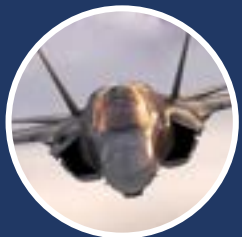




Learning Together – Cooperative Programs



“Our Point of Difference is Our People” – Emily Frizell, CEO



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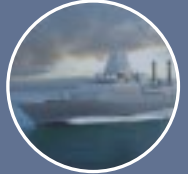
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Session Structure

- Perspective on CPs based on experience across various programs
- Highlight differences from FMS
- Focus on Air Domain and NAVAIR (JSF is just different)
- CP structure
- Benefits
- Challenges and opportunities



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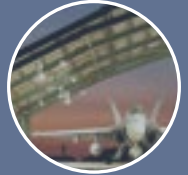
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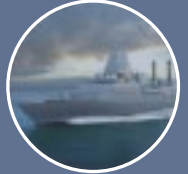
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About me

- Systems Eng (ANU) CPEng CPPM
- Private Industry - Defence and Space (EOS Space and Defence Systems)
- Australian Public Service (CASG) - Air Domain Major projects (E&T and PM)
 - KC-30A, P-8A, MQ-4C, MH-60R
- AeroPM
 - JSF Future Phases
 - FACSPO
 - Loyal Wingman
 - Adv Growler
 - SCIFiRE



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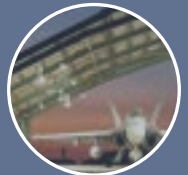
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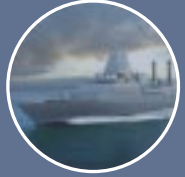
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Cooperative Program Concept

- Contribute *upfront costs* for Cooperative Program participation and RDT&E....to realise *program benefits in acquisition and though life costs*
- *Common configuration and interoperability* with the US, while *influencing requirements, capability priorities* and *gaining early access to technology*.



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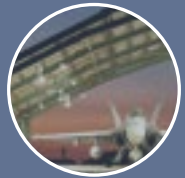
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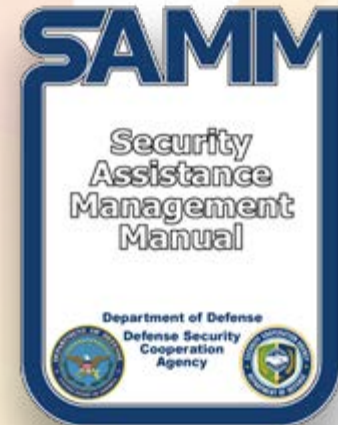
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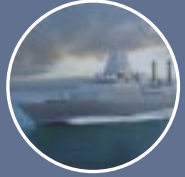
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FMS can do it, why can't you?'

- Analogies to FMS are largely not valid
- Title 22 U.S.C. 2767 & 2762
- FMS arrangements are well defined within US policy
 - Security Assistance Management Manual (SAMM)
- CPs are not widely used within the US DoD and not underpinned by strong procedural framework
- Partners vs supplier/customer relationship
- Working directly with US domestic program office
- External stakeholder communication and influence



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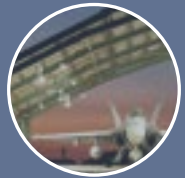
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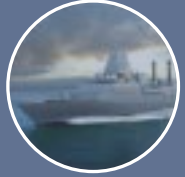
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Cooperative Program Structure and Governance

Tier	Instrument	Governance	Stakeholders	Approvals
1	<ul style="list-style-type: none"> Memorandum of Understanding (MOU) Project Arrangement (PA) 	Executive Steering Committee (ESC) (1*/2*)	Program Executive Officer (PEO) BH	NIPO/SAFIA, OCD, Congress DIGAA, DFG, BH, DH
2	<ul style="list-style-type: none"> Project Management Plan (PMP) Financial Management Procedures Document (FMPD) Project Security Instruction (PSI) 	Project Management Review (PMR) (O6)	PMA and JPO Project Office/SPO	PEO BH
3	<ul style="list-style-type: none"> Procurement Requests Sustainment Requests Financial Report/Spend Plan Standard Operating Procedures 	SETR, Working Groups, Technical Interchange Meetings etc	JPO Project Office/SPO	JPO Lead PM/PD



