

Joint Standing Committee on Foreign Affairs, Defence and Trade

Review of the Defence Annual Report 2015-16 –17 February 2017

ANSWER TO QUESTION ON NOTICE

Department of Defence

Topic: Reform Process Diagram, Maps, Timelines

Question reference number: 29

Senator: Reynolds

Type of question: asked on Friday, 17 February 2017, Hansard page 62

Date set by the committee for the return of answer: 14 March 2017

Question:

CHAIR: Just on that note, one thing that we were thinking might assist, in terms of that process diagram that we were talking about, would be to have either some process maps or time lines on the reform processes so that as we are looking at these as a committee we can see how they all synchronise, as well as some more in-depth background knowledge. If you are comfortable with that, we will take this discussion offline and work with you.

Answer:

Attached is an overview demonstrating Defence's key achievements, recent achievements and plans to achieve future success relating to the implementation of the First Principles Review.

As noted throughout the Hearing and in the Senator's question, Defence would be able to provide a private briefing to the committee on this subject.



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Department of Defence

First Principles Review Implementation

Creating One Defence



05/04/2017

Defending Australia and its National Interests
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What the Review team found...

- Defence has implemented significant changes and improvements since the 1990s
 - Delivered difficult efficiency targets
 - More capable Australian Defence Force
 - Defence needs to be more effective to meet future challenges – focus of the First Principles Review
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Key Recommendation 1: A strong strategic centre to strengthen accountability and top-level decision making

Key Recommendation 2: An end-to-end capability delivery function that is efficient, effective and professional

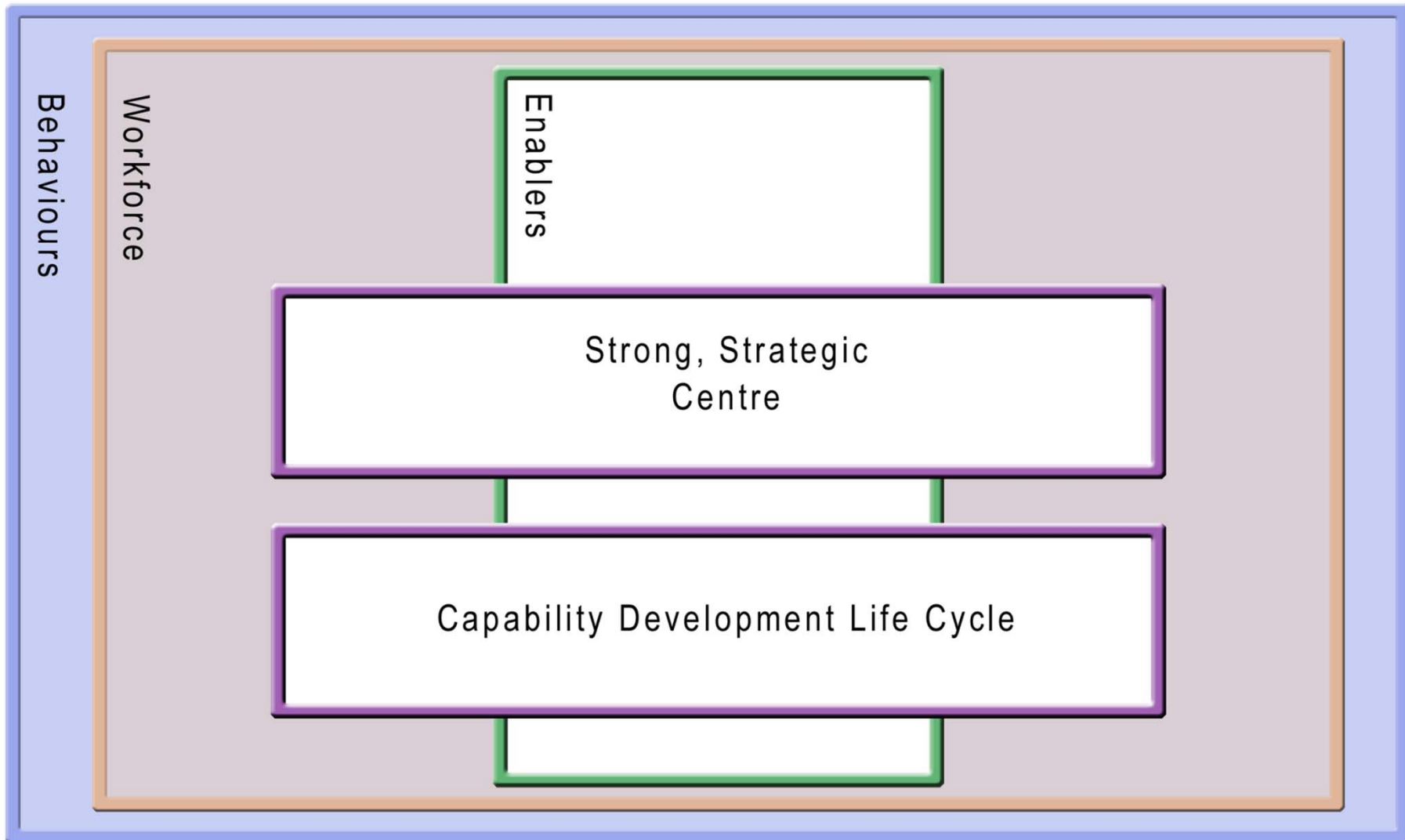
Key Recommendation 3: An enterprise approach to the delivery of corporate and military enablers

