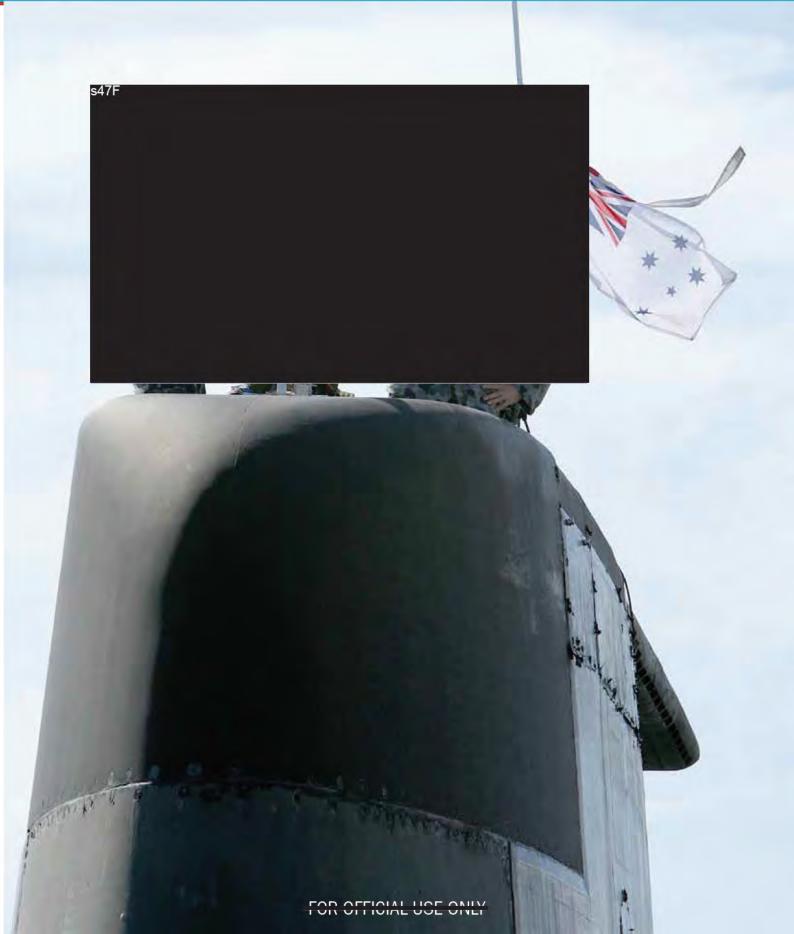
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# SUBMARINE WORKFORCE GROWTH STRATEGY 2014-2025





## INTRODUCTION

For Australia, our submarines provide us with strategic weight in a way that no other ADF asset or combination of ADF assets does. Submarines can shape and change the behaviour of other nations and the calculus of their leaders. They are an offensive capability, intended to sink ships and other submarines. It is because of their potency that our submarines can have such a powerful deterrent effect.

The Australian Government has determined that our strategic circumstances necessitate a strengthened and expanded submarine fleet capable of serving as the nation's principal deterrent. The submarine capability requires a highly specialised uniformed workforce that is sufficiently robust to assure a potent and enduring effect. Currently, our Submarine Workforce is below requisite strength. To operate, sustain and fully exploit this vital capability, and to avoid exposing it to an unacceptable level of risk, the force in being requires a substantially larger uniformed workforce. The future submarine force structure will demand greater workforce strength again. The Submarine Workforce Growth Strategy 2014-2025 has been developed to ensure Navy meets these workforce growth challenges.

Acknowledging the direction set by my predecessor, VADM Griggs, AO, CSC, RAN and noting in particular the improvements in material availability of our submarines, this strategy sets out my intent and clearly describes the size and shape of the Submarine Workforce into the future; a workforce that can sustainably support and operate our current force, meet the additional demands of acquiring the next class of submarines, and be prepared to exploit the expanded force structure of the future. Linking directly to the anticipated availability of our submarines, it identifies the major milestones along this journey and describes the effects we are to generate, the targets we are to achieve and the means by which we shall achieve them.

In the Navy Strategy 2012-2017 an enterprise risk strategy was laid out so that Navy can achieve its mission to fight and win at sea. People are an intrinsic part of us achieving our mission. Our ability to resource, train, develop and retain personnel in the Submarine Arm is crucial so that we might meet our responsibility to our Nation as a combat force.



## STRATEGIC PURPOSE AND COMMAND INTENT

An Australian submarine can test the skill and expertise of our Allies, it can represent us in multi-national exercises and in the harbours of our neighbours or train and exercise our fleet. An Australian submarine, underway and dived, can conduct surveillance, reconnoitre, and collect intelligence against an adversary. It can deter an enemy from action against our interests; consume their thoughts, energy and resources; or deny them the sea and strike them down.

Our Submarine Arm<sup>1</sup> exists, first and foremost, to deter aggression and coercion, and to defeat attacks against Australia. History tells us that operating a first rate, potent submarine capability is a complex and demanding endeavour. However, as the submarine capability serves as the Nation's principal strategic deterrent, this is an endeavour at which we must succeed. Navy's task will be to enact expansion of the uniformed Submarine Workforce<sup>2</sup> in a structured yet aggressive manner.

My intent is:

To achieve an expanded Submarine Workforce with the strength, composition and disposition to fully exploit a potent and enduring submarine capability, now and into the future.

A potent and enduring submarine capability, underpinned by a highly resilient and professional workforce, is fundamental to delivering our Government an effective strategic deterrent. This Submarine Workforce Growth Strategy will ensure Navy generates and retains the quality workforce necessary to meet this requirement.

<sup>1</sup> Submarine Arm - those submarine qualified officers and sailors serving in the RAN.

<sup>2</sup> Uniformed Submarine Workforce - those submarine qualified officers and sailors contributing either directly or indirectly to the submarine capability.

## SUBMARINE WORKFORCE REVIEWS

A Submarine Workforce Sustainability Review was commissioned by the Chief of Navy, and conducted by Rear Admiral Moffitt, during 2008 in response to a range of factors that were placing pressure on the uniformed Submarine Workforce, and impacting Navy's ability to generate the required level of capability from the Submarine Force.

The Navy Submarine Workforce Sustainment Strategy (the response to the Moffitt Review, 2008) identified five phases to recover the Submarine Workforce.

- · Phase 1 (Analyse) completed in 2008.
- Phase 2 (Stabilise) concluded in 2011 with the achievement of three crews of 58, supported by a Submarine Support Group (SSG) of 27 people.
- Phase 3 (Recover) concluded in 2012 with the re-establishment of a fourth crew, supported up by an expanded SSG.
- Phase 4 (Consolidate) achieve moderate and gradual net workforce growth.
- Phase 5 (Growth) implement workforce expansion to meet future force structure requirements from 2015 onwards.

In early 2014, I commissioned Rear Admiral Moffitt to conduct a further review, the Submarine Workforce Sustainment Review 2014 (SWSR 2014), to examine progress with implementing the recommendations of the 2008 Review. The Submarine Workforce Growth Strategy 2014-2025 is informed by the findings of the SWSR 2014. It stands on the foundations of the Navy Submarine Workforce Sustainment Strategy, which it supersedes.

## **GUIDING PRINCIPLES**

The guiding principles that underpin the Submarine Workforce Growth Strategy 2014-2025 are:

- Navy will achieve continuous delivery of submarine capability, at benchmark levels of availability and utility, supported by a robust Submarine Workforce.
- Navy will prioritise resourcing of the Submarine Workforce commensurate with the role of the submarine capability as the Nation's principal strategic deterrent.
- Navy will consistently provide the requisite numbers of quality personnel to the Submarine Arm.
- Navy will take action as necessary to achieve requisite retention of the trained Submarine Workforce.
- Navy will continue to implement the workforce associated recommendations of the Rizzo Report and Coles Reports.
- Navy will deliver balanced submarine programs to:
  - meet strategic and operational requirements,
  - achieve initial and advanced training requirements, and
  - provide appropriate levels of professional satisfaction, respite, support and reasonable stability

#### PLANNING ASSUMPTIONS

The planning assumptions that underpin the Strategy are:

- The '10+2' Usage and Upkeep Cycle (UUC)1<sup>3</sup> will persist.
- Navy will continue to crew in-service submarines, including the crewing of submarines as they egress from Full Cycle Docking (FCD).
- The Overall Sea:Shore Ratio<sup>4</sup> will be reset from the present inadequate level of 1:1.3 to a ratio of 1:1.7 by 2019.
- The Collins fleet will progressively de-commission from 2026, at a rate of one every two years<sup>5</sup>, in accordance with existing Planned Withdrawal Dates.
- · Future submarine platforms will notionally equate to a contemporary Collins submarine.
- Each future submarine platform will be crewed with the same strength (58 personnel) and composition (Primary Qualifications / Category mix) as the Collins Class.
- Navy may be expected to take Material Control of the first future submarine platform from January 2026.
- · The initial crew for the first future submarine platform will be established one year prior to Navy accepting Material Control.
- · The time required to generate respective crew members is as per extant career continuums and category management models.

## LIMITATIONS AND CONSTRAINTS

There are a number of limitations and constraints which will need to be proactively managed to ensure the successful implementation of the Strategy. These include the requirements to:

- respond to workforce pressures external to Navy, recognising the value of our highly trained and disciplined submariners and their attractiveness to external industries;
- respond to the recruiting challenges associated with the geographic realities of our Submarine Workforce disposition, now and into the future;
- respond to challenges associated with current capacity, including training capacity both at sea and ashore, and expand that capacity where required;
- meet wider Navy personnel policy, including meeting gender balance requirements across the Submarine Arm; and
- meet the Submarine Workforce demands across all specialisations and categories, conscious of the current shortfalls across wider Navy (particularly in technical domains).

4 In this context, the 'Overall Sea:Shore Ratio' refers to the total strength of the Submarine Workforce relative to the force structure. That is, 1.7 submarines employed ashore or elsewhere in the ADF for every 1 submariner required in a submarine billet. This has been used as Benchmark strength in the calculation of Milestones. Pending further analysis of international best practice, there may be a requirement to increase this ratio in the future, potentially to a ratio of 1:2.

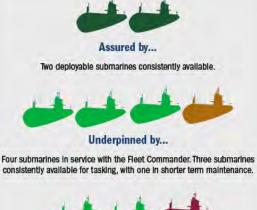
<sup>3</sup> The Usage and Upkeep Cycle (UUC) details the scheduling of submarine maintenance and availability for other activities, including at sea operations

<sup>5</sup> In accordance with the Key Defence Asset Register.

## SUBMARINE AVAILABILITY

Navy's requirement for the submarine capability up to Financial Year 2026/27 is two deployable submarines assured by three submarines consistently available for tasking to the Fleet Commander and a fourth either available or in short-term maintenance. The remaining two submarines will be in longer term maintenance, being either in Full Cycle Docking or conducting a shorter "in service" docking period. See **Figure 1**.

The recently introduced '10+2' Usage and Upkeep Cycle (UUC), which features single stream Full Cycle Dockings, will support Navy's requirement of the current force in being. Transition to the '10+2' UUC will be fully implemented by June 2016, from which time Navy will have five in-service submarines with only one submarine in Full Cycle Docking at any time. The planned increase in the number of in-service submarines and commensurate increase in Material Ready Days (MRD) is shown at **Figure 2**.





