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# The Capability Life Cycle through the eyes of the Capability Manager

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# Session Structure

- CLC 101 and Capability Principles
- Role of the Capability Manager in the CLC
- Capability Manager Involvement in Key CLC Activities
  - Path to Gate 0
  - Path to First Pass
  - Path to Second Pass
- Key Lessons I've Learnt



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# Capability Lifecycle 101 and Capability Principles



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# Capability Life Cycle Manual

- Outcome of First Principles Review
- Capability Lifecycle Manual Version 1.0 released in January 2020
- Capability Lifecycle Manual Version Version 2.0 in June 2020

*“Primary source of capability life cycle management guidance, informing the design, delivery and management of Defence capability”*



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# Capability Principles

- Ten core principles that seek to ensure Defence has the **right capabilities**, delivered **efficiently** and **effectively**
- Underlying framework that support and encourage staff to display initiative in developing solutions that achieve best outcomes for Defence
- Meets the intent of First Principles Review
  - Simplicity
  - Outcome Orientation

**PRINCIPLES-BASED, NOT PROCESS-BASED**



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# Capability Principles

## 1. Strategy Led, Evidence Based Decision-Making

- Aligning capability requirements with Government directed Strategy and Policy (2016 Defence White Paper, 2020 Defence Strategic Update, etc)
- ***Requires constant diligence to remain aware of contemporary guidance to distil into program / project requirements***

## 2. Arm's Length Contestability Function

- Contestability Division is fundamental relationship for the CM
- Also Defence Finance Group, Defence People Group, DSTG
- ***Regular, routine engagement is key***
- ***“No Surprises”***
- ***They are there to help***



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# Capability Principles

## 3. Simplicity is the default position

- ***Minimum viable product = maximal streamlining***
- ***Clear, concise communication (stick to page limits!)***
- ***Less is more***
- ***Incredibly difficult as an engineer!***

## 4. Centre-led Force Design

- We live in a world of constrained resources. No project can be considered in isolation, it needs to be considered in the context of the Joint Force to maximise efficiency.

## 5. Risk-Based Decision Making

- Multiple layers of grey to characterise and manage
  - Strategically uncertain environment
  - New / emerging technologies



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# Capability Principles

6. A Joint and Interoperable Force
  - ***“The whole is greater than the sum of the parts”***
7. Programmatic Focus
  - 35 (36) Capability Programs and 11 (12) Multi-Domain Programs
8. Good Governance
9. Be a Smart-Buyer
10. Innovation and Science & Technology





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# Role of the Capability Manager



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# Capability Manager – The CLC Definition

- *Overall responsibility to raise, train and sustain capabilities within their organisations.*
- *Specifically:*
  - *Accountable for Program Management within their organisation, including the development and implementation of Program Strategies*
  - *Accountable for the development, introduction and sustainment of major assets through the CLC, taking an end-to-end view*
  - *Responsible for generating prepared forces IAW the CDF's Preparedness Directive*
- *Roles are delegated to Program, Project and Product sponsors as appropriate*



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# What do Capability Manager staff do?

- Work with Delivery and Enabling Groups to deliver capability
  - CASG, CIOG, E&IG, DSTG, etc
- Draft Key Capability Documentation
  - Business Case, JCNS, OCD, Workforce Plan, TEMP, etc
- Prepare Committee and Government Submissions
- Manage Stakeholder Relationships
  - Government, Contestability, Headquarters, Operational Units, VCDF Group (FID, FDD, IPMB), Delivery Groups, DSTG, Industry, International Partners and others
- Prepare Briefing Packages for Senior Officers



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# Capability Management in Capability Lifecycle



