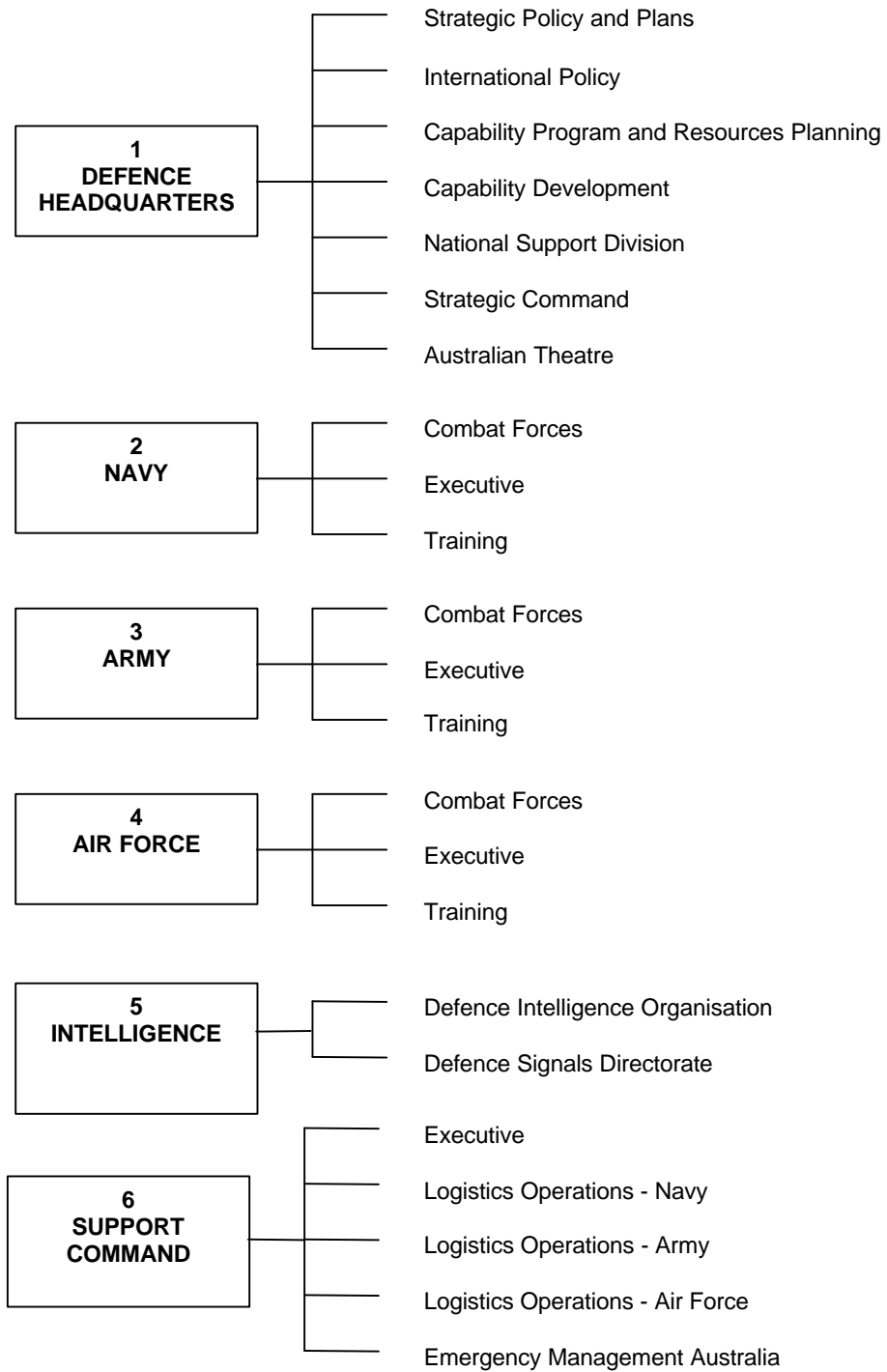


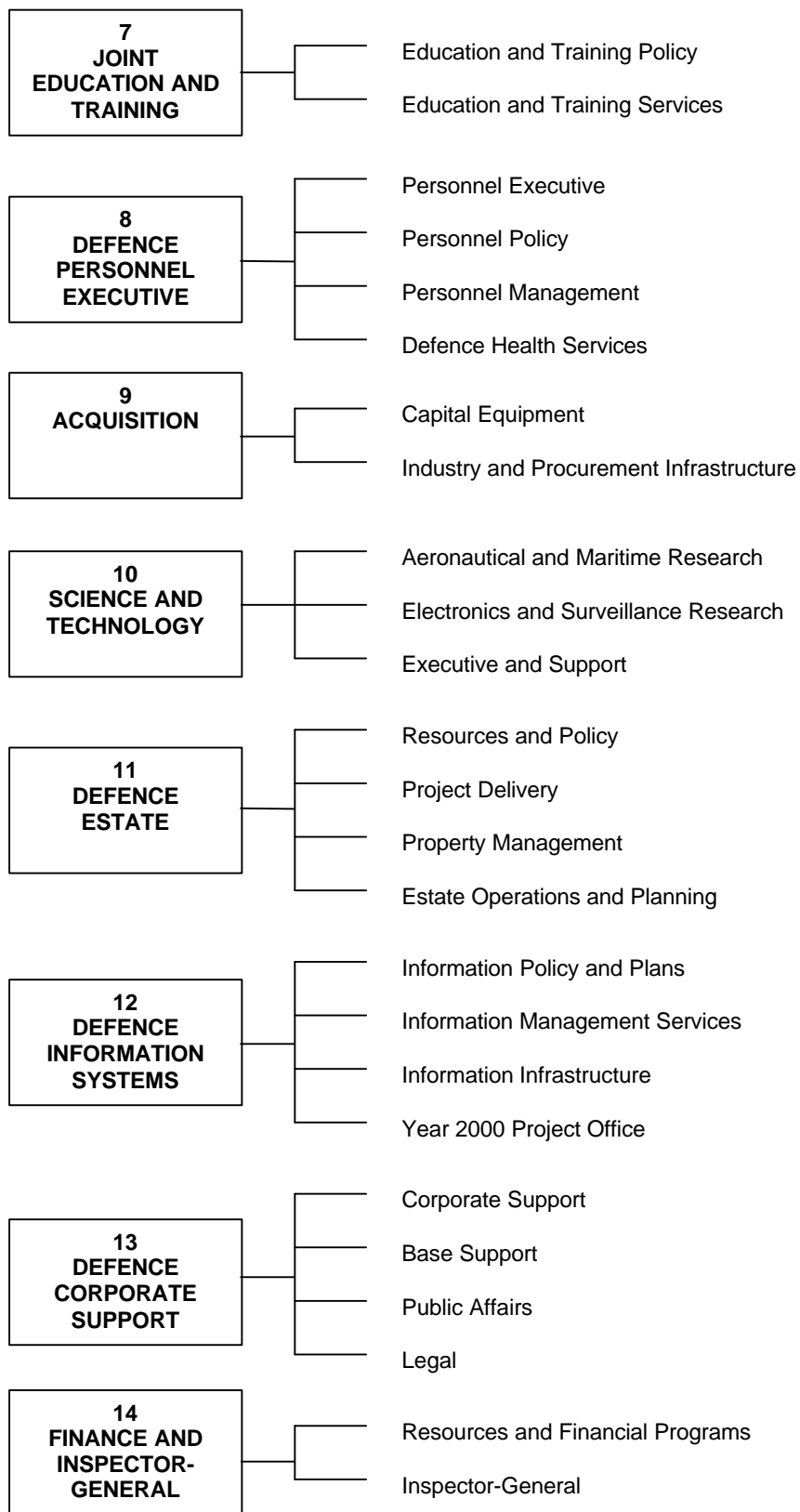
SECTION FOUR

GROUP INFORMATION

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DEFENCE GROUP STRUCTURE 1999-00





GROUP ONE: DEFENCE HEADQUARTERS

OBJECTIVE

To achieve Defence goals and the production of related outputs, the Group will provide strategic policy advice to government and develop strategic policies, force structures and warfighting strategies which enable the Australian Defence Force (ADF) to achieve its mission. The Group will provide strategic and operational-level command capabilities for more effective and efficient command of ADF campaigns, operations and joint exercises, and will seek to shape Australia's long-term strategic environment to reduce the likelihood of threats to Australia or its interests, while increasing opportunities to work with others to deal with any threats.

Defence Headquarters will shape Australia's national support base to ensure the ADF is supported as cost effectively as possible. It will attract, develop, and retain highly-skilled, educated and motivated people as part of an integrated Defence Headquarters and develop a strategic planning and management framework to provide better decision making and organisational effectiveness in long-term planning and short to medium-term resource decisions.

RESPONSIBILITY

Vice Chief of the Defence Force and Deputy Secretary Strategy and Intelligence are the joint Group Managers. The Defence Headquarters Group has functional areas with responsibility for:

Strategic Policy and Plans: develops and advises on strategic policy, plans and priorities.

International Policy: manages Australia's international defence relationships.

Capability Program and Resources Planning: manages the new capability program and undertakes strategic level resource planning.

Capability Development: manages the development of future ADF capabilities, and sponsors and develops capability proposals.

National Support: develops strategies and mechanisms to create opportunities for wider and more responsive support to the ADF from Australia's national infrastructure.

Strategic Command: assists the Chief of the Defence Force in the command of the ADF, and provides the strategic crisis management machinery.

Australian Theatre: assists the Commander Australian Theatre in the command and conduct of the campaigns, operations and other activities in the Australian Theatre and develops the doctrine and campaign plans for the defence of Australia.

STRATEGIES FOR 1999-2000

In pursuit of Defence goals and the production of related outputs, the Group will:

Goal 1: More Combat-Ready Capability

- provide an optimum level of support to Defence and government decision making, and the Chief of the Defence Force in the exercise of his command responsibilities, including through:
 - developing military strategic plans for ADF joint and combined operations;
 - coordinating strategic-level command and control of ADF joint and combined operations;
 - providing strategic-level advice to government on ADF joint and combined operations; and
- develop further the Deployable Joint Force Headquarters (Land), Headquarters Northern Command and the form and function of the collocated Headquarters Australian Theatre.

Goal 2: Stronger Future Capability

- manage the development of future ADF capabilities through sponsoring and developing capability proposals; and
- recommend for government approval a range of new investment proposals designed to strengthen the ADF's capacity to meet strategic objectives.

