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DEFENCE INTERIM WORKFORCE PLAN 2023–2024

SPONSORS' MESSAGE

The Government's response to the Defence Strategic Review 2023 (DSR) identified the capability priorities required for our national strategic posture. In order to achieve these capabilities, the Government has renewed its commitment to investing in the growth and retention of a highly skilled Defence workforce.

The DSR identifies the need for a transformative uplift across the entirety of the Defence People System in order to achieve a truly integrated approach to the delivery of the workforce required to meet our capability outcomes.

This Interim Workforce Plan (IWP) provides direction on the most immediate and urgent workforce priorities to progress Defence's workforce response to the DSR and positions the workforce system to contribute to the development and implementation of the National Defence Strategy 2024.

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Justine Greig PSM
Deputy Secretary
Defence People

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Natasha Fox AO CSC
Lieutenant General
Chief of Personnel

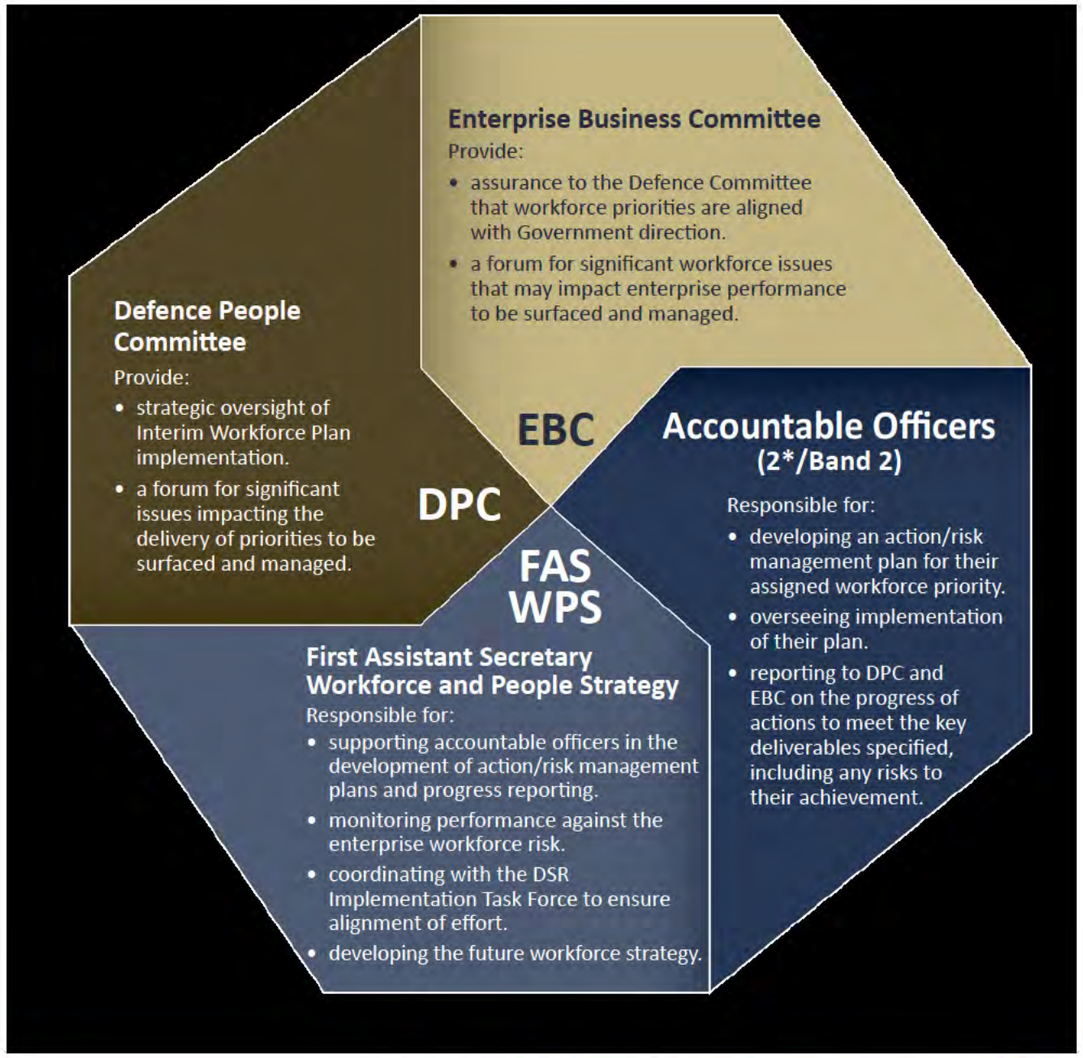
APPROACH

- The Defence People Committee has endorsed six immediate workforce priorities (and associated deliverables) for urgent focus over the period to Q4 2024 (detailed overleaf).
- Accountable officers (primarily at the 2*/Band 2 level) have been assigned to each area of workforce priority.
- Where there is conflict in the application of effort between IWP actions and other workforce actions, IWP actions take priority unless specifically determined by Chief of Personnel or Deputy Secretary Defence People.
- Deliverables that extend beyond Q4 2024 will be considered for inclusion in future action plans relating to a longer term successor to the Defence Strategic Workforce Plan 2021–2040 (DSWP), planned for issue in early 2025 and informed by DSR and the National Defence Strategy 2024.

