

Defence Cultural Intent Statement

Respectful, Trusted and Proven to Deliver



To deliver on our Mission, to defend Australia and its national interests, we must continue to evolve our culture. Building on the five year implementation period for Pathway to Change (2012–2017), Defence has refreshed its cultural intent statement and identified cultural reform priorities for 2017–2022.

To maximise our capability, sustain the trust of Government, the Australian community and each other we must take the best in our culture forward, and hold to account those who do not meet our standards. This means building on our recent progress in creating a more inclusive culture to drive high performance. It means strengthening our professionalism, our accountability, and leadership performance at all levels.

Our Cultural Intent

- We act with the highest standards of professionalism, underpinned by Defence values and our ethical standards.
- We are guided by the core value of respect. Respect for each other, for those we work with in Government and in industry, both here and overseas, and for the many communities in which we live and work.
- We work together to harness the diverse backgrounds and experiences of those in our teams to deliver a capable and agile joint fighting force.
- We are building a diverse workforce with an inclusive culture, so every person is able to make their best contribution to deliver on our mission and so the community seeks us out as a workplace of choice.
- We are accountable for our actions, and hold others to account for theirs.
- We reflect on how to improve our performance in all areas, from the quality of our policy advice to Government to the conduct of operations in serving our nation.
- We are all leaders and as leaders we role model a One Defence approach. We will be more accountable for organisational performance and ensure our decisions are in the best interest of Defence as a whole.
- We provide regular feedback, do more to recognise and reward strong performance and address areas of poor performance.
- We reinforce the importance, and find new ways, to support and build the strength, health and resilience of our people and the organisation.

Cultural Reform Priorities for 2017-2022

Leadership accountability	Leaders at all levels will embed the One Defence Leadership Behaviours. We will be accountable for performance both in terms of 'what' is achieved and 'how' it is achieved. We will empower people and teams to do their best work in planning, delivering capability and providing quality advice.
Capability through inclusion	We will build a workforce comprised of teams that are diverse in background and experience, to ensure broader thinking in the development of policy, capability options and in our conduct of operations. We will remove barriers to create a more inclusive and capable organisation, where people can contribute and reach their potential.
Ethics and workplace behaviours	We will foster an ethical workplace environment where people feel respected and valued, and poor behaviour is called out. Respect, responsibility and accountability are the foundations of our workplace.
Health, wellness and safety	Every member of Defence has a right to feel safe in our workplace, both physically and psychologically. We will create a safe workplace to foster a strong, healthy and resilient workforce who can deliver on Defence's mission.
Workplace agility and flexibility	We will build organisational agility by continually developing the skills of our people and providing greater options for how people work, deploy these skills, and develop their careers. We will create an organisation where our structures, processes and behaviours provide more agile approaches to workforce management and greater support to flexible work practices.
Leading and developing integrated teams	We will develop our thinking, relationships, workforce management and design skills to fully harness the benefits of our integrated teams.

