



**Australian Government**  
**Department of Defence**  
Estate and Infrastructure Group

**PROJECT ISSUE RESOLUTION &  
ESCALATION PATHWAYS  
GUIDANCE DOCUMENT**

## DOCUMENT PROPERTIES

<b>Author</b>	Lesley Godfrey
<b>Document Version</b>	1.4
<b>Status</b>	Published
<b>Classification</b>	OFFICIAL
<b>Date of Issue</b>	1 December 2020

### Document Approval

<b>Authority</b>	<b>Name</b>	<b>Title</b>	<b>Signature</b>	<b>Date</b>
<b>Sponsor</b>	M. Jeffery	DEPU		

## **Introduction**

1. The purpose of this guidance document is to detail the Project Issue Resolution and Escalation pathways for all entities involved in the delivery of Estate and Infrastructure Group (E&IG) related projects on the Defence estate. It should be noted that some escalations may not require to proceed through every step of the workflow pathway as the issue/s may be resolved at an earlier point in the escalation process.
2. The following explanatory notes are provided for the escalation steps in the Project Issue Resolution and Escalation Pathways workflow at attachment A:

### **CFI Delivered Project:**

a. **Step 1.**

EMOS PSS Officer, PMCA, CFI Project Officer and Zone EM&P Representative identify an issue. If the parties do not agree on a suitable action or if the issue is not resolved within the agreed time-frame, this issue is to be escalated further.

b. **Step 2.**

The EMOS PSS Manager / National Lead, PMCA, CFI Project Director and Zone AD EM&P Representative discuss the issue and identify an action plan to resolve the issue.

*If a suitable action plan is not agreed upon or if the issue is not resolved within the agreed timeframe, the CFI Project Director and AD EM&P shall agree on the next appropriate escalation path:-*

- a. Project Control Group (PCG); or
- b. ESD Product Director

c. **Step 3.**

- a. CFI Project Director will raise the issue at the Project Control Group (PCG) for members to collectively identify and agree on an action plan to resolve the issue
- b. AD EM&P and CFI Project Director will raise the issue with the relevant ESD Product Director to develop an agreed action plan to resolve the issue.

*If a suitable action plan is not agreed upon or if the issue is not resolved within the agreed time-frame, the CFI Project Director or ESD Product Director shall escalate to:-*

- d. **Step 4.**
  - a. CFI Project Director will raise the issue at the Project Governance Board (PGB) for members to collectively identify and agree on an action plan to resolve the issue. The PGB Chair is DG CFI.
  - b. ESD Product Director will raise the issue with DG CFI, DGEDS and Zone AS Lead to develop an agreed action plan to resolve the issue.

**EWP Delivered Project:**

- e. **Step 1.** The EMOS PSS Officer, PDS Officer and Zone EM&P Representative discuss the project issue and identify an action plan to resolve the issue.

*If a suitable action is not agreed or the resolution is not reached within the agreed time-frame, the respective entity shall escalate to their appropriate line manager for further escalation as per the escalation pathway.*

- f. **Step 2.** The EMOS PSS Manager, PDS State Lead/State Portfolio Lead and Zone AD EM&P discuss the issue and identify an action plan to resolve the issue.

*If a suitable action is not agreed or the resolution is not reached within the agreed time-frame, the concerned entity shall escalate to the Regional Estate Works Program Forum (REWPF) REWPF as per the escalation pathway.*

- g. **Step 3.** The concerned entity will raise the issue at the REWPF for members to collectively identify an action plan to resolve the issue.

*If a suitable action is not agreed or a resolution is not reached within the agreed time-frame, the concerned entity shall escalate the issue to the appropriate line manager as per the escalation pathway. AD EM&Ps will also notify their Director Service Delivery (DSD) where service delivery or capability is impacted by the issue.*

- h. **Step 4.** EMOS PSS Manager / National Lead, PDS National Delivery Manager/Delivery/Development Director, Zone AD EM&P, DEPU & DEWPO Directors will discuss the issue and identify an agreed action plan to resolve the issue.

*If a suitable action is not agreed, the DEPU, DEWPO or Service Delivery Director (DSD) shall escalate to the DG ESD or AS Zone Lead for resolution.*

- i. **Step 5.** DG ESD, Zone AS Lead, PDS & EMOS GMs will discuss the issue and identify an agreed action plan to resolve the issue.

## **Review**

3. The Directorate Estate Planning & Upkeep (DEPU) will regularly review the application of the Project Issue Resolution and Escalation guidance document in conjunction with CFI and DEWPO. Comments, feedback and suggested improvements can be sent to the DEPU Inbox [eig servicedelivery.esddepu@defence.gov.au](mailto:eig servicedelivery.esddepu@defence.gov.au)

## **Attachments**

- A) Project Issue Resolution & Escalation Pathways workflow