PURPOSE

This Interim Workforce Plan:

- provides direction on the most immediate and urgent workforce aspects of DSR implementation;
- assigns accountabilities for the development, execution and oversight of action/risk management plans that ensure alignment with DSR priorities;
- overrides the DSWP 2021–2040; and lays the foundation for the long-term workforce response to the DSR.



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SERIAL	THEME	OBJECTIVE	DELIVERABLES	DRIVERS
1 HMP	ADF Recruiting	Improve recruiting outcomes through changes to risk and policy settings.	1.1 ADF: Increase the eligibility pool of potential applications and explore new markets.	DSR p. 107 workforce recommendations
			1.2 ADF: Align service recruitment requirements to military employment, especially in key technical and specialist trades.	DSR p. 107 workforce recommendations
			1.3 ADF: Increase the speed of recruitment from application to enlistment/recruitment.	DSR para 11.2
			1.4. ADF: Explore further opportunities to change policy and risk settings to improve the achievement of recruitment targets by 2024.	DSR p. 107 workforce recommendations
2 FAS WPS (HR2 in support)	Employee Value Proposition (ADF & APS)	Increase retention through changes to risk and policy settings.	2.1 ADF & APS: Ensure pay and service conditions are highly competitive in the labour market, including through the EVP Framework.	DSR p. 20 Enterprise Priority Statement 2022–23
			2.2 ADF & APS: Introduce targeted retention measures for specific workforce groups and/or skillsets IAW risk tolerances for each group.	DSR para 11.2
			2.3 ADF & APS: Improve the availability and granularity of attitudinal and behavioural data, and labour market intelligence.	Foundational requirement for DSR p. 107 workforce recommendations
3 FAS PSW (FAS WPS in support for 3.1 and 3.2)	Culture, Mental Health & Wellbeing (ADF & APS)	Defence's workplace culture embraces diversity and is safe, respectful, resilient, professional and inclusive.	3.1 ADF & APS: Defence Culture Blueprint launched in Q3, 2023.	DSR p. 20
			3.2 ADF & APS: Develop/Deliver the Implementation Plan for Defence's Respect@Work Framework, emphasising the positive duty to prevent harassment and other forms of unacceptable workplace behaviour and the workplace climates that contribute to it.	DSR p. 20
			3.3 ADF & APS: Establish Departmental lead on Mental Health & Wellbeing through the release of a Joint Directive and agreement to Branch resourcing.	DSR p. 20 Foundational requirement for RCDVS response
			3.4 ADF & APS: Develop a joint Defence and Veteran Mental Health and Wellbeing Strategy with associated Action Plans.	DSR p. 20 Foundational requirement for RCDVS response
			3.5 ADF & APS: Establish strategic Program Management Office functions for governance of Royal Commission into Defence and Veteran Suicide recommendations and other Mental Health & Wellbeing policy, programs and initiatives.	DSR p. 20 Foundational requirement for RCDVS response
4 CDPSI (successor TBC)	Re-design the Defence People System	Increase the effectiveness, efficiency, coordination and cohesiveness of the ADF and APS through reform to the Defence People System.	4.1 Optimise and re-balance Defence's use of the external workforce as part of the Defence Total Workforce System, to reduce reliance on "above the line" contractors to undertake functions that should be conducted by APS, and ensure the external workforce provides capability uplift and knowledge transfer to build APS capacity and deliver Defence capability.	DSR p. 20 & para 12.12 Enterprise Priority Statement 2022–23 Joint Directive 10/2023 para 20 Defence 'Above the Line' Contractor Strategy
			4.2 ADF: Embed force design processes as the design driver of the ADF, ensuring that single Service priorities support integrated capability effects, especially in new capabilities such as nuclear powered submarines, Guided Weapons and Explosive Ordnance, cyber security and space.	DSR paras 7.10 & 11.3 CDF Directive 16/2022 paras 9a & 9c
			4.3 ADF & APS: Strengthen workforce planning (forecasting and modelling) and coordinated design (structure, AFS/ASL, establishment and workforce budget).	DSR pp. 21 & 107 workforce recommendations CDF Directive 16/2022 para 9b
			4.4 ADF: Joint demand and supply frameworks support identified staffing priorities.	DSR paras 7.10 & 11.3 CDF Directive 16/2022 para 9d
			4.5 ADF & APS: Restructure duplicated or common functions, permitting redirection of resources. Note: must ensure the agreed common practices are Enterprise Resource Planning (ERP) ready.	DSR para 11.3 CDF Directive 16/2022 para 9f
			4.6 APS: Improve the maturity and useability of the Job Family construct within Defence—including developing professionalisation pathways—to better manage Defence's APS workforce capability.	APS Workforce Strategy 2025 p. 12 Joint Directive 10/2023 para 22 Foundational requirement for DSR p. 107 workforce recommendations
			4.7 ADF: Review the ADF Reserves and evolve the Total Workforce System to improve SERCAT mobility and utilisation.	DSR p. 87 & p. 107 workforce recommendations
			4.8 External: Work with external partners to generate a strong and stable defence industry that can meet Australia's future strategic needs.	South Australian Defence Industry Workforce and Skills Plan
5 COMADC FAS PPD	Learning (ADF & APS)	Deliver a learning strategy and Defence Learning Environment that enables Defence to scale and adapt at speed to its workforce capability requirements.	5.1 ADF & APS: Develop robust strategy and planning and responsive operation of Defence's learning business to better understand and meet Defence's workforce planning and management demands.	Foundational requirement for DSR p. 107 workforce recommendation Joint Directive 10/2023 para 22, 34, 37, 38 and 39 CDF Directive 16/2022 para 9g Defence Strategic Mobilisation Plan (Workforce Work Packages)
			5.2 ADF & APS: Increase capacity of Defence's learning business, including industry and academic partners, to scale and adapt to meet forecast knowledge and skills needs over the three planning epochs.	Foundational requirement for DSR p. 107 workforce recommendations Joint Directive 10/2023 para 34 Defence Strategic Mobilisation Plan(Workforce Work Packages)
			5.3 APS: Develop professionalisation pathways (starting with critical occupations) to mitigate workforce capability gaps.	APS Workforce Strategy 2025 p. 12 Joint Directive 10/2023 para 22
6 HMP	ADF Transitions	Enhance the synchronisation of transitions throughout the transition ecosystem.	6.1. ADF: Together with cross-Agency partners (DVA, CSC, SvA and DoH), develop and deliver a combined Veteran Transition Strategy Program Delivery Plan to realise the six transition priorities outlined in the *Veteran Transition Strategy 2023.*	Joint Directive 10/2023 Royal Commission into Defence and Veteran Suicide. Productivity Commission 2019 report *A Better Way to Support Veterans.*
			6.2. ADF: Explore opportunities for reform that improves the experience of members and their families in their transition from military to civilian life.	
			6.3 Develop an assurance framework with cross-agency partners to initiate combined assurance activities across the transition ecosystem to identify continuous improvement opportunities.	