Six submarines in the fleet. Two in long-term maintenance and upgrade

Figure 1: CN's Statement of Collins Availability

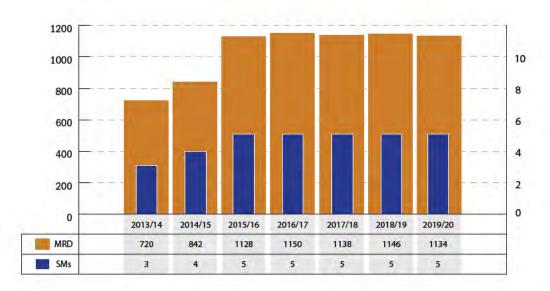
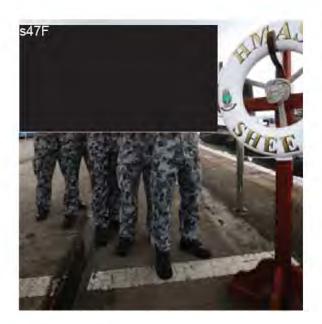


Figure 2: In-Service Submarines and Material Ready Days





## SUBMARINE CREWING

Appropriately crewing in-service submarines, including submarines in extended maintenance such as Mid Cycle Docking (MCD), ensures the necessary sense of Navy ownership of each highly complex and valuable platform. It also helps ensure the generation and retention of requisite levels of technical knowledge and expertise, which contributes to effective sustainment and the independent, high endurance operation of our submarines at considerable ranges from home-port. Crewing all in-service submarines underpins workforce growth and sustainment to meet the expanding demand for personnel leading up to the introduction of the multi class fleet and beyond. Flexible manning arrangements may need to be considered for submarines conducting in service docking maintenance periods. As such, Navy will continue to crew all in-service submarines, including the crewing of submarines as they egress from Full Cycle Docking (FCD).

## **CENTRE OF GRAVITY**

To reiterate, my intent is:

To achieve an expanded Submarine Workforce with the strength, composition and disposition to fully exploit a potent and enduring submarine capability, now and into the future.

The Strategy utilises an effects based approach that is adaptive to changes in submarine availability and capability development outcomes. The Centre of Gravity (CoG) to the successful execution of the Strategy is:

achieving net growth, including through consistent provision of the right number of quality people, while increasing levels of experience.

## THE PEOPLE WE NEED

Those entering the Australian Submarine Arm need to possess aptitude, dedication, passion, courage and commitment required for submarine service - service in the most persistently hostile environment imaginable, the depths and shallows of the sea in the most complex platform in our Navy.

## THE MILESTONES

The following Workforce Milestones are linked directly to the anticipated availability of our submarines and will be used to drive progress against the Strategy:

- Milestone 1. An expanding, albeit under-strength, Submarine Workforce of 540 personnel in June 2014.
- Milestone 2. An actual Submarine Workforce of 640 personnel by June 2016, to enable egress of HMAS Farncomb from FCD, with Government approval to expand Navy AFS achieved.
- Milestone 3. An actual Submarine Workforce of 780 by June 2019, to sustainably meet current Force in Being
  requirements from that time.
- Milestone 4. An actual Submarine Workforce of 940 personnel by January 2025, to enable the transition to a Two-Class force structure.
- Milestone 5. From 2025, the capacity to expand the workforce as required for future force structure.

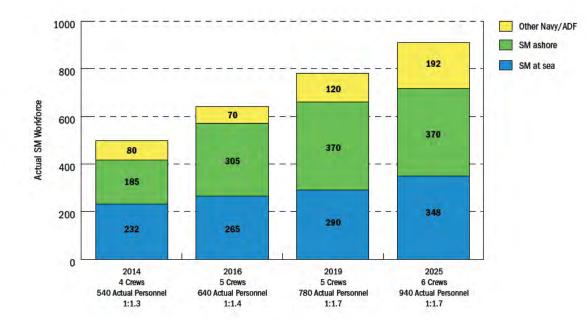


Figure 3: Submarine Workforce Milestones



Navy will proactively prioritise and manage allocation of workforce to sea going positions in order maintain Overall Sea Shore Ratio targets. All in service submarines will inevitably be crewed. However, selected submarines, such as those in extended maintenance, will be crewed at reduced strength as required to maintain Overall Sea Shore Ratio targets. This will be particularly applicable to Milestone 2 as a fifth crew is stood up, to enable HMAS *Farncomb* to egress FCD, before the submarine workforce is at full strength.

The Workforce Milestones are aligned with increased availability and expanding submarine capability as depicted in Figure 4.

	2014 Four submarines available, 540 Actual Workforce 1:1.3	2016 Five submarines available. 640 Actual Workforce 1:1.4	2019 Five submarines available, 780 Actual Workforce 1:1.7	2025 Six submarines crewed, 940 Actual Workforce 1:1.7
In Service includes SMP/IMP				
In Service includes MCD/ID	-	4	4	-
FCD (crewed for egress)		4	4	-
Build (crew in training)				4

Figure 4; Submarine Availability versus Workforce Milestones

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## SUBMARINE WORKFORCE GROWTH STRATEGY 2014-2025

## **RELATIVE STRENGTH**

**Personnel**. The actual Submarine Workforce strength is 540 as at June 2014. This represents less than 4% (3.8%) of the overall Navy Workforce strength of approximately 14,000 (see **Figure 5**). The actual Submarine Workforce strength represents 1% of the overall ADF Permanent Workforce strength of approximately 50,000.

Affordability. To achieve Benchmark strength in 2025, the Submarine Workforce is required to grow by 400 personnel to an actual workforce of 940 submariners over the next ten years. To achieve this, the Average Funded Strength (AFS) allocated to the submarine capability will increase by approximately 230 from 710 to 940. Accordingly, Navy will require a commensurate increase in total Navy AFS. As such, in 2025, a total workforce of 940 submariners will represent 6.5% of the overall Navy Workforce strength (see Figure 5).

**Positions.** A robust Submarine Workforce is required in order to ensure the submarine capability is not exposed to an unacceptable level of workforce risk. Clearly, this requires that all submarine positions at sea and ashore are filled with appropriately qualified and experienced personnel. It also requires sufficient depth in the numbers of qualified submariners to ensure that respite from submarine service and opportunities for professional development and service beyond the submarine capability can be provided.

There are currently 648 submariner positions, although many of these positions are frozen. This represents approximately 6% (6.1%) of the total number of Navy positions of 10,500. At Benchmark strength for the current force structure, it is anticipated this will expand to 660 submariner positions, still representing 6% (6.3%) of the total number of Navy positions of 10,500.

A total of 780 qualified submariners in 2019 will ensure the workforce has the necessary reserve and resilience to support the submarine specific demand of 660 positions for the current force structure.

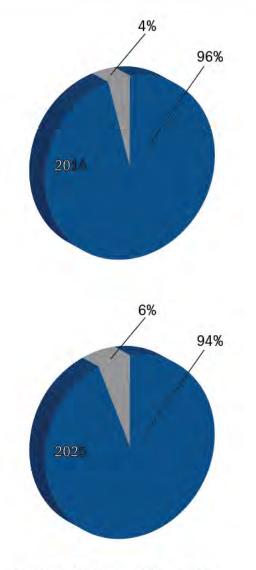
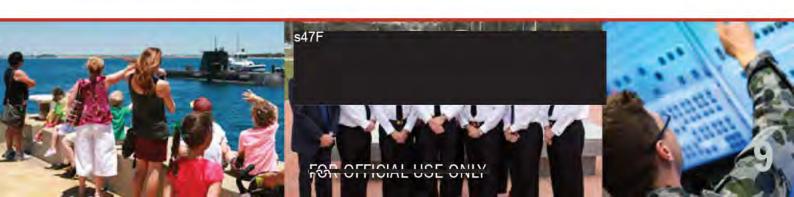


Figure 5: Submarine Workforce within Navy Workforce.



### NET GROWTH AND EXPERIENCE

The Growth Strategy is designed to aggressively build the numerical strength of the Submarine Arm, whilst balancing the requirement for adequate levels of experience, by setting challenging but realistic targets which account for both.

A net growth of 40 submariners was achieved during FY 13/14, a substantial improvement on previous years. The Growth Strategy demands a net growth of 50 per annum over the next four years, to be realised through improved performance across a number of fronts. This will achieve Benchmark strength for the Force-in-Being at an Overall Sea:Shore Ratio of 1:1.7 by 2019; dramatically reducing the fragility of the workforce and removing the associated risk to the capability. These years will be followed by a period of steadily reducing growth rates (from 40 down to 20 per annum by 2025) in order to consolidate experience levels. The rate of expansion vary between 9% in FY 14/15 reducing steadily to 2% of total submarine workforce in 2025.

Opportunities for building submarine experience, including at sea service in foreign submarines and outplacement in relevant industries, will be actively pursued and provide a critical contribution to overall experience levels.

## THE EFFECTS

The effects associated with each Milestone are a description of the intended effect that can be achieved by the Submarine Workforce at that time.

 Effect 1. Since 2012, a fourth crew re-established and supported up by an expanded SSG. As at June 2014, an expanding workforce with a firm basis for recovery and consolidation of the Submarine Arm achieved. However, numerous critical or perilous categories still exist. Very limited capacity to employ submarine qualified personnel in wider Navy or Defence. Insufficient depth or resilience to reliably sustain the capability and operate the class without exposure to an unacceptable level of workforce risk. Unacceptable level of untreated personnel risk to capability.

- Effect 2. 640 personnel by June 2016, to enable egress of HMAS Farncomb from FCD. Reduced number of critical or perilous categories. Limited capacity to employ submarine qualified personnel in wider Navy or Defence. Prioritised shore positions continuously manned. Sufficient personnel to crew five submarines, with limitations on ability to fully crew all submarines. Reduced but substantial untreated personnel risk to capability.
- Effect 3. 780 personnel by June 2019, to sustainably meet current Force in Being requirements. No critical or perilous categories. Substantial capacity to employ submarine qualified personnel in wider Navy or Defence. All submarine shore positions continuously manned. Sufficient personnel to fully crew five submarines. Sufficient depth to crew FCD submarines on egress. Acceptable level of personnel risk to capability for the Force in Being.
- Effect 4. 940 personnel by January 2025, to enable the transition to a Two-Class force structure. Expanded capacity to employ submarine qualified personnel in wider Navy or Defence. All submarine shore positions continuously manned. Sufficient personnel to fully crew six submarines. Sufficient depth to crew submarines on egress from FCD or build. Acceptable level of personnel risk to capability for Force-in-Being. Operation, sustainment and exploitation of the capability is assured from a workforce perspective.
- Effect 5. From 2025, the capacity to expand the workforce as required for future force structure. Much expanded capacity to employ submarine qualified personnel in wider Navy or Defence. Otherwise, as for Effect 4, however submarine workforce has the requisite strength and composition, and is appropriately distributed, to expand. Continued operation, sustainment and exploitation of an expanded force structure is assured from a workforce perspective.

## LINES OF OPERATION

The Lines of Operation that will be prosecuted are:

- Resource our submarine capability, ensuring the Average Funded Strength (AFS)<sup>6</sup> continually meets progressive workforce requirements.
- Recruit to ensure consistent provision of the requisite number of quality personnel into our Submarine Arm.
- · Retain our highly skilled and dedicated workforce.
- · Train to both initial and advanced requirements.

