

# **DEFENCE**

## **SECTION FIVE PEOPLE MATTER**

**OVERVIEW**

**WORKFORCE SUMMARY**



## OVERVIEW

The 'People Matter' perspective relates to Defence's attracting and retaining people, and maximising their skills and knowledge to deliver Defence outputs. Defence's 'results through people' approach is underpinned by competitive remuneration, a challenging, diverse workplace, flexible working arrangements and high-quality occupational health and safety procedures and practices.

Defence is planning to address people issues by focusing on five strategic people themes:

- **Attracting** - cultivating an environment of community support for Defence and its purpose, which makes it an employer of choice;
- **Recruiting** - getting the right people for the right job at the right time;
- **Developing** - putting in place policies and programs that support our people's capacity to grow and develop professionally and personally in partnership with Defence;
- **Retaining** - creating an organisational climate in which people with the required skills will continue to serve; and
- **Transitioning** - enabling military personnel to make a successful and smooth transition at the end of their Defence career, as well as movement between full- and part-time service.

The Defence People Council was established in February 2001 to ensure that a more focused and holistic approach is taken to people issues within Defence. The Council is responsible for the production of a Defence People Plan which will provide strategic guidance on the future direction for people issues. A number of actions will flow from the plan to address the practical implementation of Defence's policies in regard to people.

### The Defence People Plan

The Plan is to provide vision and strategic guidance for people policies that will promote Defence's operational effectiveness.

The plan will draw upon research into the employment environment in which Defence must compete, both now and in the future. It will also emphasise that people are an essential part of capability by addressing the workforce requirements needed to maintain and operate effectively the existing and future equipment and platforms used by Defence.

The plan will identify specific initiatives to address the highest priority challenges, including those detailed in the White Paper. The plan is due for release in the latter part of 2001.

Currently, Defence is unable to attract and recruit sufficient, suitable personnel to sustain required levels of capability. The ADF is also experiencing higher than long-term average separation rates. The Defence People Plan will include a set of initiatives designed to address identified deficiencies across the full spectrum of people issues.



## People Matter Priorities in 2001-02:

- Releasing the Defence People Plan.
- Replacing the *Defence Employees Certified Agreement 2000-2001*, which expires in December 2001.
- Developing a Defence Workforce Plan, which is aimed at linking total workforce requirements across Defence to capability.
- Producing a Defence guide to employment in the Australian Public Service of non-ongoing employees.
- Producing an integrated, improved manual on pay and conditions of service for ADF members.
- Reviewing military postgraduate education and education services provided at the Australian Defence Force Academy.
- Renegotiating the current Australian Defence Force Academy agreement between Defence and the University of New South Wales for the provision of academic services.
- Accrediting Defence vocational education and training within the national training framework.
- Evaluating a Victorian trial of private sector provision of recruitment services.
- Implementing a 'capstone program' for Defence's senior leaders, including 360-degree feedback.
- Establishing a Family Support Fund to provide immediate welfare relief and support to families while ADF members are on deployment, or absent from their normal place of residence, for extended periods.
- Establishing more child-care centres in areas of high Defence need within Australia to enhance the current Defence Employer-sponsored Child Care Program.
- Developing and implementing an 'e-learning' strategy for Defence.
- Developing an injury prevention program aimed at making people more effective by reducing injury rates in Defence.
- Implementing a new Public Services Training Package designed to support workplace learning and development in the public sector. It has been developed to address the requirements of people employed in Commonwealth, state and territory governments.
- Revising accommodation policy for single ADF members.
- Finalising, with the Defence Housing Authority, the 'one-stop shop' for ADF housing and relocations.
- Assisting the external review of ADF personnel remuneration arrangements.

All initiatives are expected to be completed in 2001-02.

