



RAWS IMPLEMENTATION Quarterly Status Report

MAY 2020

Enhancing the safety and economy of aviation operations every day through world-class meteorological services and insight

TRAFFIC LIGHT REPORTING

- Governance
- Scope
- Deliverables
- Budget
- Schedule
- Risks and Issues



KEY ACTIVITIES AND MILESTONES

FY 2017/18

- Complete Implementation Plan and future operations design – Completed.
- Obtain staff intentions via survey and complete Recruitment Strategy – Completed.
- Complete design and commence development of enhanced forecasting and training systems – Completed.

FY 2018/19

- Complete fit-out of Brisbane and Melbourne centres, including installation of new servers – Brisbane: Completed. – Melbourne: Completed.
- Complete staff relocation to Brisbane with associated training and operational transitions – Completed.
- Delivery of Knowledge Repository and simulation environment, alerting and internal collaboration tools – Completed.
- Completion of aviation management and forecaster staff recruitment – Completed (Refer to People risk).

FY 2019/20

- Complete staff relocation to Melbourne with associated training and operational transitions – On Track.
- Delivery of integrated workload management, external collaboration, climatology and final weather watch and decision support tools – On Track.
- Complete integration of national operations including business continuity testing – On Track.



PROGRAMME RISKS AND MITIGATION

	Risk Description	Mitigation	Status	
			Feb–Apr 2019–20	May–Jul 2020
ICT	There is significant ICT development that will be required within the programme, during a period of major ICT project planning and implementation in the Bureau. This could result in delays to the RAWS Implementation programme.	<p>The Bureau is using a proven external software provider (IBL) for most of the software development and uses vendor management to ensure the required services are delivered on schedule. The Bureau recognises that the aviation transition is of utmost importance and will ensure aviation requirements are a high priority in the ICT modernisation programme. The programme has established a dedicated aviation ICT team to coordinate and deliver the RAWS Implementation requirements.</p> <p>The programme has now successfully rolled out the new ICT systems in Brisbane (1 August 2019) and Melbourne (12 December 2019). The programme continues to provide 'hypercare' support to ensure ongoing stability of the new systems and is on track to deliver ancillary decision support tools by Jun 2020 and to hand over ICT support documentation at programme close.</p>		
People	Staff may not be supportive of this change, potentially delaying or increasing the cost of implementation.	<p>Specialists were engaged to lead and manage change and HR consultation throughout the programme. The programme continues to proactively communicate to all staff via many channels. Operational leaders, together with meteorologists, were engaged as part of the development of the new service model. External recruitment of meteorologists is continuing to ensure that all roles remain filled and to ensure the programme benefits of flexibility, responsiveness, quality and resilience are being delivered.</p> <p>All staff recruitment has now been finalised and all staff have been relocated. Training for staff transitioning into the Hazardous Weather Unit is on track for completion by June 2020.</p>		
Services	Public weather services could be compromised by the transfer of resources away from regional offices.	<p>The Bureau has now implemented an enterprise-wide Public Services Transformation programme to ensure robust operations to run in parallel with RAWS Implementation. This includes investment in technology that enables more efficient core forecasting operations and inter-regional operational support. A proportion of aviation meteorologists will maintain core forecasting competencies to enable surge support for core forecasting. The aviation team continues to work in close collaboration with Public Weather to ensure operational resilience while also enabling the programme to meet its deliverables. For example, during the catastrophic bushfire season ('Black Summer') aviation operations contributed to fire weather forecasting.</p>		