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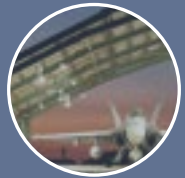
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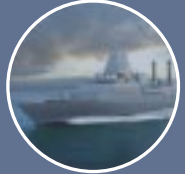
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Cooperative Program Personnel (CPP)

- Non-financial contribution to the Cooperative Program
- Not a Technical Liaison Officer
 - Fill billets within the US program
 - Not always Australian facing – JPO vs PMA
- Bridge cultural and bureaucratic barriers by being part of the US program
- Influence CPP positioning to maximise value to US project team and overall cooperative program.
- Success underpinned by strong, collaborative and trusted relationships



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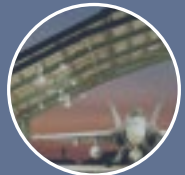
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Minority Partner

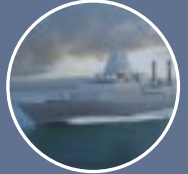
- 'voting' rights commensurate with share in the program
- It is not all about AUS - know when to push

However...

- AUS adds significantly more value than its financial contribution
 - Relationships
 - Expertise
 - Innovation (challenging US 'system')
 - CPPs in leadership and critical positions



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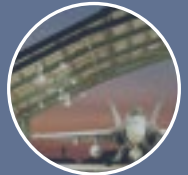
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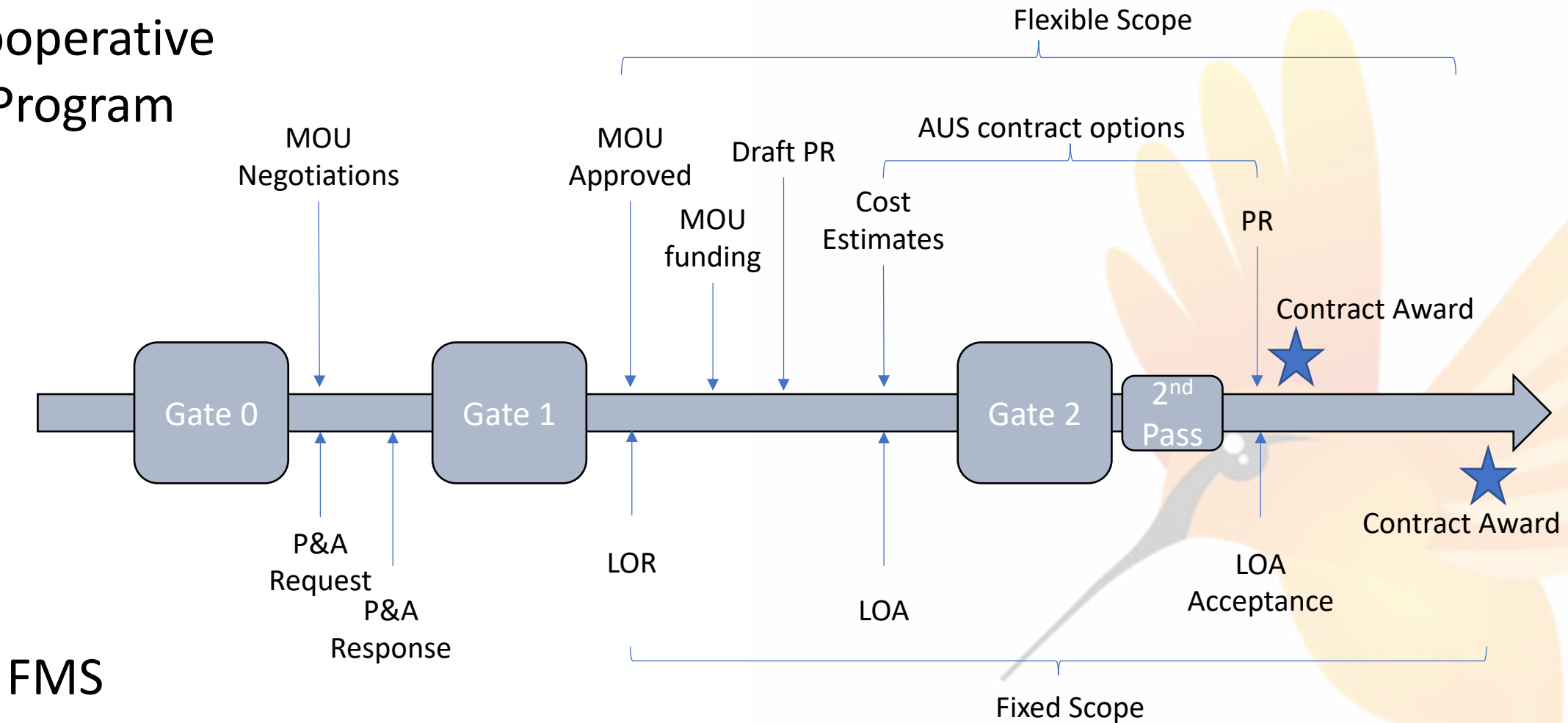
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Coop Programs in the CLC