## WORKFORCE SUMMARY

A summary of personnel estimates for 2000-01 and 2001-02 is provided in the following table. The planned permanent ADF average strength for 2001-02 is 50,781, an increase of 478 from the estimated actual for 2000-01 of 50,303. The 2000-01 estimated actual reflects recruiting and retention shortfalls. The 2001-02 figure reflects anticipated improvements in recruiting and retention.

The planned number of Reserves for 2001-02 is 20,122, an increase of 1,126 from the estimated actual for 2000-01. This increase is primarily the result of the Government's commitment to enhancing and revitalising the Reserve.

Total civilian average strength is planned to decrease from an estimated actual of 16,278 in 2000-01 to 15,901 in 2001-02, a reduction of 377. This decrease reflects Defence Reform Program and market testing reductions, and a reduction of civilians in non-operational military positions from 2000-01 to 2001-02.

**Table 5.1: Summary of 2000-01 and 2001-02 Personnel Estimates<sup>(1)</sup>**

	2000-01 Estimated Actual	2001-02 Budget Estimate	Variation 2001-02 Budget less 2000-01 Estimated Actual	
				%
Personnel Numbers				
<b>Permanent Forces</b>				
Navy	12,353	12,690	337	2.7%
Army	24,469	24,902	433	1.8%
Air Force	13,481	13,189	-292	-2.2%
<b>Total Permanent Forces</b>	<b>50,303</b>	<b>50,781</b>	<b>478</b>	<b>1.0%</b>
<b>Reserves<sup>(2)</sup></b>				
Navy	1,745	2,173	428	24.5%
Army	15,220	15,929	709	4.7%
Air Force	2,031	2,020	-11	-0.5%
<b>Total Reserves</b>	<b>18,996</b>	<b>20,122</b>	<b>1,126</b>	<b>5.9%</b>
<b>Total Civilian</b>	<b>16,278</b>	<b>15,901</b>	<b>-377</b>	<b>-2.3%</b>
<b>Total Staffing</b>	<b>85,577</b>	<b>86,804</b>	<b>1,227</b>	<b>1.4%</b>

**Notes:**

1. Permanent Forces and civilian numbers are forecasts of the average strength for the financial year. Reserve figures represent actual numbers of General Reserves who render service during the financial year.
2. Reservists on full-time service are reported in the Permanent Force.

**Table 5.2: Breakdown of Personnel Numbers by Service and Rank<sup>(1)</sup>**

	2000-01 Estimate	2001-02 Estimate
<b>Navy</b>		
1 Star and above	35	33
Senior Officers <sup>(2)</sup>	380	338
Officers	2,336	2,567
Other Ranks	9,602	9,752
Reserves <sup>(3)</sup>	1,745	2,173
<b>Total Navy</b>	<b>14,098</b>	<b>14,863</b>
<b>Army</b>		
1 Star and above	48	45
Senior Officers <sup>(2)</sup>	547	558
Officers	4,445	4,543
Other Ranks	19,429	19,756
Reserves <sup>(3)</sup>	15,220	15,929
<b>Total Army</b>	<b>39,689</b>	<b>40,831</b>
<b>Air Force</b>		
1 Star and above	38	36
Senior Officers <sup>(2)</sup>	486	471
Officers	3,334	3,662
Other Ranks	9,623	9,020
Reserves <sup>(3)</sup>	2,031	2,020
<b>Total Air Force</b>	<b>15,512</b>	<b>15,209</b>
<b>Civilians</b>		
Senior Executives	102	106
Senior Officers <sup>(2)</sup>	3238	3261
Others	12,938	12,534
<b>Total Civilians</b>	<b>16,278</b>	<b>15,901</b>
<b>TOTAL DEFENCE</b>	<b>85,577</b>	<b>86,804</b>

**Notes**

1. Permanent Forces and civilian numbers are forecasts of the average strength for the financial year. Reserve figures represent actual numbers of General Reserves who render service during the financial year.
2. Senior Officers are of Colonel or Lieutenant Colonel rank equivalent and Civilian Executive Level 1 and 2.
3. Reservists on full-time service are reported in the Permanent Force.