



Australian Major Projects Leadership Academy (AMPLA)

2022 Prospectus



Treasury
and Finance



About OPV

The Office of Projects Victoria (OPV) leads and influences excellence in project delivery, to ensure that projects are completed on time and on budget, and the full benefits of the investment are realised for Victorians. OPV does this by providing trusted independent advice to the Victorian Government. The organisation provides major project **learning and development, project portfolio oversight and assurance, independent advice, and targeted support** for project leaders.

"I can already see the benefits in the approach I am taking to things like broadening my perspective, advocating with stakeholders and navigating complexity, and I definitely feel more equipped to guide my team through challenges to deliver great outcomes."

Liz Schofield, Director, Infrastructure, Translink at QLD Department of Transport and Main Roads, 2020 participant

Message from the Chief Executive



I'm delighted to introduce the Prospectus for the 2022 Australian Major Projects Leadership Academy (AMPLA).

Building public sector project capability is a key initiative for OPV.

Our purpose is to improve major infrastructure delivery, recognising that successful projects begin with great people.

The establishment of AMPLA is a practical initiative of OPV to help build and maintain talent in the public sector to deliver complex infrastructure projects.

Arguably the most prestigious program of its type in Australia, AMPLA provides a world class development opportunity for leaders of these projects.

Working with Oxford Saïd Business School and EY, the AMPLA program is based on primary research, international and local case studies.

AMPLA participants will work with some of the world's leading academics and practitioners in major project leadership and be challenged to think about the future of infrastructure delivery, together with responding to new, emerging and disruptive technologies to harness their benefits.

Importantly, AMPLA is not just about the professional development of an individual. It's also about the individual benefitting their project which is our ultimate goal.

A blue ink handwritten signature, appearing to read 'C Wall', with a stylized flourish.

Cressida Wall
Chief Executive Officer
Office of Projects Victoria

About Saïd Business School

The University of Oxford's Saïd Business School blends the best of new and old. A young, vibrant, and innovative business school that is embedded in an 800-year-old world-class university. It is a place where we study how successful organisations appreciate the rules of the game – written and unwritten, and then we study how they can create new games – through entrepreneurship, innovation and transformational infrastructure programs. As a part of the University of Oxford, we don't just talk about how organisations interact with the broader world, but we experience it as we engage with Oxford colleagues from many other backgrounds and with broader communities.

At Oxford we tackle world-scale problems and this is demonstrated through our long-standing work and expertise in major projects.

Major projects are more than just large projects. They are transformational and impact large numbers of people, potentially whole countries, regional and global systems. We work with the people who lead delivery of these major projects to fully realise their potential and the benefits of these major projects for them, their organisation and society.

About EY

EY exists to build a better working world, helping create long-term value for clients, people and society. Enabled by data and technology, diverse EY teams in over 150 countries provide trust and help clients grow, transform and operate. EY teams ask better questions, to find new answers for the complex issues facing our world today.

EY is a leading advisor to governments on major infrastructure projects, globally and in Australia. As a result, the senior EY practitioners in this space bring a unique global perspective, in combination with a deep local understanding.

Successful delivery of major projects requires a seamless integration of commercial and technical capabilities, with effective leadership and a genuine understanding of how people best work together. The shared purpose across EY's Leadership and Program Management practices sees us working with leaders who have aspire to this integration, to effectively achieve the full potential of their major projects.

AMPLA at a glance

Governments across Australia are making an unprecedented investment in major projects including transport, social, health, education, precincts and community infrastructure.

Successful delivery of major projects on the current scale is stretching the capacity of federal and state government delivery agencies, both in terms of resources and capability.

Established in 2018 in Victoria, AMPLA has since expanded throughout Australia to continue building the talent needed to deliver complex infrastructure projects across the nation.

The 12-month immersive program is a collaboration between OPV, the University of Oxford's Saïd Business School and EY. Through this program, participants are provided with the opportunity to learn from some of the world's leading academics and practitioners in major projects. Participants will build their capability to lead the delivery of major projects on-time, on-budget, and ensure government projects achieve outstanding outcomes for the community.

