



Australian Government
Department of Defence

PEOPLE IN DEFENCE

Generating the Capability for the Future Force





A career in Defence is unlike any other. Whether it involves defending Australia's national interests, fighting in Afghanistan, peace keeping operations, assisting fellow Australians devastated by natural disaster, researching the latest technology, procuring major Defence capability or providing strategic advice to Government, Defence People fulfil unique and demanding roles.



PREFACE

A MESSAGE FROM THE SECRETARY AND THE CHIEF OF THE DEFENCE FORCE

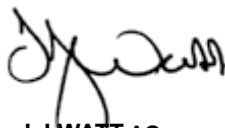
In May 2009 the Government released the Defence White Paper – “Defending Australia in the Asia Pacific Century: Force 2030”. It sets out what the Government expects Defence to do to protect Australia and the resources it will provide to do it. The White Paper also highlights the Strategic Reform Program Defence will undertake to ensure that funding matches capability and that we are able to deliver the outcomes expected of us. The key to delivering those outcomes is the people we have and their dedication to meeting our objectives. People are at the heart of Defence capability and attracting and retaining the future workforce is one of our most significant challenges.

The purpose of “People in Defence” is to begin the conversation to ensure we attract and retain the people needed to deliver Force 2030. This document outlines our approach to identifying what success will look like for our people and working out ways to achieve that success. “People in Defence” is not about telling our people what the answer is; rather it’s about working together to generate the Vision and Blueprint that describes what we will do together to build Force 2030. We encourage everyone to engage in the period of consultation, to hear your views of what needs to be done and how to do it. We seek broad engagement across our internal and external communities to build a common commitment to our people.

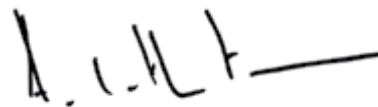
The first audience for “People in Defence” is Defence leaders and people professionals. For this community, the document proposes a common Vision of what we must achieve by 2015 and a succinct Blueprint outlining key strategies to improve outcomes for Defence people. It also clarifies the hierarchy of strategic planning documents within the Defence people system.

The second audience is the network of external organisations, stakeholders and Defence commentators who regularly work with us or comment on our performance in dealing with our People. For this audience, the document creates a dialogue to lead over time to a common view of what we all must do to achieve more consistent People outcomes.

The outcome of this process will be a clear expression of the path we will follow to ensure our people achieve satisfaction and a sense of fulfilment wherever they are in Defence. We commend “People in Defence” to you and look forward to your participation in building a secure Australia through Force 2030.



I J WATT AO
Secretary



A G HOUSTON AC AFC
Air Chief Marshal
Chief of the Defence Force

SETTING THE SCENE

Defending Australia in the Asia Pacific Century

The White Paper “Defending Australia in the Asia Pacific Century: Force 2030”, outlines the Government’s strategy for the Defence of Australia, our People and their interests. The White Paper provides for a substantial investment in the military capabilities of the Australian Defence Force (ADF). As well as systems and platforms, building Force 2030 requires investment in People. To support the introduction of new military equipment and systems over the decade, Force 2030 will require a growth in the full time military workforce to 57,800 members and the civilian workforce to 21,900. Defence will need to attract its required share of the potential workforce.

Strategic Reform in Defence

With the launch of the White Paper, the Government also announced the Defence Strategic Reform Program (SRP). This program has been developed by Defence Leadership and Government to identify a comprehensive set of reforms that will fundamentally overhaul the entire Defence enterprise.

The SRP is designed to create an agile, effective, efficient and accountable organisation that can deliver Force 2030 in a sustainable form.

Generating the Future Force

Force 2030 is built upon three foundation elements:

- the equipment, systems and associated support that provides the hard edge of military capability
- the People capability required to operate and support the equipment and systems, and to manage the business of Defence
- the delivery of Strategic Reform in Defence creating the capacity to re-invest in Defence Capability.



THE PEOPLE IMPERATIVE IN DEFENCE

Defence is a complex organisation with a compelling and unique Mission. This means we require People who are willing and able to perform extraordinary tasks. Not everyone wants to do what it takes. Not everyone who wants to join us is capable and suitable for the task



Attracting People willing to do extraordinary things is our first challenge

The scope and breadth of what we do, and the circumstances in which we are required to do it can - and often does - create an unusual and demanding employment experience and relationship. The demands placed upon individuals and their families can be exceptional



Supporting our People (and their families) to stay in our workforce is our second challenge

The diversity of roles embraced within our organisation – from war fighting to work on international relations, to intelligence and security, to significant operational engagements, to materiel procurement, to training and development, to governance, to extensive support and enabling services, to audit and review functions – as well as the inter-dependencies inside and outside Defence – combine to generate significant organisational complexity



Creating an agile and contemporary People System that consistently achieves our strategic objectives is our third challenge

We need a common Vision for People in Defence that defines success and can be shared by the Australian community, the wider Defence community and the Australian Government

PEOPLE IN DEFENCE 2015

We need a Blueprint for Reform to cut through the complexity and empower and enable People leaders and People professionals throughout Defence to concentrate on what matters most to our workforce

Why have a Vision?

