



MILITARY PERSONNEL DIVISION

Joint Transition Authority 2025-26 Annual Progress Report



Document Control Information

Document Version	Version 2.0
Document Status	Final
Issue Date	04 Aug 2026
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Owner	Joint Transition Authority
Objective ID	BN122723184
File name	MS26-000574 – 2025-26 Joint Transition Authority Annual Progress Report

Reviews and Approvals

This document has been reviewed and approved by the personnel listed in the below table. Evidence of the approvals must be retained in accordance with the Information Management policy.

Name	Title	Date
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Summary of Changes

Version	Details	Author	Date
1.0	Original Document	Joint Transition Authority	18 Mar 2026
1.1	Consultation Draft	Joint Transition Authority	01 Apr 2026
2.0	Final Draft	Joint Transition Authority	12 Jul 2026

Transition

/tran'zishn/

Verb

The journey of a veteran and their family from a predominantly Australian Defence Force service-centred life to a predominantly civilian life.

Acknowledgement of Country

Defence acknowledges the Traditional Custodians of the lands, seas and air in which we live, work and train. We pay our respects to their Elders past and present and emerging. We also pay our respects to the Aboriginal and Torres Strait Islander men and women who have contributed to the defence of Australia in times of peace and war.

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Acronyms and Abbreviations

Action Plan	2023 Veteran Transition Strategy Action Plan
ADC	Australian Defence College
ADF	Australian Defence Force
CSC	Commonwealth Superannuation Corporation
CTC	Career Transition Coaching
CTT	Career Transition Training
Defence	Department of Defence
DFTP	Defence Force Transition Program
DVA	Department of Veterans' Affairs
ESO	Ex-Service Organisation
FC	Financial Counselling/Advice
Forum	JTA Transition Stakeholder Forum
Guide	ADF Member and Family Transition Guide
ICT	Information and Communications Technology
JSP	Job Search Preparation Workshop
JTA	Joint Transition Authority
JTA Ops	Transition Operations
PCEP	Personalised Career Employment Program
RMS	Request Management System
Royal Commission	Royal Commission into Defence and Veteran Suicide
RPL	Recognition of Prior Learning
SAM	Single Access Mechanism
Seminar	ADF Member and Family Transition Seminar
Strategy	2023 Veteran Transition Strategy
T4ME	Transition for Meaningful Engagement
TOM	Transition Operating Model
TSO	Transition Support Officer
TSPF	Transition System Performance Framework
TSPR	Transition System Performance Report
VEIE	Veteran Employment and Information Exchange
VFWA	Veteran and Family Wellbeing Agency

Introduction

Transition from a predominantly military life to a predominantly civilian life is a journey that all Australian Defence Force (ADF) members and their families will undertake. The Department of Defence (Defence) recognises that every transition journey is unique¹ and, through the Joint Transition Authority (JTA), delivers an extensive program of individualised supports that acknowledge people as Defence's most important capability.² This report focusses on financial year 2025-26.

The wellbeing of ADF members and their families is foundational to the delivery of Defence's transition supports, and is underpinned by the joint Defence, Department of Veterans' Affairs (DVA) and Commonwealth Superannuation Corporation (CSC) *Veteran Transition Strategy*³ (Strategy) released in June 2023. Since its release, the 'shared vision'⁴ articulated by the Strategy has brought together the expertise of multiple Commonwealth agencies and created essential governance architecture to support transitioning ADF members and families.

The JTA contributes to the realisation of this shared vision through its continuing mission: *to support ADF members and their families to be better prepared for, and achieve positive outcomes from, their transition journey*. Partnered with DVA and CSC, the JTA executes this mission through multiple lines of effort that support ADF members, families of members, and commands. This collaborative approach leverages transition practices from across the whole of government.

