



Faerber Hall

Strategic Business & Project Management Consultants

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CONTRACT SUPPORT VALUE PROPOSITION TO AUSTRALIAN COMPANIES ENGAGED IN DEFENCE BUSINESS

In today's uncertain business environment, there are many factors that make it difficult for Australian small-to-medium enterprises to succeed, or survive. For many SMEs engaged in defence business, the difference between success and survival will be their ability to win defence contracts in an increasingly competitive market.

Companies will need to demonstrate, more than ever before, that they can do business better with Defence, and the vehicle to demonstrate that capability is the defence contract itself. From preparation of the bid proposal, through contract negotiation to service delivery, companies will need to work harder to differentiate themselves from their competition.

By partnering with Faerber Hall, you are able to bid for, negotiate, and deliver on defence contracts with greater confidence of success for a fraction of the time and cost required to develop and maintain your own in-house capability. With established points of presence in Australia and the United States, and over 30 years combined experience in the Australian and U.S. defence industry sector, we are in a unique position to help you enhance your ability to win defence contracts – and to survive and succeed in these uncertain and difficult times.

Drawing on our broad experience with defence infrastructure and operations, procurement and logistics, and research and development – and our in-depth knowledge and understanding of the defence procurement guidelines, processes and interest groups – we can help you develop a competitive edge in tendering, negotiating and performing defence contracts.

We can work behind the scenes as your consultant, enabling you to establish and develop an effective capability with support on an *ad hoc* or casual needs basis quickly and at minimal cost. Alternatively, if you prefer a more visible and dedicated presence, we can support and represent you as a skilled and integral part of your tendered solution. Both models provide you with a Defence perspective on defence procurement and dealing with Defence, and assist you do business better with Defence.

We are a member of the Australian Industry & Defence Network (AIDN) and a certified consultant with the Australian Defence Consultancy Group (ADCG). As your trusted partner, we guide or supplement your existing capabilities in preparing bid proposals, conducting contract negotiations, and delivering on contract requirements.

Please refer to our Capability Statement for supporting details.

CAPABILITY STATEMENT

Karen Faerber and Philip Hall are *Faerber Hall*. Working under the banner of our business entities in Victoria, Australia (Faerber Hall Pty Ltd) and in Michigan, United States (Faerber Hall Inc.), we provide an independent, practical approach to helping clients address tactical issues quickly and establish sustainable long-term strategies to achieve their business objectives.

We are versatile and practical professionals highly skilled at “hitting the ground running”. Together, we have over 70 years hands-on international experience in business, science, technology and complex project management. We have a long established track record of performance in senior management across a diverse portfolio of public and private sector appointments, and success in delivering projects in Australia, the U.S., the U.K. and the Asia Pacific region.

Our industry management and consulting experience is extensive, covering procurement and logistics; automation and control; construction and manufacturing; information technology and communications; energy and the environment; and emergency and risk management. Our breadth of expertise is equally comprehensive, covering the strategic and tactical side of business operations, management and administration; technology management; system design and development; and complex project and program delivery.

Our experience also includes over 30 years in the Australian and U.S. defence industry sector. As Faerber Hall, we are a member of the Australian Industry & Defence Network (AIDN) and a certified consultant with the Australian Defence Consultancy Group (ADCG).

By leveraging our combined expertise and experience, we are able to provide clients with a broad range of tailored strategic management services, including:

- Business Planning & Development
- Business Operations & Performance
- Business Continuity, Impact Analysis & Risk Mitigation
- Bid Management, Negotiation & Contract Performance
- Commercial Outsourcing & Vendor Management
- Complex & International Project Management
- Enterprise-wide Program Management
- Interim Senior & Executive Management
- Professional Development, Coaching & Mentoring
- Supply Chain Management & Logistics
- Workplace Practice Analysis & Improvement

Between us, we have been professionally involved with numerous companies, government departments and agencies in various industries around the world, including:

- **Defence Systems & Aerospace** – Honeywell, Raytheon E-Systems, Barco Display Systems, British Aerospace, MacDonnell Douglas, United Technologies, the Royal

Navy, the Royal Australian Navy, the Royal Australian Air Force, and the Defence Science & Technology Organisation.