This document proposes a Vision for what must be achieved by 2015 to ensure Defence has the People Capability it requires to be on track to deliver Force 2030. In simple terms, we are trying to describe what “Success in 2015” needs to look like. In describing success, this document attempts to respond to our workforce challenges in a unified way, addressing both our Australian Defence Force (ADF) members and Australian Public Service (APS) employees. The strategies described here will be important for both elements of the Defence workforce but on occasion, particular initiatives will be more relevant to our ADF members due to the unique characteristics of military service.

So its first purpose is to provide Defence and its broad community of interested, related and supporting parties with a clear picture of where we believe we need to head in the future.

It's our intent to use this picture of the future to initiate a more deliberate dialogue with the Australian community, and the wider Defence community, about the nature and value of Defence careers – in both the Australian Defence Force and the Department.



The goal of this dialogue is to generate a common and collectively held Vision for the future of People in Defence so that we can all work collaboratively to build the required capability. In this document, we use the idea of a “Vision for People in Defence by 2015” to create a detailed idea of what we must work towards. In this construct, there is no utility in a traditional Vision statement.

A Vision through Three Lenses

In thinking about the idea of “Success in 2015” we have tried to “look through the eyes” of the three primary constituencies of the Defence organisation. Defence cannot achieve success in its own right – it needs to engage with and bring the wider community with it on the journey to a more successful future.

The Three Lenses we are using are those of:

- the general Australian community
- the People who have joined us or are contemplating joining us
- the Australian Government.

PEOPLE IN DEFENCE IN 2015

Because we understand the significant demands we make upon the families of our workforce, the perspective of People who have joined or are contemplating joining us must embrace the idea of enduring support for work/life balance, particularly through the 'ages and stages' of an ADF career.

In Defence we accept the maxim that in many cases, for the ADF "we recruit the member but retain - or lose - the family".

We also believe that the requirement for work life and family balance is increasingly a determinant of success in attracting and retaining our APS workforce.

Why is 2015 important?

Making the required changes to achieve better People outcomes will take time – we need to give our organisation the chance to build new approaches and change our culture.

The new approaches we need to adopt are aligned to the Strategic Reform Program (SRP). They either support SRP or rely upon it – and 2015 is the timeline for completion of our Workforce and Shared Services reform stream. The progress we make in the next five years is a pre-requisite for building the Force of 2030.

Finally, while it could be tempting to suggest that 2030 is a long way away, Defence does not have the luxury of being able to buy-in most of its critical People Capability. We generally need to "grow our own" workforce over time and the changes we will put in place now will determine our future success.



By describing what success needs to look like in 2015, we can more easily pinpoint current performance gaps and clearly track our progress in making the improvements that will deliver better outcomes for our People.



OUR PARTNERS IN CREATING SUCCESS

On the following pages, we use the Three Lenses to illustrate the fundamental challenges we will face in achieving our Vision of Success.

We seek to define what success needs to look like in 2015 from the perspective of:

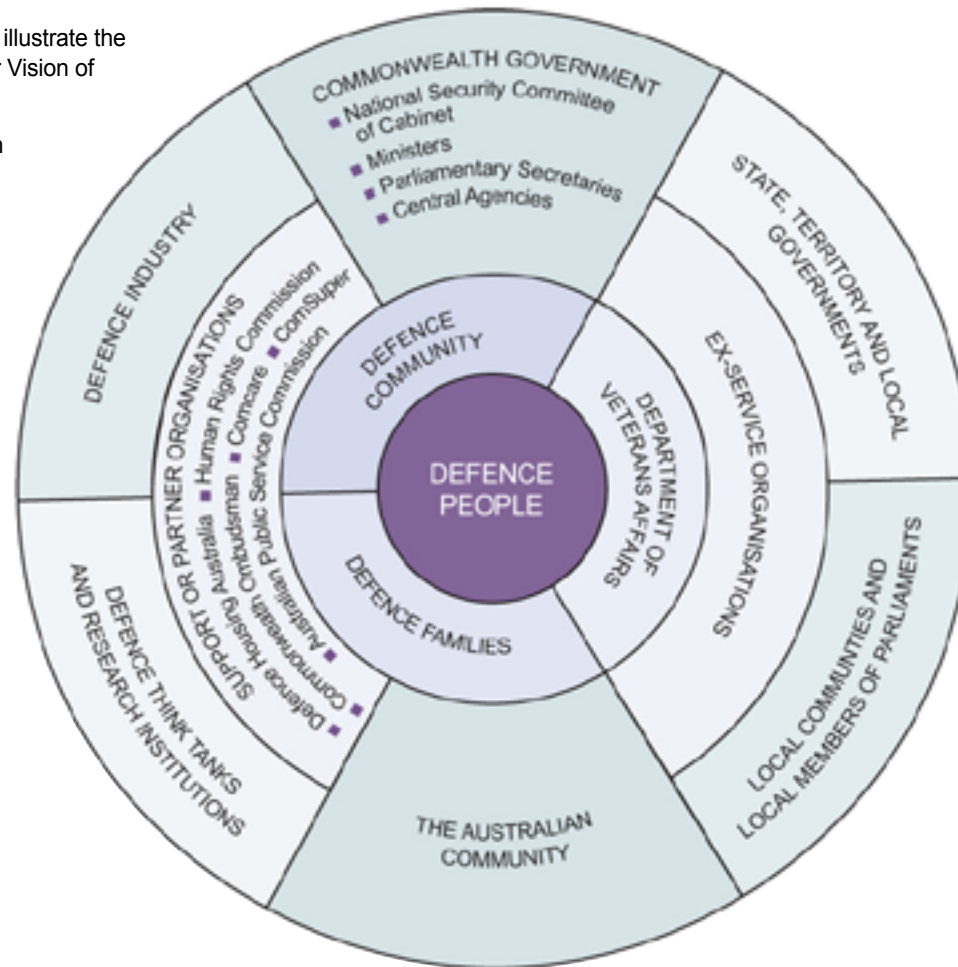
- the general Australian community
- the People who have joined us, are contemplating joining us
- the Australian Government.