Cooperative Program



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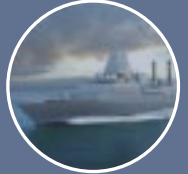
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NAVAIR Cooperative Programs

P-8A	MQ-4C	MH-60R	NGJ
AIR7000-2B (Acq) AIR7000-2C (CAP) CAF35	AIR7000-1B (Acq)	SEA5510-1	AIR5349 Ph6
USN	USN	USN	USN
PMA-290	PMA-262	PMA-299	PMA-234
Production, Sustainment and Follow-on Development (PSFD)	Development, Production and Sustainment (DSP)	Follow-on Development and Support (FDS)	PSFD
MOU and PA: US/AUS	MOU and PA: US/AUS	MOU: US/AUS/ NLD PA: US/AUS	MOU and PA: US/AUS



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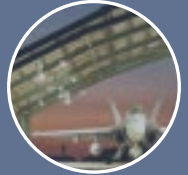
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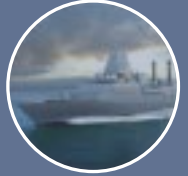
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Other Air Domain CPs

MPR Family of Systems	SCIFIRE	JSF
P-8A MQ-4C MH-60R	N/A	AIR6000 program CAF30
USN	USAF/USN	USAF
PMA-290 PMA-262 PMA-290	AFRL (FHYP PO) / PMA-265	JPO
Future Capability	Development, Production and Demonstration	PSFD
MOU: US/AUS	MOU: US/AUS/CAN/UK/NZ PA: US/AUS	Multilateral



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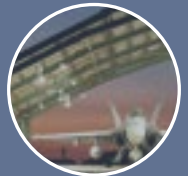
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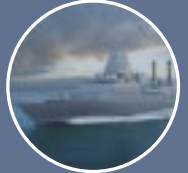
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Benefits

- Early access to technical data and leading technologies, tactics, techniques, and procedures
- Common configuration and interoperability with the US
- Early access to modifications in line with US operational release
- Technology and export controls (if done correctly)
- Cooperative Program Personnel 'In the tent'
- Influence on capabilities and priorities



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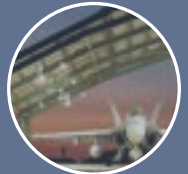
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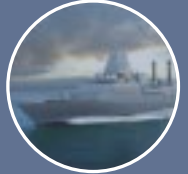
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"Above-the-line consultancy of choice across Defence"



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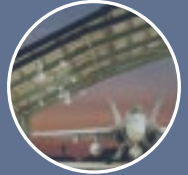
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Are you read

NAVAIR

h and rescue

RAAF KC-30 condu

written by Andrew McLaughlin | May 25, 20



An RAAF KC-30A MRTT has returned from a series of air-to-air refuelling trials with US

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CAE to develop MAD for MH-60R

written by Andrew McLaughlin | November 23, 2020

Facebook, Twitter, LinkedIn icons



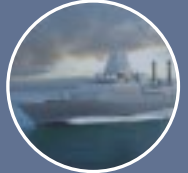
During testing there were both ground and flight tests, which included static ejection, safe separation and integration programs to certify the UNIPAC-III the Search and Rescue. During

Benefits

- Ability to connect Australian Industry with the US primes and the global supply chain
- Ability to contribute Australian Science and Technology expertise to realise program outcomes
- More assured project planning and preparation for execution leading to Gate 2
- Access to program and project management data
- Flexibility in acquisition and production opportunities to satisfy Australian capability milestones