Goal 3: Closer Alliances and International Strategic Relationships

- enhance the military's ability to conduct successful operations by positioning the ADF better now and in the future in relation to countries of strategic significance to Australia.
- encourage and assist the development of modern, professional defence forces in our region, structured for external defence;
- build a common understanding of bilateral and multilateral strategic interests with countries of significance; and
- contribute to successful contingency and crisis management, and effective overseas ADF deployments.

Goal 4: Enhanced National Support

- develop, promote and secure an optimum level of commitment to support arrangements for ADF operations at the whole-of-government, whole-of-nation and international levels.

Goal 5: Growing Skills and Knowledge

- enhance our strategic policy skills and improve the quality of the strategic debate in the wider community.

Goal 6: Stronger Leadership and Better Management

- advise government on adapting Australia's strategic policy to changing strategic circumstances, through the production of annual assessments and periodic reviews of Australia's strategic environment;
- improve our strategic planning processes including long-term planning, military strategies and response options planning and improved preparedness planning;
- develop the Capability Assessment Reports and Joint Operational Capability Reports as effective indices of Defence outputs, and as the primary bases for resource allocation;
- improve the effectiveness and efficiency of capability development and management; and
- improve our performance in supporting the Chief of the Defence Force, the Secretary and the Defence Executive.

PERFORMANCE MEASURES FOR 1999-2000

The extent to which:

- advice to government is based on rigorous analysis and reflects a whole of government perspective;
- adoption of advice by government enables it to meet strategic objectives;
- new investment submissions meet strategic objectives at an affordable cost;
- the ADF is able to respond in a timely and effective manner to operational contingencies;
- Australia's strategic interests are served by the development of defence relationships and international cooperation;
- national and international support arrangements facilitate an optimum level of support for ADF operations; and
- advice on capability definition and strategic priorities ensures an ADF optimised to achieve strategic objectives at an affordable cost.

PERFORMANCE TARGETS FOR 1999-2000

The planned achievements for the Group in 1999-2000, in terms of their contribution to Defence goals and the production of related outputs, include:

Goal 1: More Combat-Ready Capability

- continuing to provide a highly-responsive and capable ADF Command Centre;
- developing and refining the form and structure of the collocated Headquarters Australian Theatre; and
- commanding operations and campaigns as directed by the Chief of the Defence Force.

Goal 2: Stronger Future Capability

- providing advice to government on Defence capabilities and force structure priorities through the development and review of all proposals for major equipment and facilities which are planned for government approval during 1999-2000 and in the 2000-2001 Budget.

Goal 3: Closer Alliances and International Strategic Relationships

- further developing international defence relationships consistent with Australia's strategic policy;
- enhancing alliance relationships through activities such as AUSMIN 99, political/military talks, defence and strategic dialogue and bilateral regional discussions;
- contributing to regional stability through high and multi-level access to regional government and defence forces, and close interaction with regional and allied forces; and
- contributing effectively to the management of contingency operations and overseas ADF deployments, including peacekeeping operations.

Goal 4: Enhanced National Support

- formulating effective concepts, policies and plans to enable achievement of Defence national and international support needs; and
- concluding agreements and other arrangements with key elements of Australia's civil transport infrastructure for improving ADF access in contingencies.

Goal 5: Growing Skills & Knowledge

- establishing the Australian Institute of Strategic Studies; and
- maintaining and extending our strategic dialogue network in Australia and overseas, progressively including academia, influential and respected media commentators and the private sector.

Goal 6: Stronger Leadership and Better Management

- producing the annual strategic assessment & other strategic policy documents as requested by government;
- assessing our capabilities against requirements, with particular emphasis on improving the measurability of Defence performance;
- improving our military strategic and response options planning so that it becomes an effective basis upon which to judge capability priorities and preparedness requirements;
- finalising a simplified basis for decisions on preparedness, and issuing authoritative preparedness objectives;
- producing the Defence Future Directions Paper as the basis for our long-term planning;

- implementing capability management improvement initiatives;
- implementing arrangements to improve the Defence Headquarters' performance in supporting the Chief of the Defence Force, the Secretary and the Defence Executive; and
- ensuring the continued implementation of the Defence Reform Program and the development of a comprehensive change management strategy.

GROUP RESOURCES

Table 4.1: Group Outlay and Staffing Summary

	1998-99 Estimated Actual	1999-2000 Budget Estimate
Resources	\$m	\$m
Group Contribution to Outputs ⁽¹⁾	169.0	195.5
Personnel	Personnel Numbers	
Permanent Forces	965	949
Reserves	222	222
Civilian	235	243
Total Group Personnel	1,422	1,414

Note:

1. The increase in the Group Contribution to Outputs from 1998-99 Estimated Actual to the 1999-2000 Budget Estimate is due primarily to the inclusion of the Capital Use Charge in 1999-2000.

GROUP TWO: NAVY

OBJECTIVE

To provide maritime forces which contribute to the security of Australia and its region and are able to fight and win in the maritime environment as an element of a joint or combined force.

RESPONSIBILITY

The Royal Australian Navy contributes to the achievement of the Defence objectives through the provision of forces for maritime operations, including patrol and response, interdiction and strike, and peacetime activities.

The **Chief of Navy** is the Group Manager. He commands the RAN and is responsible for the preparation of forces for the conduct of maritime operations, and the efficient and effective strategic management of the Navy. The Navy Group includes three functional areas with responsibility for:

Combat Forces that maintain maritime forces capable of meeting the Navy Group role, perform peacetime operational tasks (such as geographic and hydrographic support, joint and combined exercises and national surveillance) and support the Commander Australian Theatre with the provision of planning and operations staff and assigned forces.

An **Executive** that provides strategic-level support to the Chief of Navy necessary to meet command and group management responsibilities (including accountability) for the achievement of agreed Navy objectives and to meet advisory and support functions for the Chief of the Defence Force and the Secretary. Agencies that report directly to Navy Headquarters, such as those responsible for submarine safety and the Strategic Data Analysis Agency, are included in the Executive.

Training that provides Service specific training and single-Service management of specified joint training activities to ensure that the competencies required by members of the Navy and other ADF elements are met.

The Chief of Navy draws on an agreed level of support and resources from other Groups, particularly Support Command, the Personnel Executive and Defence Corporate Support, in managing the Navy and achieving its outputs and outcomes in 1999-2000.

NAVY'S FUTURE DIRECTIONS

The Chief of Navy released his Future Directions Statement in December 1997. It set out change priorities over the period 1997-2000 in relation to the Navy's people, its operations and preparedness, force structure, business practices and corporate responsibilities.

In order to monitor progress against these priorities, and the overall health of Navy business management, Navy Headquarters has implemented a new performance management framework encompassing 10 high-level key result areas which are measured with 22 key performance indicators.

Work will continue through 1999-2000 to improve this system, which for the first time provides the Chief of Navy with a concise 'scorecard' method for monitoring organisational performance against his (and Defence's) change priorities, and against 'business as usual' items.

As part of his overall performance management approach, the capability levels sought for Defence's naval outputs will contribute to the 'scorecard' assessments. As the new individual performance management schemes for ADF and civilian staff are implemented, they will then be keyed to organisational priorities and capability performance targets as appropriate.

PERFORMANCE TARGETS FOR 1999-2000

The Navy's 10 high-level key result areas and performance goals for 1999-2000 are set out below. These goals are aligned with the Defence goals as outlined in *Defence - Our Priorities*.

Goal 1: To meet Government requirements for enhanced preparedness of naval capabilities

The Navy's enduring goals are:

- to achieve a capable maritime force that maximises the synergy between its various elements;
- to achieve high-level performance in joint and combined maritime operations; and
- to meet its wider corporate responsibilities for preparedness levels in accordance with the Chief of the Defence Force's requirements.

In 1999-2000, the Navy will:

- bring the Collins Class submarine into operational service;
- enhance amphibious capability by bringing the amphibious landing platforms (LPAs) into service, refine management and doctrine for the amphibious force, and increase amphibious lift capability for Army support over the next two years through the charter of a large-capacity catamaran;
- increase helicopter flying effort for Sea King to 2000 hours and Seahawk to 4000 hours, as part of the continuing program to reinvigorate naval aviation;
- measure achievement against the Chief of the Defence Force's Preparedness Directive through MLOC targets for relevant fleet units, as set out in *Section Three*;
- continue the introduction into service of the new minehunters, enabling enhanced warfare skills in mine countermeasures;
- continue to develop maritime command arrangements and concepts as part of the Australian Theatre, including capability for afloat command of a joint task force; and
- enhance combat capabilities and interoperability with the Army and Air Force, and with our regional neighbours and allies, through participation in the exercises scheduled in *Section Five* of this document.

Goal 2: The Navy's enduring goal is to have a strong and diverse future maritime force

In 1999-2000, the Navy will evolve and develop the new Capability Management concepts to:

- pursue decisions to upgrade our surface combatant fleet by enhancement of the combat power of the Anzac and guided missile frigates, and to enhance the capabilities of the Collins Class submarines;
- implement a workforce plan to meet the Navy's changing force structure needs within the government-endorsed 14,000 strength target for the Permanent Naval Force; and
- ensure judgements for resource allocation to the various naval capabilities reflect changing strategic circumstances.

Goal 3: The Navy's enduring goal is to meet its wider national and Defence responsibilities to contribute to closer alliances and international strategic relationships

- In 1999-2000, the Navy will foster closer strategic and defence relationships, and higher levels of interoperability with our regional neighbours and allies, through participation in the exercise program schedule and through contributions to the Defence Cooperation Program. Steps will be taken to protect recent progress with south-east Asian countries through initiatives to work around some of the effects of the recent economic crisis;
- the Navy will reinforce Australia's position as Papua New Guinea's principal strategic partner through continued support for Operation Bel Isi in Bougainville, and

- contribute to the support of the Sydney Olympic Games.

Goal 4: Enhanced National Support

In concert with portfolio-wide initiatives designed to maximise national support for defence, the Navy will implement strategies that:

- foster closer and broader ties with maritime industries through the Deputy Chief of Navy's Chairmanship of the Australian Shipping Defence Council; and
- influence the development, application and implementation of national policy concerning occupational health and safety, equal employment and the environment.

Goal 5: Maintenance of Core Skills and Professionalism through Training and Experience

The Navy has the enduring goal of staffing the service with well-trained people who can win at sea and who want to be in the Navy.