We seek to imagine what will be different in terms of the outcomes for People in Defence.

Our intent in defining this Vision of “Success in 2015” is to initiate a dialogue inside and outside Defence.

Our goal is to achieve a broad consensus on what we must build and achieve for our People.

We believe fundamentally that if we can achieve a common idea of what we must make happen – shared by all the organisations in the wider Defence community – we will harness a compelling and productive force for improvement.



OUR CAREER OFFERS IN A SOUND-BITE



An ADF Career...

When you join the ADF you have access to a comprehensive range of benefits and support services across all aspects of your life. This allows you to build your career, provides competitive pay and conditions, plus opportunities to train and retrain and the potential to generate long term economic stability.



You will be looked after, challenged and encouraged to grow professionally and personally.

As your circumstances change, so does the support available to you and your family. This includes everything from health care, to help with housing as your circumstances change and support for your family when things are tough such as when you move, when you are away or just when they need it.



With Defence's rewards, benefits and career framework, you can build economic security.

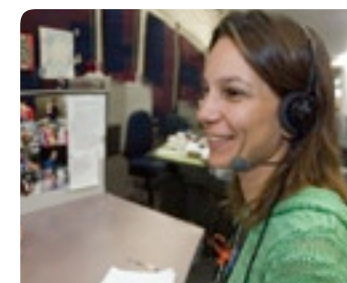


An APS Career...

Working in Defence provides you with the chance to build an interesting, rewarding and diverse career. Everyone in Defence contributes to Defence outcomes. Regardless of your role or level, we recognise and reward commitment, high performance and potential.

Defence is taking the lead to build a first class public service through a new career management system which will assist in developing all of our People personally and professionally. In the APS, you can build a career with thousands of opportunities.

The new career management system focused on Defence's future People capability requirements is embedded in every level of our People processes from recruitment and retention, to professional development and leadership.



Why is the Community Lens important?

Our workforce is drawn from our community and our long term success in attracting People to Defence is dependent on how the community views and judges us.

Working in Defence is a unique opportunity to make a real contribution to Australia and its national interests. A Defence career can be extremely diverse and rewarding, yet we know that our workforce is historically drawn from a limited portion of the community.

Exposure to a family member or family friend who has served or is serving in the ADF is the most significant predictor of a personal decision to join the ADF. Similarly, the Defence APS typically draws around 30% of its workforce from former members of the ADF, and there is a strong correlation between family experience and referral in decisions to join the APS.

Defence needs to grow its workforce to achieve the requirements of Force 2030, and we cannot rely on employing only those who have had a family member join or serve to attract our required share of the labour market.

To achieve Force 2030, Defence must find new ways to attract talent from a broader portion of the community.

In simple terms, we must increase the proportion of the community who are pre-disposed to consider a Defence career.

We will only achieve this if members of the general community - supported by prominent Australian institutions – respect the Defence organisation, value the role it is playing, and regard us as a responsible and trustworthy employer of their family members.



SUCCESS IN 2015 MEANS....

We will be successful in 2015 if more parents and families from a wider range of diverse backgrounds:

- Understand what the Defence organisation does and value the potential of a Defence career
- Understand and appreciate the breadth of opportunity and sense of satisfaction that comes from serving Australia and its national interests
- Believe that Defence cares for our People while they are with us, when they are wounded or injured, and when they leave us
- Offer encouragement and support to young men and women thinking of joining us.

We will know we are successful when we see:

- Increases in the proportion of the community with a propensity to consider a career in Defence
- Increases in the understanding of the scope and opportunity of Defence careers
- Increases in the number of inquiries concerning Defence careers
- Increases in recruiting achievement against targets
- Increases in recruiting achievement among women
- Increases in recruiting achievement among culturally diverse communities.