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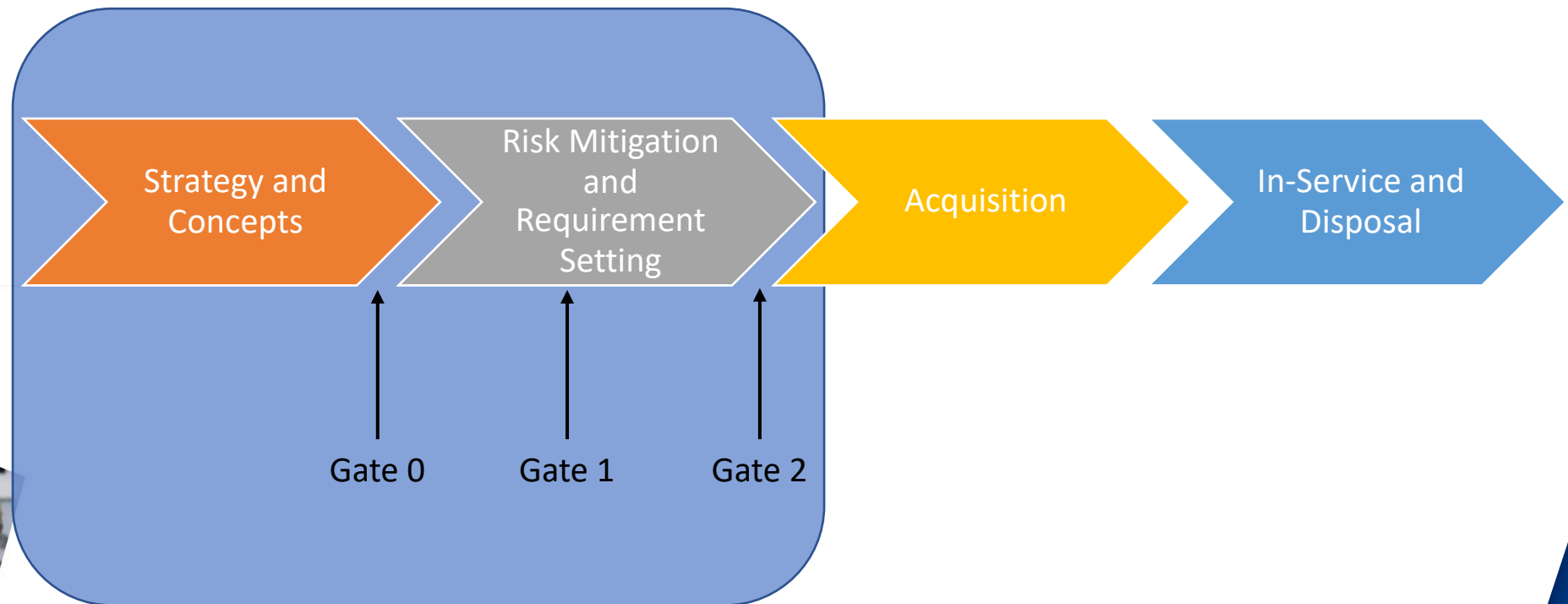
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# Capability Lifecycle



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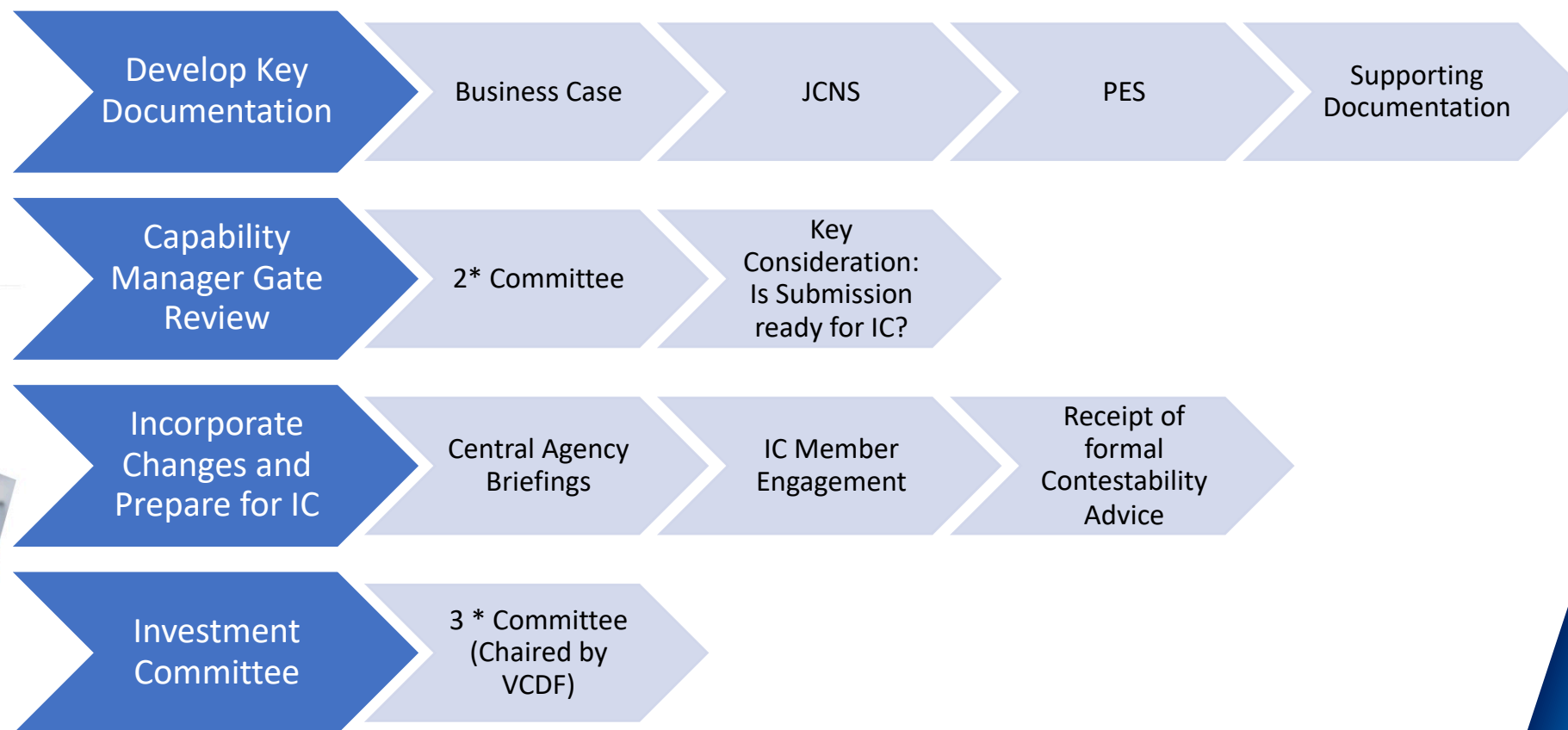
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# The Path to Gate 0