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DEFENCE CULTURE STRATEGY

DEFENCE CULTURE BLUEPRINT PROGRAM 2023

To defend Australia and its national interests in order to advance Australia's security and prosperity
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Acknowledgement of Country

Defence acknowledges the Traditional Custodians of Country throughout Australia. Defence recognises their continuing connection to traditional lands and waters and would like to pay respect to their Elders both past and present.

Defence would also like to pay respect to the Aboriginal and Torres Strait Islander peoples who have contributed to the defence of Australia in times of peace and war.

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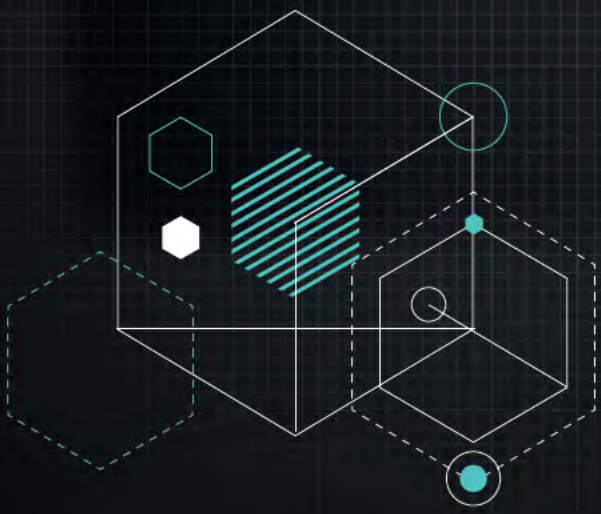

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Foreword

Culture is fundamental to achieving the Defence mission. It is present in strategy, military capability and performance considerations. Like other Defence capabilities, culture requires a deliberate and sustained effort to ensure it can support continuous outcomes.

Our culture lives in the beliefs, values and attitudes we share that influence our behaviours and practices. Culture is a measure of who we are and of what is most important to us.

As Defence leaders, we are the stewards of our culture and have responsibility to ensure that we set and model our cultural expectations. As Defence adapts to the changing strategic environment, so will our culture. We need to be active in managing culture to ensure it will hold us strong in the face of adversity, drive the innovation and progress that creates success, and keep us true to purpose. As our culture evolves, we remain connected and anchored through our Defence Values and Behaviours.

Defence personnel are expected to be respectful, trusted, and proven to deliver. Personnel must behave in a way that upholds the Defence values and behaviours as an organisation. These values and behaviours underpin our culture and set expectations of how personnel behave in the workplace. Behaviour that is inconsistent with our values and behaviours erodes good culture, has no place in our organisation and must be addressed as it arises. Those who are subject to unacceptable behaviour must be supported.

Our people will be empowered to learn, evolve, align, and deliver opportunities for reform and innovation across Defence resulting in a strong, inclusive and flexible culture that drives high performance and provides our people with a positive experience of work.

We all have a role in shaping Defence culture. As leaders, we recognise that change starts with us.

As the Secretary for Defence and Chief of the Defence Force we are committed to prioritising actions that positively evolve Defence culture. To do this, we will:

- Recognise people and our culture are critical to delivering capability in pursuit of the Defence mission.
- Actively model the Defence Values and Behaviours.
- Hold leaders across Defence accountable for shaping a culture that drives two key outcomes: the performance of our organisation in delivering our mission and ensuring that our people have a positive experience of work.
- Prioritise the wellbeing of our people, recognising that their physical, mental and emotional health is paramount and provide support systems that ensure their resilience and readiness.