Why is the People Lens important?

The growth in the available labour force in Australia is declining. By 2030 it is projected that there will be a shortfall of workers of around 530,000. The ageing population will impact on all Australian major industries and occupations, and there will be skill shortages in most technical and professional occupations. The impact of these shortages will be evident over the next decade, due to the number of Australians reaching retirement age.

These challenges exist in an environment in which there is increasing demand for national security related skills across the public sector and industry.

The number of young People entering the Australian labour market continues to grow until 2025, and then begins to decline. The rate of exits from the labour market exceeds the growth rate from 2013 onwards generating a fierce contest for talent. Buoyant economic conditions have and will again exacerbate the labour market squeeze. Defence must attract its required share of the available talent. The resultant contest for talent will impact both the APS and the ADF.

In terms of the ADF, we know from research that traditionally only a proportion of the external labour market cohort has been either predisposed or influenceable towards a career in the ADF. This cohort has been relatively stable at 24% of the youth labour market. The exacting standards for recruitment into the ADF introduce additional filters that reduce the size of this cohort – for example, for health and fitness considerations, educational aptitude, and psychological suitability.

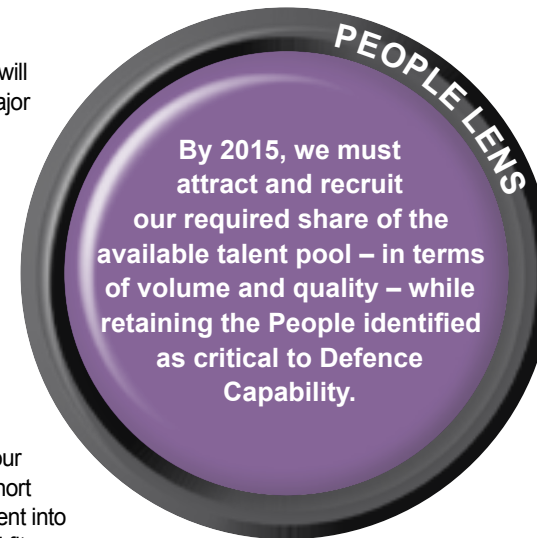
Defence is an employer of choice – doubly so – because we must make informed selection decisions to choose suitable People just as candidates must decide if we are a good fit for them.

In terms of attraction, we must influence more of the right People to consider a career with us and then manage to convert this increased interest into actual recruitment.

While we focus on driving attraction, we must balance our workforce supply and demand settings. The separation rate across Defence is below 10%. This includes the Defence-initiated separations within the ADF that are required to generate the required workforce balance.

In terms of retention, we must identify the People who are critical to Defence Capability – our critical categories – and manage to:

- retain more of them
- attract more of them back to a Defence career.



SUCCESS IN 2015 MEANS....

We will be successful in 2015 if more:

- Young People with the capability and potential we require want to join us
- Older People with the capability and potential we require want to join and rejoin us
- People believe that Defence practices values-based leadership and is one of Australia's pre-eminent institutions for developing leaders
- People appreciate the opportunity Defence is providing to build a rewarding and satisfying career
- People appreciate that Defence is delivering first class education and development that equips them for their career inside and outside the organisation
- People believe that Defence is vigilant in ensuring risks to health, safety and well being are identified and actively managed
- People believe that Defence ensures a fair and respectful work environment with a zero tolerance for inappropriate behaviour
- People appreciate that the rewards, benefits and career framework we offer values their contribution and creates the scope to build long term economic security for themselves and their family
- People feel supported to stay with us longer through the changing stages of their life and career
- Families support their partners, fathers/mothers, sons and daughters to continue to serve and work in Defence.

We will know we are successful when we see:

- Increases in the proportion of the community with a propensity to consider a career in Defence
- Rates of conversion from inquiry to enlistment meet demand and quality requirements
- Rates of re-enlistment meet requirement
- Satisfaction with leadership increasing
- Satisfaction with career increasing
- Our OH&S culture and performance renowned as world class
- Incidents of inappropriate behaviour continuing to decline and member/employee confidence in the complaint process is increasing
- Satisfaction with rewards benefits and career options increasing
- Separation rates remaining within Defence desired ranges
- More single members reporting satisfaction with work/ life balance
- More families reporting satisfaction with work and family balance
- More families reporting satisfaction with the proactive dialogue operating between them and elements of the Defence organisation
- Improvement in the sustainability of our most critical occupational categories.

Why is the Government Lens important?