- **Defence Procurement & Logistics** – the U.S. Department of Army, the U.S. Navy and the Australian Department of Defence Support Group.
- **Construction** – Australian Construction Services (ACS), GHD, John Holland Group (JHG), Thomas & Coffey.
- **Environment & Earth Sciences** – Geoscience Australia, the Australian Bureau of Meteorology, the International Oceanographic Commission/Intergovernmental Coordination Group for the Pacific Tsunami Warning System (IOC/ICG/PTWS), the Intergovernmental Panel on Climate Change (IPCC), the United Nations Framework Convention on Climate Change (UNFCCC), the Secretariat of the Pacific Applied Geoscience Commission (SOPAC) and the Secretariat for the Pacific Regional Environment Programme (SPREP).
- **Government** – the Department of Defence, Department of Foreign Affairs & Trade, Department of Prime Minister & Cabinet, the Attorney General's Department, the Department of Environment & Heritage, and the Australian Agency for International Development (AusAID).
- **IT, Telecommunications & Technology** – AT&T, Compuware, Hewlett Packard, Harbinger-Peregrine, Intellisys/Metiom, Link, Motorola, Telstra, Telstra eConnect, Redflex, and Singapore Technologies.
- **Manufacturing & Distribution** – General Motors, Ford, Clark Equipment, John Deere, Caterpillar, AC Delco, Dow Chemical, Kellogg's, Coles Myer and Targus.
- **Public Utilities, Authorities & Government Business Enterprises** – Detroit Edison, Michigan Consolidated Gas, Australia Post and the Australian Civil Aviation Authority.
- **Service Industries** – IBM, EDS, Deloitte & Touche, Cutler Williams, Ernst & Young, APP Corporation, Cameron Chisholm Nichol, Connell Wagner, GHD, Golland Hall, KLVN Business Solutions, NS Projects, IPP Consulting, and Sensis.

PROFILE – KAREN FAERBER

Karen has held senior executive and consulting positions with professional services consulting companies including Deloitte & Touche, IBM, Ernst & Young, and EDS. Prior to Faerber Hall, she founded and operated a successful consulting company in the U.S. for twelve years. Karen, who has dual U.S. and Australian citizenship, consults extensively to companies in both countries on business operations and commercial issues, including vendor management, outsourcing, tender evaluations, and contract terms and conditions.

She holds a Master of Arts degree from Eastern Michigan University (U.S.) and an Executive Master of Business Administration degree from the University of Melbourne Business School (Australia). She is a Member of the Michigan Chapter of Women in Technology, the Canton Chamber of Commerce (Michigan), the Building Industry Association (U.S.), the National Association of Home Builders (U.S.), and the International Association of Emergency Managers (Region V). She also holds Prince 2 Project Management Certification and RESNET/HERS Energy Rater Registration.

Karen's professional background includes 12 years service with the US Department of Army. Her defence industry experience and achievements include:

- **US Department of Army; Automated Logistics Management Support Agency** – Led project teams that designed internally developed and managed software systems in support of the worldwide US Army logistics mission, with an emphasis on supply chain management.
- **US Department of Army; Army Materiel Command, Troop Support Agency** – As a member of various procurement teams, assisted in the contract negotiations, procurement and distribution through the Department of Defense logistics network of clothing, medical supplies, vehicles, generators, air conditioners, and electrical equipment to U.S. troops and their allies serving in Vietnam and Southeast Asia.

A copy of Karen's detailed curriculum vitae is available on request.

PROFILE – PHILIP HALL

Philip has held senior management and executive positions with several Australian companies and government agencies including the Department of Defence, Telstra, the Bureau of Meteorology, Honeywell and Bytcraft Automation. He was the inaugural CEO of the specialist IT consulting firm KLVN Business Solutions before he founded and operated successful professional services consulting companies Golland Hall and then Philip Hall International (now Faerber Hall Pty Ltd). While at Golland Hall, he was seconded to Telstra eConnect LLC in the U.S. as Vice President, Infrastructure & Operations. An Australian citizen, Philip works internationally and provides strategic business and project management consulting services to major companies, organisations and government agencies.