### THE ENABLERS

The *enablers* are what Navy will do to achieve the desired effects. Enablers are grouped under each Lines of Operation (LOO) of Resource, Recruit, Retain and Train.

**Resource.** The Resource LOO is directed at ensuring the Average Funded Strength (AFS) continually meets progressive workforce requirements. The periodic triggering of AFS is essential to achieving requisite workforce growth commensurate with submarine availability and force structure requirements. Noting the time required to recruit and train personnel, the AFS needs to substantially lead the requirement for qualified personnel.

The enablers that underpin our Resource LOO are:

- · The Submarine Provision Working Group (SPWG), that ensures the submarine capability is resourced; and
- The AFS allocated to Navy in the Workforce Guidance Trails. AFS is to be allocated to the submarine capability based on the
  - shore positions and overall strength required to sustain the at-sea workforce;
  - lead time required to generate submarine workforce;
  - Personnel Contingency Margin (PCM) and Advanced Training Requirement (ATR) allowances necessary to sustain the workforce; and
  - the number of platforms as identified in the planning assumptions.

6 Average Funded Strength effectively equates to the salaries required to employ serving members.



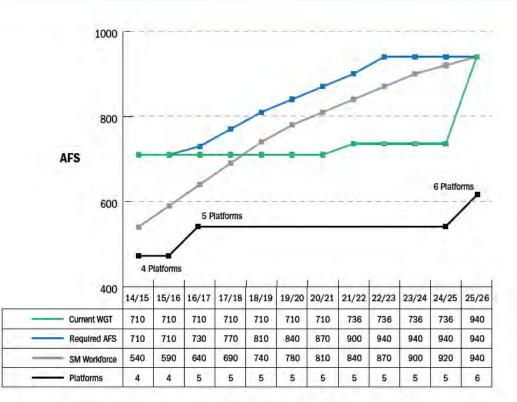


Figure 6: AFS requirements, Submarine Workforce and Platforms.

**Recruit.** The Recruit LOO is directed at ensuring consistent provision of the requisite number of quality people into our Submarine Arm. Provision of high quality personnel with necessary aptitude and commitment for submarine service, in adequate strength. This will remain essential as we achieve a benchmark workforce to ensure there is sufficient resilience and reserve capacity to expand as required.

The enablers that underpin our Recruit LOO are:

- The Submarine Provision Working Group (SPWG), that ensures recruiting targets across all sources are continuously met.
- The Submarine Recruitment Team (SMRT), led by OIC SMRT that actively engages respective communities to recruit suitable personnel.

- An assured supply of suitable Direct Entry submarine recruits across all submarine categories, achieved through the Defence Force Recruiting process.
- An assured supply of suitably skilled and experienced personnel, achieved through transfer from General Service to the Submarine Arm, including mid-stream transfers of relatively experienced officers and sailors.
- An adequate supply of suitably skilled and experienced retired or discharged submariners, achieved through a proactive and directed program of Re-entry.
- An adequate supply of suitably skilled and experienced foreign submariners, achieved through a targeted Lateral Entry program.

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**Retain.** The Retain LOO is directed at ensuring our highly skilled and dedicated workforce is retained at appropriate rates. The considerable investment Navy and our people have themselves contributed cannot be easily replaced and in the case of our most experienced submariners can take decades.

The enablers that will underpin our Retain LOO are:

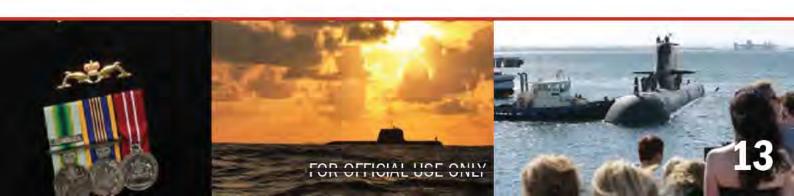
- A whole of Submarine Arm Deliberately Differentiated Offer (DDO) which targets the long term retention of those skilled and experienced Submariners who are contributing, either directly or indirectly, to the submarine capability. The DDO will reflect the:
  - National importance of the submarine capability;
  - unique challenges and demands of submarine service;
  - current shortfalls in Submarine Workforce; and
  - difficulties associated with retaining a highly skilled workforce in a competitive labour market.
- Sustainable Career Plans that provide opportunity for skills development, advancement and respite.
- Category Management Plans that reflect the need to generate a substantially larger, highly trained and professional Submarine Arm with the skills necessary to delivery a potent and enduring submarine capability.
- · Balanced submarine programs that:
  - meet strategic and operational requirements,
  - achieve initial and advanced training requirements, and
  - provide appropriate levels of professional satisfaction, respite, support and reasonable stability. Balanced submarine programs will be achieved through:
  - An Integrated Master Schedule (IMS) that enables a high degree of assurance around submarine availability and clear Workforce Milestones.

- A Submarine Master Activity Schedule (SM MAS) that provides a strategic level 5 year forecast of submarine activities and balances maintenance, respite, force generation, international engagement and operational requirements.
- A Fleet Activity Schedule (FAS), promulgated annually, that is executable and aligned with the broader employment periods outlined in the Master Activity Schedule.

**Train.** The Train LOO is directed at ensuring balanced achievement of both initial and advanced training requirements to progressively achieve an appropriately skilled, experienced, robust and resilient workforce.

The enablers that will underpin our Training LOO are:

- Improved submarine availability and achievement of benchmark levels of submarine Material Ready Days from July 2016.
- A dedicated Master Training Plan that clearly prescribes training targets, ensures that both initial and advanced training requirements are met and is reflected in the SM MAS.
- Optimum use of simulation to achieve high fidelity and integrated training ashore.
- Continued implementation of a centralised and consistent Submarine Sea Qualification program, both ashore and at sea, for our sailors, managed by TA-SM, that preserves requisite standards.
- Continued implementation of a high quality Submarine Sea Qualification program, both ashore and at sea, for our Officers, managed by TA-SM, that retains the core principles of qualifying Officers with the deep specialist skills necessary to lead our people.



## PERFORMANCE MEASUREMENT

Targets Relevant targets will be set annually by the Submarine Workforce Requirements Group (see below) against the Key Performance Indicators for each LOO, to ensure the necessary growth is achieved through balanced achievement across the recruit, retain and train domains.

#### Net Growth

The principal measure of performance for the Submarine Workforce Growth Strategy is Net Growth.

 KPI 1A Net Growth - Net Growth of uniformed Submarine Workforce continually meets workforce growth requirements. Measured against monthly and annual targets to achieve Benchmark strength for force structure.

Other Key Performance Indicators (KPIs) are aligned to the four LOO. Progress against the LOO will be measured as follows:

#### Resource

 KPI 1 Average Funded Strength - AFS allocated continually meets progressive workforce growth requirements. Measured against annual AFS target.

#### Recruit

 KPI 2 Provisioning - Provision of quality personnel entering Submarine Arm continually meets demand. Measured against monthly and annual Direct Recruiting (KPI 2.1), General Service Transfer (KPI 2.2), Re-entries (KPI 2.3) and Lateral Transfer (KPI 2.4) targets for officers and sailors across all Primary Qualifications and Categories.

#### Retain

- KPI 3 Reserve Total strength of qualified personnel supports force structure at Interim Ratio or Benchmark Ratio (1:1.7) of positions at sea and ashore for Officers (KPI 3.1) and Sailors (KPI 3.2) across all Primary Qualifications and Categories.
- KPI 3.1 Proficiency Total strength of qualified personnel available for sea-service (Proficiency level 1, 2, 3) exceeds total demand. Measured against monthly and annual targets for Officers (KPI 3.1.1) and Sailors (KPI 3.1.2) across all Primary Qualifications and Categories.

- KPI 3.2 Allocations Total strength of qualified personnel posted to submarine capability supports demand.
   Measured as a percentage of qualified personnel posted to submarine capability positions vice wider Navy or Defence positions against annual targets for Officers (KPI 3.2.1) and Sailors (KPI 3.2.2) across all Primary Qualifications and Categories.
- KPI 3.3 Wastage Total loss of personnel at rates that support requisite net growth. Measured as percentage against monthly and annual Resignation/Return to General Service - Officers (KPI 3.1) and Discharge/ Return to General Service - Sailors (KPI 3.2) targets across all Primary Qualifications and Categories.

#### Train

- KPI 4 Initial Training Total number of quality personnel commencing Initial Training meets demand. Measured against monthly and annual Officers (KPI 4.1) and Sailors (KPI 4.2) targets across all Primary Qualifications and Categories.
- KPI 4.1 Shore Training Capacity Total course availability meets demand. Measured against monthly and annual Initial Training (KPI 4.1.1) and Advanced Training (KPI 4.1.2) targets across all Primary Qualifications and Categories.
- KPI 4.2 At Sea Training Capacity Total number of available training bunk days in Australian and Allied submarines meets demand. Measured against monthly and annual Initial Training (KPI 4.2.1) and Advanced Training (KPI 4.2.2) targets across all Primary Qualifications and Categories.

#### **Key Health Indicators**

- KHI 1 Submarine Experience Average number of full months posted to a submarine for Officers (KPI 3.1.1) and Sailors (KPI 3.1.2) across all Primary Qualifications and Categories.
- KHI 2 Leave Debt Average number of days accrued for Officers (KHI 2.1) and Sailors (KHI 2.2).

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#### **RISK ANALYSIS**

Of the five Navy Enterprise Risks articulated in the *Navy* Strategy 2012-2017, three are particularly pertinent to growing the Submarine Workforce. The Submarine Workforce Growth Strategy will address these risks as follows:

# Enterprise Risk Two - Failure of Navy to deliver agreed capability to Government.

Risk mitigation activities delivered under the Capability Definition and Capability Management Programs are to ensure that:

 Navy achieves continuous delivery of submarine capability, at benchmark levels of availability and utility, supported by a robust Submarine Workforce.

Enterprise Risk Three - Failure to attract, retain and generate a capable and integrated Navy workforce.

Risk mitigation activities delivered under Attract the Workforce and Retain the Workforce Programs are to ensure that:

 Navy prioritises resourcing of the Submarine Workforce commensurate with the role of the submarine capability as the Nation's principal strategic deterrent.

- Navy consistently provides the requisite numbers of quality personnel to the Submarine Arm.
- Navy takes action as necessary to achieve requisite retention of the trained Submarine Workforce.

# Enterprise Risk Five - Failure of Navy to reform and continuously improve.

Risk mitigation activities delivered under the Sustained Reform and Continuous Improvement and Evidence Based Decision Making Programs are to ensure that:

- Navy delivers balanced submarine programs to:
  - meet strategic and operational requirements,
  - achieve initial and advanced training requirements, and
  - provide appropriate levels of professional satisfaction, respite, support and reasonable stability.

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#### **GOVERNANCE AND REPORTING**

#### Submarine Capability Management Plan

The Submarine Capability Management Plan (SCMP) is issued by the Director General Submarine Capability (DGSMC) under his authority as the Capability Manager's Representative. Taking a whole of capability view, it prescribes high level plans for the management of all fundamental inputs to submarine capability (FIC).