JTA reforms in 2025-26 have focused on the integration of Service (Navy, Army and Air Force) transition supports, and alignment of Defence's transition system to the broader Defence People System.⁵ Recognising people as a critical capability, the continuum of Defence's transition supports are assisting the ADF to prepare members for the next steps in their career life-cycle.

The Transition Operating Model (TOM) was implemented nation-wide in 2025-26 and aligns to the Defence People System by enabling the integration of transition systems and practices across Defence. This has delivered streamlined administrative processes, a single and consistent transition service delivery interface for ADF members and their commands, and supports potential scalability of the transition system.

While the number of annual transitions has declined since 2023, reflecting Defence's focus on recruitment and retention, transition supports continue to be accessed widely. This can be attributed to JTA's individualised needs-based model, integration of support to ADF commands, and the availability of 'in-service' transition programs. These factors support ADF career adaptability and continuing contributions to capability when personal circumstances change.

In 2025-26, JTA continued to support inter-agency efforts to implement the recommendations of the Royal Commission into Defence and Veteran Suicide (Royal Commission), including contributions to the design and establishment of the Veteran and Family Wellbeing Agency (VFWA) in DVA.

JTA continues to reform at the system and program levels, seeking to further integrate and evolve transition policy and practice to support ADF members, families of members and commands, and to contribute positively to transition outcomes and the broader Defence mission. Future reports will indicate the connection, relationship, and work undertaken with the VFWA.

¹ Commonwealth of Australia, *Veteran Transition Strategy* (June 2023) 2 (<https://www.defence.gov.au/about/strategic-planning/veterans-transition-strategy>).

² Commonwealth of Australia, *National Defence Strategy* (April 2026) 41 (<https://www.defence.gov.au/about/strategic-planning/2026-national-defence-strategy-2026-integrated-investment-program>).

³ Commonwealth of Australia, *Veteran Transition Strategy* (June 2023) (<https://www.defence.gov.au/about/strategic-planning/veterans-transition-strategy>).

⁴ Commonwealth of Australia, *Veteran Transition Strategy* (June 2023) 2 (<https://www.defence.gov.au/about/strategic-planning/veterans-transition-strategy>).

⁵ Commonwealth of Australia, *Defence Strategic Review* (April 2023) 88 (<https://www.defence.gov.au/about/reviews-inquiries/defence-strategic-review>).

2025-26 Transition at a Glance

Defence provides transition support to all ADF members who have served a minimum of one day, regardless of their Service Category. The program supports ADF members and their families during and for up to two years after transition. The table below shows a demographic breakdown of ADF members transferring within, or separating from the ADF during 2025-26 whose movement triggered access to transition support services.

2025-26 TRANSITION DEMOGRAPHICS			
	Permanent	Reserves	Transfers to SERCAT 3-5
Military Service			
Navy	1,207	479	379
Army	2,972	1,443	956
Air Force	1,142	587	453
Separation Mode			
Voluntary	3,731	2,006	1,623
Medical	1,201	110	0
Involuntary	389	393	165
Rank Grouping			
Junior Ranks	3,648	1,367	999
SNCO/WOs	749	403	321
Officers	924	739	468
Age Group			
17-24	1,987	195	333
25-29	932	315	374
30-39	1,182	728	479
40-49	573	423	195
50-59	451	254	249
60+	196	594	158
Gender			
Female	1,089	431	336
Male	4,231	2,078	1,452
Non-Binary	1	0	0
Total	5,321	2,509	1,788

Table 1 – 2025-26 Transition Demographics

Veteran Transition Strategy

In 2025-26, the JTA continued implementing actions to support the Strategy's six priorities. This will continue into 2026-27 and future evaluations will inform updates, and the next phase of whole-of-government strategic oversight for transition policy and practice.

The Strategy was designed and developed in partnership by Defence, DVA and the CSC to support the transition system to operate in an integrated and synchronised manner. This partnership has been formalised by the execution of Memoranda of Understanding between Defence and both DVA and CSC.