Strengthening your leadership capability

AMPLA's bespoke design aims to transform the skills and capabilities of major project leaders by:

- Developing the world-leading project delivery skills-set required to oversee an increasingly complex portfolio of projects.
- Influencing the broader system, including the political and stakeholder influence, to support better project outcomes.
- Creating a national network of outstanding leadership professionals across the Australian government sector.
- Uplifting the role and importance of project leadership professionalism.
- Encouraging major project thought leadership, underpinned by global research.

AMPLA alumni report that participating in the program not only has increased their capability as a major project leader and extended their professional network, but also has directly created benefits for the major project they are delivering during AMPLA.

Course overview

Content

AMPLA is an immersive learning program, conducted over a 12-month period with the aim of providing major project leaders with the capabilities to effectively deliver projects on-time, on-budget and to specification.

The program is underpinned by primary research and case study content, which sits alongside an individual participant development plan. Each plan is personally tailored to highlight areas for professional growth within the scope of AMPLA's content. This ensures that participants are aligning their learning outcomes to the goals of their projects, and that their goals are linked to the challenges a leader is likely to face when implementing and managing major projects.

Methodology

AMPLA is based on five key tenants, developed by the University of Oxford's Saïd Business School, to transform the capability and performance of major project leaders.

These include:

1. The leader as the CEO of a temporary organisation

Leading a major project is a challenging position, requiring all the leadership attributes of a CEO, with the additional challenge of rapid mobilisation and then demobilisation. Central to the AMPLA program is the need to equip participants aspiring to, or operating in, this senior role.

2. The incomplete leader

People have a range of strengths and limitations and there are good reasons why it is difficult for anyone individually to develop a complete set of leadership capabilities. That is, we are necessarily incomplete. Understanding this and building compensating strategies is a key focus for AMPLA participants.

3. Harnessing risk

Risks are not external, but internal to an organisation. Major project leaders need to address biases which can lead them to underestimate negative events and overestimate positive events. AMPLA teaches participants how to better understand, manage and capitalise on project risk.

4. Good governance

There is no one right way to set-up a major project. In major projects the structures, processes, staffing and objectives need to be set to fit the project's strategy. To navigate these negotiations, AMPLA helps project leaders learn how to shape and manage the power relations in their projects, in addition to tools that help identify and engage stakeholders.

5. Infrastructure-enabled transformation

AMPLA explores the need to avoid treating delivery of the infrastructure asset as the primary focus. This is only ever the enabler; the real goal is the achievement of the intended outcomes of societal and economic impact. Through this lens AMPLA supports participants to focus on delivering the maximum benefits from the major projects they lead.



“The AMPLA is the premier example of sharing knowledge and breaking down barriers between programs and States. This program provides a unique combination of the leading global academic research in major projects and deep delivery expertise in the Australian context.”

Rebecca Wark, CEO, Health Infrastructure NSW,
2019 Participant

Delivery

AMPLA is delivered through a blend of in-person residential modules and masterclasses, virtual classrooms, and peer support groups.

The program begins and concludes with individual 360-degree leadership assessments to measure the change and growth each participant will experience throughout the program. The assessments and combination of delivery methods provides participants of all learning styles with the opportunity to build leadership skills which can be transitioned into day-to-day work practices.

Throughout the program, networking opportunities are provided to ensure participants can expand their professional connections and build an environment of collaboration and mutual support. At the conclusion of the program, participants will be invited to join the AMPLA Alumni Network to maintain their connection with fellow major project leaders.

1. Two residential modules sit at the heart of the program. Both run over four days and take place in a venue selected to provide participants with a highly focussed environment to maximise their learning opportunities.

The residential modules cover subjects including:

- Strategic context for project leadership.
- leadership of self and ethical leadership.
- Complexity and adaptive leadership.
- Organisational design, resilience.
- Project purpose / public value.