A key enabler of the SMCP is the Submarine Capability Requirements Group (SCRG), which meets annually to determine and prioritise material capability requirements. To implement the Submarine Workforce Growth Strategy, a Submarine Workforce Requirements Group (SWRG) has been established along similar lines to determine and prioritise Submarine Workforce requirements annually. These requirements, promulgated by CN through a Submarine Workforce Requirements Letter, will clearly articulate prioritised disposition of the available Submarine Workforce and workforce growth targets.

#### Submarine Workforce Steering Group

The Submarine Workforce Steering Group (SWSG), established in June 2013, is co-chaired by DGSMC and Director General Navy Personnel (DGNP). It provides the mechanism for DGSMC, DGNP and Commodore Training to collaboratively direct the execution of plans to remediate and grow the Submarine Workforce. In relation to the Submarine Workforce Growth Strategy, the role of the SWSG is to:

- Drive and oversee Growth Strategy progress to consistently achieve the direction contained in the Submarine Workforce Requirements Letter;
- Ensure the provision of sufficient support and resources to execute the Growth Strategy and maximise benefits.
- Direct subordinate Working Groups as required (see below); and

The SWSG will report to CN through CNSAC on Growth Strategy progress, effectiveness and workforce related risk to the submarine capability on a six monthly basis, or directly as required.

#### Subordinate Working Groups

The SWSG is supported by three subordinate Working Groups (WG). Each is chaired at the O5 level and structured to address specific LOO, develop and execute supporting plans, coordinate delivery of the related effects and report progress to the SWSG. The WG and associated LOO are as follows:

- Provision WG Resource / Recruit LOO
- Warfare WG Retain / Train LOO for Warfare and Logistics personnel
- Engineering WG Retain / Train LOO for Technical personnel

## THE END STATE

The Submarine Workforce Growth Strategy end state is that, by 2025, Navy has a uniformed Submarine Workforce that:

- is focussed on professional mastery and warfighting;
- is consistently provided with the requisite numbers of quality personnel;
- has the capacity to ensure that respite from submarine service, opportunities for professional development and employment of submarine qualified personnel in wider Navy or Defence are achieved;
- has the capacity to meet the requirements of expanded force structures into the future; and
- can assure the sustainment, operation and exploitation of a potent and enduring submarine capability that serves as the Nation's principal strategic deterrent.

## CONCLUSION

This Strategy articulates the challenge we face in generating a Submarine Workforce that can sustainably support and operate our current force, meet the additional demands of acquiring the next class of submarines, and be prepared to exploit the expanded force structure of the future. This challenge is not insignificant, but it is achievable and it is ours to meet.

My intent - to achieve an expanded Submarine Workforce with the strength, composition and disposition to fully exploit a potent and enduring submarine capability, now and into the future – is clear. It is shaped by my responsibility to provide our Government a potent and enduring submarine capability that serves as the nation's principal strategic deterrent and is assured by a highly resilient and professional workforce.

This whole of Navy Submarine Workforce Growth Strategy will ensure we generate and retain the quality workforce necessary to meet this vital requirement.



T.W. Barrett, A0, CSC Vice Admiral, RAN Chief of Navy

15 October 2014





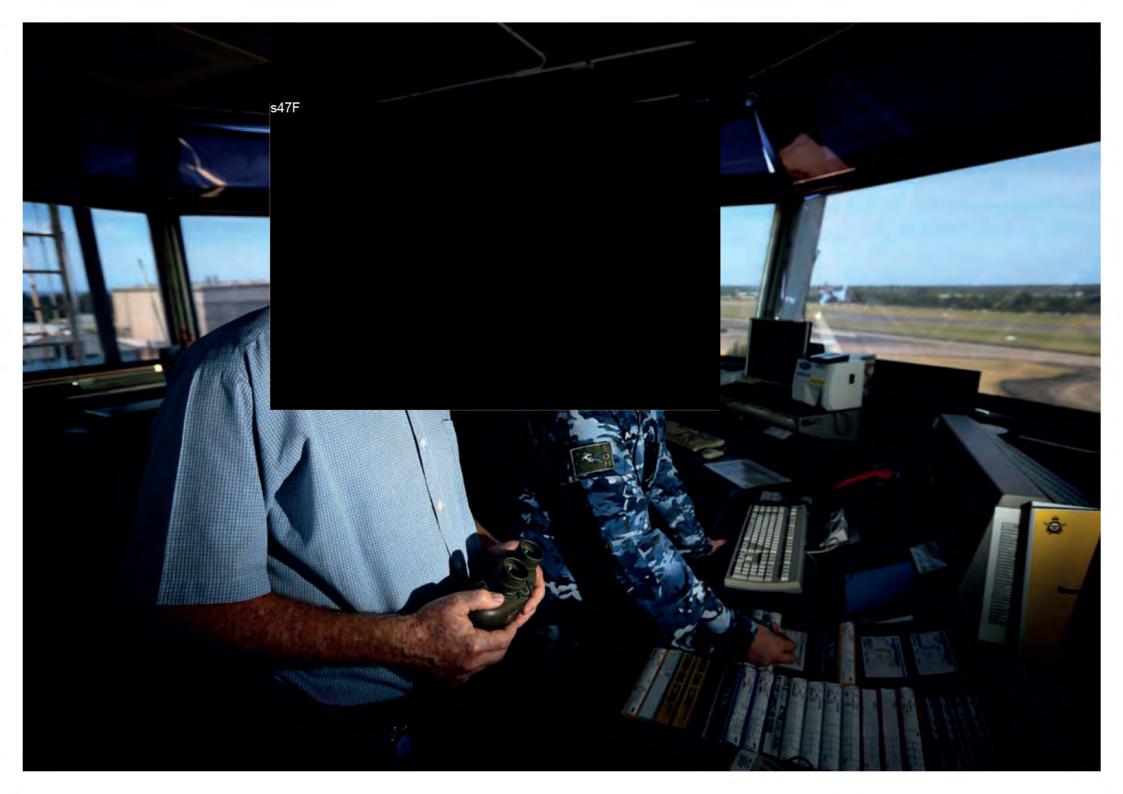
# Defence Strategic Workforce Plan 2016-2026 Part One and Introduction

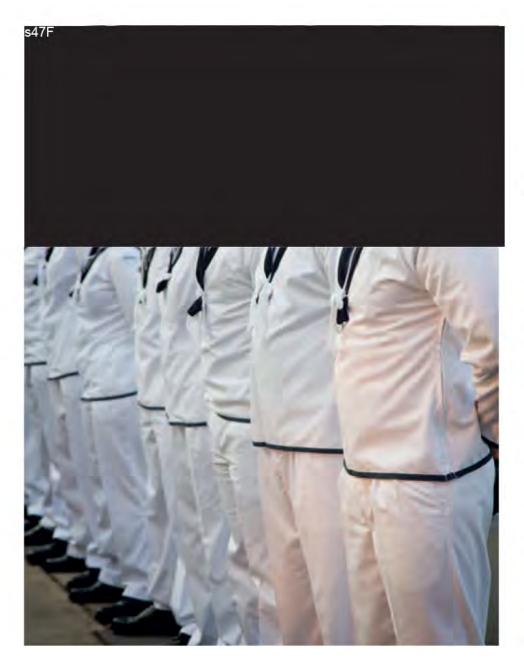
A Plan to Deliver the One Defence Workforce





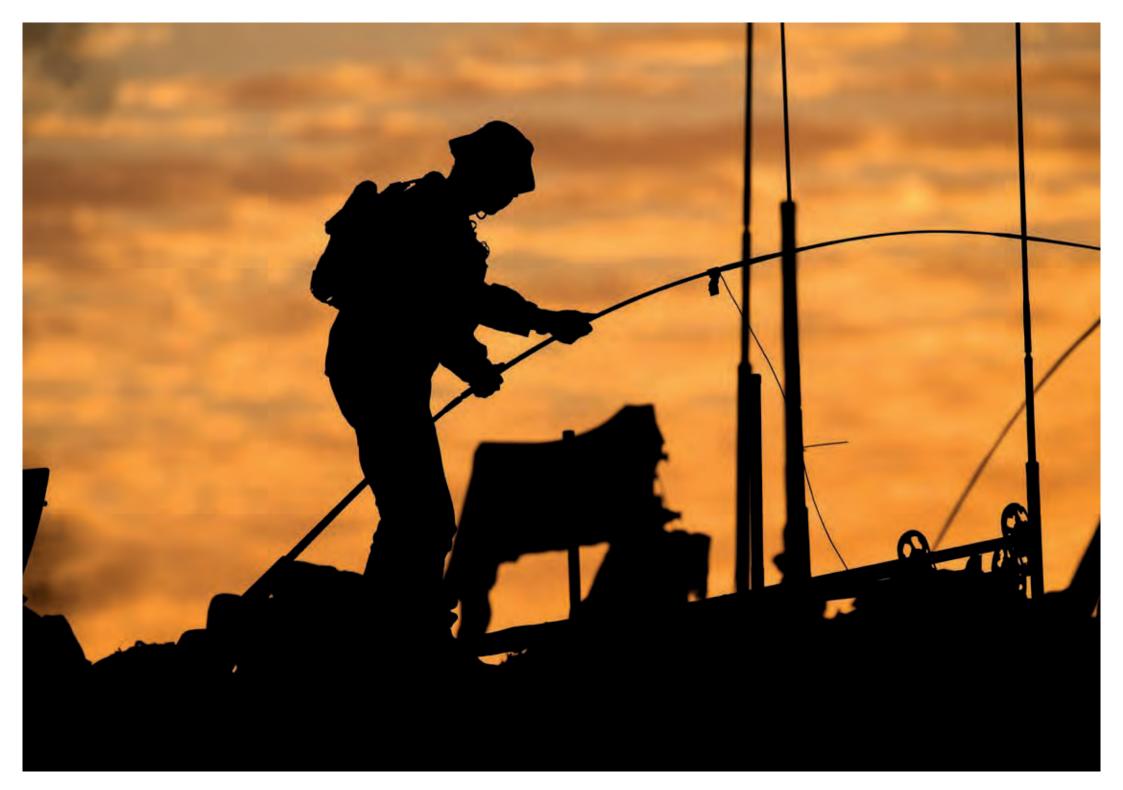
Defending Australia and its National Interests www.defence.gov.au





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# **DSWP** Foreword

We require a professional and skilled workforce to deliver Defence capability. The Defence Strategic Workforce Plan identifies ten enterprise-level action areas to address key workforce risks over the next decade. These risks have been identified through a detailed analysis of: the strategic direction provided by the Defence White Paper and the First Principles Review of Defence; the external environment within which Defence operates; the current state of the Defence workforce; and, future workforce requirements.

The Defence workforce is large, complex and dynamic. The internal workforce comprises around 100,000 military and Australian Public Service personnel whose skills are categorised into hundreds of occupational groupings. This workforce is supported by contractors and Defence Industry, and all are recognised as components of Fundamental Inputs to Capability. The mix of military, Australian Public Service and contractor workforce is continually adjusted in response to preparedness requirements, force design reviews and emerging capability requirements identified in the Defence White Paper.