In 1999-2000, the Navy will:

- meet its corporate responsibilities to our people through:
 - providing an environment where people are encouraged to achieve their maximum potential through proper attention to workplace relations and safety;
 - ensuring that the unique needs of the Navy's people are accommodated in the wider ADF policy-setting processes;
 - continuing to support the Navy's people in other Groups;
 - giving practical recognition to the fact that people are integral to the Navy's capability;
 - implementing an improved internal communications program using a variety of information technologies;
 - incorporate the RAN Employee Attitude Survey into a common ADF survey; and
 - implement Defence's new Civilian Personnel Management Scheme in line with undertakings in the *Defence Employees Industrial Agreement 1998-99*.
- improve the match between critical force-structure needs and available qualified staff through:
 - reviewing the Navy's billets (in conjunction with the Defence Personnel Executive) to identify and prioritise critical billets;
 - emphasising specific recruiting needs to alleviate the recruiting shortfalls, and separations, experienced during 1998-99 in important skill categories; and
 - working to lift the skills/needs category match across the Permanent Naval Force workforce to 95%.
- have well-trained people who can win at sea, through:
 - implementing the results of key Naval Training Command management review projects with the aim of quantifying non-financial indicators to evaluate training effectiveness and improving training planning processes;
 - introducing in-service training and personnel facilities for Anzac, amphibious transport and minehunter coastal class ships; and
 - introducing a new five-phase pilot training continuum which will meet the Naval Aviation Force Management Review recovery schedule.
- have people who want to be in the Navy, through:
 - targeted completion incentives for certain categories of guided missile destroyer sailors;
 - managed reductions for specialisations where reductions are needed; and
 - implementing the Navy's 'ADFA 2000' scheme, whereby from the academic year 2000, new officer recruits are introduced to sea service in their first year of training,

rather than after completing several years of tertiary education at the Australian Defence Force Academy.

Goal 6: The Navy's enduring goal is to apply best practice to its business processes

During 1999-2000, the Navy will:

- continue to develop the capability management concepts to support the Chief of Navy's enhanced role in higher-level decision making;
- achieve an effective materiel regulatory system which will deliver sound engineering and safety standards;
- implement the post-project management plan, in conjunction with Support Command-Navy, for application of activity-based management across the Navy's business processes in the new resource management environment of outputs and accruals;
- continue the development and implementation of the Navy's performance management framework and its supporting information structure;
- use new business-planning processes and information systems for the preparation of the accruals-based Five Year Defence Program and forward estimates, with an emphasis on capability outputs;
- manage the implementation of Defence Reform Program savings initiatives; and
- achieve Year 2000 compliance of all Navy operational and administrative information systems.

GROUP RESOURCES

Table 4.2: Group Outlay and Staffing Summary

	1998-99 Estimated Actual	1999-2000 Budget Estimate
Resources	\$m	\$m
Group Contribution to Outputs ⁽¹⁾	1,548.4	2,562.3
Personnel	Personnel Numbers	
Permanent Forces	10,600	11,366
Reserves	1,555	1,579
Civilian	511	504
Total Group Personnel	12,666	13,449

Note:

1. The increase in the Group Contribution to Outputs from 1998-99 Estimates Actual to the 1999-2000 Budget Estimate is due primarily to the inclusion of the Capital Use Charge in 1999-2000.

GROUP THREE: ARMY

OBJECTIVE

To provide a potent, versatile and modern Army to promote the security of Australia and to protect its people or its interests.

RESPONSIBILITY

The Army provides land forces that contribute to the ADF's capacity to defeat attacks against Australia, defend regional interests, defend global interests, shape the strategic environment and protect national interests. Capabilities include the capacity to defeat incursions on, and recapture, Australian territory; to seize and protect forward operating bases; to conduct surveillance and reconnaissance operations; to conduct special operations; to conduct special recovery, counter terrorist and combat search and rescue operations; to provide service-assisted and service-protected evacuation; to provide command, control, communications and information to support tasks; to provide operational-level sustainment of land-based operations; and to provide humanitarian assistance.

The Chief of Army commands the Army and is responsible for the preparation of forces for the conduct of land operations, efficient and effective strategic management of the Group and the future development of the Army. The Army Group comprises three functional areas:

Combat Forces: a range of land-warfare capabilities to meet peacetime operational tasking and the types of security threats that could arise in the shorter term; together with land forces capable of mobilisation; and, if required, Combat Forces encompasses the capabilities necessary to exercise command and control, conduct operations, sustain deployed forces and support the Commander Australian Theatre by providing planning and operations staff.

Executive: Army Headquarters facilitates the Chief of Army's command of the Army, management of designated capability outputs and participation in Defence strategic decision making.

Training: provides Service-specific individual training and single-Service management of individual joint training, the development of doctrine for land warfare, the management of international training and training exchanges, the management of the Combined Arms Training and Development Centre in support of capability development, and battle simulation support.

In managing the Army and achieving Army targets for 1999-2000, the Chief of Army will draw on an agreed level of support and resources from other Groups, particularly Support Command, Defence Personnel Executive and Defence Corporate Support.

ARMY GOALS

In alignment with the goals set out in *Defence - Our Priorities*, the Army's performance will be measured against the following priorities:

Goal 1: Combat-ready land forces to meet Government's requirements

An adaptive, versatile and prepared Army provides government with an essential range of military options to meet future national security challenges. The deployment of land forces represents the most profound signal of commitment available to government. It is a commitment that provides the means to pre-empt actions detrimental to the national interest, influence the conduct and resolution of events and shape the post-conflict environment. The Army will operate as part of joint or combined forces. Ultimately, land forces establish a presence and provide decisiveness across a broad spectrum of conflict. To achieve this, the Army must provide a range of combat capabilities at designated degrees of preparedness to support government military strategy.

Performance Indicators

The extent to which:

- the Army capability outputs and Army contributions to Defence capability outputs meet the requirements of Defence's Capability Preparedness Directives; and
- readiness levels of current force elements can be adjusted in response to strategic developments.

Goal 2: Modern concepts and world-class capabilities for future land combat

The Army's approach to the development of future capabilities is concept-led and capability-based. A concept-led approach uses concepts to guide the development and application of military capabilities. Warfighting concepts identify how we wish to fight, providing a framework to coordinate the convergence of force development with doctrine and training. This approach enables the Army to deliver relevant, prepared land-force capabilities that will retain their utility over the long term in a rapidly-changing international strategic environment. These capabilities enable the Army to win the next land battle. By adopting this approach, the Army can balance its capability investment between current and future requirements, enabling effective delivery against required outputs.

The Army-in-being, the current combat force, while being able to deliver the immediate capabilities required by government, is in a constant state of transition towards an enhanced combat force, a tangible state of force development which allows transition into the Army-after-next, the Army of the future.

Performance Indicators

The extent to which:

- the Army modernisation trials generate capability options that are incorporated into an enhanced combat force;
- a framework for concept-led, capability-based methodology is incorporated into Defence planning;
- the Army and higher-level concepts accommodate the transition from the Army-in-being to an enhanced combat force to the Army-after-next;
- the Army science and technology master plan aligns technology development with capability management; and
- the Army concept-led, capability-based input is embedded within strategic and non-Army capability development.

Goal 3: Closer relationships with allied and regional armies

Australia's military engagement with other nations serves three fundamental purposes. Firstly, building confidence and trust through military-to-military relationships in our region helps to shape our strategic environment in order to prevent conflict and insecurity. Secondly, military engagement strengthens our alliances with the United States and New Zealand, and enhances our ability to participate in coalition and United Nations operations to maintain or restore security and demonstrate our commitment to global and regional stability. Thirdly, the Army's capability development is enhanced through the expertise and knowledge of exchange personnel, students and visitors to and from foreign land forces.

In order to achieve this, the Army participates in bilateral and multilateral exercises with allies and regional countries, international training programs, personnel exchanges and attachments, and Service-to-Service talks. The Army also conducts training for foreign Army personnel and units and assists unilateral foreign training in Australia.

This Goal supports the Army's contribution to Defence Output 20 - Effective International Relationships and Contribution to International Activities.

Performance Indicators

The extent to which:

- the Army's international engagement strategy accords with Defence priorities and Army developmental objectives;
- the Army's international engagement strategy contributes to current and future capability development;
- the Army's international engagement shapes Australia's strategic environment; and
- the Army's international engagement enhances integration and interoperability options for land and special forces.

Goal 4: Optimised support for military operations from the national support base

The Army's combat capability is enhanced by the national support base. The national support base augments Army elements operating in peacetime and on operations as part of a joint force. It encompasses the full range of organisations, systems, and arrangements which facilitate support to the ADF. It includes the Defence organisation, federal and state governments, industry and commerce and the Australian community.

The Army influences the priority and outputs of the national support base through Defence enabling groups by being an active stakeholder in strategic planning and business processes affecting Army capabilities. Examples of Army engagement which influences the national support base include defining the requirements for employer support for Reserve Forces, establishing priorities for materiel support, and developing concepts for through-life support of capital equipment and the sustainment of deployed forces. In addition, the Army's status as a valued member of the national support infrastructure will be enhanced by its contribution to national support tasks.

This Goal supports Army's contribution to Defence Output 21 – Effective Contribution to National Support Tasks.

Performance Indicators

The extent to which:

- the Army influences the priorities and outputs of the respective enabling Groups;
- the Army's national support requirements are met;
- the Army's internal support elements integrate with the national support base; and
- the Army's image is enhanced by its contribution to national support tasks.

Goal 5: Growing our people's skills and knowledge

The Army's people are the capability element that best allows the Army to generate fighting power beyond its size - they are our capability multiplier. Therefore our people remain a critical investment area. Initially, we must determine the number and type of people we need, now and in the future, and then attract, recruit and retain them actively. We must train them physically, mentally, intellectually and morally, to enable them to contribute effectively to our team. We must lead them, and develop their leadership, so that all the Army's people are motivated to maximise their contributions; guided by our values and ethos. Finally, we must nurture them, so they feel valued and protected from the pressures of service life and the hardships it invokes upon members and families. In this way, we will ensure the Army becomes a learning organisation committed to achieving and maintaining high performance.

Performance Indicators

The extent to which:

- the Army delivers effective and efficient individual training and education;
- Army input is reflected in Defence personnel policy and conditions of service;
- career management rewards achievement, matches skills with appointments and provides flexible employment opportunities;

- Army recruiting targets are met;
- Army personnel match establishment requirements;
- personnel are retained in the Army; and
- the Army develops a values-based learning culture.

Goal 6: Focused leadership and best practice management

The Army's leadership and management influences the development of strategic policy, plans and priorities. It also bears significantly on our ability to advocate and manage the essential contribution of land and special forces to the achievement of national security objectives. This capacity to manage, advise and make decisions relies on getting the right information to the right person at the right time.