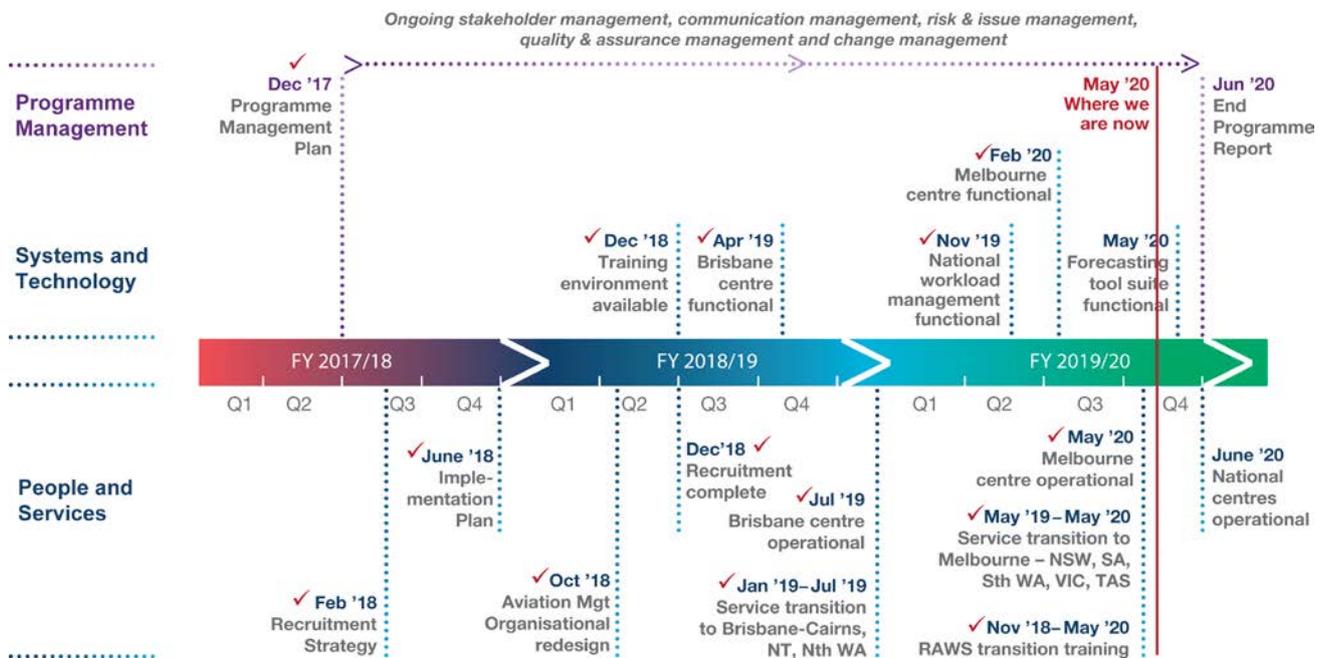


Programme Unavailability of Bureau staff to assist with RAWS Implementation programme tasks. The RAWS Implementation programme recruited external project specialists to support Bureau staff and has implemented a range of sound project management and governance principles to ensure that the programme remains on schedule.



The programme team implemented contingency arrangements in March and April 2020 in response to the COVID-19 pandemic to ensure that remaining programme milestones are met. While there have been minor delays in transitioning the final teams into the Melbourne AFC, this has not impacted on overall programme deliverables. The programme remains on track for completion in June 2020.

TIMELINE & MILESTONES



STATUS UPDATE 1 FEBRUARY – 30 APRIL 2020

Programme

- Delivered the Melbourne Aviation Forecasting Centre (AFC) (Low Level) on 5 March 2020.
- Prepared for business readiness for the Melbourne Hazardous Weather Unit (HWU)¹ (rescheduled to June as a result of COVID-19 pandemic).
- Commenced programme completion activities including financial reconciliation and preparation of programme closeout reports.

Final quarter activities

- Deliver the Melbourne HWU go-live on 18 June 2020.
- Support transition of Programme staff to their next roles at this difficult time of COVID-19 induced uncertainty.
- Carry out post implementation review of Melbourne AFC and HWU go-live.
- Complete programme closeout activities and prepare Programme Completion Report.
- Continue programme governance and project management support for People & Services and

¹ En-route aviation weather, Volcanic Ash Advisory and Global Aviation Space Weather.