Planning and managing this workforce requires an integrated, enterprise approach to recruiting, career and talent management, workforce mobility, education and training, learning and development, transition and re-engagement, and partnering with external organisations. The Defence Strategic Workforce Plan provides the direction for these activities and will be supported by subordinate plans: Service and Group workforce plans will address workforce risks within those parts of the organisational structure, and Australian Defence Force category and Australian Public Service Job Family workforce plans will address professionalisation and development requirements within occupational groupings. These workforce plans will inform each other and will be regularly reviewed and updated as the environment and workforce situation changes.

There will be a variety of workforce challenges over the coming decade. Achieving growth for some workforce segments that were identified in the Defence White Paper will be particularly challenging; for example, the cyber workforce is a segment where Defence must compete for people with skills that are in high demand and short supply. Defence will continue to compete for skilled and talented people, but cannot always do so on the basis of remuneration. While workforce diversity has improved in recent years, further work is required to ensure that Defence capability is able to benefit from a more inclusive and diverse workforce. Therefore, the full value of the Defence's broad employment offer, through a Total Workforce Model, must be leveraged to attract and retain the skilled and diverse workforce that is required.

Defence must engage with the external environment to address some workforce challenges. In particular, the shortage of people with higher level STEM (Science, Technology, Engineering and Mathematics) skills is a national challenge that will require Defence to contribute to a Whole of Government response. Defence must also improve its engagement with other Government Departments, Industry and academia to enhance the development and sharing of critical skills that are in short supply.

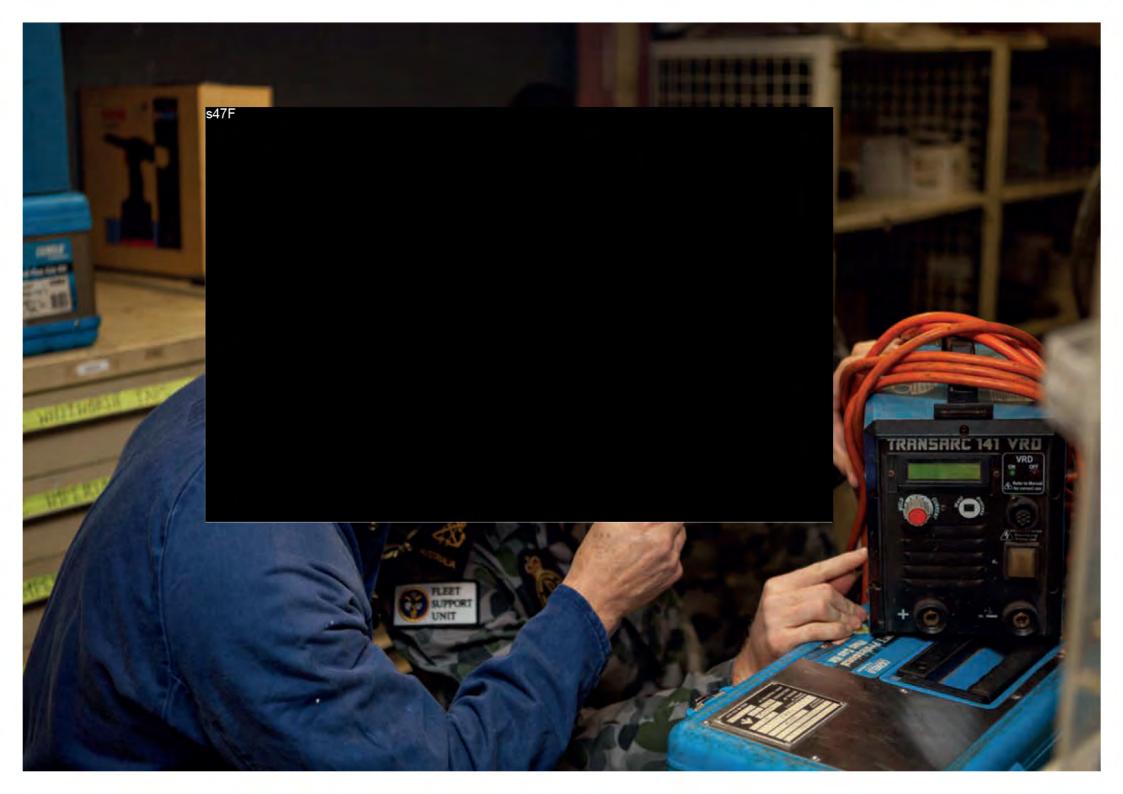
The Defence Strategic Workforce Plan outlines how Defence will address key workforce risks over the coming decade. The action areas that are identified in the plan are designed to provide Defence with a skilled and talented workforce that delivers the capability of the Defence White Paper and has the agility to meet emerging requirements. Delivering these outcomes will require ongoing commitment to implement, monitor and adjust as workforce intelligence informs capability decisions.

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## s22

Dennis Richardson, AO Secretary

M. Binskin, AC Air Chief Marshal Chief of the Defence Force

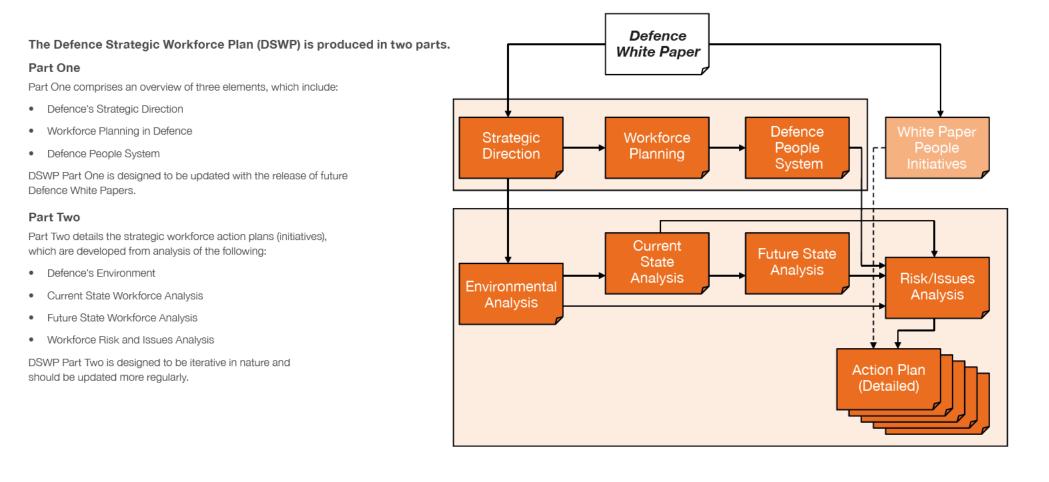


# Introduction

Defence Strategic Workforce Plan 2016-2026

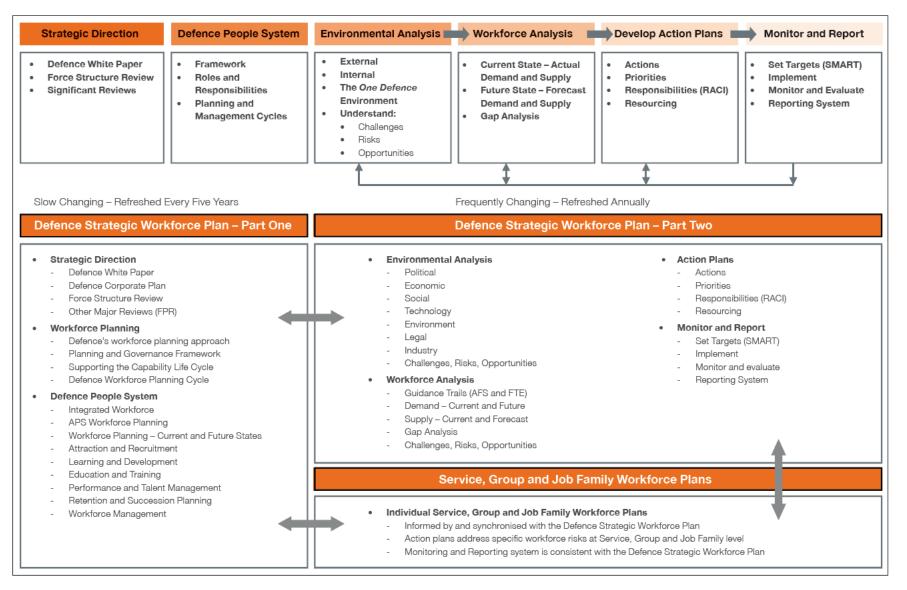
# About This Plan

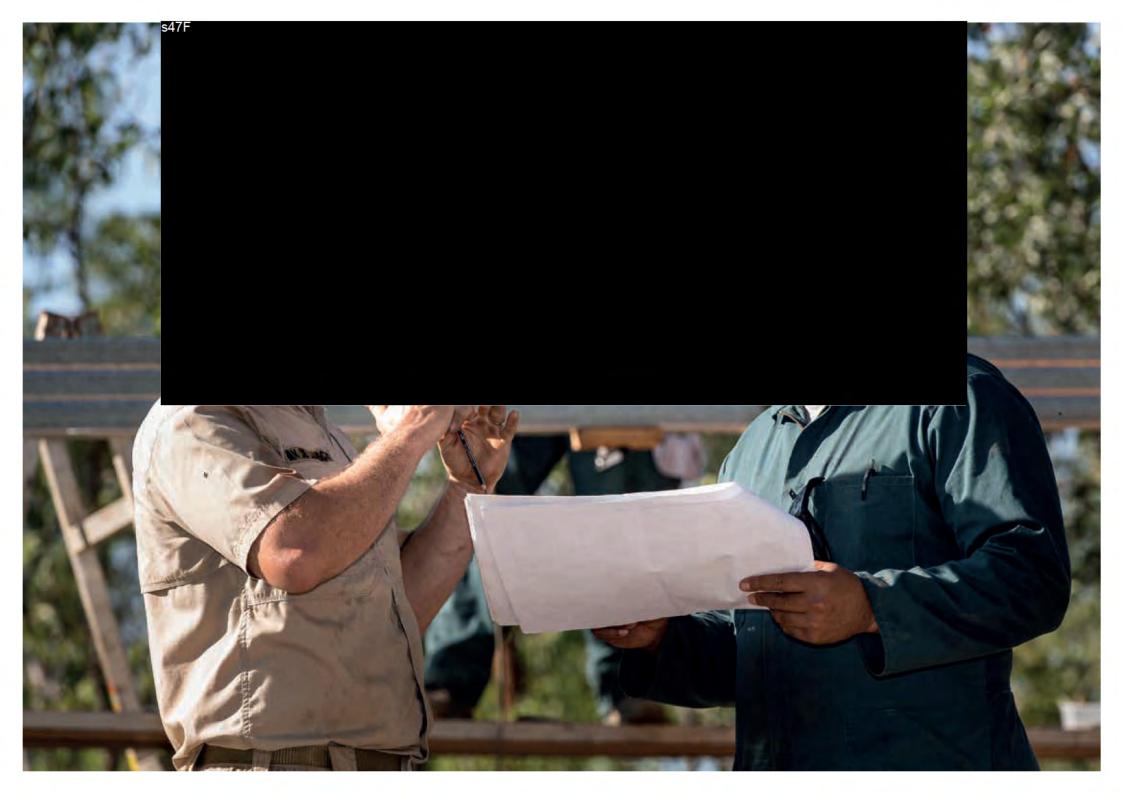
DSWP supports the Defence White Paper's objectives and is presented in two parts



# Strategic to Service, Group and Job Family Level

Consistent with the Australian Standard (AS5620:2015) on Workforce Planning





# Part One

Defence Strategic Workforce Plan 2016-2026

# Executive Summary - DSWP Part One

The Defence Strategic Workforce Plan (DSWP) 2016-2026 is designed to deliver the One Defence workforce. It supports the delivery of the First Principles Review (FPR) and Defence White Paper (DWP) outcomes.