The Army's ability to do this can be improved by aligning our structures and processes with desired Defence and Army outcomes and by establishing appropriate cause/effect relationships within our organisation. We must know what needs to be done, when and how. Best-practice management will guide the 'how', by defining principles to optimise the Army's practices. Performance measurement will help to determine the 'when' and 'what', by providing visibility of deficient performance in critical areas. These initiatives, with the aid of decision-support systems, will enable the Army to establish clear management priorities, thus allowing our leadership to focus its efforts on substantial issues, adding value where it is most needed.

This Goal supports the Army's contribution to Defence Output 22 - Strategic Policy and Direction.

Performance Indicators

The extent to which:

- the Army contributes to the development of strategic policy;
- future ADF military strategies and doctrine optimise the contribution of land and special force capabilities;
- the Army contributes to and shapes the future Defence information environment;
- the Army's strategic corporate and resource plans and reports initiate, sustain and track capability-focused performance;
- the Army's strategic corporate and resource advice and policy promotes best-practice management throughout the Service;
- the Army budget outcome accords with Defence fiscal guidance;
- Army accounting policy and practices attribute and track resources against outputs; and
- Army Headquarters information management functionality optimises Army management processes.

GROUP RESOURCES

Table 4.3: Group Outlay and Staffing Summary

	1998-99 Estimated Actual	1999-2000 Budget Estimate
Resources	\$m	\$m
Group Contribution to Outputs ⁽¹⁾	1,946.7	2,230.5
Personnel	Personnel Numbers	
Permanent Forces	18,464	19,209
Reserves	24,681	25,428
Civilian	957	948
Total Group Personnel	44,102	45,585

Note:

1. The increase in the Group Contribution to Outputs from 1998-99 Estimated Actual to the 1999-2000 Budget Estimate is due primarily to the inclusion of the Capital Use Charge in 1999-2000.

GROUP FOUR: AIR FORCE

OBJECTIVE

To prepare for, conduct and sustain effective air operations to promote Australia's security and interests.

RESPONSIBILITY

The Air Force Group provides forces and combat support for air operations, including offensive and defensive counter air operations, precision strike operations, airlift, reconnaissance and surveillance.

The **Chief of Air Force** as the Group Manager is responsible for the command of the Royal Australian Air Force, the preparation of forces for the conduct of air operations and the efficient and effective strategic management of the Group and the development of the future Air Force. The Air Force Group comprises three functional areas:

Combat Forces: which maintain air forces capable of meeting ADF preparedness requirements for joint and independent air operations, national Defence tasks and international activities. It also provides support to the Commander Australian Theatre through the provision of planning and operations staff and assigned forces.

The **Executive:** which provides the strategic-level support to the Chief of Air Force necessary to meet Command, Group and Output management responsibilities (including accountability) for the achievement of agreed Air Force objectives, and to meet advisory and support functions for the Chief of the Defence Force and the Secretary. Agencies that report directly to Air Force Headquarters, including those responsible for ADF flying safety, ADF airworthiness and air power studies are also part of the Executive.

Training: which provides Service-specific training and single-Service management of specified joint training activities to ensure the competencies required by members of the Air Force and other customers are met.

The Chief of Air Force will draw on an agreed level of support and resources from other Groups, particularly Support Command Australia, Defence Personnel Executive, Acquisition and Defence Corporate Support, in managing the Air Force and achieving Air Force performance targets for 1999-2000.

STRATEGIES FOR 1999-2000

In pursuit of Defence and Air Force objectives, the Air Force Group will:

- prioritise activities and allocate resources to meet ADF operational requirements, other national defence tasks, ADF flying safety and airworthiness, regional cooperation and other international activities;
- lead a combat-focused air power team, with sustainable balance of Service, civilian and contractor components, in ways that reflect respect for Air Force values and the welfare and contribution of individuals;
- develop and maintain Air Force capabilities in terms of doctrine, command and control, standards, weapon systems, combat support systems, infrastructure, logistic support systems, training, personnel and support resources;
- influence the development of the force structure and organisation that is consistent with ADF air power needs and structured for war;
- influence the development of personnel policies and practices that recognise the special nature of Air Force service, reflect wider community standards and enhance the attraction of a career in the Air Force;
- employ strategic planning, capability-focused resource management, performance measurement and evaluation, and environmental management in the performance of all Air Force activities; and
- promote understanding of the importance of air power to Australia's security and interests.

PERFORMANCE TARGETS FOR 1999-2000

Goal 1: Generate more combat ready Air power capability

- The future Air Force workforce is restructured within the 13,000 target strength.
- The draw-down towards a 13,000 Permanent Air Force is managed to maximise Air Force capability and minimise disruption to workforce and welfare of individuals.
- The percentage of full-time Permanent Air Force personnel in combat or combat-related positions progressively increases, and reserve capability expands and develops.
- Force elements are maintained at preparedness levels to achieve the Chief of the Defence Force's Preparedness Directive.
- The Air Force contributes to the development of military strategy and response options planning as a basis to judge preparedness requirements and capability development.
- The Air Force contributes to the development of strategic doctrine to provide a capstone document for all ADF concepts for operations and operational and tactical doctrine.
- Command and control issues relating to embedded Initial Deployment Force personnel in other Groups are resolved.
- An information operations unit in support of air operations is formed.
- The readiness of the fast jet squadrons is enhanced through the restructure of the pilot training system and through improved logistics support.

Goal 2: Forge a stronger future capability

- The Alternate Futures methodology is used to anticipate the full breadth of the possible environments at the vision horizon of 2030.
- An effective Air Force strategic planning framework is developed.
- A whole-of-life capability management framework based around Defence outputs is implemented in the Air Force.
- Contributions are made to improving of linkages between strategic policy and operational response options for government based on military strategies.
- Significant progress is made across the wide range of new capital equipment and weapons systems upgrades currently under way.
- Surveillance activities, and the Air Force's contribution to meet government requirements, are determined.

Goal 3: Closer alliances and international strategic relationships

- Contributions are made to international defence relations and international activities.

Goal 4: Implement policies to enhance national support from industry and infrastructure

- The 1999-2000 element of the market-testing program for the Air Force is completed as scheduled.
- The Air Force contributes to national support policy development.
- The Air Force contributes to Defence Headquarters' assessment of the capacity of industry and agencies for national infrastructure to assist airlift, maritime and surveillance activities (provision of terminal facilities, airlift, maritime and surveillance support).

Goal 5: Growing our people's skills and knowledge

- Train, educate and develop people to maximise combat capability and provide productive and rewarding careers.
- Policies are implemented to attract and retain skilled personnel.
- Military ethos, values, attitudes and professionalism are nurtured as the key component of a combat capable force.
- The RAAF cultural assessment project findings are assessed and implemented as appropriate.
- Collocation and integration of the single-Service Staff Colleges is progressed.

- The Air Force training system is re-focused to align more closely with the evolving national and Defence training systems and is underpinned by a competency-based training and assessment approach.
- The Air Force is nationally recognised as a quality-endorsed training organisation.
- The Air Force and Defence education and training schools, courses and processes are rationalised.
- The civilian performance management scheme is introduced for all Air Force civilians.

Goal 6: Provide stronger leadership and better management

- Align objectives, values and behaviours to demonstrate confidence to the Australian community that the Air Force is well led at all levels.
- Risk management strategies are introduced to maximise safety while meeting preparedness objectives, including completing the ADF Aviation safety management review and commencing implementation of review outcomes.
- The principles of professional excellence, ethics, courage and integrity, fairness and respect, accountability, openness and trust, esprit de corps, and loyalty are practised throughout the Air Force.
- Responsibility is accepted for ensuring that, in the leadership team, the right people are in the right jobs.
- The Air Force's internal and external communications and public affairs strategies are enhanced.
- Air Force Headquarters processes are enhanced to support effective strategic-level decision making.
- The 1999-2000 component of the Defence Reform Program and associated reinvestment programs as they relate to the Air Force are delivered.
- An output-based accrual budgeting system, that supports the Chief of Air Force's role as both Output and Group Manager, is implemented.
- Capability management plans are developed for those Outputs managed by the Chief of Air Force, as a primary basis for resource allocation.
- An integrated business management cycle is implemented to optimise the resources allocated to the Air Force and the Chief of Air Force-managed outputs.
- Air Force systems are Y2K compliant.

GROUP RESOURCES

Table 4.4: Group Outlay and Staffing Summary

	1998-99 Estimated Actual	1999-2000 Budget Estimate
Resources	\$m	\$m
Group Contribution to Outputs ⁽¹⁾	1,498.2	2,233.3
Personnel	Personnel Numbers	
Permanent Forces	8,640	8,640
Reserves	1,617	1,605
Civilian	359	389
Total Group Personnel	10,616	10,634

Note:

1. The increase in the Group Contribution to Outputs from 1998-99 Estimated Actual to the 1999-2000 Budget Estimate is due primarily to the inclusion of the Capital Use Charge in 1999-2000.

GROUP FIVE: INTELLIGENCE

OBJECTIVES 1999-2000

To provide intelligence, primarily on strategic and military issues, to Defence and other parts of government, and to the ADF for the conduct of military operations.

RESPONSIBILITY

Deputy Secretary Strategy and Intelligence is the Group Manager.

The Intelligence Group collects, assesses and distributes intelligence to inform Australia's strategic, defence and wider government policies, and for the conduct of military operations. The Defence Intelligence Organisation assesses and distributes intelligence on strategic and military developments and is responsible for the provision of intelligence to the ADF for operations. The Defence Signals Directorate collects and distributes foreign signals intelligence and provides advice and services to Defence and other parts of government on computer and communications security. The Australian Imagery Organisation provides imagery and spatially-derived intelligence and information in support of Defence and national interests.

STRATEGIES FOR 1999-2000

The Intelligence Group will undertake a range of strategies to refine intelligence collection, analysis and distribution capabilities in line with Government policy to provide a better service to Defence and Government clients. The emphasis will be to engage better the customer base to ensure products and services are predictive, effective and provide value for money.

PERFORMANCE MEASURES FOR 1999-2000

The key performance measures will be the degree to which customers are satisfied and the quality, relevance, timeliness and quantity of intelligence product and services.

PERFORMANCE FORECAST FOR 1999-2000

In 1999-2000, the Intelligence Group will provide intelligence collection and assessment for Defence, and intelligence and security services for wider government, in the following core business areas: planning and conduct of ADF operations; Defence decision making; ADF capability development; and national intelligence and security services.

