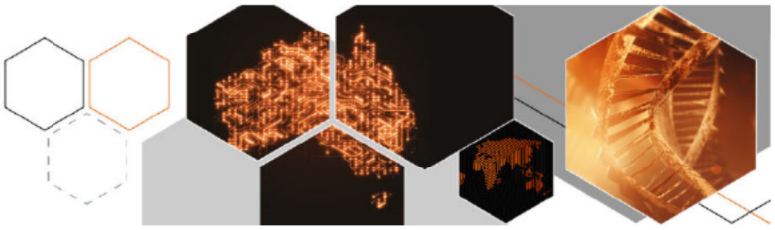
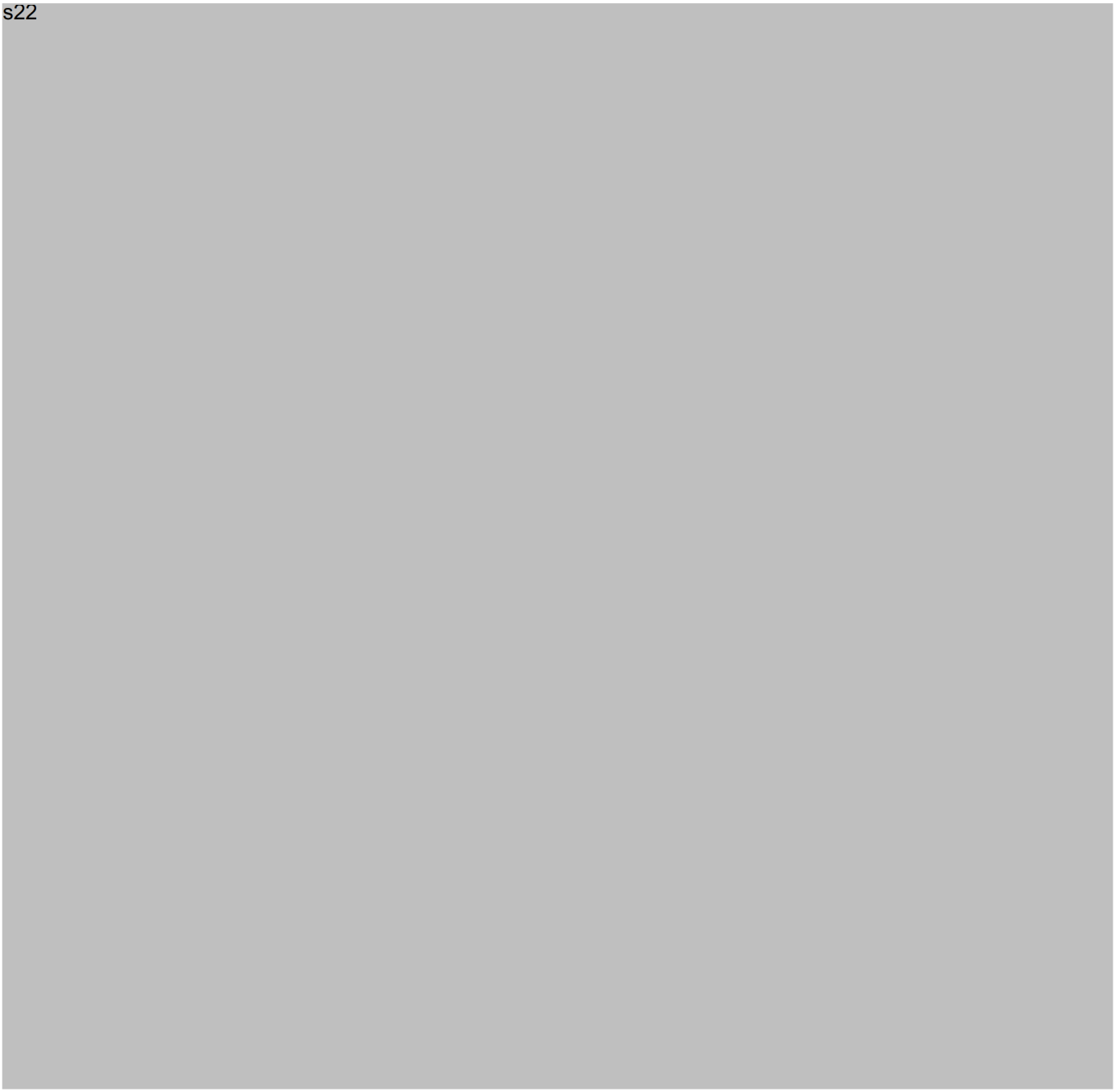
Australian Government
Department of Defence
Defence Digital Group



Title:	DDG Virtual All Staff		
Date:	21 May 2024	Duration:	58:37

s22

s22



s22

. And that shift to a 60% APS, ADF, 40% contractors, you're going to hear me talk about more about friends and family APS, ADF, family that we are very much, involved, engaged and incentivised because we live with the result.