The Strategy's six priorities focus on empowering veterans and their families to: plan and prepare for transition early; access a range of needs based support programs across the transition system; engage and support families during the transition process; access employment and skill based training aligned with their professional development goals; achieve a sense of financial wellbeing; and feel that their service is formally recognised and valued. The achievement of the priorities and their associated impact will be reported in the Transition System Performance Report (TSPR). Implementation of the activities associated with the priorities is monitored through the Veteran Transition Strategy Action Plan Report.

The public facing Action Plan was released in 2024 following consultation with DVA, CSC, the Department of Health, Disability and Ageing, the Defence and Veteran Family Advocate, and Defence Families Australia. This Action Plan supports cross-agency collaboration to achieve the success factors for each priority in the Strategy. Regular cross-agency stocktakes of Action Plan activities have informed progress, identified areas for improvements, and provided information for future evaluations that complement the *Defence and Veteran Mental Health and Wellbeing Strategy 2025-2030*, and the *Defence and Veteran Family Wellbeing Strategy 2025-2030*. This work will continue in 2026-27.

Royal Commission into Defence and Veteran Suicide

The 2024 final report of the Royal Commission⁶ recommended shared Defence and DVA responsibility for wellbeing support for Defence veterans. This includes respect and recognition of ADF members, veteran access to Defence bases, civilian recognition of military skills, provision of employment references, and improved data sharing between Government agencies.

Consistent with the Government's response to the Royal Commission's final report, in 2025-26 the JTA has either implemented or contributed to measures aligned to Defence-led Recommendations 79, 83, 84 and 94. JTA has also supported implementation of joint Defence-DVA Recommendation 80 and the DVA-led Recommendation 87.

The JTA's priorities in relation to Recommendations 79 and 84 have been to strengthen respect and recognition activities associated with an ADF member's transition from service. The JTA has also supported the Australian Defence College (ADC) with their implementation of Recommendation 83 aimed at enhancing opportunities to gain civilian qualifications, in order to support post-transition employment and income security. Improvements to employment and education pathways have occurred across the JTA's Defence Force Transition Program (DFTP) which offers extensive educational, job-readiness and meaningful engagement supports.

In 2025-26, the JTA maintained focus on a multi-faceted respect and recognition reform program that includes issuing Service Medallions, providing Certificates of Service to transitioning ADF members, and developing policy regarding respect and recognition to ensure appropriate farewell ceremonies are conducted consistent with the wishes of the member and their family.

The progress of these reforms has been sharpened by the transition-related recommendations of the Royal Commission and, to support these objectives, a Respect and Recognition Cell was established in the JTA in March 2026 as the primary point of contact for ADF command enquiries relating to Service Medallions, Certificates of Service, and other respect and recognition-related policies.

⁶ Commonwealth of Australia, *Royal Commission into Defence and Veteran Suicide Final Report* (September 2024) (<https://defenceveteransuicide.royalcommission.gov.au/publications/final-report>).

Recommendation 94 relates to the timeliness of data sharing between Defence, DVA and CSC for the purposes of claims and superannuation assessments. In response to this recommendation, 2025-26 data collection and analytics have evolved to support faster processing times and improved outcomes for ADF members and their families.

The Defence People System and the JTA

The 2023 Defence Strategic Review recommended *inter alia* that *ADF personnel management should be centralised into a single integrated system that is headed by a Chief of Personnel reporting directly to the Chief of the Defence Force.*⁷ This recommendation was agreed by the Australian Government,⁸ and reflected in the 2024 National Defence Strategy.⁹

The ‘single integrated system’ recommended in the Defence Strategic Review is now known as the Defence People System and is central to the way Defence designs, develops, delivers and assures strategic workforce and people effects.

The JTA’s principal role in the realisation of the Defence People System has been to deliver an integrated transition sub-system that supports a single interface for transitioning ADF members, their families and key stakeholders. These stakeholders include commanders and supervisors of ADF members and complement the external veteran system stakeholders such as DVA, CSC, Ex-Service Organisations (ESOs) and the States and Territories.