We are proud of Defence's efforts and achievements to build an inclusive organisation and a diverse workforce. There is always more that we can, and will, do to build our people capability now and into the future.

GREG MORIARTY
Secretary

GEN A.J. CAMPBELL, AO, DSC
Chief of the Defence Force

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Introduction

Culture is fundamental to achieving the Defence mission and forms part of the Defence Strategic Review implementation. Culture is present in strategy, military capability, and performance considerations. Importantly, it is in our everyday interactions. Like other Defence capabilities, culture requires deliberate and sustained effort and investment.

Culture in Defence workplaces determines the experience of our personnel at work.
As Defence adapts to the changing strategic environment, so must we. Our culture is what enables us to do so. There are multiple cultures across Defence – The Defence Culture Blueprint is not a 'one size fits all' program, it enables Groups and Services to deliver their own strategies. The Defence Culture Blueprint program reinforces accountabilities and culture objectives. Our ability to adapt requires a culture that exemplifies the Defence values of service, courage, respect, integrity and excellence.

The Defence Culture Blueprint is a program that will see our culture evolve through strategy, immediate action, regular engagement with the workforce, and continual evaluation. The program recognises that Defence's culture needs to improve. While steps have been taken to shape a positive and effective environment for our people, enduring culture change requires sustained effort through action and continuous improvement.
The intent of the Defence Culture Blueprint program is to acknowledge short comings and improve the experience of personnel in Defence workplaces; build on the momentum gained under the Pathway to Change strategies; deliberately build good culture, and ultimately enhance Defence capability.

The Defence Culture Blueprint program is structured to build momentum over the four tranches of its 10-year lifecycle by embedding practices, and enabling evaluation to shape and strengthen the program. The Defence Culture Blueprint program reinforces the positive culture settings across the organisation, while still acknowledging there is more effort required to shape Defence's culture. The Defence Culture Strategy sets the direction for our next step in our cultural reform journey. The Culture Enterprise Action Plan identifies accountabilities for enterprise-level culture actions.

The Defence Culture Blueprint program will be implemented through the Defence Culture Hub and Network using the Activation Plan and Evaluation Plan. The Defence Culture Blueprint program will be regularly updated through the annual evaluation cycle to ensure the program remains current.

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Purpose of the Defence Culture Strategy

The purpose of the Defence Culture Strategy is to lay the foundations of the Defence Culture Blueprint program and set clear direction for how Defence will evolve culture.

The Strategy outlines the external factors that shape Defence culture and sets the strategic vision for culture, while identifying key strategic objectives that will position Defence to respond to Australia's strategic environment as outlined in the Defence Strategy Review.

The Defence Culture Framework, captured within this Strategy, articulates the six components that shape culture across Defence at all levels – Leadership, People and Teams, Systems, Connection, Development, and Identity. As our culture evolves, our Defence Values and Behaviours - which are at the heart of the Framework - will continue to anchor and connect us.

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Defence Strategy

The Defence Strategic Review has set the direction and conditions for creating the Defence capabilities that Australia needs for the future. We know that this will involve substantial change in all areas of our organisation. This involves platforms, structures, workforce shape and size, geographic orientation, and our ability to mobilise and form integrated teams quickly and effectively.

The Defence Culture Blueprint program translates the direction, needs and requirements of the Defence Strategic Review into a vision for Defence culture as an enabler of future military and enterprise capability. It will form part of the Defence Strategic Review implementation.

The Defence Culture Blueprint program aligns with other Government and Defence policies, programs, initiatives, and evaluation. Defence has been on a culture journey for over a decade – the Defence Culture Blueprint program builds on this momentum, including Pathway to Change: Evolving Our Culture 2017-22 and the cultural initiatives currently underway across the Groups and Services such as Good Soldiering, Next Generation Navy, and Our Air Force, Our Culture. These initiatives capture the unique characteristics of our workforce, and their alignment to the Defence Culture Blueprint program reinforces the importance of a connected and integrated Defence enterprise.

External factors will continue to shape the Defence Culture Blueprint program over its lifecycle. A program approach ensures acceptance of newly introduced strategies, legislation or formal direction that can create a positive impact on Defence culture. Defence will also consider the Defence Respect @ Work Framework and the findings of the final report of the Royal Commission into Defence and Veteran Suicide to inform the Defence Culture Blueprint, and ensure it promotes greater culture action. The Defence Culture Blueprint program will also complement strategies currently under development – the Defence Mental Health and Wellbeing Strategy and the Defence Workplace Health and Safety Strategy.

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What is the Defence Culture Blueprint program?

Australia faces a complex array of national security challenges as outlined in the Defence Strategic Review. These include a military build-up occurring at a rate unseen since World War II, the development and deployment of new weapons that challenge Defence's military capability edge, expanding cyber and grey zone capabilities that blur the line between peace and conflict, and the intensification of major power competition.

To succeed in these challenges, Defence needs to be an organisation that is adaptive and resilient to shocks. This will require Defence to develop and maintain cutting edge technologies and to grow its workforce. It will also require Defence to embed a culture that will enable Defence's people to respond the challenges posed by this increasingly complex security environment with energy, innovation and flexibility.

