

## Afghanistan Inquiry Reform Program Update

Defence has accepted all findings and is addressing all 143 recommendations.

To date, 124 of 143 Inquiry recommendations are closed.

<b>Vision: One Defence, living Defence values, wherever we are, whatever we do</b>				
<b>Objective 1: Address the past</b> Consider and take appropriate action to address organisational, collective and individual responsibility for past failures and wrongdoing.		<b>Objective 2: Prevent recurrence</b> Build the best possible organisation for the future, comprehensively understanding and addressing the root causes of the failures and wrongdoing; and developing the systems, culture and accountability that will prevent, and promptly detect and respond to, departures from required standards.		
<b>Work Package 1:</b> Address Inquiry recommendations regarding individuals	<b>Work Package 2:</b> Consider/undertake additional workforce management action*	<b>Work Package 3:</b> Address Inquiry recommendations regarding compensation	<b>Work Package 4:</b> Transformational Reform	
<p>Focused on addressing specific allegations of wrongdoing against individuals.</p> <ul style="list-style-type: none"> <li>Includes <b>103 Inquiry recommendations.</b> <ul style="list-style-type: none"> <li>Closed: 99.</li> <li>Open: 0.</li> <li>On hold: 4.</li> </ul> </li> </ul>	<p>Review the findings, along with any other relevant evidence, to determine whether additional action is warranted.</p> <ul style="list-style-type: none"> <li>Includes <b>0 Inquiry recommendations*</b>.</li> </ul> <p><i>*Work Package 2 was designed to consider appropriate workforce management action beyond those recommendations in the Afghanistan Inquiry report.</i></p>	<p>Develop a whole-of-Government response to the Inquiry recommendations relating to compensation.</p> <ul style="list-style-type: none"> <li>Includes <b>15 Inquiry recommendations.</b> <ul style="list-style-type: none"> <li>Open: 15.</li> </ul> </li> </ul>	<p>The program management framework to successfully manage and coordinate Defence’s response to the Afghanistan Inquiry has been established. Five <b>Reform Streams</b> have been established to design and implement the transformational reform required to address what went wrong and prevent any future issues occurring.</p> <ul style="list-style-type: none"> <li>Includes <b>25 Inquiry recommendations.</b> <ul style="list-style-type: none"> <li>Closed: 25.</li> <li>Open: 0.</li> </ul> </li> </ul>	
<b>Work Package 4 Reform Streams</b>				
<b>Organisational Arrangements and Command Accountability</b>	<b>Culture</b>	<b>Workforce</b>	<b>Partnerships</b>	<b>Information</b>
<b>Focus areas</b>				
<p><b>Organisational Arrangements:</b></p> <ul style="list-style-type: none"> <li>Capability Development</li> <li>Deployment of capability</li> <li>Selection, ongoing evaluation and communications of operational strategy</li> <li>Reform of specific organisational arrangements</li> </ul> <p><b>Command Accountability:</b></p> <ul style="list-style-type: none"> <li>Certification, mentoring and assurance of Commanders</li> <li>Modernising doctrine and training</li> <li>Clarity of command accountability throughout the command chain</li> </ul>	<ul style="list-style-type: none"> <li>Developing an enterprise approach to ethical decision making</li> <li>Integrating, aligning and diversifying subcultures</li> <li>Addressing the risk of cultural shift and exceptionalism</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment, selection, development and career management</li> <li>Effectively managing performance (including high performance and underperformance) and physical and psychological fitness</li> <li>Developing integrated, contemporary, whole-of-career, outcome-focussed learning</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring that Defence has a strategic approach to establishing, managing and sustaining key partnerships</li> <li>Restoring Defence’s reputation and relationships with its partners (and those who should be its partners)</li> </ul>	<ul style="list-style-type: none"> <li>Improving data and information management</li> <li>Becoming more data informed</li> <li>Building the capacity to identify indicators of divergent behaviour, anomalies and incidents</li> </ul>
<b>Work Completed includes</b>				
<ul style="list-style-type: none"> <li>Published a Directive addressing command accountability for operational reporting, ensuring commanders and staff are accountable for integrity in operational reporting.</li> <li>Introduced joint policy on appointment to command certificates, creating a consistent approach across the ADF that articulates expectations of commanders and enhances command accountability.</li> <li>Introduced training on individual responsibility for reporting breaches of the Law of Armed Conflict as part of force preparation for future deployments.</li> <li>Developed training and Doctrine for ADF members on the requirement to comply with the Law of Armed Conflict, potential consequences of non-compliance and direct responsibility and liability of Commanders for ensuring compliance.</li> <li>Reformed end-to-end education for all ADF personnel, to be delivered throughout their career, on the Law of Armed Conflict.</li> <li>Included real-life scenarios on elitism and exceptionalism in Defence mandatory training to assist ADF members and Defence APS employees to recognise behaviour that does not align with Defence Values and Behaviours.</li> <li>Delivered Edition 1 of the Military Ethics Doctrine, Edition 3 of ADF Leadership Doctrine and Edition 1 of Character in the Profession of Arms Doctrine.</li> </ul>				