The contractors and consultants, friends, we need them. We need them for specific points in time, and we need them to be able to provide those capabilities as, at those specific points in time. But there's going to be much more delineation between APS, ADF and contractors moving forward, and that focus on making sure that we are making all critical decisions through APS and ADF where you want centred because you live with the results moving forward.

s22

s22

It's crucial, as APS and ADF, you understand, I don't want to lose anyone through this. This is all about providing and empowering you to do more, to be better, to get out of this, what you require, as you work within our organisation. So I don't want this to be seen in any way other than a positive for DDG, but most importantly, for each of you, ADF, APS members. For contractors, yes, it will mean a shift.

There will be fewer contractors as we lift up to 60%. But as I say, friends and family, we still need friends to be successful, and so recognising the impact the contractors make. So in the coming days, each of you should have either a one on one or a group session with your aligned leaders to identify where you will be heading in terms of, the reporting lines.

s22

s22



Okay. Thanks. So for our friends who would like to join the family, you are, of course, always welcome. But it does require that you apply, like we all did, through a merit based process. So, once we have made the opportunities available to our own people to consider any, at level moves people might be interested in, bulk rounds, for the various positions will then commence being advertised externally.

They will be on our news. We'll make sure that, our friends amongst the teams are made well aware when those processes are kicking off. If anyone needs advice or want some guidance on applying for public service roles, noting it is a bit different to industry, we would of course be happy to have a chat. But that will be the process going forward.

s22



s22

So this is not about adding 400 people. It's actually adding, it's replacing 400 plus contractor roles with DDG roles. That's the critical thing. So it's important then that we take that ownership of accountability with regard to the decision sets, that we have the skill sets to be able to be informed. That we're not handing over the reins of our strategy, of our architecture, of our purchasing, of our delivery to either contractors or to SIs that we take accountability, ownership of that.

s22

s22



If I can just add one thing. It's so refreshing to sit at a table and be surrounded by APS and ADF staff making decisions. That's, for me, been the most notable point in the project, on a pivot is that I'm not listening to contractors and consultants and SIs giving me biased views on what will result in the most appropriate financial outcomes for them.

s22



s22

We will continue to have friends as part of, our workforce. I think if we reached 950, it's still in the vicinity of 380 friends that are required on the team. So certainly, those experts who work among us as friends, have got plenty of opportunity to continue, as part of our broader team, but also have the opportunity to consider converting to the APS if a role in Defence ongoing is what they would like. Thanks Amelia.

s22

s22 

And I just want to reiterate, this is about friends and family. We need contractors. We need consultants. We need SIs. So we will maintain a balanced approach to this. It's not about one or the other. It's an and, not an or. But it's about making sure that we have those best in class resources at the right time, in the right locations.

s22 

Defence FOI 0091/26/27
Internal Review
Document 2

Australian Government
Department of Defence
Defence Digital Group

Ask the CIO – 21 May 2026 – Recording Transcript

s22

s22

Thank you. Okay, the next question, Chris, again, for you from Georgie. She's wishing you well, but she also would like to know how do you feel DDG is tracking in terms of our projects right now? Yeah, it's a great question, Georgie. First of all, let's remind ourselves that DDG today is in charge of our projects. CIO, three years ago, had our contractors and vendors in charge of our projects. And by that, as I've said, I love our vendors, I love our contractors, we need them.

s22

So in the last three years that I've been here, I've seen a real pivot in the way that we are engaging, in the way that we're getting credibility as Commonwealth representatives, not contractors, but Commonwealth representatives doing that.

s22

s22 [redacted]

It reflects really well on the current leaders as well as past leaders on all of you involved and engaged, the 550 on this call, on our contractors as well as our Commonwealth, as I say, this is not about, you know, yes, I talk about friends and family, we need the one team, but we all come with different accountability and specialisation and being able to leverage that. s22 [redacted]

s22 [redacted]