People & Services Project

- Melbourne AFC commenced a 2-week operational trial on Thursday 20 February. This trial introduced a low-level SPOC roster, and transitioned VIC and TAS into the AFC. During the two-week trial, the home states continued to provide support for operational resilience as we commence using new systems. Following approval from the Executive, 5 March 2020, Melbourne AFC formally went live for low-level operations for all southern states except South Australia.
- South Australia successfully transitioned into Melbourne AFC on Thursday 16 April, completing the low-level transition of state-based services in the AFC model across Australia. Fully flexible workload management for low-level aviation services is now enabled.
- Forecasters in the Melbourne AFC are now using the new suite of Visual Weather tools to prepare and disseminate products, including the new collaboration tool for policy setting, and the workflow distribution tools.
- The People and Services project handed over a suite of documents to support the new operations centre, including an Aviation Operations Manual for Melbourne, and an updated Business Continuity Plan.
- Whilst minimum training requirements have been met to establish viable rosters, training will continue beyond 'Go Live' to ensure all forecasters are trained across multiple desks to achieve maximum flexibility and resilience.
- Interviews were conducted for the HWU Senior Meteorologist position, with the winning candidate announced in March.
- Interviews were also conducted for several vacant aviation meteorologist positions, which included many international candidates. The selection panel were impressed by the quality of the candidates expressing interest in these roles. The selection report has been finalised as is with the delegate for approval.

- Two further relocations were completed in March, with two forecasters transferring from Sydney to Melbourne. Further relocations of staff have been postponed due to travel restrictions resulting from COVID-19 mitigations.

Final quarter activities

- Commence transition of HWU into the Melbourne AFC, including En-route aviation weather, Volcanic Ash Advisory and and Global Aviation Space Weather.
- Training continues to be delivered to support the HWU service transition. During the COVID-19 situation, dualling will be undertaken remotely between operational staff using online collaboration and communication tools. The People and Services team have prepared several back-up options for training, including case studies of archived events saved in the Aviation Training Server, use of the Knowledge Repository, and online training and assessment courses.
- Planning for transition of Sydney Airport Meteorological Unit (SAMU) services into the AFC model.
- Provision of career planning support to SAMU staff and HR assistance for required relocations, and training to take up new roles.
- Further modifications to the Business Continuity Plan to support changes due to the transition of the HWU into the Melbourne AFC.
- Relocation of a recruit from Darwin, scheduled to take place later in May.
- Recording lessons learnt for project activities, including running post-event analyses for relocations and training.
- Prepare Project Close documentation.



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Systems & Technology Project

- Users in the Melbourne AFC commenced using the new product generation and workload management tools, this included operational use of the national policy preparation and collaboration tool.
- The Systems and Technology team have switched focus to improving the resilience and security of solutions delivered during the Programme. This included simplifying web applications architecture, improving management capabilities for training and preparing details support documents.
- A final release of the product generation tool is being planned with the vendor before the end of the Programme.
- The data capture tool was delivered by the vendor and internal development of the product archive

was completed. This tool offers users the capability to quickly and efficiently extract aviation products generated.

- The systems and hardware needed for HWU are prepared.

Final quarter activities

- Test and install a final release of the Product Generation and Workload Managed Tool.
- Complete documentation, training and handover of project deliverables to operational support teams.
- Support HWU during go-live.
- Project closure and handover of responsibilities to Aviation Program.

RAWS Implementation programme team

- Brett Anderson, Senior Responsible Owner
- Tim Hailes, Lead Senior User
- Sue O'Rourke, Senior User
- Kellie Mayne, Programme Manager
- Jo Stenhouse, Change Lead
- James Caulfield, Systems & Technology Project Manager
- Omar Houssami, Web Developer
- Alina Saeed, Program Coordinator
- Rebecca Corson, Software Engineer
- David Kay, End User Computing Support
- David Riesinger, End User Computing Support
- Mark Soliman, Systems & Technology Business Analyst
- Andrea Henderson, People & Services Project Manager
- Brooke Oakley, Met Analyst
- Sarah Fitton, Met Analyst
- Pawan Kashyap, Met Analyst
- David House, Met Analyst
- Briony Macpherson, Met Analyst
- Jenny Coombe, Human Resources Lead
- Michele Gray, Human Resources Support
- Alison Cook, Training Lead
- David Farr, Melbourne Aviation Forecasting Centre Manager
- Cathy Kingston, Brisbane Aviation Forecasting Centre Manager

The Quarterly Status Report publishing schedule is as follows:

- August for the Working Groups Meeting
- November for the Finance Group Meeting
- February for the Working Groups Meeting
- May for the Annual Consultative Meeting