The Defence White Paper 2009 defines the means to secure the future of Australia and its strategic interests. In this context, the White Paper describes:

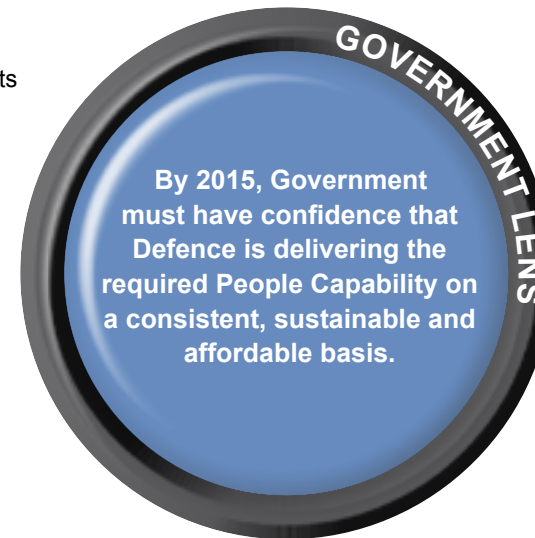
- the principal tasks for the ADF
- the force structure and preparedness levels required to perform them
- the support and enabling requirements needed to meet Defence's strategic objectives
- and the imperative for strategic reform in Defence.

The Strategic Reform Program must produce comprehensive, whole-of-enterprise renewal and reform which will enhance effectiveness, drive efficiencies, and create savings that can be reinvested in Defence capability.

Government needs Defence to achieve consistent People outcomes to ensure we can achieve the required capability on a sustainable and affordable basis.

Defence must deliver outcomes for Government within a context of increased competition for Government funding due to the rising costs associated with our ageing population.

The Australian Government needs Defence to generate the required People Capability which underpins the White Paper strategy through a more effective and efficient People system.



SUCCESS IN 2015 MEANS....

We will be successful in 2015 if :

- People capability is a stronger contributor to the provision of Defence capability
- Defence has an integrated, sustainable and affordable workforce
- The Defence People system operates effectively and efficiently utilising a coherent strategy, a best fit shared services delivery model, and integrated information technology
- Strategic workforce planning operates to ensure visibility of future People capability requirements
- The investments required to continue to attract and retain the Defence workforce are well planned and evaluated using Return on Investment analysis
- The Australian community values the investments made in Defence People.

We will know we are successful when we see:

- Defence preparedness continuing to meet Government requirements
- Achievement of the benefits of reform through the Workforce and Shared Services stream of SRP
- Contemporary and effective shared services functions operating in Defence functions of Human Resources, Finance, Information Technology, and Non-Equipment Procurement
- People capability requirements being well integrated with Defence capability planning
- People capability being achieved within Defence funding limits
- Increasing community support for Defence careers supporting improvement in the propensity to consider joining.

HOW DO WE ENSURE WE GET THERE?

THE SIX REQUIREMENTS OF OUR OPERATING MODEL

We need a new approach to People

If we are to achieve our Vision for People in Defence in 2015, we must introduce some new thinking.

At the heart of this new approach is a philosophy or logic about how we need to operate as leaders so that our organisation generates better outcomes for our People on a more consistent basis.

We call the approach our operating model.

If we meet these six requirements of our operating model - and become known in the Australian community for the excellence and consistency of our execution of this approach - we will attract and retain our required share of the available talent.

- 1** ▶ **Our Requirement for People** We must define in precise terms the capability we require from our People to deliver the Future Force
- 2** ▶ **Our First Commitment to our People** We must define an attractive and compelling offer so the right number of the right People will seek to join us
- 3** ▶ **Our Second Commitment to our People** We must know how to support, engage, develop and empower our People and their families so more of them will stay with us for longer
- 4** ▶ **Our Third Commitment to our People** We must support our People and their families as they leave Defence and remain engaged with them to assist in their transition and reward their service
- 5** ▶ **Our Strategy for keeping our Commitments** We must develop effective and efficient People policies, structures, processes, systems, behaviours and partnerships so that we more consistently deliver our commitments
- 6** ▶ **Our Assurance Framework** We must evaluate the success of the total People System - the effectiveness of our strategies and policies, our progress in closing performance gaps, and the requirements we face to renew the nature of our Commitments to our workforce over time to ensure we remain a compelling career choice

VISION TO REALITY

THE BLUEPRINT FOR REFORM OF THE DEFENCE PEOPLE SYSTEM

Why have a Blueprint?

Using the Operating Model for People in Defence drives a host of new thinking about what we need to do to achieve better People Outcomes.

So the second purpose of this document is to identify the critical reform themes and the current working list of major initiatives that we need to pursue to get improved outcomes.

These themes and initiatives represent the strategic Blueprint for reform and improvement of the Defence People System - identifying the policies, structures, processes, information systems requirements, skills, behaviours and practices required to ensure that the overall People System delivers better outcomes for our workforce.

The purpose of the Blueprint

The Blueprint for reform - by its nature - is likely of most interest to Defence leaders, managers, and Human Resources professionals. It is described here for four important reasons:

1. It is evidence of Defence's intent to commit leadership effort, funding and resources to making the Vision for People in Defence a reality
2. It provides the basis for an intensive round of consultation within and outside Defence to refine the proposed initiatives and add new ones that will help realise the Vision for People in Defence 2015
3. It will provide overarching guidance for the Workforce and Shared Services stream of the Strategic Reform Program
4. It provides a new base plate for all strategic planning on People issues in Defence.