#### **Strategic Direction**

The FPR identified three areas of workforce concern: Defence's enabling workforce is large and is not cost effective; Defence's enabling workforce represents enterprise risk; and Defence's performance and talent management system is not fully effective. FPR provided guidance for optimising Defence's workforce mix, with greater emphasis on the integrated workforce and partnerships with Defence Industry, academia and other Government Departments to drive efficiency and effectiveness.

The DWP describes workforce growth and increased investment across six capability areas. Growth in the ADF and APS workforce, coupled with reallocation of existing positions into higher priority activities, will be challenging for Defence. Ten Priority Workforce Segments are identified: Navy's Submarine Arm; APS workforce - Procurement and Contracting, Project Management, Science and Technology, and Strategic and International Policy; and Integrated (ADF, APS and contractor) workforce – Intelligence; Engineering and Technical; Health; Information Communications Technology; and Logistics.

#### Workforce Planning in Defence

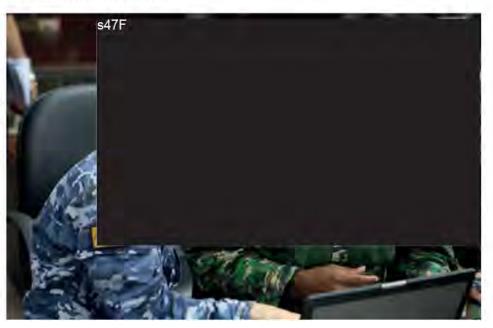
The DSWP fits within the Defence strategy, planning and governance framework with the Secretary and Chief of the Defence Force (CDF) as the accountable owners. Defence's approach to workforce planning is aligned with the Australian Standard AS5620:2015, and occurs at four levels: Strategic; Service or Group; Job Family (Category); and by Capability. A Human Capital Framework (adapted from the Australian Public Service Commission) is introduced to demonstrate how the DSWP drives workforce capability and capacity, which in conjunction with other elements of organisational design, support the delivery of Defence outcomes. Planning is iterative and should be supported by regular reviews.

Government direction on the size of the Defence workforce is provided in terms of Average Funded Strength (AFS) for the ADF and Full Time Equivalent (FTE) for the APS. These define the authorised numbers of people; however, workforce planning also requires details of skill requirements.

#### The Defence People System

The Defence People System describes the functions required through the workforce life cycle. The functions are: Workforce Planning; Attraction and Recruitment; Training, Education, Learning and Development (TEL&D); Internal Mobility, Postings and Deployments; Performance, Talent and Career Management; Retention; Transition and Re-engagement. These functions are supported by the Personnel Policy and Support framework, and ongoing Workforce Management actions ensure the appropriate governance arrangements exist.

The Defence People System is not owned by a single individual. Within the system, mutual responsibilities exist between Deputy Secretary Defence People (DEPSEC DP), Service Chiefs and Group Heads, Job Family Sponsors, Managers and Individuals. Meeting Defence's strategic objectives requires the strengthening of the People System functions including better integration and collaboration on workforce issues.



# **Strategic Direction**

Someone's sitting in the shade today because someone planted a tree a long time ago

Warren Buffett, Businessman

# Strategic Direction

First Principles Review - Addressing three main concerns will support workforce optimisation

#### First Principles Review identified three areas of workforce concern:

- 1. Defence's enabling workforce is large and is not cost effective. Effectiveness can be improved by:
  - Minimising the ADF workforce in enabling roles.
  - Improving organisational structures by increasing span of control, reducing layers and correctly classifying roles.
  - Reducing overlap and redundancy by optimising functions through effective shared services across Defence as opposed to Groups being self-sufficient.
  - Understanding the workforce's size and complexity in enabling and outsourced functions.

#### Defence's enabling workforce represents enterprise risk, which exists in the following areas:

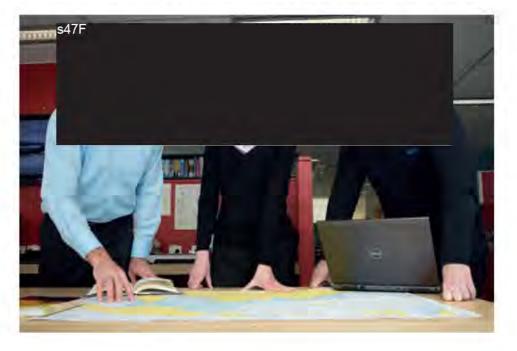
- Lack of workforce planning based on the future skills demand and consequential targeted recruitment, learning and development, and performance and talent management plans.
- Skill levels in enabling engineering, strategic policy, maintenance and logistics, procurement and contracting, and program and project management workforces.
- Outsourced contracts to third party providers who could be subject to workforce shortages.

#### Defence's performance and talent management system is not fully effective. This can be improved by;

- Improving transparency and confidence in the performance management system.
- Broadening experience levels within Defence's enabling functions by growing the talent pool.
- Driving cultural change to improve enabling processes supported by an effective performance management system.

#### FPR guidance for optimising Defence's workforce mix:

- Defence employ ADF members in non-Service roles only when it is critical to achieving capability and for a minimum of three years to achieve best value-for-money from the premium paid.
- Public servants should be used in as many functions as possible or outsourced if roles are transactional.
- Defence is to establish strong partnerships and leverage off the work of other Government Departments, Industry and academic institutions where it makes business sense to do so.



# **Strategic Direction**

Defence White Paper highlights priority capability needs and future workforce investments

#### The Priority Workforce Segments are:

- Key to the achievement of Defence outcomes;
- Derived from FPR and DWP; and
- Focussed on future capability requirements and new operating methods.

Defence White Paper. Workforce changes over the coming decade:

- The ADF will grow in strength to 62,400;
- The contribution of the Reserve workforce will increase and continue to provide specialist expertise and people ready to meet surge requirements;
- The APS workforce will increase to 18,200;
- Defence will reallocate some 2,300 ADF and 1,200 APS positions to higher priority activities;
- Defence's partnership with Industry will be increased and strengthened as:
  - the Australian economy expands and offers a greater contribution in selected capability areas;
  - Defence fosters a new collaborative approach to promote innovation;
  - Defence outsources work of a transactional nature to third party providers.
- 19 people initiatives identified to support workforce changes in the following themes:
  - Foundation;
  - Learning and Training;
  - Science, Technology, Engineering and Mathematics (STEM);
  - Medical Workforce;
  - Continuum of Service Strategy.

#### Priority Workforce Segments:

The following workforce segments have been identified as priority areas for attention:

- Single Service:
  - Submarine (Navy)
- APS:
  - Procurement and Contracting
  - Project Management
  - Science and Technology
  - Strategic and International Policy
- Integrated:
  - Intelligence
  - Engineering and Technical
  - Health
  - Information Communications Technology (ICT)
  - Logistics

These segments will be a focus for workforce analysis in DSWP Part Two (in addition to the broader Service, APS and Industry analysis)

# Strategic Direction - Two Fundamental Shifts in Corporate Enablers

Defence's new ERP and the Whole of Government Shared Services have the potential to reshape the workforce

Over the planning horizon of the DSWP, there are potentially two fundamental shifts to corporate enabling functions in Defence:

- The introduction of the new Defence Enterprise Resource Planning (ERP) System.
- The potential centralisation of transactional finance, HR and ICT services into a Whole of Government Shared and Common Services model (Department of Finance Discussion Paper, December 2015).

These changes will have profound impacts on Defence's operating environment and its enabling workforce.

#### Workforce Implications

While the details about these two aspects are unknown, the workforce impacts are likely to be:

- Reduced demand for people in transactional roles as technology becomes more integrated and reliable.
- Fewer transactional roles will be required in Defence, particularly in Finance, HR and Logistics (predominantly APS employees).
- Roles such as Finance, HR and Logistics will remain important, but there will be a greater emphasis on higher value skills such as analysis and strategic advice.
- Workforce losses in transactional roles could be redirected towards to improving ICT and cybersecurity capabilities to ensure the integrity of new systems is not compromised.
- As this rebalancing occurs, Defence should plan for the reinvestment of the APS workforce into higher priority areas. While the size of the affected workforce is unknown, greater clarity will develop as more detail becomes available.



### Strategic Direction - Workforce Implications

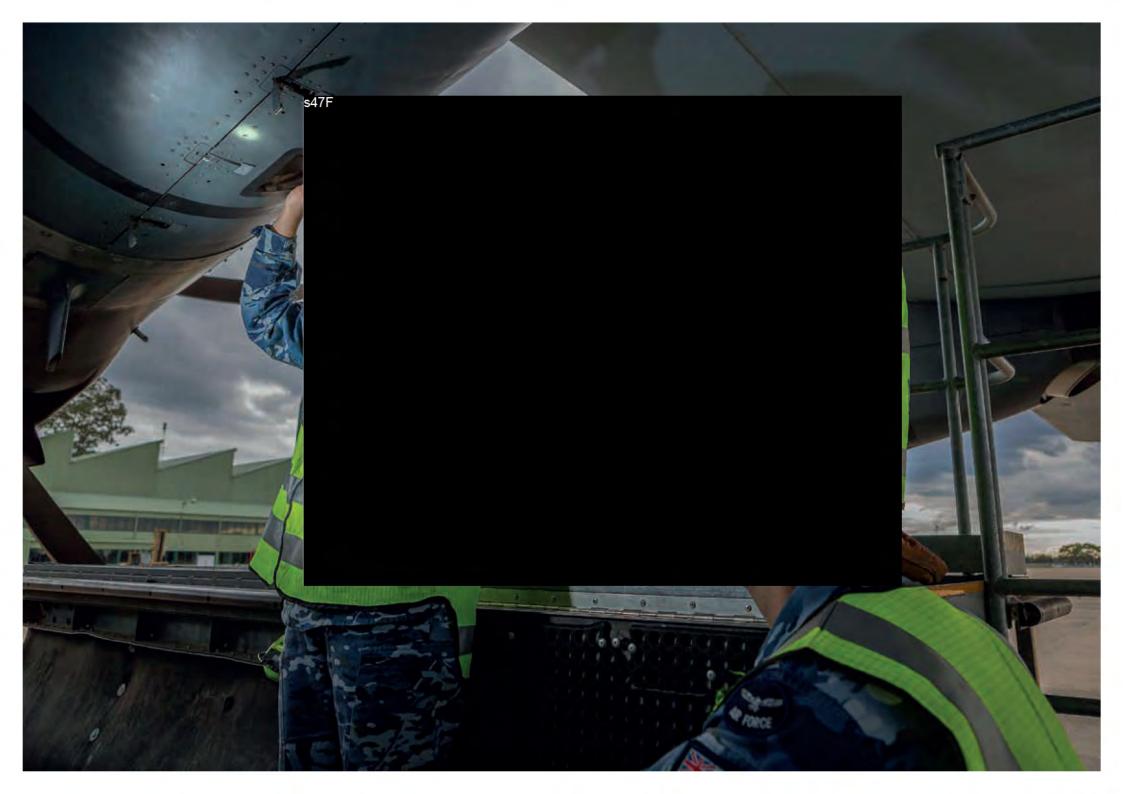
Workforce planning will shape and influence Defence's people initiatives for an integrated workforce

In the integrated workforce there is a need to:

- Strengthen workforce planning with an emphasis on defining and delivering the future skills required.
- Optimise the workforce mix of ADF, APS, contractors and Defence Industry to achieve highest value.
- Develop strategies to attract and recruit from a broader pool, particularly in:
  - Science, Technology, Engineering and Mathematics (STEM) fields; and
  - underrepresented sections of the Australian population, including women, Indigenous people and Culturally and Linguistically Diverse (CALD) populations.
- · Enhance recruitment and retention strategies, including the provision of:
  - flexible career pathways and work arrangements,
  - opportunities for career progression and promotion,
  - professional development and nationally recognised education and training outcomes, and
  - enhanced support to members and their families.
- Implement the ADF Total Workforce Model (TWM), while at the same time raising readiness and preparedness levels.
- Invest in building skills, including through partnerships with Industry under the TWM, to develop
  and share critical skills for:
  - emerging capabilities and rapid technological advances,
  - transition of people to higher priority areas,
  - skills to support the new Capability Life Cycle (CLC) and Smart Buyer, and
  - leadership and management.

