Implementation Plan Overview — the first six months

Initiatives		Selected key activities – Phase One	
muauves		January – March 2021	April – June 2021
1. A Continuous Improvement Culture			
1.1 Embed the Defence Values and Behaviours		Defence Inclusion Commitment Statement	Review Pathway to Change 2017-2022
1.2 Evolve the Defence Accountability Framework	ives.	Conduct Defence Accounta	ability Framework Review
Become a more data-informed Defence organisation	all initiat	Develop and launch Defence Data Strategy Develop and launch Defence Data Strategy Design the Business Transformation Cycle Develop and establish the Business Operations function Assess, prioritise and align in flight reform activities and business practices with the Transformation Strategy initiatives Conduct Major Projects Oversight Review Launch the Defence Capability Innovation Strategy Develop an Enterprise Lessons Learned Framework	
2. An Enduring Transformation System	cted for		
2.1 Implement a new Business Transformation Cycle	e condu	Design the Business Transformation Cycle	
2.2 Create a new Business Operation function	Develop and establish the Business Operations function		
2.3 Transform our Business Practices, Systems and Service Delivery	ing activ	Assess, prioritise and align in flight reform activities and business practices with the Transformation Strategy initiatives	
3. Priority Reform Areas of Focus	l baselin		
3.1 Drive improved Capability Delivery	ping anc	Conduct Major Projects Oversight Review	
3.2 Strengthened approach to AIC, innovation, export and Australian science and technology	sive sco	Launch the Defence Capability Innovation Strategy	Continue to implement Australian Industry Capability (AIC) Program improvements
3.3 Adopt a strategic approach to Defence Enterprise Resilience and supply chain assurance	пргећеп	Develop an Enterprise Lessons Learned Framework	
3.4 Improve Defence's Strategic Workforce Planning, Learning and Management	Develop the Defence Strategic Workforce Plan Implement improvements to Enterprise Performance Measurement and Reporting		
3.5 Institute an improved Enterprise Performance Measurement and Reporting framework			
3.6 Improve our Engagement and Communications	Launch Defence Communications Guide		
	A comprehensive scoping and baselining activity will be conducted for all initiatives.		

The Defence Transformation
Strategy will be implemented through an agile phased approach.

Phase One

The focus of Phase One is a comprehensive scoping and baselining activity for all initiatives. This work will include identifying individual lines of effort and will articulate:

- Problem statement identifying the problem we need to solve;
- Risk appetite specifying how much risk we will accept to achieve our outcomes;
- Outcome statement defining the future state we want to achieve:
- Benefit statement calculating the benefit that will be realised:
- Performance measures specifying how will we measure the benefits; and
- Accountability identifying who will be accountable for delivery.

In flight reform activities from across the organisation will be assessed as part of the scoping and baselining activity. A number of current activities will be harmonised with the overarching Defence Transformation Strategy initiatives.

Phase One will deliver an integrated master schedule and an independent oversight mechanism

Phase Two

In addition to the delivery of priority initiatives, Phase Two (July to December 2021) will focus on implementing and embedding the enduring transformation system, including the Business Transformation Cycle and Business Operations function.

Phase Three

Phase Three (January to December 2022) will demonstrate progress and outcomes against all Defence Transformation Strategy initiatives.

Implementation of the *Defence Transformation Strategy* will occur
through an enterprise-wide
co-design and collaboration effort.