- Updated ADF and APS annual performance reporting processes, policies and templates to align with the new Defence Values and Behaviours and reflect a 'One Defence' approach.
- Reviewed action taken to address issues relating to 'throwdowns', endorsement of a Directive explicitly prohibiting the use of 'throwdowns' and direction on the collection, handling and destruction of captured materiel on operations.
- Reviewed measures and controls to detect and prevent operational reporting anomalies.
- Included a new presentation in pre-deployment training to Senior Commanders on support that can be provided in-country.
- Reviewed alcohol management policy for deployments.
- Reviewed troop command and control structure for the Special Air Service Regiment, with consideration for Commando Regiments.
- Reviewed the framework, policies and processes for the management of embedded military personnel in coalition forces.
- Audited the enterprise framework, systems, policies and processes for data management on deployed operations and in coalition environments.
- Audited Headquarters Joint Operations Command reforms, including work initiated prior to the completion of the Afghanistan Inquiry, measuring the status and effectiveness of that work in addressing the issues identified in the Afghanistan Inquiry report.
- Published a new ADF wide respite policy in Military Personnel Manual (MILPERSMAN) to ensure ADF members are provided with adequate respite between deployments and an update to the process for consideration of waivers.
- Prohibited the use of inappropriate terminology and language and directed the use of professional terminology and language in operational reporting in line with the Australian Defence Glossary.
- Updated doctrine, policy and training for the use of ADF Military Working Dogs.
- Established an alternative, safe and confidential reporting process for allegations of serious operational incidents.
- Audited the effectiveness of Special Operations Command reforms undertaken since 2015, and the arrangements for their ongoing measurement and assurance.
- Reviewed the Law of Armed Conflict Manual, including improved guidance on the protection of civilians.
- Reviewed the Integrity Framework, to embed an enterprise-wide approach to Ethical Decision-making.
- Enhanced the Enterprise Data Governance Framework, and conducted a study of the Defence information asset ecosystem to make further improvements to data governance.
- Reviewed Defence Legal Services and established an assurance system combining technical and command oversight of all ADF legal officers, with clearly defined roles and responsibilities.
- Mandated the inclusion of operational and Special Operation Command audits in the Defence Internal Audit Work Program.
- Reviewed and updated policies and procedures to ensure weapons and ammunition cannot be used operationally prior to receiving legal and technical approval.
- Reviewed and improved the Defence Preparedness Management System.
- Designed an enterprise cultural strategy and framework that further embeds Defence values and behaviours, developing our leaders, people and teams to foster a high-functioning culture.
- Improved leadership and command accountability within single-service and joint officer and non-commissioned officer education and training.
- Established a new whole-of-enterprise assurance model with appropriate preventive, detective and responsive controls.
- Reviewed approach to consider issues raised in media reporting and Freedom of Information (FOI) requests.
- Conducted research into organisational identity, including its importance and associated risks, to understand the impact of different identities and variations that do not align with Defence Values and Behaviours.
- Delivered Vignettes that highlight the consequences of failures in leadership, ethical drift, exceptionalism and the difficulties resisting prevailing organisational culture.
- Reformed end-to-end education and training on ethics and character, and delivery of doctrine to inform education and training.
- Remediated operational data, records and information for operations conducted outside of Australia.
- Up-skilled personnel in data literacy and skills to improve information management on deployed operations.
- Translated moral injury research into education, resources policy and practice.
- Developed command accountability doctrine to better define and improve command accountability within the Australian Defence Force.
- Developed joint policy to achieve consistency in assurance and certification principles for ADF commanders.
- Conducted a study into the benefits of establishing a mentoring program specifically designed for ADF officers in command positions.
- Implemented e-learning packages for the creation and maintenance of operational records to improve records management in the deployed environment.
- Audited and improved information management processes for decisions around the deployment of personnel.
- Researched and scoped data analytics and reporting system capability to proactively identify conduct and integrity risk hotspots.
- Developed mitigation strategies to address exceptionalism.
- Completed foundational work related to the development of a Defence Fatigue Management Framework.
- Developed end-to-end education and training to build cross-cultural awareness.
- Developed a framework to provide a coordinated approach to relationship management including across Whole-of-Government and with Non-Government Organisations (national and international).

*Last update: 21 December 2023*