- Collaborate with Defence Industry to assist in up-skilling our people, and facilitate a rotation between Commonwealth employment and Defence Industry.
- Develop a security clearance capacity to meet future demand.
- Strengthen joint workforce management.
- Professionalise the APS workforce.
- · Maintain competitive and attractive employment offers and conditions of service,





# Workplace Planning in Defence

Planning is bringing the future into the present so that you can do something about it now

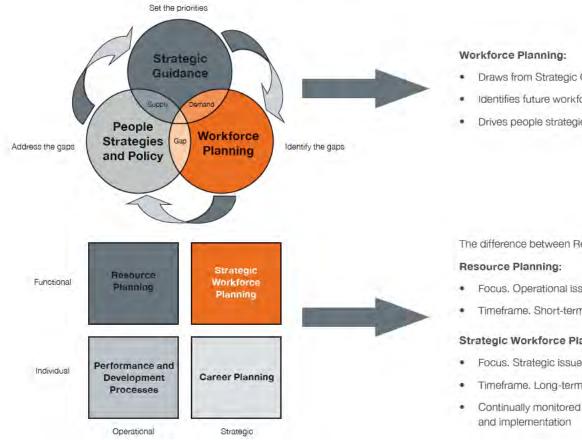
Alan Lakein, Author

# Strategic Workforce Planning – Definitions

Defence's approach to workforce planning is consistent with the Australian Standard AS5620:2015

#### Workforce Planning:

"the systematic identification, analysis and planning of organisational needs in terms of people". (Australian Standard 5620:2015, Workforce Planning, Standards Australia, Clause 1.3.4, p.5)



- Draws from Strategic Guidance DWP and FPR
- Identifies future workforce needs
- Drives people strategies and policy in order to close gaps through the Human Capital Response

The difference between Resource Planning and Strategic Workforce Planning is:

- Focus. Operational issues assigning resources and people to tasks
- Timeframe. Short-term typically less than a year

#### Strategic Workforce Planning:

- Focus. Strategic issues securing the future workforce
- Timeframe. Long-term ten year outlook, with detailed plans for three to five years
- Continually monitored and reviewed focussing on priority capabilities with appropriate metrics

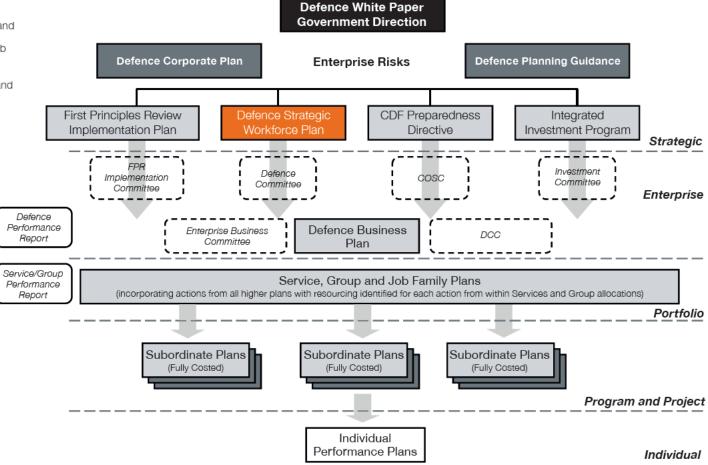
# Defence's Strategy, Planning and Governance Framework

The DSWP fits within Defence's strategy, planning and governance framework

The Defence Strategic Workforce Plan 2016-2026 will:

- Be informed by strategic direction;
- · Specify key responsibilities and accountabilities; and
- Inform the development of Service, Group and Job Family plans.

The DSWP fits within the Defence strategy, planning and governance framework.



# Workforce Planning Levels – Definitions

Defence's approach to workforce planning has four distinct levels

Defence's workforce planning exists at four levels: Strategic; Service or Group; Job Family (Category); and by Defence Capability.

All plans are iterative and should be updated regularly. The intent and coverage of these plans are described in the following table.

Workforce Plan	Features
Defence Strategic Workforce Plan 2016-2026	<ul> <li>Designed to meet the objectives of the DWP and FPR.</li> <li>Addresses strategic workforce risks across Defence using a ten year planning horizon.</li> <li>Strategic workforce initiatives cover multiple Service and Groups, and include joint and priority workforce segments. Core design and implementation tenets are:</li> <li>DPG is responsible for initiative design, policy and some program implementation, with input from the Services and Groups, and this will inform future DPG Service Offers.</li> <li>Initiatives will be prioritised to meet DWP and FPR objectives.</li> </ul>
Service or Group Workforce Plans	<ul> <li>Designed to meet the Service or Group vision and objectives, and focuses on both workforce capacity (size) and capability (knowledge, skill and experience) issues.</li> <li>Provides greater granularity on initiatives and requirements at Service and Group level.</li> <li>Addresses workforce risks within a Service or a Group for ADF, APS and contractors.</li> <li>May take a shorter planning horizon, up to five years.</li> <li>Service or Group workforce initiatives are developed and implemented with the support of DPG and the HR Business Partners.</li> </ul>
Job Family or Category Workforce Plans	<ul> <li>Designed to meet capability (skills) objectives for a group of related occupations.</li> <li>Addresses workforce risks within a Category (ADF) or a Job Family (APS).</li> <li>May take a shorter planning horizon, up to five years and is designed to address the future skill needs and professionalisation requirements in the Category or Job Family.</li> </ul>
Defence Capability Workforce Plans	<ul> <li>Designed to identify the workforce requirements for projects and programs in the Capability Life Cycle including additional AFS and FTE needs.</li> <li>Identifies and mitigates risks by project and program associated with new and existing capabilities.</li> <li>Capability Managers are responsible for developing project workforce plans. DPG provides a workforce risk assessment on the plan.</li> </ul>

# Group and Job Family Workforce Plans

Workforce plans for Groups and Job Families address different issues

#### Groups and Job Families work in a matrix.

Group Heads and Job Family Sponsors have different responsibilities – as such, the workforce plans for each will address different issues:

- Group Workforce Plans address specific Group workforce issues, for ADF, APS and Industry.
- Job Family Workforce Plans address the professionalisation and skill requirements within each APS Job Family.
- Where a Job Family resides mainly within one Group, such as Finance within CFO, a single plan will cover both Group and Job Family needs.



	[	s22		
JOB FAMILY	Headcount			NAVY
Admin and Corp Support	2465			5%
Intelligence and Security	2019			4%
Science and Technology	1970			0%
Engineering and Technical	1922			12%
People	1584			2%
Logistics	1481			2%
Information Comms Technologies	1196			4%
Finance	1073			1%
Project Management	776	- 		1%
Procurement and Contracting	771			1%
nfo and Knowledge Mgmt	583			3%
Customer Service	496			0%
Health	424			3%
nfrastructure	424			1%
Strategic and International Pol	302			0%
Asset Management	281			2%
Comm and Stakeholder Mgmt	270			5%
Senior Officer	152			0%
Auditing and Assurance	151			5%
Frades and Labour	143			0%
egal	95			0%
ata correct as at 1 July 2016	Legend	Greater than 70%	Between 50% and 70%	Between 30% and 50%

### Strategic Workforce Planning in Defence

Defence's integrated workforce is centrally planned and aligned with strategic objectives

#### Responsibility: DEPSEC DP is responsible for Defence's strategic workforce planning.

Scope: The integrated Defence workforce, consisting of:

- Members of the ADF, including the Permanent and Reserve Forces, managed through the ADF Total Workforce Model (TWM);
- Employees of the APS;
- Contractors engaged by Defence for specific roles; and
- Defence Industry contractors who are engaged to deliver outsourced services.

**Objective:** Defence's strategic objectives are enabled by a sufficient supply of appropriately skilled and high performing people.

Approach: Defence's approach to strategic workforce planning will:

- Align with Defence's strategic direction;
- Consider internal and external influences on the integrated Defence workforce;
- Segment the workforce to enable an appropriate focus on priority areas;
- Engage with Defence leaders and managers in all aspects of the process;
- Enable evidence-based decision making consistent with risk, investment and governance frameworks;
- Drive workforce development interventions;
- Achieve coherent and targeted investment across Defence;
- Include a deliberate planning cycle; and
- Be understood, be implementable and direct action.

**Deliverables:** The Defence Strategic Workforce Plan (DSWP) 2016-2026 will:

- Provide Defence with a workforce planning outlook over the next decade, with a greater focus on the next three to five years
- Describe the future workforce to achieve Defence's outcomes with a focus on priority capabilities
- Outline the external and internal factors that are likely to impact on the Defence workforce
- Detail strategic workforce and people actions with appropriate metrics for implementation
- Inform the development of subordinate Service, Group and Job Family workforce plans
- Support periodic and iterative reviews informed by and informing subordinate Service, Group and Job Family workforce plans.

**First Principles Review.** Recommended that Defence build a strategic workforce plan, which should:

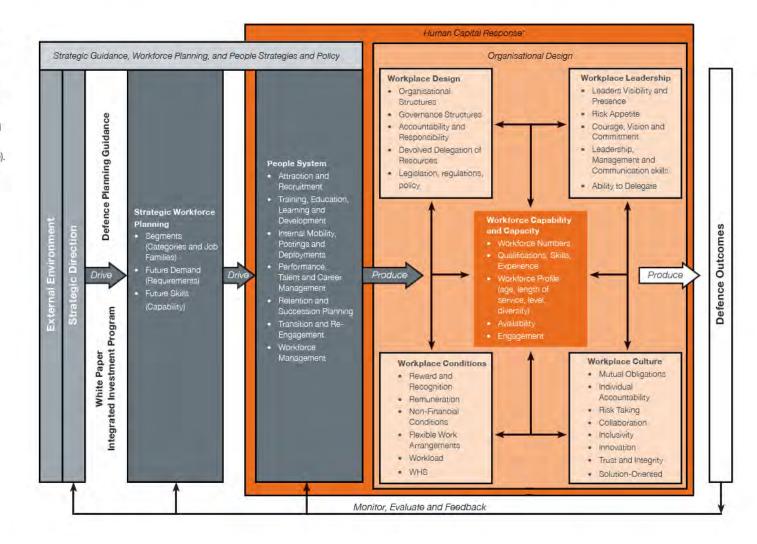
- Be based on Job Families and functions, with lead responsibility allocated to Job Family Sponsors;
- Forecast the supply and demand for particular skills;
- Identify skills surpluses or shortages across the whole organisation and reallocate resources accordingly;
- Incorporate professionalisation plans and skilling maps, especially for critical Job Families such as strategic policy, engineering, maintenance and logistics, procurement and contracting, and program/project management;
- Locate parts of the business in places other than Canberra to help attract the required skills;
- Be informed by a census of the current skills and qualifications of the enabling workforce; and
- Incorporate targets for recruitment, learning and development, talent management and career planning that are reported to and tracked by the Defence Committee.