People are at the heart of military and enterprise capability. Individuals and teams must adapt, evolve and respond to changing circumstances, and the uncertain threats we face demand a conscious and deliberate focus. Our culture underpins how we do this. Defence culture is the aggregation of individual values, behaviours and actions that create the daily experience for each person and Defence's overall performance.

Defence is committed to ensuring a safe, respectful workplace, good leadership and a thriving, inclusive culture. We are committed to evolving culture to ensure we are able to deliver on our mission of defending Australia and its national interests to advance Australia's security and prosperity.

Our Values and Behaviours

Defence Values and Behaviours (Figure 1) are the common thread that connects our people to each other. They are relevant across work types and subcultures, and are embedded in recruitment, selection, training, promotion, tradition, education, performance appraisal and exit. They are at the core of how we work in Defence, and as such, are the core of the Defence Culture Blueprint program. They are required to be understood, operationalised and demonstrated by individuals at all levels of Defence.

The Defence Values and Behaviours guide us on what is and is not acceptable in our workplaces. That is, what behaviours are 'above and below the line'. What is valued and accepted are also learned from others in teams, units, directorates, branches, bases and ships. The practical application of Defence Values and Behaviours at the local level is the most powerful force in strengthening and embedding culture.

All Defence personnel have an individual responsibility to behave in a way that upholds our values as an organisation, both at work and in any situation that may be connected to Defence.

Values-based behaviour requires everyone to accept personal responsibility for their actions and the subsequent consequences. Supervisors at all levels must actively manage relationships in the workplace and across their teams in ways that strengthen respect and accountability. This includes holding people to account for poor behaviour and recognising people for their achievements.

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Behaviour that is inconsistent with the Defence Values and Behaviours erodes good culture and does not meet the expectations of the Australian community we serve.

Unacceptable behaviour is detrimental to morale, discipline and workplace discipline, Defence's leadership must act quickly to address this. Defence has clear standards, expectations, policies, systems and initiatives in place – and underway – to respond to incidents of unacceptable behaviour. Defence is committed to creating positive workplace cultures where personnel feel they are supported, psychologically safe, and can bring their whole selves to work.

Defence is working hard to evolve and improve our response to incidents of unacceptable behaviour. Commanders and managers have a leadership responsibility to maintain acceptable behaviour and effective relationships in the workplace; promote cultural reform, and demonstrate the Defence Values and Behaviours.

We are implementing a number of measures to strengthen our response to unacceptable behaviour, including partnering with the AHRC, to ensure we are well placed to implement our legislative requirements under the 2022 'Respect@Work' legislation. A new Complaints Resolution Framework will bolster responses to incidents of unacceptable behaviour at all levels.

Military justice reforms currently underway will further strengthen our preventative, detective and responsive controls, ensuring Australian Defence Force (ADF) members who engage in unacceptable behaviour are held to account. Defence policy reforms will reflect across the enterprise to capture a holistic approach to unacceptable behaviour, reporting, prevention and management.

Culture and behaviour immediately and directly impacts on Defence's ability to attract, recruit, and retain talent in a highly competitive labour market. Failure to attend to and invest in Defence's culture, undermines our capability, and hampers our ability to shape the strategic environment, deter actions against Australia's interests and respond with credible military force.

Figure 1: The Defence Values and Behaviours

Our Values

Service
The selfessness of character to place the security and interests of our naton and its people ahead of my own.

Courage
The strength of character to say and do the right thing, always especially in the face of adversity.

Respect
The humanity of character to value others and treat them with dignity.

Integrity
The consistency of character to align my thoughts, words and actions to do what is right.

Excellence
The willingness of character to strive each day to be the best I can ber, both professionally and personally.

Our Behaviours

To live Our Values I will:

Act with purpose for Defence and the nation.
Be adaptable, innovative and agile.
Collaborate and be team-focused.
Be accountable and trustworthy.
Reflect, learn and improve.
Be inclusive and value others.

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Accountability and Responsibility

Strong leadership is a core component of evolving our culture, as articulated in the Defence Culture Framework. Clear accountability is critical to successfully delivering the Defence Culture Blueprint program and ensuring that our culture effectively contributes to achieving the Defence mission.

A Joint Directive reinforces the level of accountability and responsibility that all personnel have in regard to Defence culture. In summary:

- All personnel have an important role to play in ensuring a positive culture at Defence.
- The Secretary for Defence and Chief of the Defence Force are accountable for culture in defence and ultimately for delivery of the Defence Culture Blueprint program. This includes setting direction and clear expectations on Defence culture – as articulated in their Culture Commitment Statement.
- This accountability is delegated throughout the organisation. Group Heads and Service Chiefs are accountable for culture in their respective areas. They maintain individual culture commitment statements that clearly communicate their culture priorities. The Defence Senior Leadership Group is accountable for implementing actions required to positively shape culture, captured in the Culture Enterprise Action Plan as well as Group and Service Culture Action Plans.
- Progress against enterprise-level action will be reported to the Defence Culture and Diversity Steering Committee (CDSC). The CDSC is chaired by First Assistant Secretary People Policy and Culture, with membership comprising of SES Band One/One Star (ADF) senior leaders that represent each Group and Service.
- The CDSC is accountable for ensuring that culture actions remain on-track to deliver positive culture effects and are informed by evaluation; determining what additional action is required. The CDSC will also monitor progress against Groups and Service culture commitments, priorities, and action plans. Actions will be monitored and measured in accordance with the Defence benefits realisation framework, with a culture health-check undertaken through annual evaluation reporting.
- All leaders are accountable for culture at their local levels. The ADF, APS and Industry each play a critical role in fostering the culture, capabilities and people on which Defence relies, though the chain of command, supervision, the Hub and Network arrangements, peer networks, contribution to Group and Service initiatives, and individual commitment to modelling and strengthening values-based action at work.