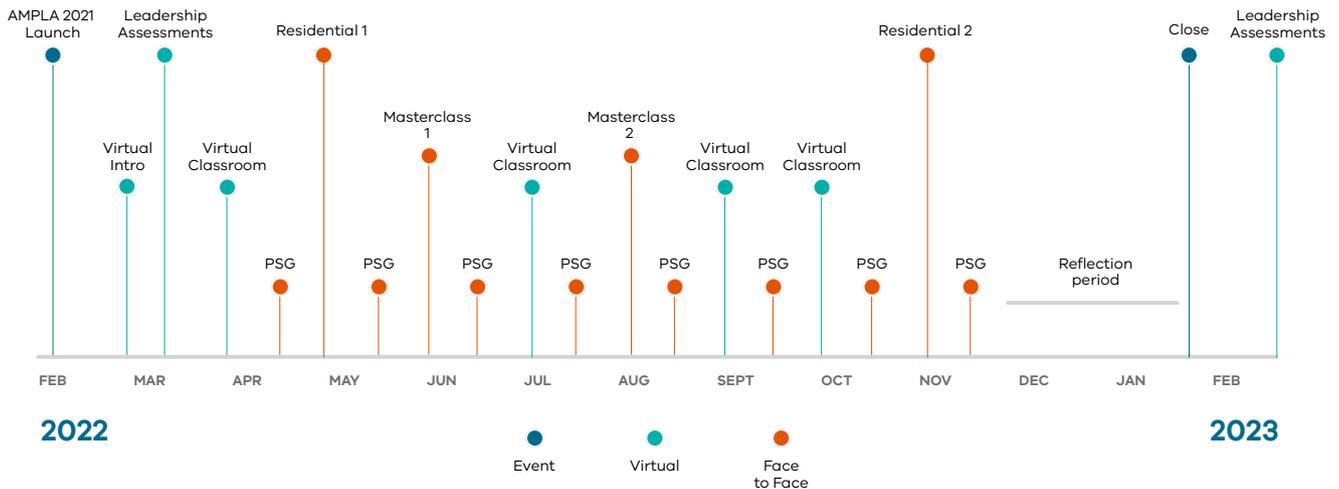
2. Participants attend two masterclasses, that are two days each, which are delivered by experienced local practitioners who bring their expertise to each topic and provide an opportunity to dive deeper and explore the practical application of leadership capability.

The masterclasses cover subjects including:

- High-value project assurance.
- Understanding the indigenous ecosystem.
- Contract and commercial risk management.
- Managing complex stakeholders.

3. The virtual classrooms are a series of four interactive learning sessions delivered by subject matter experts. The topics are derived from Oxford’s globally recognised major project research. In each classroom, participants progress through provided materials as a group and have opportunities to discuss case studies, and then link the topics back to their projects and leadership principles.

4. The peer support groups (PSGs) are a valuable element of the learning journey. They are facilitated by AMPLA faculty to build the participants’ skills using action learning. Through the PSGs participants go through a collaborative process to support each other in the resolution of a live challenge over the 12-months of the program and beyond.



Learning outcomes

Over 12-months participants will be provided with a world class leadership development program which ensures they remain at the forefront of contemporary theory and practice of successful project delivery.

Upon completing the AMPLA program participants will be able to:

- Apply insights gained directly to their role as a project leader, as well as implement strategies on their projects.
- Combine personal and technical development as a leader with their responsibilities and challenges as a major project leader.
- Implement major project leadership skills in their day-to-day project responsibilities with support from AMPLA resources.
- Apply the insights and leadership skills learned across teams to create lasting impact in their projects and organisations.
- Utilise the connections with project leader peers across jurisdictions and draw on the valuable experience of the AMPLA Alumni Network.

AMPLA Alumni Network

All AMPLA participants become members of the AMPLA Alumni Network upon completion of the program. Each year, alumni members will be invited to additional events designed to maintain their connection to the program and learning.

Alumni activities will expand as the program grows, allowing personal connections to be fostered and knowledge shared by major project leaders across organisations.

Faculty

The AMPLA faculty includes esteemed local and international academics and practitioners who are at the forefront of major project leadership, public sector management and infrastructure delivery. This includes faculty from the public, private and academic sectors.