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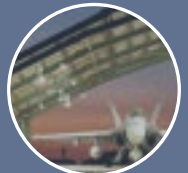
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Challenges

- **Financial Management**
 - Shared and Unique Costs
 - Contracts IAW US Law
 - Conflict between US and AUS financial management requirements
- **Foreign disclosure**
 - Different organisations and disclosure authorities
 - Conservative assessments or requirement to seek owners' approval
 - Markings
- **Culture**
 - Policy driven
 - Cooperative partner, not end customer
 - Trusted relationships
 - Outcome focused thinking



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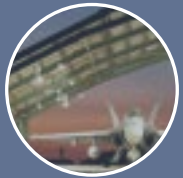
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Challenges

Technology and Export Control

- MOU permits in-country transfer of technical data only
- CPP access to US industry
- Defence articles originally required export licences (DSP85, DSP-5)
- Recent amendment for CP exemptions
 - Initial Export - changes to §126.4(a) to include permanent export including and Major Defense Equipment and Defense Articles.
 - Sustainment approval of § 126.4(a) to permit the temporary export of parts, components, and spares.
- Available exemptions are not well understood with service specific implementations.
- Comprehensive Export Authorisations – ITAR
126.14 Global Project Authorization

126.6

- Common FMS Exemption
- Not applicable to CP – No LOA

126.4

- Applies to CP (MoU)
- Cannot use FF

126.16

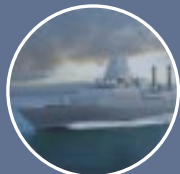
- Defense Trade Cooperation Treaty between US and AUS
- Successfully used by USAF and Army. Has not successfully been implemented by USN.
- Extensive list of restricted items renders it nearly unusable

126.14

- Global Project Authorization
- Eliminates the need for export licenses
- Single authority covers entire pgm, not individual items
- Covers Defense Articles, Tech Data, and Defense Svcs
- Successfully used by P8 Pgm (and JSF) – (2012-Present)



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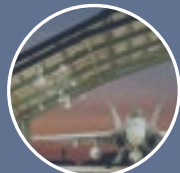
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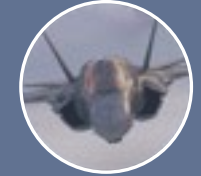


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Challenges

US Enterprise

- Execution of CP is depended on numerous organisations external to the platform program office
- Enabling organisations servicing many users
- Marking and disclosure across multiple organisations
- Understanding of CP diminishes from the JPO
- Strong leadership from JPO and PEO
- Placement of CPPs across the enterprise



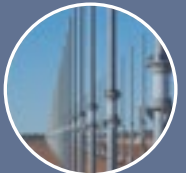
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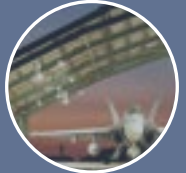
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Challenges

- Exposure to US program risk
 - Financial
 - Congressional Marks
 - US budget impacts
 - Technical risk
- AUS quality expectations
 - Tolerance for deficiencies and rectification
 - Fleet size
 - Capability priorities
- Blended CP/FMS frameworks



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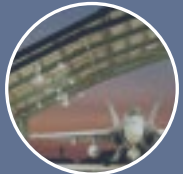
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Lessons/Opportunities

- Relationships, stakeholder engagement and influence
 - MOU and PA subject to interpretation
 - Limited policy adoption
- Identify measurable benefits to justify the level of investment
- CPP Management
 - Identify positions that can support multiple programs (e.g. NAVSUP, NAVWAR)
 - Established job profiles, processes, roles and responsibilities documented in PMP
 - Reassess CPP requirements as the project progresses
- Pursue establishment of policy to balance US financial regulation and policy and Australian requirements
- Establishing forums for consolidation of Cooperative Program knowledge (CONUS and AUS)



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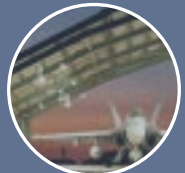
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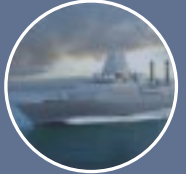
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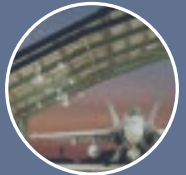
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QUESTIONS?