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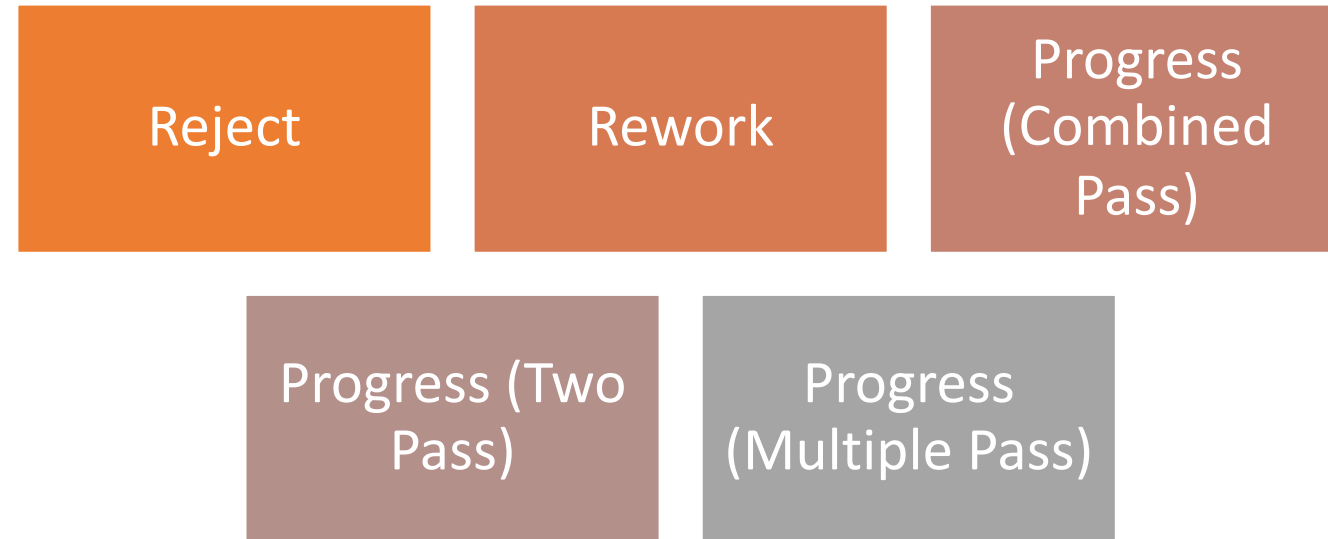
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# Gate 0 Outcomes



