



**Australian Government**

**Defence**

**Joint Standing Committee on Foreign Affairs Defence and Trade – Defence Subcommittee  
Inquiry into the Defence Annual Report 2021-22  
Statement to the Chair — ADF Chief of Personnel  
22 June 2023**

1. The Defence Strategic Review's (DSR) findings informed Defence there is a requirement to have an integrated Defence Force. The DSR makes clear the speed of recruitment, cohesiveness, innovation and optimisation of the Defence People System is required in order to be effective. The system must be integrated not only at the ADF and enterprise levels, but with Whole-of-Government efforts and approach to deliver the workforce needed, as set out in the DSR. An optimised Defence People System will deliver the required whole-of-enterprise effects needed to ensure the ADF can realise the focussed integrated force.
2. Government has endorsed the DSR recommendation to centralise the ADF's personnel management into a single integrated system to be led by a Chief of Personnel reporting directly to the Chief of the Defence Force. The Chief of Personnel will lead the ADF personnel system, operating in partnership with Deputy Secretary Defence People who designs the enterprise people strategy and policy framework.
3. In parallel to establishing the Chief of Personnel, the role of the Vice Chief Defence Force (VCDF) is reframed to strengthen their authority in the design of ADF capabilities, the structure of the ADF organisation, and the organisations fundamental inputs to capability. The VCDF will lead an integrated planning framework that more effectively designs and prioritises the ADF's Force In Being, Objective and Future Force establishment (demand). This includes determining the military workforce allocations to Groups, Services and domains.
4. To deliver the DSR workforce recommendations, a reorganisation and redistribution of accountabilities and functions across the Defence People System is required. The outcome is to establish the following key areas of workforce accountabilities:
  - a. The Deputy Secretary Defence People leads the coordination of enterprise level workforce strategy, aligned to Whole-of-Government direction; by developing and leading the execution of the Defence Strategic Workforce Plan and the associated strategic policy settings to realise an integrated military, civilian and external workforce; leads the coordination and management of Defence APS people capability; leads enterprise mental health and wellbeing and culture reforms; and provides people services for an integrated workforce.
  - b. The Vice Chief Defence Force sets the design of ADF capability and structure of the ADF organisation. The Vice Chief Defence Force plans the required organisation structure, military workforce allocations (Average Funded Strength (AFS)), military establishment and workforce priorities to best support the realisation of war fighting domain capabilities and enabling capabilities. The Vice Chief Defence Force will establish control of demand for military workforce across Defence in all service categories.