All Defence personnel are responsible for promoting a positive workplace culture and experience, ensuring that Defence Values and Behaviours are at the centre of individual, team, Group, Service, and enterprise performance.

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Where we have come from and what next

Defence culture has evolved for over a decade across all Defence Groups and Services. The Defence Culture Blueprint program takes the lessons learnt from the Pathway to Change: Evolving Defence Culture 2017-22 and previous culture efforts to adopt a more robust, evidence-based evaluation and reporting approach. It recognises that, while there have been some steps taken to improve the culture in Defence, more practical, sustained efforts are required to shape a culture that supports its people and enables Defence to deliver on its mission.

The Defence Culture Blueprint program builds on the momentum gained through the successive Pathway to Change: Evolving Our Culture programs, and recognises the role of culture in ensuring high performance and delivering Defence capability. Values, attitudes and behaviours were a key focus of Pathway to Change: Evolving our Culture 2017-22. Pathway to Change had a clear culture commitment statement and associated implementation plan. This time, culture will evolve in recognition that culture is central to capability. The Defence Culture Blueprint program has the Defence Values and Behaviours at its core.

Defence has been on an iterative cultural reform journey for over a decade, following a series of reviews into aspects of Defence culture. Defence recognises the need to continue improving its culture. The Defence Culture Blueprint program will continue to evolve and incorporate findings from independent enquiries and new Government initiatives, including the Royal Commission into Defence and Veteran Suicide and Respect @ Work.

Culture Timeline

2012-2017– Pathway to Change: Evolving Defence Culture

- 2000 – Air Force Culture Program
- 2009-2019 – New Generation Navy Plan
- 2017– Good Soldiering Army culture strategy (version 1)

2017-2022 – Pathway to Change: Evolving Defence Culture

- 2019 – Good Soldiering Army culture strategy (version 2 – under review)
- 2020– Next Generation Navy culture strategy (under review)
- 2020 – Unified Defence Values and Behaviours
- 2022 – Our Air force, Our Culture strategy (under review)

2023-2033 – Defence Culture Blueprint Program

- Recognises that people and culture are key to capability and holds all Defence accountable to the Defence Values and Behaviours.
- Cements Defence commitment to ensuring a safe, respectful workplace, good leadership and a thriving, inclusive culture.
- Provides senior leaders, commanders, and managers with a framework and tools they can use to actively shape culture.
- Ensures clear accountabilities for culture, including progressing culture programs, with relevant issues escalated to the EBC for Enterprise review.
- Undertakes regular and consistent monitoring and evaluation activities.

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Lifecycle of the Defence Culture Blueprint Program

The Defence Culture Blueprint program will be delivered across four tranches from 2023-2033, with a focus on immediate action, regular engagement and communications, ongoing research, and evaluation. The Defence Values and Behaviours will be strengthened throughout all tranches, continuously centring them as the foundation of how we work in Defence.

The evolution of culture takes time. It develops, through incremental changes over an extended period. The Defence Culture Blueprint program lifecycle gives Defence the time to work towards our desired end state, while taking immediate action.

The Culture Enterprise Action Plan and Evaluation Plan ensure that progress is continuous, momentum is built and maintained, and the workforce will be primed to adapt and respond to the changing environment.

Four Tranches of the Defence Culture Blueprint Program

- Build and Elevate 2023-26: Elevates good culture to ensure it positively impacts capability and performance. It sets the foundations for a central culture function and network that drives alignment of Defence's approach to shaping culture.
- Embed and Adapt 2026-29: Continues culture action, while embedding culture as an initial thought in business-as-usual practices. This tranche strives to achieve best practice in culture and evaluation, using culture data and evaluation to further adapt and deliver tailored actions.
- Enhance and Mature 2029-32: Uses organisational intelligence, and culture evaluation, to mature Defence culture, and ensure it is more fully incorporated into decision making.
- Evolve 2032-33: Evaluates the Defence Culture Blueprint program and recalibrates or develops a new Culture strategy and program based on lessons learned and the strategic context.

Under the Culture Enterprise Action Plan, culture actions have been mapped across the first tranche and aligned to the strategic objectives and the Culture Framework. Future tranche initiatives will be co-designed with the Groups and Services throughout the evaluation lifecycle based on lessons learned, workforce engagement, evaluation and research.

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Strategic Vision and Objectives

The Defence Culture Vision

A culture that values our people and serves to defend Australia.