GROUP RESOURCES

Table 4.5: Group Outlay and Staffing Summary

	1998-99 Estimated Actual	1999-2000 Budget Estimate
Resources	\$m	\$m
Group Contribution to Outputs	161.9	161.7
Personnel	Personnel Numbers	
Total Group Personnel	1,446	1,452

GROUP SIX: SUPPORT COMMAND

OBJECTIVE

Support Command Australia will deliver at minimum cost the materiel support required by the ADF to train and fight.

RESPONSIBILITY

Commander Support Australia is the Group Manager. The Group comprises three functional areas:

The **Executive**: which provides support to the Commander Support Australia to meet command and Group management responsibilities, including accountability for the achievement of agreed objectives, levels of service and the integration and standardisation of logistic processes and systems.

Logistics Operations: for the Navy, Army and Air Force that provide nominated materiel support for the operation, deployment and maintenance of ADF forces.

Emergency Management Australia: which formulates policy and provides resource administration and support for emergency management.

STRATEGIES FOR 1999-2000

In pursuit of Defence and Group objectives, the Group will:

- continue to rationalise and integrate structures and systems for the provision of materiel support to the ADF;
- continue to market test non-core activities;
- refine the Group performance management strategy and framework;
- continue to review current and non-current asset holdings, and personnel requirements;
- continue, with the assistance of industry, market testing of all non-corporate governance functions, including the development of a Defence Integrated Distribution System; and
- continue to enhance emergency management capabilities and awareness nationally and in Australia's region.

PERFORMANCE TARGETS FOR 1999-2000

Support Command Australia's performance will be measured against its contribution to meeting of Defence goals as follows:

Goal 1: More Combat Ready Capability

- delivering agreed levels of information, services and materiel;
- establishing optimal through-life support arrangements for new capital equipment;
- assuring technical integrity of platforms and systems; and
- establishing and maintaining reserve stocks.

Goal 2: Stronger Future Capability

- establishing accruals and activity-based management systems;
- reducing the total materiel support cost of combat and training force activities; and
- reducing the numbers of military and civilian personnel in Support Command Australia.

Goal 3: Closer Alliances and International Strategic Relationships

- enhancing alliance and strategic relationships through participation in activities such as the Pacific Area Senior Officer Logistics Seminar and bilateral regional logistic discussions.

Goal 4: Enhanced National Support

- market testing of all non-corporate governance activities;
- understanding industry capabilities and maintaining the mechanisms that inform industry; and
- establishing, where appropriate, strategic alliances and partnering arrangements.

Goal 5: Growing Skill and Knowledge

- acquiring and maintaining competencies, supported by the establishment of job profiles for all Support Command Australia establishment positions; and
- developing Support Command Australia personnel, including the establishment of individual development plans.

Goal 6: Stronger Leadership and Better Management

- developing a strong organisational culture through the Support Command Australia leadership and culture building program;
- rationalising, standardising and improving common business practices;
- operating within a quality management system;
- establishing a performance management and benchmarking framework;
- migrating to integrated, reliable and user-friendly information systems; and
- managing purchasing as a strategic activity.

GROUP RESOURCES**Table 4.6: Group Outlay and Staffing Summary**

	1998-99 Estimated Actual	1999-2000 Budget Estimate
Resources	\$m	\$m
Group Contribution to Outputs ⁽¹⁾	1,378.4	1,720.4
Personnel	Personnel Numbers	
Permanent Forces	5,266	3,666
Reserves	210	202
Civilian	4,542	4,354
Total Group Personnel	10,018	8,222

Note:

- The increase in the Group Contribution to Outputs from 1998-99 Estimated Actual to the 1999-2000 Budget Estimate is due primarily to the inclusion of the Capital Use Charge in 1999-2000.

GROUP SEVEN: JOINT EDUCATION AND TRAINING

OBJECTIVE

Joint Education and Training will ensure that Defence education and training policies are consistent with government priorities, support Defence goals and meet client/stakeholder needs. Education and training is a key driver to Defence capability through the provision of Defence personnel who contribute to the knowledge edge. The Group will ensure that Defence education and training systems are efficient and effective and make best use of the national education and training systems. Group processes, procedures and systems will support its business activities effectively.

RESPONSIBILITY

The **Head, Joint Education and Training** is the Group Manager.

Education and Training Policy: formulates policies and strategies for joint and integrated education and training, including rationalisation of education and common training, senior officer education, Defence-wide utilisation of flexible and distance learning techniques and implementation of the National Training Framework within Defence.

Education and Training Services: formulates policy and provides resource administration and support for ADF training and education functions performed by the Australian Defence Force Academy and the Australian Defence College. It also provides continuing Defence-wide civilian training and development programs.

STRATEGIES FOR 1999-2000

In pursuit of Defence goals, the Joint Education and Training Group will:

- progress the development and implementation of a joint education and training policy framework for Defence within which all single-Service and joint education and training requirements can be provided;
- achieve efficiencies and greater effectiveness through the rationalisation of education and training schools and courses, including logistics training, communications and information systems training, service police and security training and common technical training;
- progress policies and strategies to align Defence education and training with the National Training Framework;
- conduct liaison and develop partnerships with other Groups to coordinate education and training policies and plans within the broader range of Defence goals; and
- pursue a closer working relationship with Service offices and personnel authorities to integrate education and training policies into personnel planning, and to refine the future disposition of joint education and training functions.

PERFORMANCE MEASURES FOR 1999-2000

The performance measures for the Group in terms of their relationship to the Defence goals are:

Goal Two: Stronger Future Capability

- Planning is completed to support the opening of the Australian Command and Staff Course in January 2001.

Goal Four: Enhanced National Support

- Defence education and training is integrated into and maximises use of the National Training Framework; and
- Defence optimises user choice in the supply of education and training services from the tertiary sector.

Goal Five: Growing Skills and Knowledge

- The agreed rationalisation of common training schools and courses has been achieved in accordance with the Defence Reform Program;
- The role of the Group in contributing to the knowledge edge has been identified.;
- A framework is established for quality in the delivery of education and training services;
- The delivery of education and training programs and services meets Defence and client needs;
- Defence has aligned education and training with personnel goals, objectives and planning processes; and
- Defence has developed a culture and processes to support workplace learning.

PERFORMANCE TARGETS FOR 1999-2000

Planned achievements in 1999-2000 in terms of their contribution to Defence goals include:

Goal Two: Stronger Future Capability

- Complete planning to support the opening of the Australian Command and Staff Course in January 2001.

Goal Five: Growing Skills and Knowledge

- Complete planning for and implement the rationalisation of education and training schools and courses in accordance with the Defence Reform Program, including logistics training, communications and information systems training, service police and security training and common technical training;
- Validation of the competencies for Defence officers in joint operational, staff and policy appointments and competencies accepted by Australian Defence College and Australian Defence Force Warfare Centre to inform their curriculum development processes;
- Development of options for greater flexibility in undergraduate education through University College, ADFA;
- Review of entry-level tertiary education for officers is complete and appropriate recommendations implemented;
- Implementation of the recommendations of the Report of the review into policies and practices to deal with sexual harassment and sexual offences – ADFA, June 1998;
- Policy development is completed for coordinated Defence logistics education and training; and
- The delivery of education and training programs and services meets Defence and client needs.

GROUP RESOURCES

Table 4.7: Group Outlay and Staffing Summary

	1998-99 Estimated Actual	1999-2000 Budget Estimate
Resources	\$m	\$m
Group Contribution to Outputs	95.8	63.1
Personnel	Personnel Numbers	
Permanent Forces	1,177	138
Reserves	0	0
Civilian	124	155
Total Group Personnel	1,301	293

GROUP EIGHT: DEFENCE PERSONNEL EXECUTIVE

OBJECTIVE

To develop integrated personnel policies and services that meet current and future Defence capability and support needs.

DESCRIPTION

The Defence Personnel Executive develops ADF and civilian personnel policies and practices and provides personnel support services. The Defence Personnel Executive also conducts ADF recruiting and provides ADF health services.

The **Head, Defence Personnel Executive** is the Group Manager. The Group delivers personnel support in four functional areas:

Personnel Executive: provides support to the Head of the Defence Personnel Executive to meet Group corporate management responsibilities, including accountability for agreed objectives and enabling services. This area also provides policy analysis and advice relating to superannuation, injury compensation and occupational health and safety, and administers the office of the Assistant Chief of Reserves.

Personnel Policy: develops personnel management and industrial relations policies for all Defence personnel. This area also recruits members for the Services (both Regular and Reserve) while providing a framework for the management and development of personnel to meet current and future requirements and staffing in accordance with Defence priorities and requirements of the Secretary and Service Chiefs.

Personnel Management: provides the framework for the administration of personnel, including pay and personnel systems, Service career management including postings and promotions, family support services, civilian recruiting for the Department and complaints resolution services.

Defence Health Services: formulates policy and strategies and provides an integrated health service for the ADF.

STRATEGIES FOR 1999-2000

In line with Defence goals and objectives, the Group will:

- review business practices to identify and develop options for rationalisation of support systems and processes, and integration of staff;
- improve and simplify personnel policies, legislation and practices and communicate changes to all stakeholders;
- plan the drawdown to, and define the establishment for, the 50,000 full-time ADF personnel, in conjunction with other Groups;
- implement a 24-month rolling forecast of recruiting requirements;
- instigate adequate consultation and monitoring systems to capture all staffing requirements;
- utilise effective strategic workforce planning techniques;
- implement policies and practices to recruit, develop and retain fit, skilled, educated and motivated people to staff the Defence organisation to meet ADF capability requirements and support needs;
- provide all personnel with the opportunity for personal development and to contribute to their full capacity; and
- improve the availability, access and use of personnel data from internal and external sources to support input to personnel plans and policies in the ADF capability planning process.

PERFORMANCE MEASURES FOR 1999-2000

The extent to which:

- the personnel management framework, including the roll out of the Personnel Management Key Solution personnel management system, facilitates the effective implementation of the Defence Reform Program;
- personnel issues are embedded into the Defence longer-term capability development process;
- stakeholders are satisfied with recruitment and postings that meet their requirements;
- approved staffing levels are reached;
- the proportion of personnel deployable in combat roles is achieved; and
- environmental data, including the ADF attitudes survey, is used in planning, policy development and providing advice.

