

Defence Materiel Organisation (DMO) is Australia's largest project management organisation with a mission to acquire and sustain equipment for the Australian Defence Force.

Having identified an urgent need for improvement in the delivery of its complex, high priority, often long term and multi-billion dollar projects, and the limited capacity of an aging workforce to service these requirements, the Australian Government defence acquisition and sustainment agency, the Defence Materiel Organisation (DMO) in 2005 embarked on an organisational capacity building and renewal initiative to significantly improve its capability to manage large and complex projects.

As part of this initiative, Queensland University of Technology (QUT) won a public tender and, in 2007, was appointed by the DMO as its Complex Project Management (CPM) strategic partner to deliver three integrated activities:

- an award course, **Executive Master of Business in Complex Project Management (EMCPM)** in project leadership for its senior, experienced project managers;
- a series of **Continuing Professional Development (CPD) events** to engage and educate the broader organisation and facilitate cultural change, particularly amongst its senior leaders and stakeholders; and
- **applied research** into project performance and project manager performance.

In 2009 the DMO expanded the contract to introduce a sister course to the EMCPM, the **Executive Master of Business (Strategic Procurement)**, for its senior commercial managers. The design of the EMBS is that 75% of the curriculum is common with the EMCPM, and participants attend the same classes, building a wider appreciation of the issues and pressures faced by both Project and Commercial Managers.

This multidimensional engagement provides a 'thick and deep' relationship between QUT and the DMO: a relationship built on active collaboration between the parties, the wider Government and key industry 'supply chain' organisations.

Such has been the satisfaction of DMO with the outcome of the partnership and the EMCPM program that the then General Manager Systems (Deputy CEO), Mr Kim Gillis commented in his speech at the graduation ceremony for the first cohort of EMCPM graduates:

"We now have a fantastic cohort of project managers who I would be more than comfortable in asking to manage some of our very large projects... we have managers who can lead the required cultural change within government and industry to ensure that projects are more consistently successful"

"...not only did QUT meet my expectations, they exceeded them in almost every aspect....This is an outstanding program but I want the program to be recognised internationally as a benchmark for excellence in the delivery of complex project management training".