⁷ Ibid.

⁸ Commonwealth of Australia, *Defence Strategic Review* (April 2023) 107 (<https://www.defence.gov.au/about/reviews-inquiries/defence-strategic-review>).

⁹ Commonwealth of Australia, *National Defence Strategy* (June 2024) 7 (<https://www.defence.gov.au/about/strategic-planning/2024-national-defence-strategy-2024-integrated-investment-program>).

Delivery of this integrated transition system has largely been achieved through national implementation of the TOM in 2025-26. A key element of the TOM has been the creation of JTA Operations (JTA Ops) cell which, in 2025-26, delivered a nexus where the management and escalation of transition cases is centralised and monitored for risks, and opportunities for continuous improvement.

The integration effects of the TOM have placed the delivery and maintenance of Defence-wide transition systems and programs with the JTA, relieving ADF commanders of complex administrative processes relating to transition and allowing them to focus more effectively on the welfare of their people.

As a key feature of the ADF career life-cycle, and a reflection of Defence culture,¹⁰ transition is necessarily a wellbeing-focused activity. Its main purpose is to support and equip ADF members and families to thrive when they move from a predominantly military life to a predominantly civilian life. The Defence transition system should also, where possible and appropriate, support continued employment with Defence.

In practice, delivery of the Defence transition system supports capability imperatives by empowering ADF members and commanders to take a non-linear approach to career design and management. Transition conversations are often characterised by the other options also being explored, such as transfer to a different Service Category, transfer to a different Service, or taking the opportunity to learn new skills and undertake a new role within Service.

The transition supports delivered to ADF members and families are also now a component of Defence Benefits and Conditions of Service. Defence recognises the unique nature of ADF service, and the unique demands such service can place on a member and their family. The extensive transition supports delivered by the JTA are just one of the ways in which Defence acknowledges the sacrifices that are made through ADF service.

The Transition Operating Model

The TOM has been designed to reduce confusion and complexity for ADF members, families and commands; to provide clear accountabilities; and to set a consistent and integrated service delivery standard for all transitioning members. The TOM also addresses Royal Commission feedback that ADF members should be able to choose either an ADF or civilian Transition Support Officer (TSO).

The TOM triages transition preparedness to identify risks and opportunities – and thereby the scope of intervention or support required – and introduces tiered support for members: Tier 1 – the member is well prepared and has comprehensive systems in place, Tier 2 – the member would benefit from further support and assistance with their transition preparedness, and Tier 3 – the member is not well prepared and additional support is highly recommended. This approach is enabling early identification of case complexity, supporting appropriate planning and delivery; particularly for the most vulnerable or at risk members.

A member's preparedness for transfer or separation, and the complexity of their circumstances, is currently identified through two Transition Preparedness Questionnaires that are provided to members at different stages of their transition journey. These provide an initial set of insights to inform triage assessments, and also enable tracking of a member's progress which facilitates adjustments in the supports being supplied. Feedback from commands, and outcomes from Individual Welfare Reviews, may also inform the characteristics of each ADF member's Individualised Transition Plan.

¹⁰ Commonwealth of Australia, *Defence Culture Strategy* (November 2023) (<https://www.defence.gov.au/about/strategic-planning/defence-culture-strategy-defence-culture-blueprint-program-2023>).

JTA commenced work with the Services (Navy, Army and Air Force) and DVA in 2025-26 to develop a framework and processes for more accurately assessing ADF member transition preparedness prior to their transfer or separation date. A more detailed individual assessment of transition preparedness enables Defence to inform DVA of ADF members who are at risk of poor transition outcomes, to ensure continuity of care. Trials of the assessment and notification process are expected in 2026-27 concurrent with establishment of the Veteran and Family Wellbeing Agency (VFWA).

