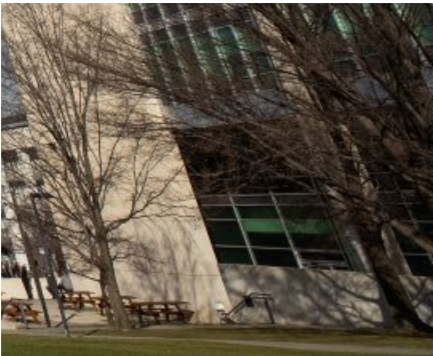


Costing in the Australian Defence Organisation

Kimberley Rowlands
Assistant Secretary
May 2023



Agenda

Step 1: Tell them what you're going to tell them

Step 2: Tell them

Step 3: Tell them what you told them.

- Army Training Manual

- The Australian context
- My team
- Co-designed policy through consultation
- Australian culture and costies
- Always improving
- Where to next

Defence in the Australian Context

7th

2.1%

\$AU48.6bn

Small **globally**, large **locally**

Connecting estimates with actuals

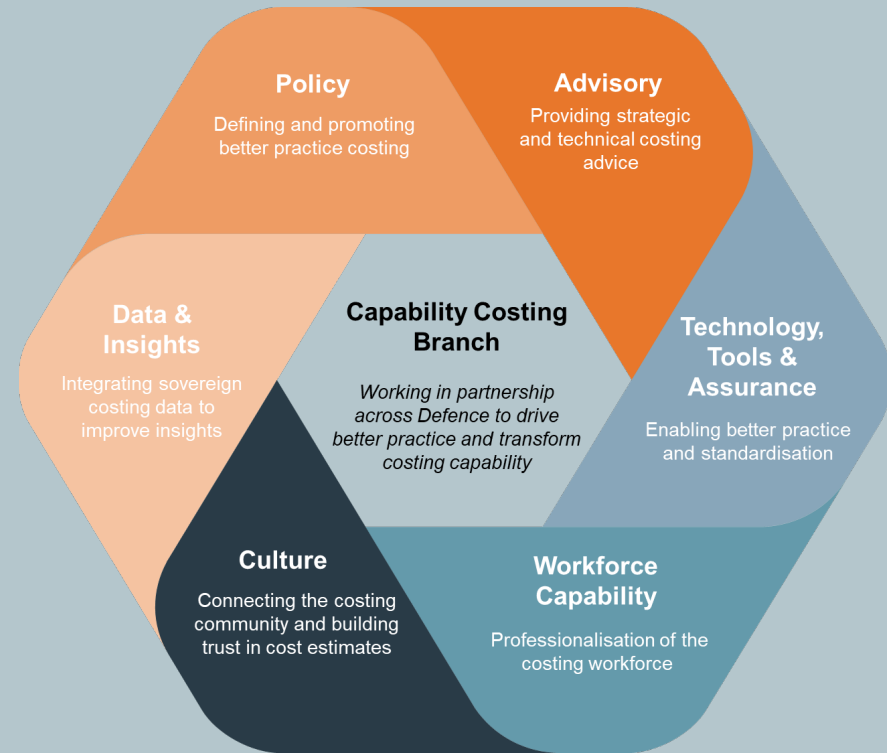
Pre-emptive **strike!**

Riding a wave of support

Consultation allowed for
ground truth-ing

Connecting with our
vision

Manage expectations
to consistently deliver



A guiding policy co-designed with our mates

Consistent approach to costing

- Estimates are robust & repeatable
- Estimates are high quality, comprehensive and internally consistent
- Estimated and actual total cost of ownership and in-year funding are more aligned

Standardised tools and systems

- Standard suite of costing tools and systems
- Improves quality, transparency and traceability
- Allows for repeatability and comparative analysis
- **Supports the flexible deployment of costing workforce**

Transparent data

- Data is captured and governed
- Data is managed and accessible to all to support analysis
- Data is re-usable to inform cost estimates



Build Workforce Capability

- Improved cost literacy
- Defined qualifications, competencies & career pathways
- Ongoing learning and development opportunities
- **Network of national and international cost professionals**

Partnerships

- **Build partnerships with industry, government and allies to build a wealth of cost data, knowledge and capability**
- Improve methodologies and professionalisation
- Collaboration in costing design, delivery and data management to better inform defence capabilities

Continuous Improvement

- Capture lessons learnt
- Active engagement to improve
- Built into the process of the branch

Growing and shaping our costie culture

“

Taking time to build community, to get to know your people will have long lasting benefits