A world-class team - Program directors



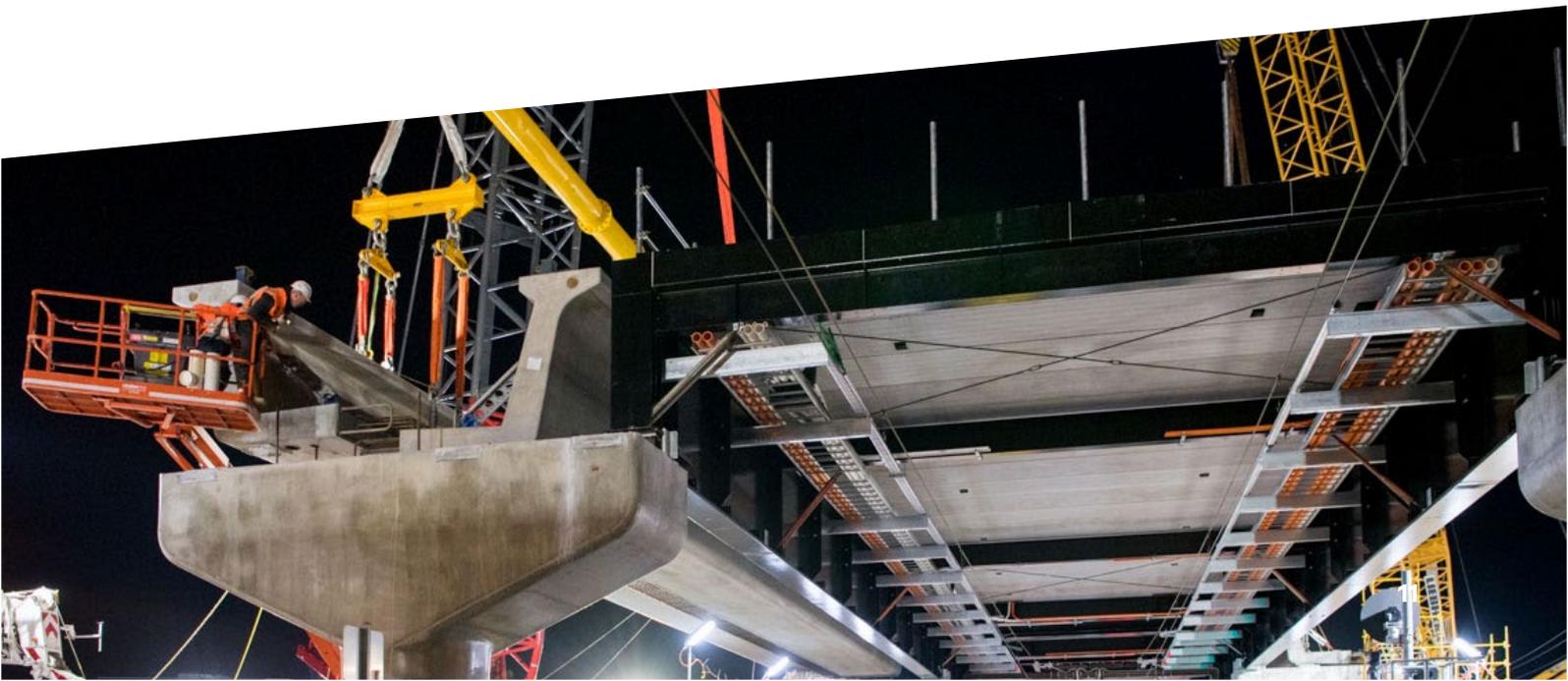
Nicholas Conigrave
Principal Leadership Facilitator, EY

Nicholas is a seasoned Advisor and business leader with over 30 years experience across three sectors and four countries. In the last 15 years he has worked with a variety of private and public sector organisations in Australia and Asia Pacific, helping leaders to improve their organisation performance. He takes a systemic view to solving problems, co-constructing solutions with clients that lead to sustainable change and performance improvement. He melds his expertise in adult development, organisation development, business and marketing to work collaboratively with a wide range of stakeholders to deliver measurable outcomes for EY's clients.



Graeme Findlay
Associate Fellow, Saïd Business School,
University of Oxford

Graeme builds on deep practical experience in operational management and Major Project delivery for some of the world's largest companies with academic study of the social sciences and the practice of leadership development. Graeme has over 25 years of experience at executive level with BP, BG Group and Origin Energy. He has undertaken roles as diverse as Project Director on multi-billion dollar energy projects, General Manager for an oil refinery, General Manager of the Project Management Office for an LNG megaproject development, and Project Director for a country entry M&A project.