As of 2025-26, the TOM is central to transition service delivery across Australia, and the TSO is central to the operation of the TOM. The TSO acts as the primary contact for ADF commands and members, provides education and access to transition benefits, and supports the preliminary interface with DVA and CSC where required.

The ability of TSOs to exemplify best-practice transition support is a clear priority for supporting positive transition experiences for ADF members, families and commands. To support this priority in 2025-26, the JTA appointed a Learning and Development Officer to evolve JTA's internal training capability in collaboration with Defence Learning Branch. The principal beneficiaries of ongoing TSO workforce professionalisation are the people who rely on the JTA for information, guidance and support: ADF members and families, and ADF commanders.

In support of the TOM in 2025-26, the JTA Operations (Ops) cell delivered a single, centralised escalation and support mechanism for sensitive, complex, and unique issues that arise in Transition Centres, ensuring that these matters are prioritised and resolved swiftly. JTA Ops liaises with DVA, CSC, and other agencies and government departments across multiple jurisdictions to ensure that transition cases receive appropriate priority. JTA Ops has also been able to identify and risk-manage inconsistencies in service delivery across the JTA's national footprint, ensuring that standards are met and integration objectives are supported.



Consistent with this focus on integration of transition policy and practice, migration to the TOM has been underpinned by effective stakeholder engagements that have delivered critical insights into the functions formerly undertaken by the Services (Navy, Army and Air Force), and the intent that supported these functions.

The TOM will be measured in the short term through the already updated Post-Transition Survey, and long-term through the Transition System Performance Framework (TSPF). Survey questions are now more directed to assessing the efficacy of support services received by ADF members and their families during their transition journey. The Post-Transition Survey also provides ADF members an alternate means to seek additional support during the 24-months following their transfer or separation date. In 2025-26 the JTA received and responded to 678 requests for additional support through the Post-Transition Survey.

ADF Families and Transition

In 2025-26, the JTA supported ADF members to include their family and other support persons in their transition journey. Family members and support persons are encouraged to attend transition sessions; providing an opportunity to understand the supports that are available and contribute to the development of the transition plan. The introduction of after-hours transition sessions on a needs-basis has provided additional scope for family participation. Family members, support persons and ADF commanders are also encouraged to attend Seminars; providing access to transition presentations from Defence and other stakeholders, and to exhibition hall booths.

JTA worked closely with the Defence Member and Family Support branch, the Veteran Family Commissioner and Defence Families Australia to encourage increased family engagement. The *Defence and Veteran Family Wellbeing Strategy 2025-2030* and Action Plan outlines the need to increase family attendance at Seminars and JTA has leveraged Defence Member and Family Support communication channels to advertise these events to families. JTA updated the information contained in the ADF Transition Guide App to enable family members to better understand Defence-specific processes (e.g. medical separation process) and develop their awareness of the range of supports available.

Stakeholder Engagement, Communication and the Transition System

The delivery of best-practice and fit-for-purpose transition supports requires collaboration across whole-of-government and engagement with stakeholders including state and territory governments, ESOs, charitable organisations, the education sector and the private sector. This collaborative approach recognises that ADF member and family transitions are experienced as a journey that continues into their post-service lives. The principal stakeholders in the Defence Transition System are ADF members, families of ADF members, and ADF commands.

ADF commanders are accountable for a member's wellbeing throughout their service, and this includes supporting them as they undertake their transition. Command functions may vary depending on the transition mode and circumstances of an individual under their command, but the wellbeing imperative is always enlivened. In all cases, the JTA supports ADF commanders to execute their command accountabilities in support of transitioning members and their families.

In 2025-26, the JTA conducted six Transition Stakeholder Forums (Forums) as part of its annual focus on engaging with transition stakeholders across Australia. The Forums aid in maintaining productive relationships across the transition system including between representatives from Commonwealth, State and Territory governments, ADF command and personnel specialists, and veteran support organisations. The Forums provided an opportunity for local ADF command, internal Defence and external transition stakeholders, to share insights and issues, and engage with transition specialists from the JTA to learn about new initiatives. Identification of risks and opportunities through the Forums supports JTA's continuous improvement efforts and builds on the broader evidence-base for reform.

