



“As a Sustainment Finance Partner, I represent Defence Finance Group (DFG) in products to sustain Defence capability.

I advise and support capability and delivery managers on sustainment budgets, accounting and financial matters.

I demonstrate the following behaviours:

- collaborating with sustainment teams as a trusted financial partner to Product Delivery Sponsors and Sustainment teams;
- working together as one DFG team to provide clear and consistent advice;
- advising on financial risks and opportunities to proactively support delivery and prioritisation decisions;
- making the complex simple in communicating to the range of sustainment stakeholders; and
- continuing to develop my knowledge of capability sustainment frameworks and processes, and exploring new and innovative approaches to program and product financial management.”



My responsibilities

Sustainment finance may be my primary role, among other responsibilities. In my day-to-day activities I may:

1. Assist and advise Product Delivery Sponsors and Sustainment Directors on allocations, overprogramming and the prioritisation of sustainment budgets within Groups and Services.
2. Provide financial advice and support into the budget cycle, including Sustainment Reviews, and facilitate input of budgets, forecasts and phasings in IBRS.
3. Advise on Defence Finance and Resourcing Committee (DFRC) consideration of contracts and deep dives, financial governance, delegations, accountabilities and affordability in support of sustainment-related procurements, tender evaluations, contracts and international agreements.
4. Provide independent analysis and advice on program and product financial performance, risks, pressures and opportunities.
5. Monitor and advise on product financial structures and accounting treatments including capital and operating classifications, cost recognition and accruals/prepayments.
6. Provide financial accounting support to program offices in financially managing assets and inventory in-service through to disposal, including upgrades, asset valuation reviews and decommissioning.
7. Coordinate financial inputs for sustainment reporting for Senior Committees and Government, including briefings, submissions and approvals, as well as statutory reporting and audit.

My skills

The skills I need include:

1. **Communication** and interpersonal relationship skills to engage and build trust with multiple stakeholders.
2. **Financial literacy** in contract accounting and the financial management of assets in service.
3. **Defence knowledge** and networking to understand the needs, processes, business and priorities of my clients.
4. **Commercial acumen** in advising on business financial risks and options with sustainment contracts.
5. **Forecasting and analytics** experience to monitor and advise on product financial performance and cost movements.
6. **Problem solving** including the ability to provide advice based on limited information and in limited time.
7. **Resilience, initiative and drive** in challenging situations.
8. **Coordination and facilitation** skills to influence and meet the requirements of multiple clients.

What I need to know

Depending on my role and level, I generally need to develop proficiency in Government and Defence frameworks (some frameworks more than others):

	Foundational	Proficient
Capability sustainment approvals & pathways	Progress bar (approx. 75% complete)	Progress bar (approx. 95% complete)
Government budget policy & rules	Progress bar (approx. 75% complete)	Progress bar (approx. 95% complete)
Internal budget processes & approvals	Progress bar (approx. 75% complete)	Progress bar (approx. 95% complete)
Financial policy – AAls & delegations	Progress bar (approx. 75% complete)	Progress bar (approx. 95% complete)
Procurement & purchasing policy	Progress bar (approx. 75% complete)	Progress bar (approx. 95% complete)
Contract management policy & process	Progress bar (approx. 75% complete)	Progress bar (approx. 95% complete)
Defence Sustainment Financial Management Manual	Progress bar (approx. 75% complete)	Progress bar (approx. 95% complete)
Management & cost accounting	Progress bar (approx. 75% complete)	Progress bar (approx. 95% complete)
Cost estimation & cost assurance	Progress bar (approx. 75% complete)	Progress bar (approx. 95% complete)

In addition, I need to understand my client's:

- Product Delivery Schedules.
- Contracts, cost drivers and cost indices.
- Financial performance, forecasts and pressures.
- Industry engagement and contractor arrangements.
- Milestone deliverables and risk.

Succeeding in my role

I find most value and success in my role where I am:

1. **Trusted** by capability and delivery managers and given a seat at the table as decisions are made on priorities, savings and opportunities.
2. **Well versed** in the frameworks, policies and processes for capability sustainment budgeting and financial reporting to provide advice on risks and opportunities to manage to budget.
3. **Developing** and maintaining professional relationships with my clients and DFG colleagues.
4. **Responsive** in providing consistent, timely and practical advice tailored to the differing needs of my clients.
5. **Interpreting, challenging and explaining** the data I receive before I pass it on to my stakeholders.
6. **Across** upcoming demands and taskings so that I can manage priorities and competing demands.
7. **Kept** informed with strategy and change in DFG and the broader Defence enterprise.
8. **Continuing** to learn and develop through formal training and on-the-job engagement while also mentoring and transferring knowledge to others.

System usage

	Standard user	Expert user
IBRS ^(a)	Progress bar (approx. 75% complete)	Progress bar (approx. 95% complete)
Purchasing ROMAN, MyFi, CMS, MILIS, GEMS	Progress bar (approx. 75% complete)	Progress bar (approx. 95% complete)
Asset Accounting ROMAN, MILIS, GEMS, COMSARM	Progress bar (approx. 75% complete)	Progress bar (approx. 95% complete)
Sustainment Budget Formulation ^(b)	Progress bar (approx. 75% complete)	Progress bar (approx. 95% complete)
Sustainment Financial Reporting ^(b)	Progress bar (approx. 75% complete)	Progress bar (approx. 95% complete)

(a) Defence is transitioning from BORIS to IBRS as its corporate budget and reporting system.
 (b) As IBRS comes online we will progressively move away from these tools.

