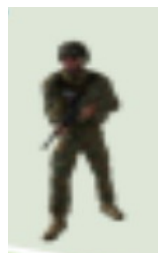
# The integrated system



- Type airworthiness (DASR 21J/G)
- Continuing airworthiness (DASR M)
- Aircraft life support equipment (DASR ORO.40)
- Role equipment (DASR ORO.75)
- Air cargo delivery (DASR ACD, AMTDU)
- Stakeholders:
  - MTCH-D, DoSA, MAO.....



- Design Acceptance Authority Representatives
  - Explosive ordnance
  - Comms
  - EW
  - Facilities
  - Weapons
  - Clothing



Capability only comes from integrated systems

Outstanding Veterans'  
Employer of the year 2020

Veterans' Employer of the  
Year 2020 – Medium

Professional Services  
Business of the year 2019

*"Our point of difference is our people"*



# The Capability Life Cycle



## **Requirements phase:**

- Have we engaged all stakeholders?
- Are our requirements clear, concise, traceable etc?
- Are they verifiable? By whom?
- Are they achievable? By whom?
- Who are our certification/validation authorities?



Outstanding Veterans'  
Employer of the year 2020

Veterans' Employer of the  
Year 2020 – Medium

Professional Services  
Business of the year 2019

*"Our point of difference is our people"*



# The Capability Life Cycle



## **Acquisition phase:**

- Commercial/financial implications of our contract?
- Can our contract be fulfilled?
- How do we ensure all gates (design reviews) are achieved?
- If not, what's our rectification criteria?
- QMS/EMS certifications
- Performance based contracting?
- Liabilities and losses (this should be a back up!)
- Support system – is it sufficient?





Outstanding Veterans'  
Employer of the year 2020

Veterans' Employer of the  
Year 2020 – Medium

Professional Services  
Business of the year 2019

*“Our point of difference is our people”*



# The Capability Life Cycle



## **In-Service phase:**

- Ongoing support to acquired system
- Configuration changes – authorities, appropriate rigour
- Lifting (Reliability, Availability and Maintainability)
- Post-acceptance capability integration
- What about capability failure? Does failure mean due diligence wasn't applied?



Outstanding Veterans'  
Employer of the year 2020

Veterans' Employer of the  
Year 2020 – Medium

Professional Services  
Business of the year 2019

*"Our point of difference is our people"*



# The Capability Life Cycle



## **Disposal phase:**

- Obligations on the commonwealth
- Problematic Items of Supply disposal
- Remediation works of facilities
- Remediation of workforce



Outstanding Veterans'  
Employer of the year 2020

Veterans' Employer of the  
Year 2020 – Medium

Professional Services  
Business of the year 2019

*"Our point of difference is our people"*



# Due diligence in (ADF) airworthiness

- Inherently higher risk profile → high rigour



Outstanding Veterans'  
Employer of the year 2020

Veterans' Employer of the  
Year 2020 – Medium

Professional Services  
Business of the year 2019

*"Our point of difference is our people"*



# Due diligence in (ADF) airworthiness

- Inherently higher risk profile → high rigour

During...

Type  
Certification/design

Continued  
airworthiness

Continuing  
airworthiness



Due diligence can be  
demonstrated through  
adherence to the:

MTC

DOE

CAME/MOE



Outstanding Veterans'  
Employer of the year 2020

Veterans' Employer of the  
Year 2020 – Medium

Professional Services  
Business of the year 2019

*“Our point of difference is our people”*



# Airbus AP

- [Due diligence policy](#)
- 6 Steps:
  - Acquire and keep up-to-date knowledge
  - Gain an understanding of the nature of the operations of the business
  - Ensure appropriate resources and processes are identified
  - Ensure that the business has appropriate processes for receiving and considering information
  - Ensure that the business has, and implements, processes for complying with any legal duty or obligation
  - Verify the provision and use of the resources and processes referred to in 2-5 above