Core program facilitators



Dr Atif Ansar

Programme Director, Saïd Business School,
University of Oxford

A Fellow of Keble College, Atif is Senior Teaching Fellow on the MSc in Major Programme Management. He is the Founding Director of the Oxford Programme on the Sustainable Future of Capital-Intensive Industries, Smith School of Enterprise and the Environment. Atif is also the Executive Chairman of Foresight Works – an Oxford based technology firm building next-gen software for the world's megaprojects. Atif also teaches on the UK Major Projects Leadership Academy.



Eleanor Murray

Associate Dean for Executive Education
and Senior Fellow in Management Practice,
Saïd Business School, University of Oxford

Eleanor Murray's expertise includes the emerging field of organisational and systems resilience, with a focus on identifying, enhancing and sustaining the capacity and capabilities of organisations and systems in conditions of uncertainty. Her research examines how resilience can be understood, assessed and applied in a range of sectors and countries.



Irwin Turbitt

Associate Fellow, Saïd Business School,
University of Oxford

Irwin Turbitt is one of the most engaging and popular speakers on the practice of adaptive leadership in the United Kingdom. Irwin's research, teaching and advisory work focus on the importance and challenges of exercising 'adaptive leadership' in order to make progress on 'wicked problems'. He has taught on executive education programs co-developed and delivered by Harvard University, Oxford University, Warwick University and others.



Dr Alexander Budzier

Fellow in Management Practice,
Saïd Business School, University of Oxford

Alexander is a researcher and program director and he teaches on the MSc for Major Program Management, the MBA program, the Major Project Leadership Academy in the UK, and the Major Projects Leadership Programme in Hong Kong, as well as other leadership program for senior executives. Alexander co-leads the Value of Projects workstream of Project X. Project X is the Infrastructure and Project Authority's collaborative research platform that brings together practitioners, academics and professional bodies to improve project delivery across government.



Leasil Burrow

Associate Fellow, Saïd Business School,
University of Oxford

Leasil Burrow directs several programs in the domain of Major Projects. These include the MSc in Major Programme Management, Orchestrating Major Projects, a leadership programme for senior UK civil servants leading large-scale programs, and the Major Projects Leadership Programme for senior civil servants in Hong Kong. She also provides coaching for the Major Projects Leadership Academy.



Marc Stears

Director, Sydney Policy Lab,
The University of Sydney

Marc is a Director at Sydney Policy Lab within the University of Sydney and was previously a Professor of Political Theory, and Fellow at University College, Oxford. He is one of very few academics in the social sciences to have held tenured positions at both Oxford and Cambridge, having previously been Fellow in Politics at Emmanuel College, Cambridge.



Paolo Quattrone

Associate Fellow, Saïd Business School,
University of Oxford

Paolo is an Associate Fellow at Saïd Business School, University of Oxford, Professor and Chair of Accounting, Governance and Social Innovation at the University of Manchester Business School and Co-Director of the Centre for Accounting and Society. Paolo teaches, consults, and researches in the area of major programme management, where he is developing a series of impact case studies on reporting, governance and leadership practices to address issues of risk and uncertainty in complex organisations.



Professor Harvey Maylor

Associate Professor in Management
Practice, Saïd Business School, University
of Oxford

Harvey has worked with Saïd Business School since 2013. He has served as a programme director in the Major Projects Leadership Academy (MPLA), a programme for the leaders of the UK government's 150 most significant projects, not dissimilar from the AMPLA. Harvey has consulted for global firms where his focus has been major projects and has specialised expertise in the area of operations management.



Trudi Lang

Senior Fellow in Management Practice,
Saïd Business School, University of Oxford

As a practice faculty, Trudi works with executives to support them in the achievement of their strategic objectives. Her research, executive education and consulting focuses on strategy formulation (in particular the role of scenarios, organisational identity, and the building of new social capital), providing leaders with the frameworks, processes and space to discover a new way. Prior to joining the School, Trudi was previously Director and Head of Strategic Foresight at the World Economic Forum.



Dr Ruth Murray-Webster

Associate Fellow, Saïd Business School,
University of Oxford

Ruth is an experienced adviser in helping clients understand and act upon disruption. In addition to her involvement at the University of Oxford, she is also a Director at Potentiality UK, an organisation specifically designed to help clients understand disruptions, design solutions, deliver change and to achieve their potential performance.