The strategic vision provides direction for a Defence Culture that will position Defence to respond to Australia's strategic environment, as detailed in the Defence Strategic Review. Delivering on this strategic vision is critical to ensure Defence has the culture in place to maximise capability and deliver on Defence's core mission.

The six strategic objectives signpost how we will achieve the vision. The strategic objectives are structured to position culture as a critical asset to capability, to provide constant attention and regular investment in culture, and to place people at the centre of military and enterprise capability.

The Culture Enterprise Action Plan delivers a series of tangible enterprise-level actions underpinned by the strategic objectives. These actions are mapped to the Defence Culture Framework components, binding the strategic objectives and Framework together. The Action Plan will be reviewed on a biannual basis through the Culture and Diversity Steering Committee. The Enterprise Business Committee will direct further action, as required, to ensure the successful achievement of the Action Plan. All Groups and Services will develop and update targeted priorities and Action Plans, targeted to suit the unique characteristics of the workforce, and aligned to the Defence Culture Blueprint program.

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Strategic Objectives of the Defence Culture Blueprint Program

OBJECTIVES

01 Defence prioritises people and culture to deliver on the Defence Mission.

02 Defence is aligned and connected in driving cultural change.

03 Defence is diverse and inclusive.

04 Defence Culture contributes positively to individual, team, and organisational resilience and wellbeing.

05 Defence values the contribution of ADF, APS and Industry in achieving the Defence Mission.

06 Defence is recognised by the government and the public as a trusted national institution.

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Defence Culture Framework

The strategic vision and objectives will be realised across six critical components of the Defence Culture Framework (Figure 2), anchored around the Defence Values and Behaviours. Actions undertaken through this Framework will enhance the foundations of Defence Culture and support and align culture efforts already underway across all Groups and Services. Defence Culture Leadership Companion and Culture Component Factsheets provide detailed guidance, targeted at managers and commanders, on how to utilise the Framework components to enhance culture capability at all levels.

Defence Culture Framework Components:

Defence Values and Behaviours: The Defence Values and Behaviours are at the centre of our culture. They establish and guide the norms of behaviour that enable culture and performance.

Leadership: Good, adaptive leadership positively influences others to get the job done and sets the tone for our culture. Leaders are role models for appropriate behaviour and are critical in creating a team culture that delivers high performance.

Identity: We all have multiple identities. Our workplace identity is only one part of who we are. To have a culture that supports a positive experience of work and high performance, we must all feel safe to bring the many layers of our identity to work – who we are as an individual and as part of our teams, Groups or Services and or Defence.

People & Teams: How we come together in our teams is critical to delivering the Defence mission. High-performing and connected teams are created through our recruitment process, our support mechanisms and our development activities to aid retention.

Development: Investing in our people is critical to deliver capability, remain competitive and anticipate future demands in a dynamic Defence environment. Providing development opportunities, both form and informal, ensures that we will be able to grow and adapt to new challenges. Existing skills must be maintained and updated, while also anticipating and acquiring new skills that the strategic environment demands.

Systems: Our human resources, governance, accountability and information technology systems, as well as the processes that guide how we communicate and work together all influence our Defence culture. Our behaviours are shaped by the systems and processes that we interact with every day.

Connection: The channels that support communication and collaboration, the relationships we have with others in the workforce and in our community and our connection to the purpose of our work and the Defence mission are all essential to Defence culture. Connection shapes our everyday experience of work – how we interact with each other across the diverse capabilities of Defence ensures the Services, Groups, and Industry are more than the sum of the parts and that we work together to form One Defence.

These components are the levers we can use to make an impact on our culture. When Defence prioritises activity against the critical components of the Framework the effects, shown around the outside of the Framework, are realised. These components do not, and cannot, sit in isolation – they are highly interdependent, and all require sustained consideration and effort. As such, the Framework (Figure 2) is broken down into sections, which serves to build a stronger understanding of the complexities of our culture: Effects, Spine, People Capability, and Architecture and Systems.

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The Breakdown of the Defence Culture Framework (Figure 2)

THE SPINE

(Defence Values & Behaviours, Leadership, & Identity)

The Spine of the Framework is Defence Values and Behaviours, leadership, and identity.

Defence Values and Behaviours are at the centre of Defence culture. They are central to the norms of behaviour that enable culture and performance. A failure of values undermines the ability of the Defence Enterprise to generate and deliver capability.

Leaders are role models for appropriate behaviour and are critical in creating a team culture that delivers and performs. No part of the Defence Enterprise can deliver on the Defence mission in isolation.

From Navy to Army to Air Force to APS and Industry – identity is an expression of culture as a way of working and an enabler of performance. It is tied to values and behaviour. It's about 'who we are' as Defence.

ARCHITECTURE & SYSTEMS

(Systems & Connection)

There is an architecture of governance, management, and technology systems that support and shape Defence Enterprise culture.

Culture forms around this architecture. These systems also implicitly carry a way of working that interacts with and informs culture and behaviour.

The way we connect across the diverse capabilities across the Defence Enterprise ensures the Services, Groups, and Industry are more than the sum of the parts.

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PEOPLE & CAPABILITY

(People & Teams, & Development)

The capability and capacity of Defence's people are critical to delivering the Defence mission.

The focus on people and teams ensures at the enterprise-level that the total workforce capability is aligned toward achieving expected outcomes.