**SUCCESSFUL GATE 0 GIVES YOU APPROVAL TO  
EXPLORE OPTIONS**



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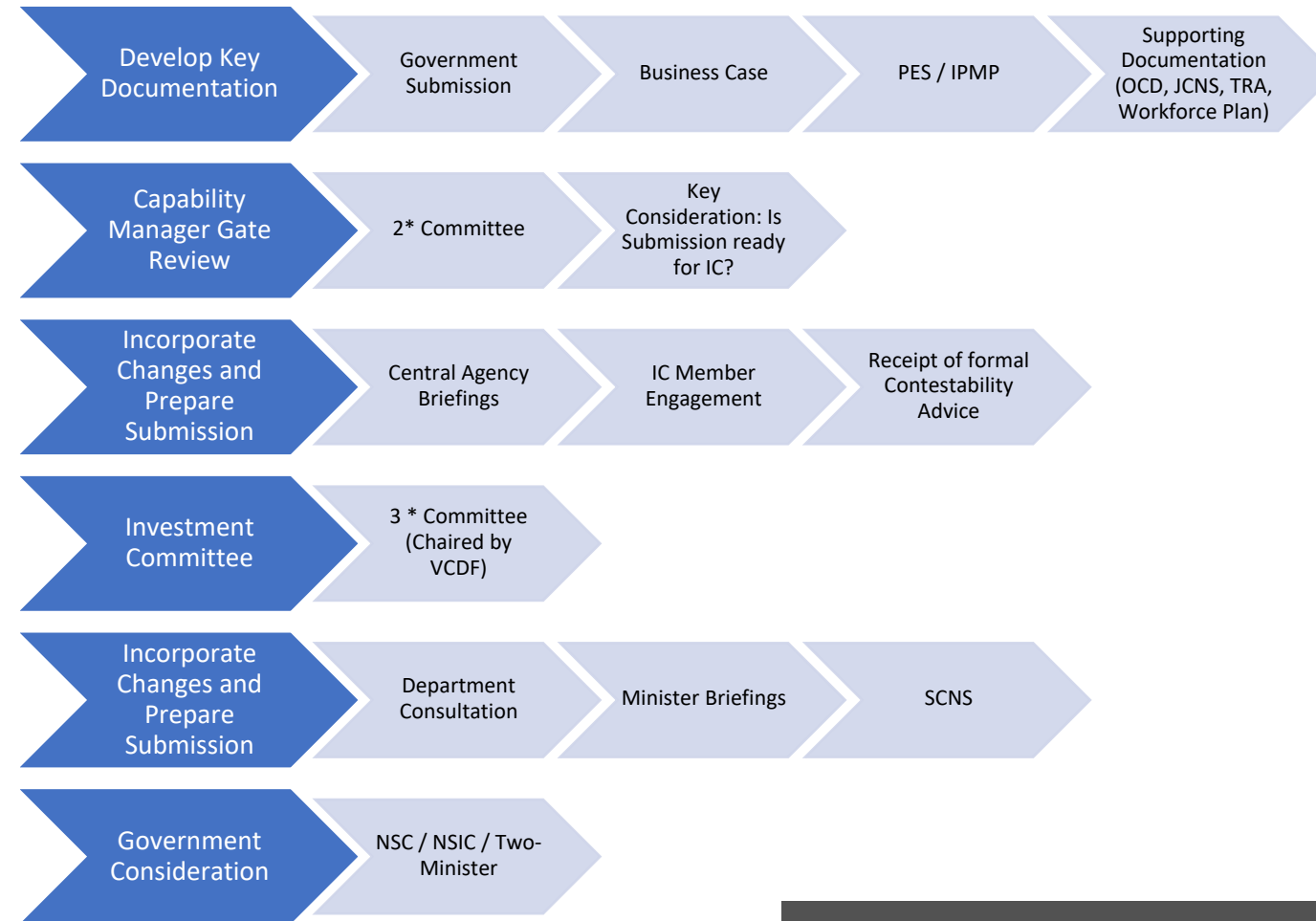
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# The Path to First Pass





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## First Pass – Strategic Government Direction

Priority of the Project in the IIP

Identification of Preferred Option(s)