Nick Davis

Associate Fellow, Saïd Business School,
University of Oxford

Nicholas Davis is a foresight expert, scenario thinker and the Managing Partner at SWIFT Partners, a Swiss consultancy focused on helping organizations harness emerging technologies to create sustainable value. Nicholas's work is grounded in practical foresight, leveraging new approaches to sensing, engaging and creating strategic conversations among diverse stakeholders.



Loretta Hudson

Major Projects Assurance Leader,
Partner, EY

Loretta has over 15 years combined international industry and consulting experience in major infrastructure sectors. Across public and private sectors and transport specifically, Loretta has advised executives and Boards on matters relating to program controls, governance, assurance, stakeholder management, and productivity.



Cuong Quang

Co-founder / Executive Director, Endeavour Programme

Cuong Quang is co-founder and Executive Director of Endeavour Programme, an artificial intelligence company founded by David Porter, based in Brisbane. Octant AI technology was developed from Cuong's industry experience and his research conducted at Saïd Business School, Oxford University. Cuong has 20 years of experience in major programme planning and delivery and has a strong interest in the research and application of artificial intelligence methods, particularly to project portfolios.



Lindsay Bridge

Indigenous Sector Practice Acting National Leader, Manager, EY

Lindsay is a skilled professional whose career spans 20 years of governance and leadership, land administration, policy and Indigenous affairs development for Government. This varied experience ensures he is able to provide advice and support at both strategic and operational levels of government and industry. In recent years has been working as a consultant in a range of activities including strategic planning, operational reform, finance modelling and policy development to Indigenous organisations, government and industry. Lindsay is a Manager in the Indigenous Sector Practice and is an Aboriginal man from the Gija people, East Kimberley Region (WA).



Sonia Sharp

Former Public Sector Senior Executive, Partner, EY

Sonia brings 17 years' experience as a senior executive in the public sector, with a proven track record in performance turnaround and managing transformational change in large, complex organisations and systems in Australia and the United Kingdom. She is a trusted adviser to governments across Australia and is known for her thought leadership and expertise in services across all phases of education and for children, young people and their families.



Darrin Grimsey

Procurement and PPP Leader, Partner, EY

Darrin is a leading adviser on infrastructure projects in Australia and specialises in the delivery of infrastructure projects including commercial, strategic and financial advice, project structuring, risk identification and contract negotiations. He is published on the PPP contracting and procurement process.

Your OPV team

AMPLA is a key program overseen by a dedicated team within the Victorian Department of Treasury and Finance's OPV. The OPV team can be contacted regarding AMPLA participation, content and feedback at any stage during the program.



Michelle Campbell
Executive Director
People and Systems

Michelle is a leader and expert advisor in project, program and portfolio management, where she links strategy to delivery across many sectors. Michelle is driven to build capability in complex organisations across government.

E: michelle.campbell@opv.vic.gov.au



Bridget O'Brien
Director
Skills and Performance

Bridget is a workforce development and planning practitioner with extensive experience advising on, and managing, large scale learning and development programs across the public sector. Bridget leads a portfolio of capability and capacity building initiatives at OPV, including AMPLA.

E: bridget.obrien@opv.vic.gov.au



Barnaby Moore
Senior Manager
Workforce Development

Barnaby is a government workforce strategist and has undertaken key roles across the private sector, federal and state government to enhance workforce capability. He leads the development of several OPV strategic initiatives, including AMPLA, to assist with the delivery of major projects across Victoria.

E: Barnaby.moore@opv.vic.gov.au
M: 042 999 3161



Adam Gerloff
Senior Project Officer

Adam is an experienced project officer, specialising in the development of project delivery capability in public sector infrastructure agencies. At OPV he has designed, led and adapted a range of major strategic development initiatives, including AMPLA, to enhance the Victorian infrastructure sector.

E: adam.gerloff@dtf.vic.gov.au
M: 042 417 3760

AMPLA participant profile

The AMPLA program is intended for public sector executives with significant responsibility to deliver high-value or strategically significant infrastructure projects, programs or portfolios.