The JTA's ability to reach ADF members and their families with information and guidance, establish productive relationships in a trauma-informed setting, and provide continuing support, is essential to its mission. To support this, ADF Member and Family Transition Seminars (Seminars) are delivered nationally in an annual program that incorporates face-to-face events across Australia, monthly virtual 'interactive' days, and virtual static (non-interactive) on demand delivery. The Seminar content continues to be reviewed and updated to ensure that these events are meeting the needs of transitioning members and families. Stallholder attendance at the Seminars continues to grow with representation from a range of veteran support organisations, educational institutions, industry, mental health and disability services, financial services and governments.

ADF MEMBER AND FAMILY TRANSITION SEMINARS						
	Navy	Army	Air Force	Family	Guests	TOTAL
FACE 2 FACE	967	2,061	1,339	828	142	5,337
VIRTUAL	260	746	301	27	16	1,350
LEADERSHIP	25	25	24	17	0	91
STATIC	187	427	194	4	19	831
TOTAL	1,439	3,259	1,858	876	177	7,609

Table 2 – 2025-26 ADF Member and Family Transition Seminar Attendance

In 2025-26, ADF members and families had access to 38 Seminars through face-to-face and virtual 'interactive' programs. Seminar schedules, and videos of key presentations, are available on the Defence transition website at www.defence.gov.au/adf-members-families/military-life-cycle/transition/seminars.

ForceNet is a Defence cloud-based, secure electronic communications platform nested within the JTA that is used to connect serving ADF members, veterans, families and Defence employees and to convey a broad range of messages. The ForceNet registered user count at 30 June 2026 was 91,616 with 1,955,613 site visits during 2025-26 (average of 162,968 per month).

The ADF Member and Family Transition Guide was launched as the ADF Transition Guide App (the App) in 2024-25 to provide a comprehensive and accessible online information source to further support ADF member, family and command engagement. The App collates transition resources from across Defence and the transition system to provide a comprehensive overview of transition in one place, which can be readily updated by the JTA as transition practices evolve.

The App has been downloaded from the Apple and Google Play stores 12,415 times since its launch in December 2024, with data analytics revealing 442,273 page views to 30 June 2026. Enhancements including interactive checklists and push notification features were launched in August 2025. CSC, DVA, Services Australia and Defence Families Australia have supported promotion of the App.

The Defence Force Transition Program

In 2025-26, the delivery of the DFTP was enhanced by the implementation of the TOM. This builds on the historical program and system innovations since Defence began transforming transition service delivery in 2017.

The DFTP delivers a comprehensive program of support, accessible on a needs-basis, to all members with a minimum of one day of service regardless of Service Category (Reserve or Permanent Service). The program includes *inter alia* job-readiness, meaningful engagement and cultural reintegration supports, and is available to members for up to 24 months after their transition date.

Following implementation of the TOM, the DFTP's effectiveness has been sharpened by the introduction of evidence-based support triage and tiering.



The DFTP is delivered through the JTA's national network of 13 Transition Centres, situated on or near major Defence bases around Australia: Canberra (Brindabella Park), Wagga Wagga (Kapooka/Blamey Barracks), Sydney (Defence Plaza Sydney), Western Sydney (Holsworthy Barracks and RAAF Richmond), Newcastle (RAAF Williamtown and Lone Pine Barracks), Darwin (Robertson Barracks), Brisbane (Gallipoli Barracks), Amberley (RAAF Amberley), Townsville (Lavarack Barracks), Adelaide (Edinburgh Parks/RAAF Edinburgh from late 2026), Melbourne (Defence Plaza Melbourne), and Perth (HMAS Stirling). Service delivery at these locations is augmented by satellite and outreach capability to smaller and remote Defence establishments.