Key Recommendation 4: Ensuring committed people, with the right skills are in appropriate jobs

Key Recommendation 5: Manage staff resources to deliver the best possible use of funds and maximise efficiencies

Key Recommendation 6: Commence implementation of One Defence recommendations immediately with required changes in place within two years

Work Streams



Phases

2015–16: Planning



2016–17: Doing



Post June 2017: Continuous Improvement





Behaviours Work Stream



Achievements since last regional meeting (November 2016)

- ✓ Peer recognition pilot
- ✓ Conversation to drive performance culture program

Key achievements

- ✓ Creating Defence Leadership Behaviours and integration into Defence leadership courses
- ✓ Addition of One Defence Leadership Behaviours to Senior Executive performance agreements and weighting
- ✓ 360 degree feedback program
- ✓ Upwards feedback
- ✓ *Leading for Reform* program
- ✓ Leadership Climate Scan
- ✓ Role Charters for Senior Leadership Group created and include One Defence Leadership Behaviours
- ✓ One Defence Leadership Behaviours course on CAMPUS



One Defence Leadership Behaviours



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One Defence Leadership Behaviours

CONTRIBUTOR

I am a leader who is focused on achieving Defence Outcomes and I ensure my team understands how their work contributes to these outcomes.

LEARNER

I learn and reflect on my performance and that of my team.

ACCOUNTABLE

I am accountable for my actions and how I respond to the actions of those around me.

RISK MANAGER

I take calculated risks and make judgements about what risks are necessary and acceptable to deliver the outcome.

INCLUSIVE

I seek out and accept the diverse perspectives of others in exploring opportunities and solving problems; I trust they will offer good ideas and will challenge in a constructive and respectful way.

TEAM BUILDER

I build teams through managing performance honestly and respectfully.

INNOVATOR

I actively adapt and seek to innovate.

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DFIG 18-07-08





Behaviours Work Stream



Future

- Improving Defence culture and behaviours
- Alignment with the revised Pathway to Change program
- Monitoring and developing culture change programs in Defence and work on performance management
- Implementing peer recognition program



Workforce Work Stream



Achievements since last regional meeting (November 2016)

- ✓ Joint workforce management approach
- ✓ Professionalisation pathways and skilling maps
- ✓ Review of Australian Defence Force in non Service Group positions

Key achievements

- ✓ Strategic Workforce Plan
- ✓ Voluntary redundancy program for Senior Executive Service and Executive Level
- ✓ Full time equivalent caps for Senior Executive Service and Executive Levels
- ✓ Review of Australian Defence Force posting tenure
- ✓ Return to normal recruitment
- ✓ Skills census
- ✓ Spans and Layers review



Workforce Work Stream



Defence Strategic Workforce Plan 2016-2026 Part One and Introduction

A Plan to Deliver the One Defence Workforce



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Future

- The Defence Strategic Workforce Plan: a ten-year plan for workforce reform in Defence
- Part One identifies the workforce implications from the Defence White Paper 2016 and the First Principles Review
- Part Two provides analysis of the current operating environment and current and future workforce requirements
- Ten key activity areas to further enhance Defence workforce management under One Defence model

The plan is available at:

<http://drnet/People/WP/Strategic-Workforce-Planning-and-Analysis/Pages/Defence-Strategic-Workforce-Plan.aspx>



Strategic Centre Work Stream



Key achievements

- ✓ Defined roles and accountabilities for the Defence Committee, the Enterprise Business Committee and the Investment Committee
- ✓ Reduced number of senior committees
- ✓ Endorsed enterprise performance management framework
- ✓ Issued ministerial directive with clear accountabilities for the Secretary and the Chief of the Defence Force
- ✓ Strengthened the role of Service Chiefs as Capability Managers
- ✓ Introduced new prioritisation framework
- ✓ Navy Hydrography, Meteorology and Oceanography Branch incorporated into the Australian Geospatial Intelligence Organisation
- ✓ Strategic Policy and Intelligence Group established
- ✓ Reviewed Australian Defence Force Headquarters
- ✓ Road rules for committees