The Blueprint for Reform is designed to generate alignment within Defence and with our external partners on the initiatives that will create a more agile, productive and capable Defence organisation that delivers sustainable People capability to enable Force 2030.

THE STRATEGIC BLUEPRINT FOR PEOPLE IN DEFENCE

Across Defence and with our external partners we will work together to achieve “Success in 2015” by:



Continuing to build and communicate an attractive and compelling employment offer



Continuing to develop a work environment and supporting arrangements that deliver our Commitments to our People



Reforming the People System to achieve more consistently effective People Outcomes with greater efficiency



BUILDING AND COMMUNICATING AN ATTRACTIVE EMPLOYMENT OFFER

To achieve success we have already:

- Completed fundamental remuneration reform in the ADF resulting in significant pay adjustments for Officers, non-commissioned sailors, soldiers, airmen and airwomen
- Improved rates of pay for ADF trainees undertaking long term training and introduced a new trainee allowance
- Implemented new youth engagement strategies including work experience and the Gap Year program
- Implemented the Defence Home Ownership Assistance Scheme
- Cemented our competitive positioning in the labor market through collective remuneration agreements for our APS employees (DECA) and ADF members (WRA).

We are working on:

- Driving cultural change through the New Generation Navy, Adaptive Army and Air Force – One Team strategies
- A next wave of remuneration reform seeking to rationalise and simplify the total reward package for our People
- Introducing more integrated communications with our People - especially regarding the components and value of our rewards, benefits and career offer
- Bedding down a new recruiting model for the ADF and establishing a Defence-wide model for APS recruitment to increase Defence's competitiveness in the labour market
- Implementing programs to support recruitment of women, indigenous and multicultural Australians across the whole organisation
- Conducting a systemic review of the technical workforce categories within Defence - focussing particularly on critical trades - to determine whether job design or recruitment strategies are inhibiting attraction
- Implementing a long term Housing & Accommodation strategy including investment to sustain the value of the offer to members (and their families) and a strategic review of Defence Housing Australia (with Department of Finance and Deregulation)
- A review of Defence Reserves
- Developing a more deliberate strategy for staying in touch with our alumni.



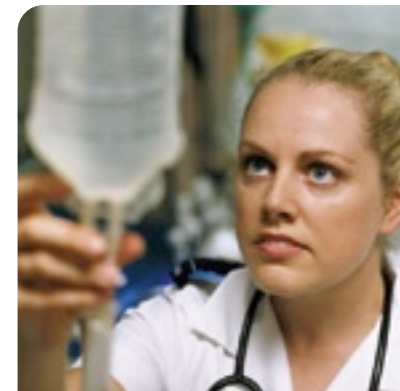
DEVELOPING A WORK ENVIRONMENT THAT DELIVERS OUR COMMITMENTS

To achieve success we have already:

- Implemented the recommendations of the Learning Culture Inquiry
- Implemented the actions flowing from the Street/Fisher Review of the implementation of the recommendations of the Military Justice Inquiry
- Completed the design of a People Policy Deregulation Framework.

We are working on:

- Driving cultural change through the New Generation Navy, Submariner Workforce Sustainability Review, Adaptive Army and Air Force – One Team reform strategies
- Rolling out a program to simplify and streamline workforce policies to generate a client-centred framework that offers more agility and flexibility for both our People and their managers
- Deploying the OHS Strategy to generate consistent safety management practices and outcomes
- Reviewing and enhancing rehabilitation and injury compensation policy and support
- Improving the delivery of mental health services and engagement with families through implementing the recommendations of the Independent Review of Mental Health
- Improving support to families through availability and services of Community Development Officers and enhancement of spousal employment support and children's education support
- Developing new housing and accommodation assistance options to reduce the number of anomalies in the current policy
- Implementing a new approach to Career and Talent Management within the APS and refining Career Management approaches in the ADF
- Implementing programs to increase the retention of women arising from our collaboration with the CDF's Reference Group on women in the ADF
- Rationalising and generating an integrated management and leadership development suite of programs and delivery partners that meet Defence's current and future requirements
- Implementing an indigenous development program.



CREATING AN EFFECTIVE AND EFFICIENT PEOPLE SYSTEM

To achieve success we have already:

- Introduced a new People Metrics Framework (HRMeS) that captures all strategic workforce research to offer transparency of total system performance and to guide the People Strategy
- Developed a high level view of the potential for shared services reform in the HR function as part of the Defence Budget Audit
- Commenced reform initiatives within the People domain of the Defence Support Group.