The Defence Personnel Executive performance measures are aimed at monitoring the following key success factors:

- Defence recruits and retains the right people;
- Capability development processes have personnel considerations integrated;
- New and current capabilities are supported by suitable personnel management practices;
- Key stakeholders and clients are satisfied with the Defence Personnel Executive's policies, plans and services; and
- New organisational structures and processes are in place to achieve target milestones.

PERFORMANCE TARGETS FOR 1999-2000

In line with Defence goals and objectives, the Defence Personnel Executive will:

- continue implementation of the Defence Reform Program recommendations, including the roll out of the PMKEYS system, for more efficient and cost-effective management and administration of personnel in the Defence organisation;
- further develop the Defence human resource strategy including strategic personnel policy guidance, workforce, development and action plans;
- continue equity education and practices in the Defence organisation;
- further implement initiatives to improve the recruiting, operational effectiveness and contribution of the Reserve Force;
- improve the effectiveness of health planning, intelligence and delivery across the ADF;
- implement the measures detailed in the *Defence Employees Industrial Agreement 1998-99* and the *Australian Defence Force Productivity Based Remuneration Arrangement 1997-99*, including the development of remuneration-linked performance management;
- finalise a new civilian pay agreement;
- restructure ADF remuneration; and
- review and rationalise recruiting and individual performance management arrangements to ensure innovative, equitable and appropriate employment policies and practices.

GROUP RESOURCES

Table 4.8: Group Outlay and Staffing Summary

	1998-99 Estimated Actual	1999-2000 Budget Estimate
Resources	\$m	\$m
Group Contribution to Outputs	1,068.8	1,095.2
Personnel	Personnel Numbers	
Permanent Forces	2,958	2,610
Reserves	1,374	1,361
Civilian	1,551	1,440
Total Group Personnel	5,883	5,411

GROUP NINE: ACQUISITION

OBJECTIVE

To realise the Government's priorities for the development of Australian defence capabilities through the timely acquisition and delivery of major capital equipment and systems that meet endorsed operational requirements, achieve value for money and are supportable. The Acquisition Group will develop policies to enhance the capability of Australian industry in support of defence self-reliance.

RESPONSIBILITY

The Acquisition Group acquires equipment and promotes industry support to underpin Australia's defence capability.

Deputy Secretary Acquisition is the Group Manager. He is assisted by Division Heads in a body known as the Acquisition Executive.

The Group comprises the following functional areas:

Capital Equipment: is responsible for the acquisition of major capital equipment to meet ADF operational requirements.

Industry and Procurement Infrastructure: develops and manages Defence policy for industry and industry-related programs, manages defence exports and material cooperation activities, and administers the Government's defence and strategic export controls. This area also develops and administers Defence's contracting policy and provides contracting advice and support, provides acquisition management systems support, administers quality assurance and regional Acquisition shopfront activities.

STRATEGIES FOR 1999-2000

In pursuit of Defence and Group objectives, the Acquisition Group will:

- acquire and deliver major capital equipment and systems to the ADF that meet the endorsed capability requirements and priorities, and agreed performance specifications;
- play a major role in capability development through participation in the Defence Capability Committee and the Capability Forum;
- develop for each major capital equipment project an equipment acquisition strategy, specifications, cost estimates and schedules in consultation with the project sponsors, and also address industry and contracting issues;
- implement and promote the initiatives of the 1998 *Defence and Industry Policy Statement* relating to defence industry capability, quality assurance, procurement, export and materiel cooperation programs;
- identify and implement reforms to business processes, contracting policies and other acquisition matters that promote best practice in the acquisition of complex systems and faster delivery of new capability into service;
- refine and expand the Acquisition Group's training and development programs in project management and procurement and its specialist graduate program and progress the acquisition career management and development framework outlined in the *Defence Acquisition Organisation People - Strategic Plan*; and
- implement and deliver the savings, organisational and staffing changes and related management processes stemming from the Defence Reform Program.

PERFORMANCE TARGETS FOR 1999/2000

Consistent with Defence and Group goals, the Acquisition Group will pursue the following performance targets during 1999-2000:

- The Major Capital Equipment Sub-Group manages over 200 major projects with a total estimated cost of some \$43b of which \$26b will have been spent to June 1999. Of the balance of \$17b, it is planned to spend \$2.8b in 1999-2000.
- Strengthening of Acquisition Group project staff, both in numbers and skills, will continue to receive high priority from management. This year will see the publication of an in-depth guide to career management and development in the Acquisition Group (to supplement the *Defence Acquisition Organisation People - Strategic Plan* published in 1998-99), that will aid in workforce and succession planning. Special attention will be given in 1999-2000 to obtaining hard-to-get (and expensive) skills such as software engineers and strengthening further the skills of project directors/managers of the major projects, in line with the Industry Policy Statement.
- The Group will be involved in implementing Phases 1 and 3 of Project ROMAN and in parallel will be examining carefully the scope to use SAP R/3 software in project management.
- Defence Reform Program implementation in the Acquisition Group will shift to its final phases, particularly identification of further efficiencies from collocation, business process re-engineering implementation and a further round of civilianisation.
- 1999-2000 will start to see the impact of efforts that are being directed at better marketing and communicating Group activities and achievements ranging from a redevelopment of Acquisition's internet site, promotional videos, regular newsletters and more linkages with customers and stakeholders.
- Implementation of the remaining Industry Policy Statement initiatives during 1999-2000.
- Towards the end of 1999-2000, consideration will be given to another 'cycle' of industry policy reform or refinement consistent with the forthcoming Defence White Paper and the outcomes from implementation of the 1998 Industry Policy Statement.
- Further attention will be directed at achieving best practice, including consistency, in procurement (from public and private examples), and at more innovative contracting. Defence's automated contracting system will be expanded into more complex areas. The sale of Australian Defence Industries is scheduled for completion in 1999.
- On the export side, a revised controls list is to be issued shortly. The export control activity is also to be reviewed to take account of technology changes. Further trade missions/shows are scheduled for 1999-2000.

GROUP RESOURCES

Table 4.9: Group Outlay and Staffing Summary

	1998-99 Estimated Actual	1999-2000 Budget Estimate
Resources	\$m	\$m
Group Contribution to Outputs ⁽¹⁾	240.4	1,179.6
Personnel	Personnel Numbers	
Permanent Forces	617	512
Reserves	15	14
Civilian	1,246	1,393
Total Group Personnel	1,878	1,919

Note:

1. The increase in the Group Contribution to Outputs from 1998-99 Estimated Actual to the 1999-2000 Budget Estimate is due primarily to the inclusion of the Capital Use Charge in 1999-2000.

GROUP TEN: SCIENCE AND TECHNOLOGY

OBJECTIVE

Australia relies for its defence on the exploitation of advanced technology, and consequently needs a high level of scientific and technological advice and support. The role of the Science and Technology Group is to provide this.

The Group's objective, therefore, is to give advice that is professional, impartial and informed on the application of science and technology that is best suited to Australia's defence and security needs.

Science and Technology's principal activities may be grouped under four broad headings:

- To position Australia to exploit future developments in technology which show promise for defence application;
- To ensure that Australia is an informed buyer of new equipment;
- To help develop new capabilities where Australia's circumstances require this; and
- To support existing capabilities by increasing operational performance and reducing the costs of ownership, including through-life-extension programs.

RESPONSIBILITY

The **Chief Defence Scientist** is the Group Manager. The Group comprises three functional areas:

The **Aeronautical and Maritime Research Laboratory** undertakes research into, and seeks solutions to, problems relating to military aircraft, naval ships and submarines, weapons systems, and Defence Force personnel.

The **Electronics and Surveillance Research Laboratory** undertakes research into, and seeks solutions to, problems relating to surveillance and reconnaissance, command and control, communications, intelligence, military information systems, electronic warfare and land operations.

Executive and Support provides corporate planning and support, science policy advice, policy oversight and management of the Group's interaction with industry, policy oversight and management of Science and Technology's international cooperation and regional engagement, and engineering and administrative support.

PRIORITY SETTING

Science and Technology's strategic direction and priorities reflect many factors. They include not only the direction of technological advance but also such policy guidance as *Australia's Strategic Policy*, the Government's policy statement *Building Combat Capability*, and the Defence Executive's publication *Defence – Our Priorities*.

Consideration of these factors allows some enduring themes for the Group's work to emerge. These themes include support for intelligence, surveillance, electronic warfare, communications, information technology and exploitation of environmental information. They also include signature management, operational research, combat modelling and simulation, overall systems, including the human dimension, and knowledge of advanced materials. A recurring theme is the need to understand the strengths and weaknesses of our own key weapons and sensors, and those that might be used against us.

PRIORITY AREAS OF AUSTRALIA'S STRATEGIC POLICY

Specific, high-priority performance targets for research activities in support of the four priority areas of *Australia's Strategic Policy* ('The Knowledge Edge', Defeating Threats in our Maritime Approaches, Strike, and Land Forces) are set out in the various outputs sections of this document. Other relevant issues are addressed below.

Science and Technology will continue to give emphasis to 'the Knowledge Edge'. The Group's focus on its three elements (Intelligence, Command Arrangements and Command Support Systems, and Surveillance of our Maritime Approaches) will remain a high priority. Some issues are:

- Gaining greatest military advantage from the information revolution, the so-called Revolution in Military Affairs. At Government direction, the Portfolio is providing additional funds to Science and Technology in financial year 1999–2000 and beyond to undertake further research in fields relating to the Revolution in Military Affairs. These funds will be used, inter alia, for increased research on technologies related to land operations, smart weapons, electronic warfare, joint systems, and for scientific attachments to the United States.
- There is a need to strengthen the Group's ability to understand, and give advice on, the consequences of the Revolution in Military Affairs for joint warfare - particularly on integration of command, control, communications, intelligence, surveillance and reconnaissance systems. To help address this and other related issues, a Joint Systems Branch will be established.
- There is also a need to increase Science and Technology's support to Headquarters Australian Theatre and Australian Defence Headquarters in areas such as campaign planning, analysing preparedness and analysing military strategic options. The Group will develop a campaign modelling capability to do this.

Support for Defeating Attacks in our Maritime Approaches constitutes a substantial proportion of the Group's research program. Activities include continuing to give priority to through-life support of the F/A-18 airframe, sensors and weapons; improving aircraft electronic warfare self protection, including through a joint research program with the United States, and continuing to support the Collins Class submarine program through work associated with signature management, operational performance and reliability. Research will continue into improving the survivability of surface combatants from threats posed by advances in anti-ship missiles.