DEFENCE FORCE TRANSITION PROGRAM				
	Navy	Army	Air Force	TOTAL
JSP	28	55	10	93
CTT	673	2,044	655	3,372
CTC	648	1,826	632	3,106
T4ME	16	58	33	107
PCEP	20	57	16	93
FINANCIAL ADVICE	160	251	160	571
SUBTOTAL	1,545	4,291	1,506	7,342

Table 3 – 2025-26 Defence Force Transition Program Referrals

Information on the DFTP is available via the ADF Transition Guide App (Apple or Google Play stores) or at www.defence.gov.au/adf-members-families/military-life-cycle/transition.

Recognition of Prior Learning

In 2025-26, the Australian Defence College (ADC) as the Defence Registered Training Organisation, in support of the JTA, continued to deliver civil recognition of transferable Defence skills and competencies to assist transitioning ADF members seeking civilian employment or further vocational training and education opportunities.

In 2025-2026, the ADC responded to 1,199 enquiries from transitioning members, resulting in 1,135 awarded qualifications ranging from the Australian Qualifications Framework Certificate III to Advanced Diplomas, and 1,075 micro credentials across a variety of skill sets. Additionally, there are now over 20 universities nationally offering advanced standing for recognised ADF skills into programs such as nursing, para-medicine and cybersecurity.

In 2025-26, the JTA referred transitioning members to ADC to gain qualifications to support employment pathways, with priority given to members with an offer of future employment in place. ADC worked collaboratively with JTA to ensure an understanding of the recognition of prior learning assessment process for JTA staff, supporting transitioning members to better understand their transferable skills represented in the qualifications awarded by ADC. The JTA and ADC continue to update the content of the ADF Transition Guide and ADF Member and Family Transition Seminars to ensure contemporary advice is provided. The JTA continue to develop resources to help members utilise DFTP funding to support further education and reskilling.

Transition Data and Assurance

The JTA manages a complex set of interconnected data sources that provide ongoing surveillance of transition metrics, assisting the JTA to investigate factors that influence service delivery efficacy. JTA data analytics have contributed to the assurance of the transition system in 2025-26 by identifying trends, reporting performance and building on the evidence-base for reform. Regular sharing of transition data across Defence, DVA and CSC is identifying case complexity, and supporting effective resource allocation and improved outcomes for ADF members and families.

Defence, DVA and CSC are committed to ensuring the ongoing effectiveness of the transition system and identified that a whole-of-transition system analysis will enable an evidence informed understanding of how the system is supporting ADF members. In 2025-26, the cross-agency TSPF mechanism evolved to understand the transition life-cycle experienced by ADF members and families and to produce the six research-informed transition system Outcomes. The TSPF links strategic directions and actions to the outcomes needed to improve the transition system for ADF members, families and commands. By measuring the achievement of these outcomes, highlighting the risks that require intervention, and informing the future iterations of strategies, the TSPR will provide an evidence-base for further reform.

Throughout 2025-26, the JTA conducted a focussed series of assurance activities that have contributed to a level of confidence within Defence and across whole-of-government that transition systems and programs are fit-for-purpose and operating effectively. Implementation of the TOM also provided opportunities to design assurance activities specific to the new service delivery approach.

DVA and CSC – Veterans Electronic Information Exchange, Single Access Mechanism and the Early Engagement Model

The Veteran Employment and Information Exchange (VEIE) is a system of jointly established inter-agency data-sharing arrangements between Defence, DVA and CSC. It underpins veteran transition administration by enabling timely, secure and lawful sharing of Defence information to support veterans and their families.

The VEIE allows DVA and CSC to meet their statutory obligations by enabling the efficient determination of claims relating to service-related injury, illness, incapacity, compensation and access to ongoing health and superannuation support. This also provides Defence with confidence in the continuity of care being received by transitioning members.