He holds a Bachelor of Engineering (Aeronautical) degree and a Master of Engineering degree from the Royal Melbourne Institute of Technology; is a Fellow of the Institution of Engineers, Australia; a Fellow of the Australian Institute of Management; and a Member of the International Association of Emergency Managers (Oceania Region). In May 2008 he was appointed Adjunct Professor to the Pacific Centre for the Environment and Sustainable Development (PACE-SD), Faculty of Islands and Oceans, at The University of the South Pacific.

Philip's professional background includes 20 years combined service in the Royal Australian Navy, the Defence Science & Technology Organisation (DSTO) and Honeywell. He currently holds the rank of Lieutenant Commander in the Royal Australian Navy Active Reserve. His key defence industry experience and achievements include:

- **Estate Policy & Environment (EPE) Branch, Defence Support Group** – Represented Navy and Infrastructure Asset Development Branch on the Tender Evaluation Working Group for the Defence Environment & Heritage Panel (DEHP) Standing Offer for 2009-2012, specifically in relation to the provision of Environmental Impact Assessment and Management consulting services to Defence.
- **Infrastructure Asset Development (IAD) Branch, Defence Support Group** – Project Manager for the development and delivery of several concurrent major infrastructure design and construction projects on Defence bases in Western Australia and the Northern Territory. Projects range in value from \$4.5m to over \$150m.

- **Public Private Partnership Branch (PPP), Defence Support Group** – Represented Navy on the Tender Evaluation Board for Phase 2 of Project Single LEAP (Living Environment and Accommodation Precinct); a AUD1.2b+ Defence project to improve the standard of permanent living-in accommodation provided to single members of the Australian Defence Force by delivering over 3,500 modern studio apartments across 17 mainland ADF bases under a Public Private Partnership (PPP) arrangement.
- **Honeywell Limited (Australia)** – As Deputy Program Manager for Honeywell's AUD65m+ Weapon and Navigation Sub-systems Subcontract with Raytheon/E-Systems (USA) for the RAAF P-3C Orion Refurbishment Project, led Honeywell's overseas Resident Engineering Teams and managed major project subcontractors in the USA and Europe.
- **Aeronautical Research Laboratories (ARL, DSTO)** – Led the ARL component of the tender evaluation and software development support for the development of a joint USN/RAN electronic warfare system (Project NULKA); and concept development of the Interactive Fault Diagnosis & Isolation System (IFDIS), employing expert systems and artificial intelligence for use as an aircraft equipment maintenance monitoring application on RAAF aircraft (F111c & F/A18).
- **Royal Australian Navy; Directorate of Naval Aircraft Engineering (DNAE)** – As Staff Officer Air Engineering (Operations), responsible for the development and promulgation of aircraft engineering maintenance policy and standards.
- **Royal Australian Navy; Navy Helicopter Project** – As the Project Engineer, played a crucial role in the tender evaluation, selection and acquisition of the S-70B SEAHAWK helicopter for the RAN.
- **Royal Australian Navy; V/STOL and Replacement Carrier Projects** – As RAN Liaison Officer to ARL(DSTO), provided guidance on Navy operational and engineering requirements to ARL scientists assisting Navy with the evaluation of proposals from British Aerospace (Sea Harrier) and McDonnell-Douglas (AV-8B).
- **Royal Australian Navy; VF805 Squadron** – As Senior Squadron Air Engineering Officer, responsible for the airworthiness and operational readiness of the Squadron's A4G Skyhawk aircraft and weapon systems at sea and ashore.
- **Royal Australian Navy; HMAS Jervis Bay** – As Assistant Ship's Engineer, led the planning and implementation of the Ship's periodic maintenance program.

A copy of Philip's detailed curriculum vitae is available on request.