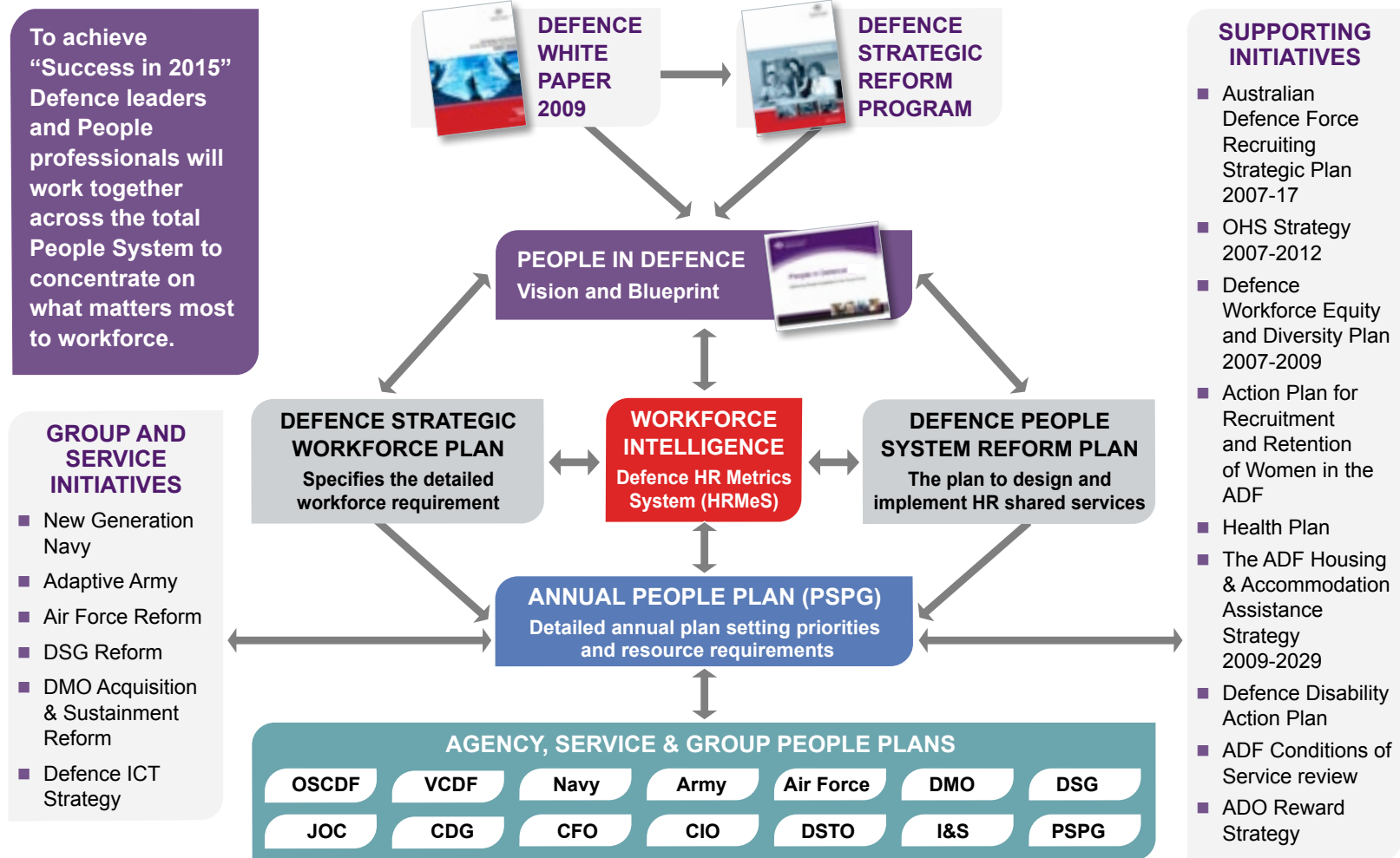
We are working on:

- The detailed workforce and shared services reform plan as part of the SRP
- New governance arrangements for the People System that reflect the shared services design of the future and clarify specific and mutual accountabilities for People issues across the organisation
- The implementation of workforce integration initiatives (options for civilianisation and contractor in-sourcing) identified by the Defence Budget Audit
- A total workforce management approach that allows flexibility to appropriately transfer resources between ADF, APS and contractor positions
- The business reform and IT master plan for the refresh and then upgrade of our outdated Payroll and HR management systems
- New processes that achieve better and earlier integration of People issues into Defence capability and financial planning
- The development of a new workforce intelligence function that concentrates our research efforts on clarifying our employment brand promises and enables evaluation of the success of our People strategies and evidence-based assessment of our priorities for more investment
- The 2010/11 Defence People Plan to agree short term priorities and allocate system resources to reform initiatives.