The majority of participants work within state governments across Australia, however the program also welcomes those from local and federal government.

Key selection criteria

- Working in an executive officer or senior role, including senior technical specialist positions.
- Multiple years of relevant experience working in government, infrastructure, or major project delivery.
- An understanding of how AMPLA is relevant to a participant's job role and how the program would be beneficial to their organisation.
- Able to fully commit to the program and attend all program events.
- Evidence of CEO / Deputy Secretary / equivalent sponsorship, as well as financial delegate approval.

Application process

OPV leads the AMPLA nomination and selection process and will open applications for the 2022 program from mid-2021.

The application process is as follows:

Step 1

Email through your contact details to opvlearning@opv.vic.gov.au to register your interest in the program, and ensure you are kept up to date about activities and timelines throughout the application period.

Step 2

OPV will email an invitation to the AMPLA 2022 information sessions and provide access to the participant application form.

Step 3

Complete the application form, including sponsorship endorsement, and email to opvlearning@opv.vic.gov.au by 29 October 2021.

Step 4

OPV and the AMPLA faculty review all applications against the key selection criteria and select participants for admittance. OPV seeks AMPLA Steering Committee endorsement of the successful applicants.

Step 5

AMPLA 2022 applicants will be contacted to advise on the outcome of their application.

Information sessions

To assist stakeholders to learn more about the AMPLA program, OPV will be hosting several virtual information sessions. Please email opvlearning@opv.vic.gov.au to register your interest in a session.

| Session Type | Date |
|--|---|
| Information session for prospective participants | 12.00–1.00pm Thursday, 26th August 2021 |
| Information session for organisational development professionals | 10.00–11.00am Tuesday, 27 August 2021 |
| AMPLA executive briefing | 5.00–6.00pm Wednesday, 1 September 2021 |
| Information session for prospective participants | 5.00–6.00pm Tuesday, 7 September 2021 |

Fee structure

Participant cost for the 2022 AMPLA program

Total price including GST, payable by 31 January 2022 \$ 39,500

Please note the total price excludes:

- Travel costs throughout the program, such as travel to and from residential modules and masterclasses.
- Any additional accommodation required outside of the two residential modules.

FAQs

Over what period will the program take place?

The AMPLA program takes place over 12-months, running from February 2021 to February 2022. Over this period, participants will take part in several in-person and virtual events and two four-day residential modules.

What is the time commitment for participants?

Participants are required to attend all scheduled learning events planned throughout the 12-months, with content distributed over the period. Course organisers understand the ongoing professional commitments of participants and do their best to schedule learning activities and events with this in mind. The full program of activities requires approximately 20 working days of participant time over the 12-months.

Are participants required to submit assessments?

No, participants will be required to actively engage with the material and studies provided, but will not be required to submit any work for assessment outside of events. Pre-reading is required, alongside preparation for presentations which will be delivered throughout the program.

Can participants take part virtually?

AMPLA is delivered through a blend of in-person and virtual learning, with residential modules, and masterclasses, sessions generally held in-person. Participants are expected to attend in-person sessions throughout 2022, assuming there are no restrictions to travel.

“One of the things that I have most valued from participating in the program has been the ability to extend my professional network not only with peers and colleagues around other infrastructure agencies in NSW, but all the way across Australia. The Peer Support Groups have been a place where I can test ideas that we’ve learnt through the program in a safe way to take them back into the workplace and I have done that in a range of different ways and formats.”

Ben Cohen, Director of Innovation at Health Infrastructure NSW, 2020 participant

What happens in the event of COVID-19 restrictions?

The AMPLA program has been developed to have a blended delivery model. As such, the program is well prepared to run events both virtually and in-person around Australia in the event of local, state or federal restrictions preventing travel or in-person meeting. AMPLA organisers will contact participants of any changes to events and work collaboratively to ensure everyone receives the best learning experience.

What is the program fee?