Approval to Approach Industry

Approval for Development Funding

**SUCCESSFUL FIRST PASS IS NOT A COMMITMENT  
TO ACQUIRE A NEW CAPABILITY**



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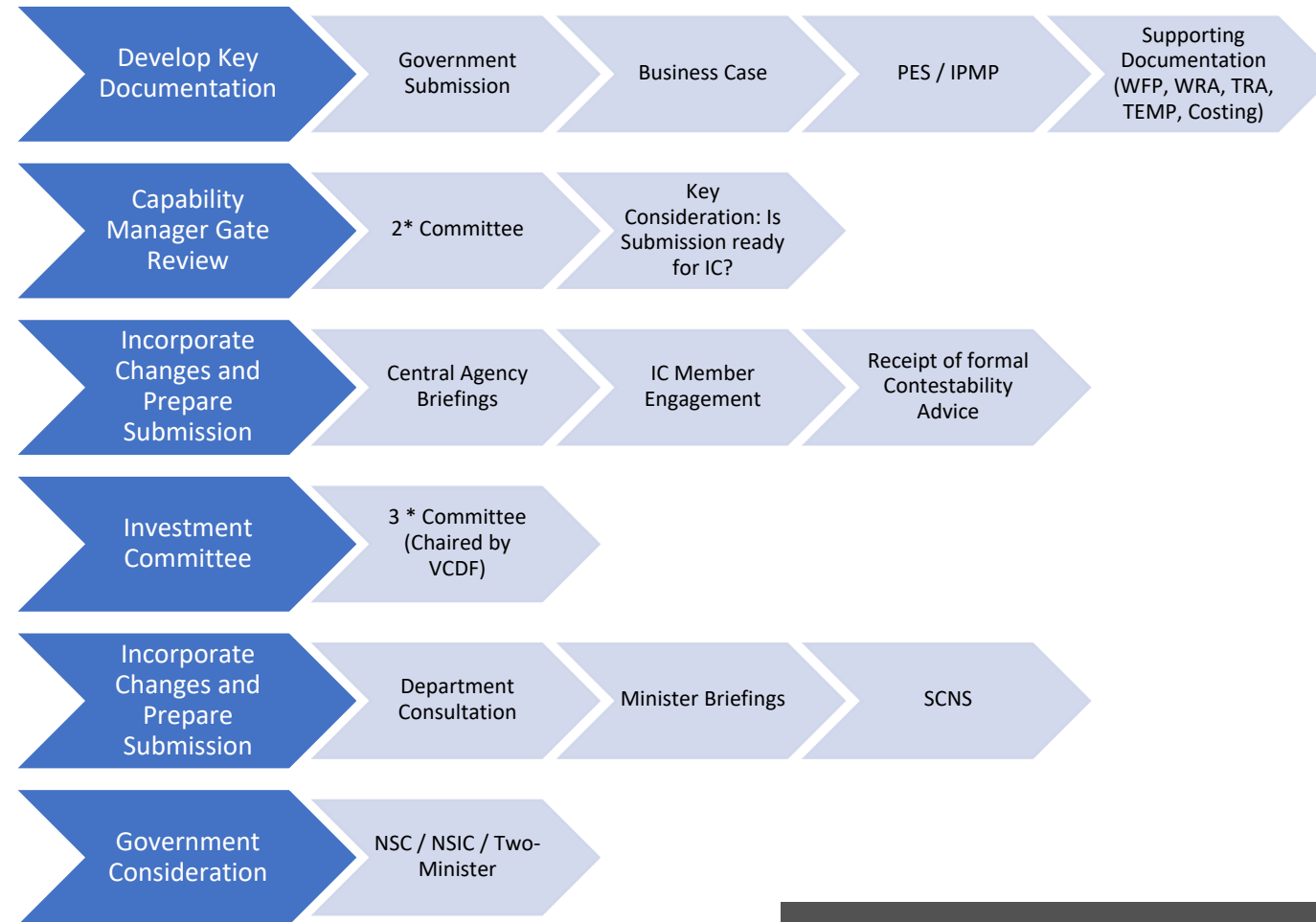
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# The Path to Second Pass



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# Second Pass Outcomes

Confirmation of priority within IIP

Authorisation to conduct activities, including required procurement of materiel to execute a specific option

Assignment of budget and timeframe

Specific guidance on acquisition, sustainment, preparedness, operation and/or administration of the product

**SUCCESSFUL SECOND PASS PROVIDES POLICY APPROVAL TO ACQUIRE A SELECTED PRODUCT**



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Key things I've learnt  
(aka. Learn from my  
mistakes...)



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- Know the Capability Lifecycle Manual – Inside and Out
- Know Government and Defence strategic direction – Inside and Out
  - Defence White Paper 2016
  - Integrated Investment Program 2016
  - Defence Strategic Update 2020
  - Force Structure Plan 2020
- You don't own all the good ideas
  - Trust the experts in your team
    - CASG know more about Project Delivery than you do,
    - DSTG know more about S&T than you do, etc, etc



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- Everyone wants you to succeed
  - Don't be afraid to ask for help
- Relationships are everything
  - Engage early, engage often
  - Establish and maintain a regular battle rhythm
- Bad news doesn't get better with time
  - Be prepared to have difficult conversations – the earlier the better
- There will be tradeoffs
  - But you don't get what you don't ask for!



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- Committee cycle = Series of Sprints
- Build in (LOTS OF!) time for artefact review and approval
- Things will take longer than you expect
  - Build in Contingency
- We're all working towards the same goal
  - But we approach from a different viewpoint!
- Never lose sight of the bigger picture



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# Questions