Science and Technology's work in support of the Strike priority is focused mainly on the F-111 aircraft and stand-off weapons. A considerable amount of research work is in support of ensuring safe operation of the F-111 fleet to its planned withdrawal date of 2020. Other activities include improving the electronic self-protection for the F-111, carrying out a program of stores separation certification for ADF weapons and contributing to decisions on the acquisition of future stand-off weapons.

In support of priority four – Land Forces – the Group will provide increased support as the Army addresses significant changes to its structure, processes and equipment to focus on more complex and technologically-advanced warfighting. In accord with priority areas identified by the Army, Science and Technology will be supporting the Army in the following areas: Army Modernisation trials, battlefield digitisation, surveillance and counter-surveillance, special operations, firepower and army aviation.

OTHER PRIORITY AREAS

In addition to the goals related to combat capability discussed above, Science and Technology will contribute to Defence goals as follows:

Goal 3: Closer Alliances and International Strategic Relationships

Cooperation with traditional friends and allies in defence science and technology will continue through a range of collaborative activities conducted under existing multilateral and bilateral arrangements for collaboration in defence science and technology. In November 1999, the governing body of The Technical Cooperation Program will hold its annual meeting to review the general health and direction of the cooperative defence research programs among the member countries: the United States, the United Kingdom, Canada, New Zealand and Australia. Australia and New Zealand will host this year's meeting.

Cooperation in the region with Indonesia, Malaysia, Singapore and Thailand in defence science and technology will continue, focussing on support for aircraft structure management, better maritime surveillance, and more effective radio communication.

Goal 4: Enhanced National Support

In accordance with the Government's *Defence and Industry Strategic Policy Statement*, Science and Technology engages with industry to improve the capacity of Australia's industrial and scientific base to develop and support new defence capabilities, and to support and sustain existing defence capabilities whenever and wherever they are deployed. In this regard, the Group's industry interaction objective is:

To work with industry to enhance Australia's defence capabilities and to contribute to national wealth creation, including through the support of exports.

To facilitate this engagement, Science and Technology will release information to industry on its future research programs and priorities. New ways will be devised to make future research directions more clearly visible to a wide range of industry and other interests.

The capability and technology demonstrator program continues with a number of newly-approved demonstrators. These will demonstrate the defence applications of advances in sonar, radar and bio-sensor technologies. They support Australian research initiatives and source considerable work from Australian industry, with strong industry commitment to, and co-investment in, several of the approved proposals.

Other activities will include:

- placing research contracts and licence arrangements with industry, universities and other research organisations;
- developing existing and new industry alliances and other collaborative arrangements in a variety of areas; and
- developing beneficial affiliations with other research institutions.

Goal 5: Growing Skills and Knowledge

Science and Technology will continue to undertake forward-looking, or enabling, research to position the Group to exploit new and developing science and technologies that show promise for application to the defence of Australia. This research, which tends to be beyond the planning parameters of the work sponsored by the Group's 'Defence customers', makes up some 10% of Science and Technology's research program.

A pilot executive leadership development program, designed to enhance the leadership skills of senior scientists in the Group, was started in the first half of 1999 and will continue until March 2000. The pilot will be evaluated to decide whether to continue with the program.

Science and Technology's graduate certificate in scientific leadership program is designed to broaden and improve the management skills of middle-ranking staff in the Group. The program was reviewed late in 1998 and action is in hand to call tenders from tertiary institutions for the continuation and further development of the program in 2000 and beyond.

Goal 6: Stronger Leadership and Better Management

Subject to due process of negotiation, Science and Technology is moving towards implementation of a new unified Defence Science career structure for its research, professional and technical officers. This is intended to remove artificial barriers to career development and advancement and allow more flexible and effective working arrangements within the Group.

The Government has approved, subject to Public Works Committee processes, the rationalisation of the Group's facilities in Melbourne, involving the refurbishment of existing buildings and construction of new buildings at Fishermens Bend and closure, by 2002, of the facilities at Maribyrnong. This will enhance the capacity of the Aeronautical and Maritime Research Laboratory to deliver scientific support to Defence.

GROUP RESOURCES**Table 4.10: Group Outlay and Staffing Summary**

	1998-99 Estimated Actual	1999-2000 Budget Estimate
Resources	\$m	\$m
Group Contribution to Outputs ⁽¹⁾	228.4	235.9
Personnel	Personnel Numbers	
Permanent Forces	23	34
Reserves	0	0
Civilian	2,095	2,268
Total Group Personnel	2,118	2,302

GROUP ELEVEN: DEFENCE ESTATE

OBJECTIVE

To shape and manage the Defence Estate to meet Government and Defence needs.

RESPONSIBILITY

The Defence Estate Organisation is responsible for all land, buildings and infrastructure assets and manages the estate functions of investment, reinvestment, repair and maintenance, acquisition, leasing and divestment. The Defence Estate Organisation develops strategic planning and business policy on Estate functions, delivers capital facilities projects, undertakes corporate estate management and provides planning and facilities operations support to client bases and establishments throughout Australia.

Head, Defence Estate is the Group Manager. The Group comprises four functional areas:

Resources and Policy: develops business policy and practices, manages financial resources on behalf of the Defence Estate Group. The branch also undertakes strategic planning for the Defence Estate, including business case analysis of Estate proposals, and provides specialist support and policy development on environmental and heritage issues for the Defence portfolio.

Project Delivery: delivers capital works projects to meet endorsed portfolio and government defence objectives.

Property Management: provides corporate property management, manages the acquisition, divestment and leasing programs and contributes to strategies and policies for corporate estate management.

Estate Operations and Planning: provides planning and facilities operations support to client bases and establishments throughout Australia. The branch also manages the Defence Estate regional offices throughout Australia and is responsible for all aspects of facilities maintenance, including the delivery of minor new capital projects, as well as implementation of environmental policy and practices.

PERFORMANCE TARGETS FOR 1999-2000

Key performance indicators for the Defence Estate Group will be:

- implementation of the strategic plan for the Defence Estate;
- continuing rationalisation of the Defence Estate based on business case reviews of the optimum location of selected functions;
- the development of documentation for reinvestment proposals for bases identified in the Green Book;
- identification of the bases at which Defence should replace and upgrade living-in accommodation, including adoption of commercial options where appropriate, and identification of locations where the provision of rental allowance provides a better solution for Defence;
- budget management and achievement, including program development (Green Book), in accordance with the strategic plan for the Defence Estate;
- the delivery of projects within cost, on time and to specified quality standards;
- management of overseas leasing program;
- continued improvement in business practices and further development of information systems to support Group functions;

- further development and promulgation of policy and procedures in the Defence Estate management guide, particularly as it relates to total estate management;
- ongoing investigation and development of policy for the security of explosive ordnance and weapons storage facilities. Some remedial work has been carried out;
- promulgation of Defence (Area Control) Regulations for Townsville;
- further improved consistency in dealing with industry and the development of sound business relationships through panel arrangements;
- management of the Y2K problem in relation to the Defence Estate;
- the further development and establishment of a portfolio environmental management system to facilitate a consistent, standardised approach to environmental management;
- the development and progressive implementation of new comprehensive maintenance contracting methodologies for regional operations;
- progression of accrual-based output management of the Defence Estate;
- revaluation of a third of the estate assets in 1999-2000 as part of the 1999-2000/2001-02 three-year revaluation cycle; and
- continued property rationalisation/consolidation:
 - Surplus Properties. Disposal activities will include Rydalmere, Randwick, Penrith and Neutral Bay in Sydney; Maribyrnong and Rockbank in Victoria, and Salisbury in South Australia.
 - Defence Reform Program Disposals. The disposal activities will include Kelvin Grove in Queensland, Northam Camp in Western Australia, Torrens Parade Ground in South Australia and Albeura Street Hobart in Tasmania.
 - During 1999-2000, it is planned to transfer a number of Sydney Harbour properties to the new Sydney Harbour Federation Trust. The properties are Woolwich, Cockatoo Island, North Head, Georges Heights and Middle Head.

Significant Projects:

Facilities will continue to be enhanced in northern and western Australia in support of ADF operational capability (directly relating to Defence outputs in respect of capability for major surface combatant operations, patrol boat operations, submarine operations, land task force operations, tactical fighter operations and strategic surveillance). Further details of new and significant projects can be found in *Section One* of this document.

GROUP RESOURCES

Table 4.11: Group Outlay and Staffing Summary

	1998-99 Estimated Actual	1999-2000 Budget Estimate
Resources	\$m	\$m
Group Contribution to Outputs ⁽¹⁾	755.7	1,869.3
Personnel	Personnel Numbers	
Permanent Forces	192	131
Reserves	2	2
Civilian	350	350
Total Group Personnel	544	483

Note:

1. The increase in the Group Contribution to Outputs from 1998-99 Estimated Actual to the 1999-2000 Budget Estimate is due primarily to the inclusion of the Capital Use Charge in 1999-2000.

GROUP TWELVE: DEFENCE INFORMATION SYSTEMS

OBJECTIVE

To provide a secure and cost-effective information management environment and associated infrastructure and systems to enable achievement of the Defence mission.

RESPONSIBILITY

The Defence Information Systems Group develops information management policy and provides operations support for in-service systems, develops new information management capabilities and manages the communications infrastructure.

The **Head, Defence Information Systems** is the Group Manager. The Group comprises four functional areas:

Information Policy and Plans: develops information policy and planning for the Defence organisation and support for the Defence Chief Information Officer.

Information Management Services: provides maintenance and development support to a wide range of Defence business systems. The branch manages the provision of information technology panel acquisition services and corporate software licensing. It also provides a range of corporate services to the Group including strategic business planning, human resource management, review and evaluation, audit and resource coordination.

Information Infrastructure: provides information technology bureau services, infrastructure management and advice to client areas of the Defence organisation, regional support for administrative computing and manages Defence corporate communications networks and systems.

Year 2000 Project Office: provides Portfolio coordination and consultancy services to client Groups in their activities to identify, test and, where necessary, remediate information, communication and infrastructure systems and services.

STRATEGIES FOR 1999-2000

In pursuit of Defence and Group objectives, the Group will:

- lead the Defence Y2K management effort to ensure Defence capabilities are not affected by the problem during and after the event period, and transition portfolio project teams successfully into the operational environment;
- provide support to the ADF's command, control, communications and intelligence systems through the Joint Systems Support Agency;
- provide advice on, and participate in, the development of the Defence information environment;
- continue progress towards a single Defence network by leveraging the Y2K remediation process and by rationalising existing domain networks;
- improve the delivery of information technology services to Defence personnel by rationalising operations including help-desk and associated support;
- expand and increase the cost efficiency of support provided to enterprise-wide business applications and continue to support the development and implementation of Defence's new human resources, financial and other corporate systems;
- replace both the current Defence Preferred Systems Integrated Panel and PD50 Standing Offer for Small to Medium Computing Hardware;
- maintain high levels of availability and assistance of all personnel and financial legacy systems until their replacement by the portfolio-wide systems, PMKEYS and ROMAN; and
- continue to develop and enhance combined C³I interoperability through participation in bilateral and multilateral engagement fora.