The Single Access Mechanism (SAM) is a core VEIE capability that enables DVA and CSC to obtain Defence information and formal Defence determinations required to progress veteran claims. It replaced a manual, email-based request process with the fully automated SAM Request Management System (RMS). SAM RMS allows desktop-based requests from DVA and CSC with automated, secure routing of requests and responses via web services, and ensures that all returned Defence data is stored consistent with compliance, record-keeping and audit requirements.

The Early Engagement Model is another key component of the VEIE that enables DVA to engage with ADF members as early as possible in their career, including prior to a claim being made. This process has been automated through the Defence–DVA Data Exchange Information Environment.

In 2025-26, the Defence SAM received a total of 68,133 information requests. These comprised 63,650 requests from DVA and 4,483 from the CSC. A total of 65,513 requests were completed during the same period. Of these:

- 49,336 requests were completed by the Defence SAM team
- 6,530 requests were completed via the RMS
- 9,647 requests were completed by other Defence areas.

Tables 3 and 4 below provide a breakdown of requests by category, including the number received, number completed, and the percentage completed within key performance indicator timeframes.

CSC				
Category	KPI	Received	Completed	Within KPI
Urgent General Category 1	5 business days	4,483	4,469	97%

Table 4 – 2025-26 Single Access Mechanism – CSC Performance Summary

DVA				
Category	KPI	Received	Completed	Within KPI
Urgent General Category 1	5 business days	5,436	5,443	88%
Urgent General Category 2	10 business days	169	166	90%
Urgent General Category 3	15 business days	2,444	2,444	97%
Urgent Complex Category 1	20 business days	2,489	2,498	93%
Urgent Complex Category 2	20 business days	135	141	87%
Urgent Complex Category 3	30 business days	304	309	94%
Medium Category 1	15 business days	9,016	7,476	83%
Medium Category 2	20 business days	1,091	1,084	92%
Medium Category 3	25 business days	1,880	1,878	93%
Routine Category 1	25 business days	21,452	21,540	96%

Routine Category 2	30 business days	1,283	1,272	95%
Routine Category 3	35 business days	17,951	17,793	96%
TOTAL		63,650	62,044	

Table 5 – 2025-26 Single Access Mechanism – DVA Performance Summary

SINGLE ACCESS MECHANISM CATEGORIES AND PRIORITIES MATRIX				
Category	Details	Priority 1	Priority 2	Priority 3
Urgent General	- Financial Hardship - High Profile or Defence Priority - Death or Imminent Death - At Risk – Mental Health or Serious injury	Currently Serving or Within 12 Months of Separation	One to three years from Separation	Three-plus years from Separation
Urgent Complex	- Cases with Veteran Review Board or AAT - Member over 90 years of age	Currently Serving or Within 12 Months of Separation	One to three years from Separation	Three-plus years from Separation
Medium	- Death Payments (war widows, dependents) - All Incapacity Payment Claims where no financial hardship identified	Currently Serving or Within 12 Months of Separation	One to three years from Separation	Three-plus years from Separation

Table 6 – Single Access Mechanism Categories and Priorities

2026-27 for the JTA

In the coming year, the JTA will continue to focus on optimising Defence's transition system to support positive transition outcomes for ADF members and families. This focus will include ongoing system integrations, enhanced ADF command engagement, and service delivery improvements that support the JTA mission.

In 2026-27, the JTA will continue to implement reforms consistent with the recommendations of the Royal Commission, and participate in the establishment and evolution of the VFWA. JTA will also work closely with partner agencies DVA and CSC to progress the outcomes of the Veteran Transition Strategy, and evolve ongoing whole-of-government strategic oversight of transition policy and practice.

The JTA will continue to monitor and evaluate the TOM and its impacts on the transition system, and further support TSOs to develop tools to provide best-practice support to ADF members, families, and ADF commands.