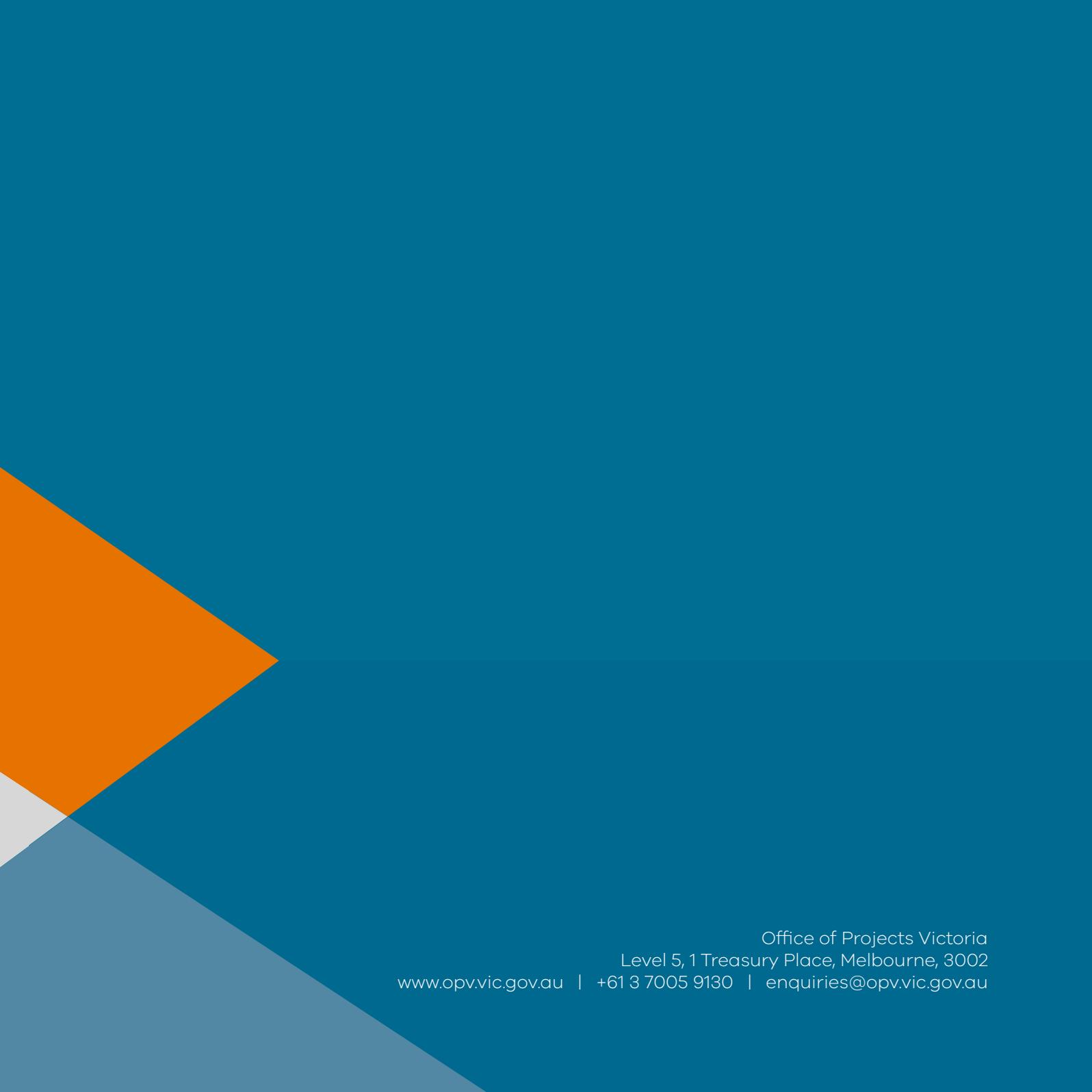
The 2022 program fee for AMPLA is \$39,500 (including GST). This includes accommodation at the residentials, meals, classes and learning materials. It does not include travel costs to any of the AMPLA venues, including the residential modules. When considering participation, please discuss all the costs with your manager.

What if I have other questions about AMPLA?

If you or your organisation requires any further information about AMPLA please contact OPV at opvlearning@opv.vic.gov.au.

“The AMPLA has really challenged my thinking about being a major project leader with big ideas and profound insights. As part of the program I have made lasting connections with peers, which will continue to be of great value in years to come.”

Dean Tighe, Deputy Secretary, Investment and Technology Victorian Department of Transport, 2019 Participant



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