The development component focuses on the continuous investment required to sustain existing skills but also anticipate and acquire new skills.

THE EFFECTS

(Experience of Work & Enterprise Performance)

Culture requires constant attention and regular investment. However, unlike other capabilities, the investment of leaders at all levels creates the conditions for a Defence Enterprise culture that drives and sustains performance.

The effects of a positive culture can be seen in efficiency and effectiveness of teams in achieving the mission but also in the experience of people in the way those teams work. A team with poor culture does not benefit from the engagement and commitment of its members and does not perform as well.

THE DRIVERS

(Groups & Services, & Enterprise Strategies)

How we implement, evaluate, and hold ourselves to account is critical to bringing the framework to life. The Defence Culture Framework interacts across the Defence strategic context and within Group and Service strategies to influence culture at all levels.

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Our Path to Success

The Defence Culture Hub and Network

Implementation of Defence Culture Blueprint program will be enabled from a central culture function, known as the Defence Culture Hub (the Culture Hub). The Hub will coordinate the delivery of the Defence Culture Blueprint program to achieve a better experience of work, and better enterprise performance.

The Culture Hub will be a trusted centre that delivers culture advice, resources, tools, and evaluation to all Groups and Services. The Hub will provide expertise in culture strategy, behaviour change, evaluation and performance, governance and reporting, evaluation and assurance, and implementation.

Through a 'push and pull' exchange of intelligence, expertise and strategic advice, the Culture Hub will provide all Defence Groups and Services with confidence, guidance, and support to lead cultural change.

- The Hub will push out the delivery of timely and relevant advice, information, and tools
- The Hub will pull together information and intelligence through the Network's dispersed resources and capabilities to generate understanding and create value and impact

The Defence Culture Network (the Network) will primarily consist of all Defence Groups and Services and be represented through the Culture and Diversity Steering Committee and Working Group. Other external networks such as the Australian Human Rights Commission will also provide a primary contribution to the Hub, offering tools and expertise required to support culture action.

The Network will enable understanding of the variety of operating contexts and provide channels for consistent and relevant communications and resources to support all Defence Groups and Services.

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Monitoring and Evaluation

Monitoring and evaluation of the Defence Culture Blueprint program has been considered and designed since the commencement of the program. The annual Defence Culture Evaluation cycle will be led by the Hub to gather timely business intelligence and inform decision makers about future investment and effort.

Measuring culture is difficult and successful execution will require collaboration of various resources and stakeholders in order to share business intelligence and data to inform the annual culture report.

A mixed methods approach will be used to understand the multiple dimensions of Defence Culture and the impact of the Defence Culture Blueprint program. Ongoing monitoring and evaluation of the Defence Culture Blueprint program is critical to ensuring that Defence can respond and adjust to internal and external drivers that will influence the organisation's culture. Robust and pragmatic evaluation will contribute to the continuous improvement of not just the DCB program, but other Defence programs.

The approach to measuring and evaluating Defence culture is evidence-based, focused on lessons learnt from Pathway to Change: Evolving Our Culture 2017-22, and aligned to existing Defence programs. The Culture Evaluation Plan provides guidance on the culture evaluation approach, including the proposed high level indicators and data sets to be measured throughout annual evaluation and the impact of the DCB program across Defence. A culture baseline will establish fundamental analysis on culture across Defence.

Three distinct but interrelated evaluation activities will occur on the DCB program:

- Outputs Evaluation: conducted by the network to determine the effect of culture initiatives taking place across Defence
- DCB Program Evaluation: Conducted by the Hub to determine if the DCB program is having the intended impacts and guide the delivery of the DCB program overtime
- Culture Outcome Evaluation: Conducted by the Hub to provide timely business intelligence about Defence Culture and guide decision making.

Numerous indicators and metrics will be identified and continue to be refined in consultation with the Culture Evaluation Working group (CEWG), data owners and research in the first 12 months in ensure that they are the most valid set of measures to evaluate Defence culture.

Annual reports will be presented to the Enterprise Business Committee for discussion and decision, followed by the Defence Committee for endorsement, and will be published for Defence personnel.

The Hub will maintain responsibility for monitoring and evaluation activities that will be used to develop to inform decision-making and can identify where effort should be focused, allowing the Defence Culture Blueprint program to evolve over its lifecycle.

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Benefits Realisation

The Defence Culture Action Plan will be measured in accordance with the Defence Benefits Realisation framework and tool kit. Benefits Realisation is the mechanism by which the Defence Culture Blueprint program will determine its impact on culture and achievement against its strategic objectives.

Understanding the impact of the Defence Culture Blueprint program is critical to ensuring that it not only delivers intended benefits but can also remain flexible and responsive to the needs and priorities of the organisation. By tracking the impact of the DCB we can:

- Understand the relationship between activities and outcomes
- Inform decisions to prioritise investment and effort
- Align to enterprise performance measures and priorities, to ensure logic exists for planned actions
- Revisit frequently to revise in accordance with shifting priorities.

By understanding the benefits which we expect to realise through the successful delivery of the DCB program, we develop our initial thinking around evaluation. Baseline measures provide the means to capture current situational (or base level) data that can be used to compare before and after DCB implementation.

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