Clifton Taubert

Understanding the workforce to develop the right motivations

Cost professionals can be **3-in-1**

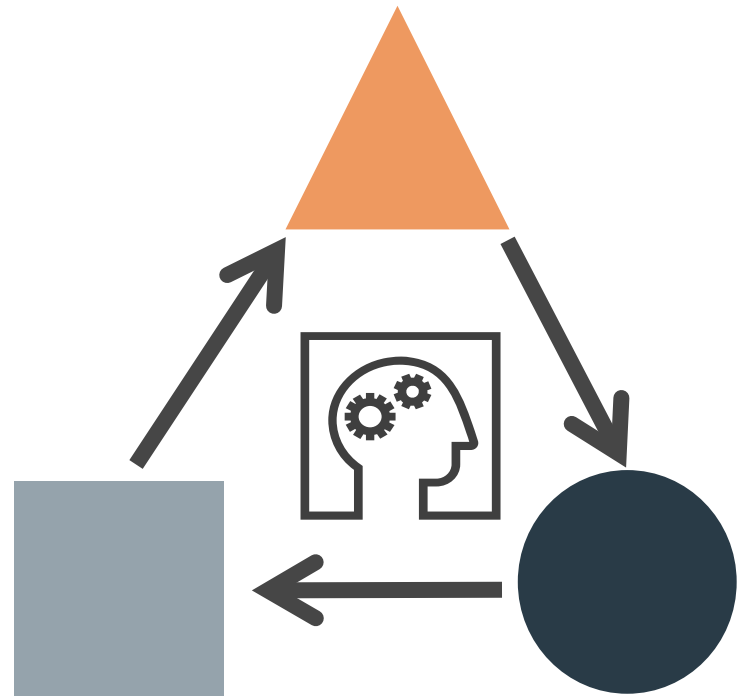
What we've **done** and what's to **come**

Embedding change takes forever. Embedding cultural change takes longer.

**Changing mindsets
and adding value**

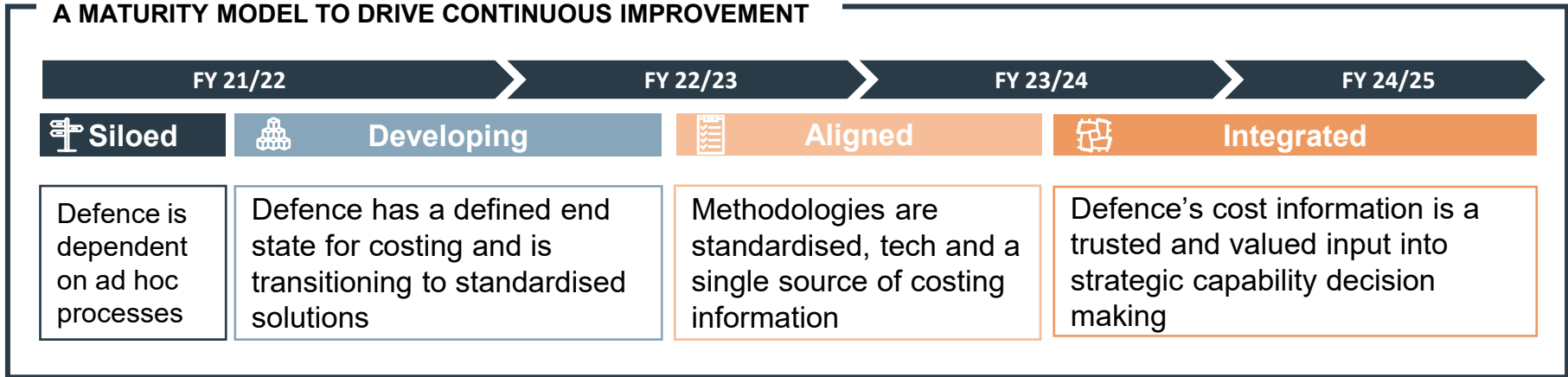
Consensus means an
80% win

Clearly define your role
in assurance



Where to continuously improve next

A MATURITY MODEL TO DRIVE CONTINUOUS IMPROVEMENT



Policy, Data & Technology

- Make policy and manual documents “forgettable”
- Develop and integrate an enterprise costing solution
- Coalesce data to allow “collect once use many”

Support & Assurance

- Become an integrated part of the capability system
- Ensure alignment with assurance partners
- Provide insights, not checklists

Workforce Capability & Culture

- Develop an inspiring career path for public servants
- Bring the “I” into ICEAA
- Be the central hub for cost professionals and their managers

Time for a boomerang

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Thank you