PERFORMANCE MEASURES FOR 1999-2000

The extent to which:

- Defence achieves a fully-operational force capability through the Y2K event period and delivers cost effective and efficient solutions that present long-term benefits to Defence;
- the transition of Defence's C³I systems to the Defence Information Systems Group is managed in a timely and effective way, ensuring seamless provision of C³I capability to the ADF's operational commanders through the transition period;
- Defence consolidates its disparate domain-based networks towards a single, seamless Defence network;
- efficient and effective support is provided to enterprise-wide business applications, including legacy systems;
- quantifiable improvements are made in the delivery of information technology support services to Defence personnel;
- efficient and effective developmental support is provided to Defence's new human resources (PMKEYS), financial (ROMAN), and other corporate systems;
- Defence effectively participates in and contributes to international forums and activities that promote interoperability between the ADF and those of its allies; and
- efficiency and value-for-money is achieved in information technology purchasing and contracting through the use of standing offers.

PERFORMANCE TARGETS FOR 1999-2000

The Group will:

- ensure that all of its business critical products and supply chain elements are fully operational through the Y2K event period and contingency plans are in place to support portfolio business owners' requirements;
- within overall funding limits, maximise the consolidation of the disparate domain-based networks towards a single, seamless Defence network through leveraging the Y2K remediation process;
- improve the delivery of information technology services to Defence personnel through rationalising help-desk and support arrangements;
- participate efficiently and effectively in the continuing development and maintenance of Defence's new human resources (PMKEYS), financial (ROMAN) and other corporate systems;
- provide efficient and effective support to legacy corporate systems until new replacement corporate systems achieve full functionality; and
- replace both current Defence Preferred Systems Integrated Panel and PD50 Standing Offer to Medium Computing Hardware.

GROUP RESOURCES

Table 4.12: Group Outlay and Staffing Summary

	1998-99 Estimated Actual	1999-2000 Budget Estimate
Resources	\$m	\$m
Group Contribution to Outputs	320.7	324.4
Personnel	Personnel Numbers	
Permanent Forces	758	437
Reserves	6	0
Civilian	605	578
Total Group Personnel	1,369	1,015

GROUP THIRTEEN: DEFENCE CORPORATE SUPPORT

OBJECTIVE

To contribute to maintaining and improving the efficiency and effectiveness of the Defence organisation through the provision of a range of corporate services across Australia, and by reducing the proportion of Defence resources spent on corporate functions.

RESPONSIBILITY

The Defence Corporate Support Group is responsible for providing corporate and administrative services across Defence. The principal means of achieving its objective is to deliver services to meet the requirements of clients on time, fit for purpose and at a competitive cost. The Group has a central role in achieving savings from corporate services for transfer to Defence capability.

Head, Defence Corporate Support is the Group Manager. The Group comprises four functional areas:

Corporate Support: develops policies for the provision of integrated corporate support services, manages market testing and specific Defence-wide support functions, and provides executive support for the Group.

Base Support: delivers corporate services and administrative support to Defence throughout Australia.

Public Affairs: formulates policy and delivers public affairs services within and outside Defence.

Legal: provides legal advice and support to the Defence organisation.

STRATEGIES FOR 1999-2000

To support the Defence outcome, the Group will:

- manage a regionally-based corporate support service, with standards of services set and managed under service-level agreements and commercial contracts;
- complete the rationalisation and substantially complete the market testing of clerical and administrative services;
- complete the rationalisation and market testing of garrison support functions within or across regions;
- develop a records management standard and policy to ensure Defence complies with its legal information management obligations and commence the shift towards electronic rather than paper management of records;
- continue to implement the results of reviews of Defence legal services, both in Canberra and in the regions, with a view to more effective and efficient delivery;
- complete the development and commence implementation of the energy management plan to maximise both the dollar and energy savings potential for Defence;
- continue to implement the plans to rationalise, and commence market testing as appropriate, national domestic corporate support functions such as travel, publishing and libraries;
- enhance coordination and control arrangements within and across Defence to manage the provision and conduct of public affairs activity;
- continue to integrate the relocations function into regional service delivery; and
- conduct Operation Safe Haven, ie prepare facilities and support for Kosovar Displaced Persons.

PERFORMANCE TARGETS FOR 1999-2000

In support of the Defence outcome and Defence goals, the Defence Corporate Support Group will:

- deliver corporate services to Capability Managers and Defence Groups that meet their requirements as set out in service-level agreements, statements of requirement, and contracts;
- complete the rationalisation and market testing of garrison support functions in the four remaining regions and manage effectively the emerging contracts or directives;
- complete the rationalisation of clerical and administrative services in all regions and complete, to the point of decision announcement, market testing in at least four regions;
- improve the military discipline system taking into account the Abadee report into judicial independence under the Defence Force Discipline Act and the outcomes of the parliamentary inquiry into military justice procedures;
- improve procedures for inquiries within the ADF taking into account the report by the Ombudsman and the outcomes of the parliamentary inquiry into military justice procedures;
- achieve a more effective and efficient delivery of legal services by implementing the reviews into the Defence Legal Office in Canberra and the regions;
- improve the legislative framework for Defence Force Aid to the Civil Power, particularly in light of the Sydney Olympics;
- complete the rationalisation of 42 Service Housing Authorities into 12 Defence Relocation Centres and four Service Housing Offices;
- continue the rationalisation of libraries and publishing through the establishment of a Defence Library Service and Defence Publishing Service respectively, and commence market testing the latter;
- continue to negotiate competitively-priced energy contracts as electricity and gas markets deregulate, and achieve first results from implementing the plan for effective energy management across Defence;
- complete the market testing of travel services for the whole of Defence;
- deliver public affairs services from a single fully-functional Defence Public Affairs Organisation, formulate and disseminate a new Defence public affairs strategy and conduct continuing public opinion monitoring;
- improve communications with Defence stakeholders through the establishment of effective internal and external communications strategies;
- implement the recommendations of the review of the way ahead for Woomera, taking account of the closure of the Joint Defence Facility at Nurrungar;
- implement a common Defence policy for the management of training areas and ranges, including introduction of a modern range safety management tool; and
- deliver further net cash savings, in 1999-2000, of at least \$93m from the above initiatives for reallocation to capability.

GROUP RESOURCES

Table 4.13: Group Outlay and Staffing Summary

	1998-99 Estimated Actual	1999-2000 Budget Estimate
Resources	\$m	\$m
Group Contribution to Outputs	696.9	643.8
Personnel	Personnel Numbers	
Permanent Forces	2,711	1,762
Reserves	284	281
Civilian	3,052	2,653
Total Group Personnel	6,047	4,696

GROUP FOURTEEN: FINANCE AND INSPECTOR GENERAL

OBJECTIVES

The objectives of the Group are:

- to provide resource management, financial and accounting policies and services to achieve the proper and most cost-effective use of Defence resources;
- to implement a resource planning and budgeting program, in accord with Government strategic and resource policies and priorities, which maximises Defence outputs;
- to develop Portfolio performance evaluation and reporting so that they are more informative, accurate, comprehensive and strategic in focus;
- to provide effective and timely support to Ministers, Cabinet and Parliament;
- to oversee the implementation of the Commercial Support Program;
- to provide senior management with assurance and performance improvement services through a risk-based program of audits;
- to improve the skills of Defence staff in the areas of ethics, performance improvement, market testing, the conduct of evaluations, resource management, and security practices; and
- to assess, manage and thwart security threats to the Defence organisation.

RESPONSIBILITY

The Finance and Inspector-General Group develops policy on, and provides corporate services in, financial resource management, administration and accounting for Defence; independent evaluation and management audit; fraud control and investigation; physical, personnel, computing and project security; ministerial support and parliamentary liaison; and oversight of the Commercial Support Program.

First Assistant Secretary Resources and Financial Programs is the Group Manager. The Group comprises two functional areas:

Resources and Financial Programs: provides financial resource planning, policies, management and reporting; contributes to Defence planning and management policies and processes; and ministerial and parliamentary support services for the Defence organisation.

Inspector-General: conducts audits and evaluations, investigates fraud, assesses related trends and promotes ethical behaviour, oversees the implementation of the Commercial Support Program; provides security policy and some security services to the Defence organisation, and coordinates portfolio responses to Parliament, external agencies and industry.

PERFORMANCE TARGETS FOR 1999-2000

In pursuit of Defence and Group goals and objectives, the Group will:

- maintain a high level of performance in financial resource management, contribute to the most effective and appropriate use of resources to ensure maximisation of Defence outputs, and provide high-quality, timely and responsive policy advice on portfolio financial resource issues that meets the needs of senior managers and ministers;
- manage successfully budgetary, resource allocation, in-year management and accounting processes;
- continue the development and implementation of the Defence management framework in accordance with the timetable endorsed by the Defence Executive;

- implement devolved portfolio banking and cash management;
- progress the development of financial systems and achieve milestones for implementation of the new Defence resource management system being developed under Project ROMAN;
- continue the provision of timely and responsive support to Ministers, Cabinet and Parliament, including meeting statutory and reporting requirements;
- manage the design and delivery of financial training and education to meet the needs of Groups, including revised resource management responsibilities and accountabilities;
- complete the evaluations set out in the Portfolio Schedule of Evaluations and undertake special reviews or tasks in the context of management improvement initiatives;
- manage the Defence market-testing program and the implementation of the Performance Improvement Cycle to meet agreed targets;
- deal with allegations of fraud fairly, professionally and expeditiously;
- inform ethics promotion and fraud prevention activities and products by research as well as policy development in relevant areas; and
- develop Defence security policies and practices to meet assessed threats, with increasing integration of security activities across the portfolio.

GROUP RESOURCES

Table 4.14: Group Outlay and Staffing Summary

	1998-99 Estimated Actual	1999-2000 Budget Estimate
Resources	\$m	\$m
Group Contribution to Outputs ⁽¹⁾	56.5	72.7
Personnel	Personnel Numbers	
Permanent Forces	26	23
Reserves	0	0
Civilian	347	357
Total Group Personnel	373	380