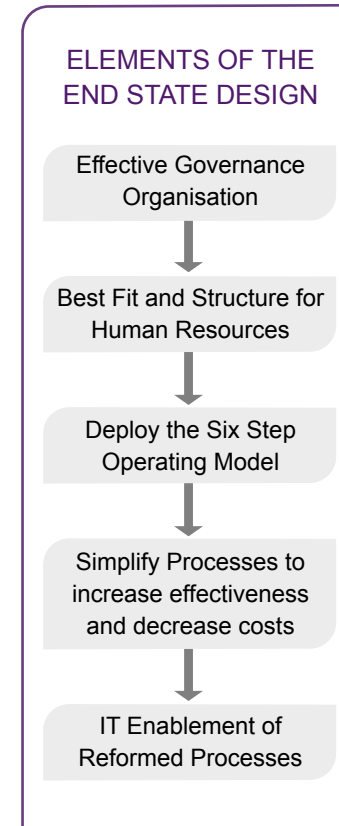
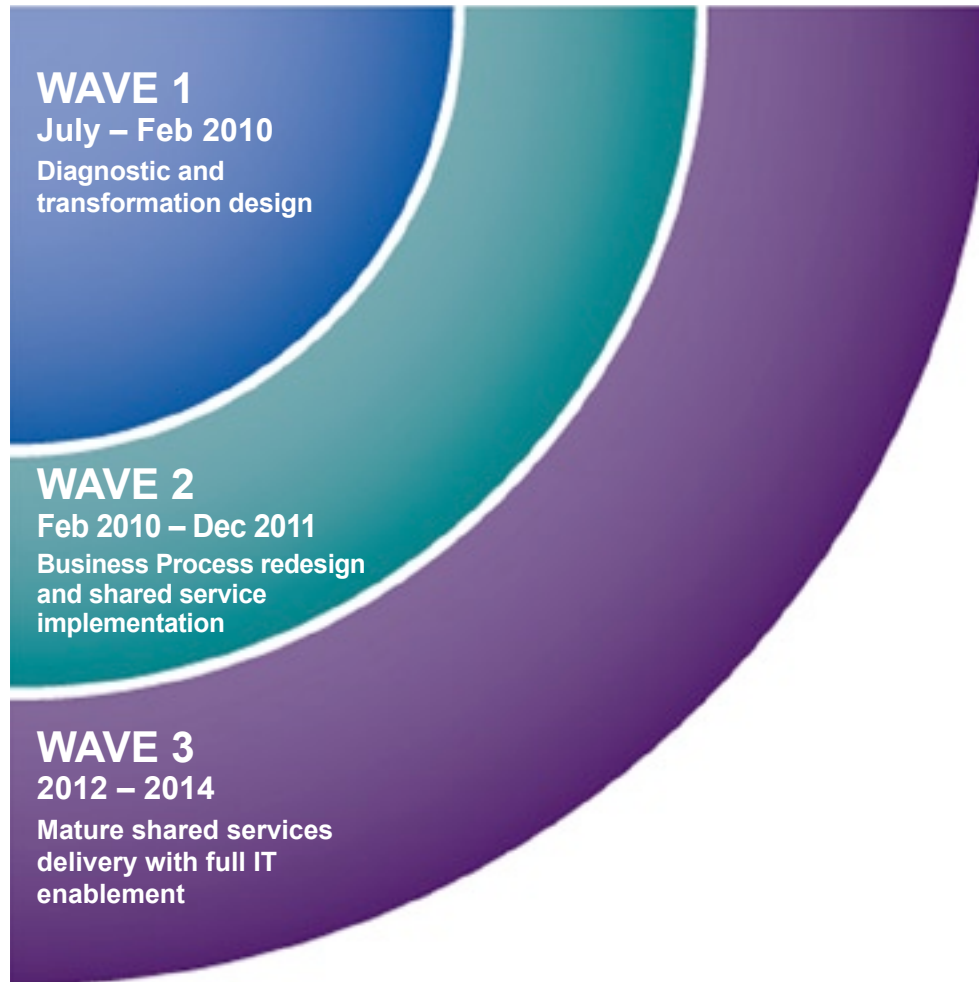
IMPLEMENTING THE BLUEPRINT

THE TOTALITY OF THE DEFENCE PEOPLE STRATEGY



IMPLEMENTING THE BLUEPRINT

OUTLINE OF SHARED SERVICES REFORM



IMPLEMENTING THE BLUEPRINT

TIMELINE FOR IMMEDIATE ACTION

Achieving the Vision and Blueprint outlined in People in Defence will require focus and collaboration.

We will commence our collaboration in November 2009 with a series of consultations within and outside Defence to build agreement on the Vision for People in Defence and the Blueprint for making it the reality by 2015

Action	Due for Completion
Engage with the community and Defence related organisations to improve and agree the definition of success in 2015.	January – April 2010
Complete the design for reformed Human Resource Shared Services in Defence.	March 2010
Develop the Annual People Plan to establish 2010/11 priorities and allocate resources.	April 2010
Review and recast, where necessary, all Service and Group People Plans to generate alignment with the People in Defence Vision and Blueprint.	April 2010 onwards
Implement Reform of the Defence People System.	April 2010 onwards

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Feedback and Questions on the People in Defence is welcome and should be submitted to Phil Minns via email to phil.minns@defence.gov.au