Outstanding Veterans'  
Employer of the year 2020

Veterans' Employer of the  
Year 2020 – Medium

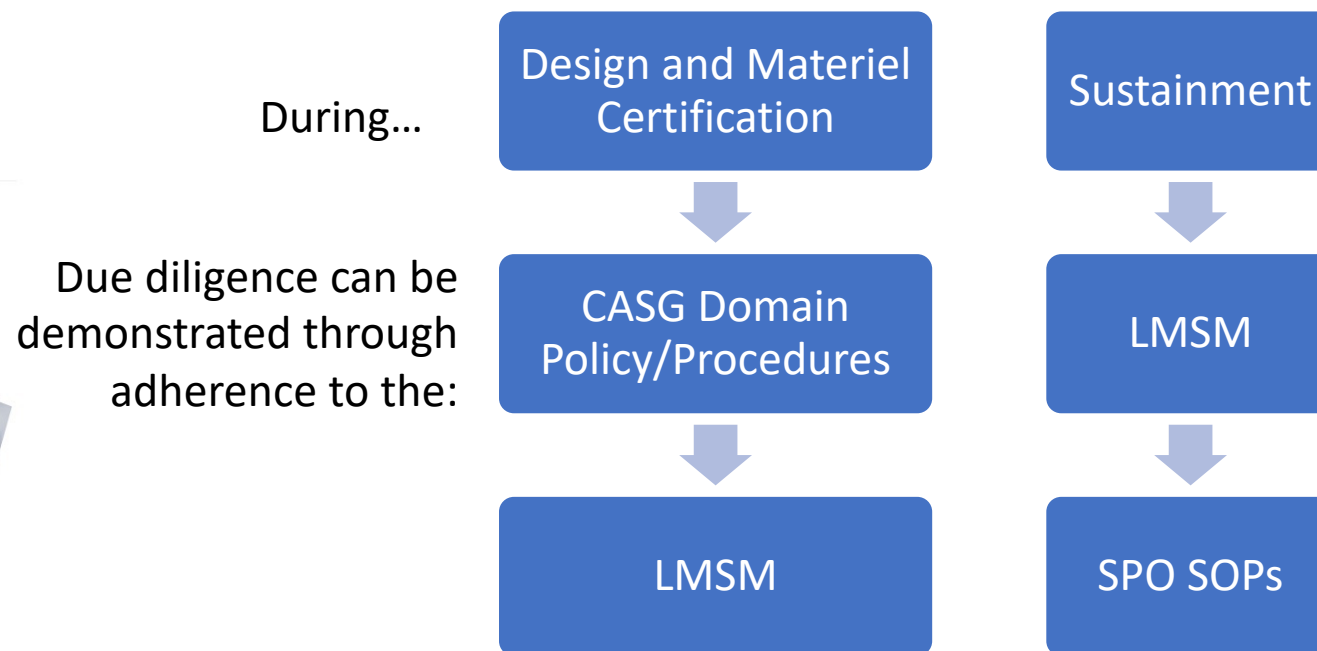
Professional Services  
Business of the year 2019

*"Our point of difference is our people"*



# Due diligence in Land/Joint Domain

- Inherently higher risk tolerance → varying rigour



Outstanding Veterans'  
Employer of the year 2020

Veterans' Employer of the  
Year 2020 – Medium

Professional Services  
Business of the year 2019

*“Our point of difference is our people”*



## ICT / Cyber systems

- Design of ICT networks and systems is regulated by the ICT TAF
- Service/CASG organisations design to the TAF, but ultimately CIOG is the owner/sponsor of the TAF
- IRAP is used as an interface to the TAF for above- and below-the-line organisations
- ASD sponsors the IRAP as a WoAG approach to cyberworthiness

ASD = Australian Signals Directorate

ICT = Information Communications Technology

IRAP = Information Security Registered Assessor Program

TAF = Technical Assurance Framework



Outstanding Veterans'  
Employer of the year 2020

Veterans' Employer of the  
Year 2020 – Medium

Professional Services  
Business of the year 2019

*“Our point of difference is our people”*



# Conclusion

## **Due diligence is:**

- The responsibility of
  - The individual
  - The organisation
- Iterative
- Continually learning and improving

Completing due diligence is reaching a credible, defensible position on your technical decisions.