Achievements since last regional meeting (November 2016)

- ✓ 'One-stop-shop' to access all Defence Senior Committees
- ✓ Establishment of Geospatial Training and Advisory Group
- ✓ Internal Contestability function

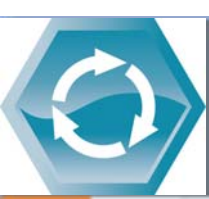


Strategic Centre Work Stream



Future

- Capability thresholds
- Second report to Government likely to be completed in early 2017–18 financial year



Capability Life Cycle Work Stream



Achievements since regional meeting (November 2016)

- ✓ Smart Buyer used on 26 projects and is mandatory
- ✓ Centres of expertise commenced

Key achievements

- ✓ Capability Acquisition and Sustainment Group established
- ✓ Capability development accountabilities transferred to the Capability Managers and the Vice Chief of the Defence Force Group
- ✓ New Capability Life Cycle introduced, supported by a new Investment Committee
- ✓ Systems Program Office reform to bring focus on delivery



Capability Life Cycle Work Stream

Future

- Review and reform all Capability Acquisition and Sustainment Group Systems Program Offices
- Capability Acquisition and Sustainment Group Centres of Expertise to continue maturing
- The Smart Buyer framework to be fully implemented into the Estate and Infrastructure Group and Chief Information Officer Group





Enablers Work Stream—Information Management



Key achievements

- ✓ Enterprise Information Management Strategy 2015–2025
- ✓ Enterprise Information Implementation Plan
- ✓ 25 Information Stewards

Achievements since regional meeting (November 2016)

- ✓ Enterprise-wide frameworks for architecture standards and master data management
- ✓ Road map to standardise business and information processes and their supporting applications

Future

- Implementing tranches as outlined in the Enterprise Information Implementation Plan



Enablers Work Stream—Services



Key achievements

- ✓ Integrated service delivery model designed and implementation commenced
- ✓ Service offers published
- ✓ Continuous improvement programs commenced
- ✓ Performance measurement framework implemented
- ✓ Duplication of service addressed
- ✓ Transition of helplines to 1800-DEFENCE
- ✓ Reference Group established
- ✓ Proof of Concept trials in the regions

Achievements since last regional meeting (November 2016)

- ✓ Posting in / posting out pilot findings to inform future improvements
- ✓ Service Delivery Framework designed

Future

- Posting in/Posting Out process improved
- Common Access Card changes
- Improvements to intranet (ServiceConnect)
- Pop Up Kiosks
- Change of Name project



Enablers Work Stream—Estate

Key achievements

- ✓ Work commenced on the Future Estate Profile
- ✓ Government agreement to the case-by-case disposal of the Defence estate
- ✓ Streamlining process

Achievements since last regional meeting (November 2016)

- ✓ Defence Estate Strategy 2016–2036 and Estate Implementation Plan



Future

- Official launch of Defence Estate Strategy 2016–2036
- Working through Defence Estate Implementation Plan

What Our Future Holds

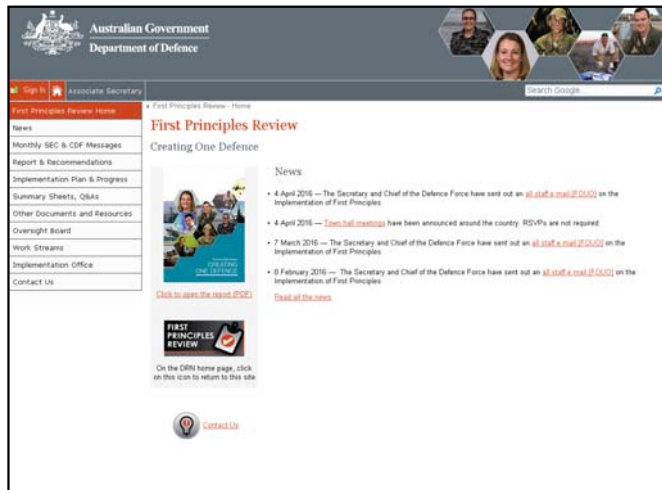
- One Defence model to underpin business as usual and serve as the basis for continuous improvement
- Governance arrangements to continue
- Health Check
- Ongoing Evaluation Framework



Keep Informed

Intranet site – link from the DRN home page

<http://drnet.defence.gov.au/AssociateSecretary/first-principles/Pages/default.aspx>



Email address – creatingonedefence@defence.gov.au

Staff Emails - provide updates on implementation of the First Principles Review

- weekly to the Senior Leadership Group
- monthly to all staff

Questions?