# Linking Strategic Workforce Planning to the Human Capital Response

The Defence People System must be linked to the Human Capital Response to ensure optimal performance

Workforce planning translates the strategic direction into future workforce needs which drive people strategies.

The Human Capital Response is influenced by more than just the people in the organisation. The Human Capital Response is a function of workforce factors (those related to people: capability and capacity) and workplace factors (those related to the organisation: workplace design, leadership, conditions and culture).

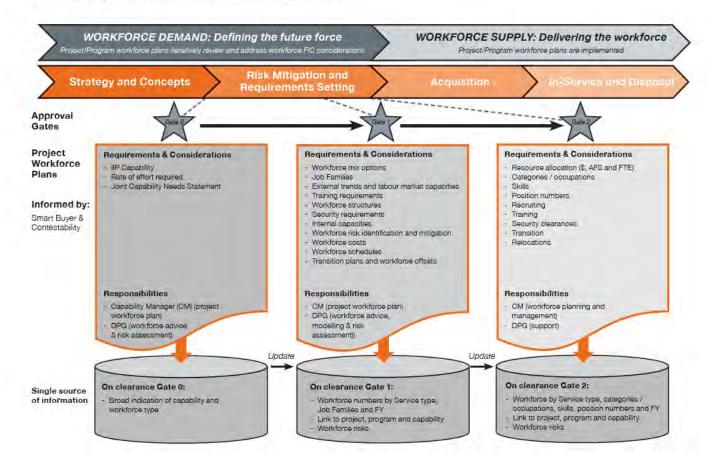


# Workforce Planning through the Capability Life Cycle

Defence's workforce is planned and risks are managed

Defence People Group (DPG) supports the development of capability requirements by:

- · Advising on the workforce implications associated with the introduction of future Defence capability;
- · Assuring compliance with the Integrated Investment Program (IIP) workforce allocations; and
- Developing independent Workforce Risk Assessments (WRA).



Capability requirements are defined in the Defence White Paper, and are programmed through the IIP.

The CLC describes how capability is introduced, managed, upgraded and replaced. The main workforce planning effort is in the Risk Mitigation and Requirement Setting Phase. Workforce planning in subsequent phases is conducted within annual planning cycles.

As projects and programs progress from Gate 0 to Gate 2, workforce requirements must be defined in increasing detail. Project Workforce Plans are the mechanism to identify and refine workforce requirements – key details must be recorded centrally so that the aggregate future requirements can be understood across the Department.

Project Workforce Plans must forecast the future skill requirements so that Capability Managers are able to generate and develop the workforce by the time the capability is introduced.

# Defence's Workforce Planning Cycle

A systematic process to create, develop and sustain Defence's workforce

#### The Defence Workforce Planning Cycle:

- Is a systems approach from planning to attraction and recruitment, training, education and development, and performance and talent management.
- Supports consistent processes from strategic to Service, Group and Job Family workforce plans.
- Is supported by a broad evidence base of workforce and HR metrics, and qualitative information provided periodically through various reports.
- The cycle will continue to be refined as FPR reform is implemented and processes are adjusted to meet Defence's requirements.

Function	Principle Workforce and People Activities		Jan		F	Feb		N	lar	Т	Ap	r		May		J	un	Т	J	ul	Т	Au	g	T	Se	р	T	Oct		Nov			Dec	c
Function	Principle workforce and People Activities		2 3	4	1 2	3	4	1 2	з.	4 1	2	3 4	1 2	2 3	4 1	2	3.	4 1	2	з.	4 1	2	3 4	1 1	2	3 4	1	2 3	3 4	1 2	3	4 1	2	3 4
	Refresh Strategio Workforce Plan			П		Τ	Π		Π	Т						Т	П	Т	Т	Π	Т										Π	Т	$\square$	$\top$
	Refresh Group and Job Fam ly Workforce Plans								$\square$	Τ							$\square$	Τ		$\square$				Г									$\square$	
	Portfolio Budget Statements (PBS)																																	
Workforce Planning,	Portfolio Additional Estimates Statements (PAES)																																	
Budgeting	Defence Annual Report																																	
and Reporting	Service Forecasting - Total Workforce and Category																																	
	APS Forecasting - Total Workforce and Occupation																																	
	ADF Critical Categories																																	
	APS Critical Occupations																																	
	Graduate Recruitment - Targets			$\square$																														
	Graduate Recruitment - Selection																																	
Attraction and	EL Generio Rounds																																	
Recruitment	SES Generio Rounds																																	
	Ongoing APS Recruitment																																	
	Special Recruitment Campaigns (as required) - ADF and APS																																	
	Ongoing Sk IIs Development																																	
	Course identification, approval and attendance (ongoing)																																	
	EL Development Programs																																	
Learning and Development	SES/Star Development Programs																																	
	Review Development Programs																																	
	Ongoing ooaching and mentoring (Supervisors & Managers)																																	
	Identification of Development requirements (ongoing)																																	
	Initial Performance Discussion (Goals & Development Needs)			AD																					AP	s								
	Interim Performance Discussion (mid cycle PFADS)				F	APS									ADF	:																		
	Final Performance Discussion (end cycle PFADS)																					AF	S					ADF						
	Star Plot																																	
Performance and Talent Management	Selections for Talent Management Programs																																	
	EL Talent Management Programs																																	
	SES Talent Management Programs																																	
	Review Talent Management Programs																																	
	APS Talent Management (ongoing)																																	
	ADF Families Report			$\square$			$\square$																				$\square$							
	"Your Say" Multiple Reports																																	
Workforce Surveys	Women in Defence Report																																	
00.1070	State of the Service Report																																	
	Unacceptable Behaviour																	T			T													

# Workforce and People – FIC Planning Considerations

Multiple workforce and people considerations are required during planning

The Fundamental Inputs to Capability (FIC) construct is used to consider the multiple inputs that are required to generate capability. In accordance with the FPR, Industry is now considered to be one of the FIC inputs. Many workforce and people planning considerations are required within the personnel FIC:

#### **Workforce Resources**

- What are the resource requirements? Consider AFS, FTE, Military Employee Expenses, Civilian Employee Expenses, contractor funding, removals costs.
- Can these be covered from within existing allocations?
- Are internal resource transfers required? Have resource requirements been included in submissions to Government?

#### Workforce Size and Structure

- How does the workforce size, mix and structure change at macro, Job Family, and job function levels? Have the changes been modelled for sustainability?
- Has the workforce mix (ADF, APS, contractor) been optimised for sustainability?
- Does Defence Industry have the required capacity?
- Have appropriate allowances been made for the training force and other non- effective personnel?
- How will the workforce size change as technology and processes are enhanced? When do these changes occur and what is the transition plan?
- How will position changes be incorporated into PMKeyS and or Defence One?

#### Workforce Skills

- What new skills are required and are they available?
- What skills will be obsolete, and is it feasible to retrain and redeploy existing staff?
- What is the impact on ADF Critical Categories, APS Critical Occupations?

#### Training, Education, Learning and Development (TEL&D)

- What individual TEL&D requirements are needed to deliver the required capability?
- Who is the Business Process Owner for the capability requirement?
- What TEL&D and assessment strategies will be used to deliver the skilling needs?

- What is the optimal way to support TEL&D strategies?
- How will quality assurance, evaluation and accreditation be managed?
- What is the impact on continuums, skilling, schedules and targets?
- For STEM skills in particular: How will the skills be generated and sustained?

#### **Career Pathways**

- What is the preferred experience profile and how will this be achieved?
- What is the preferred career pathway?
- How does the career pathway align with the preferences of our people?

#### **Diversity Considerations**

- Are there any impacts on workforce diversity? How will diversity be enhanced?
- Is gender equity enhanced and consistent with UNSCR1325?
- Have potential biases been considered and minimised?

#### Personnel Support

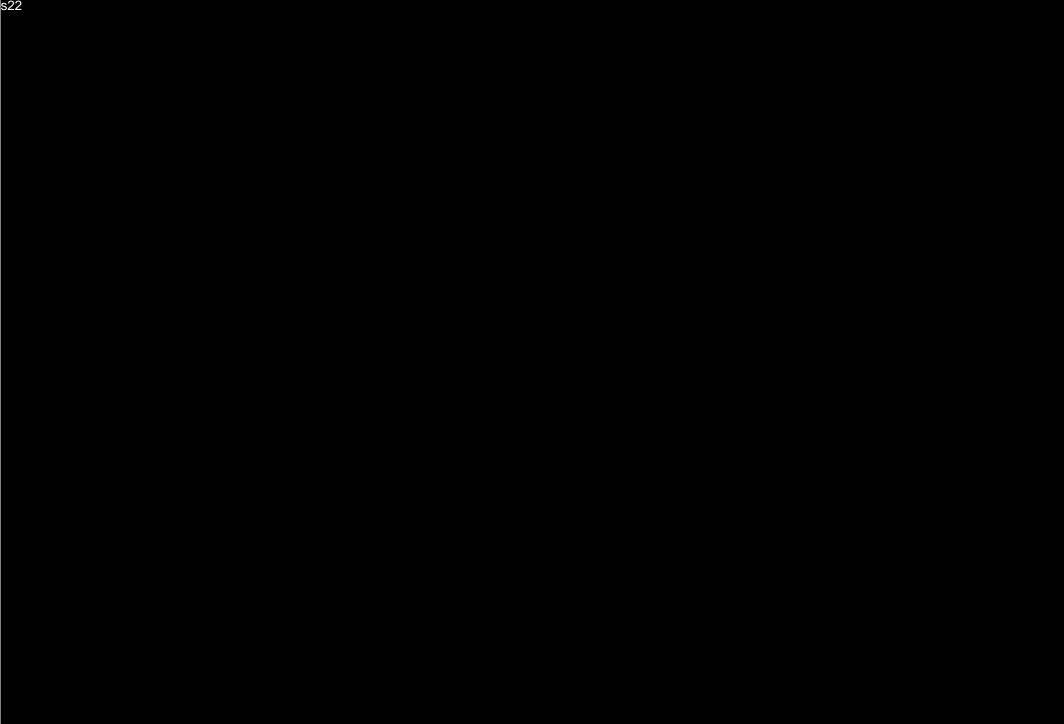
- Are there implications for health services medical and dental, physical and mental health?
- Are there any WHS implications?
- Are Defence's facilities and infrastructure (working and living accommodation, including housing) adequate?
- Are existing personnel and family support services adequate?
- Does the local industry and community have capacity?

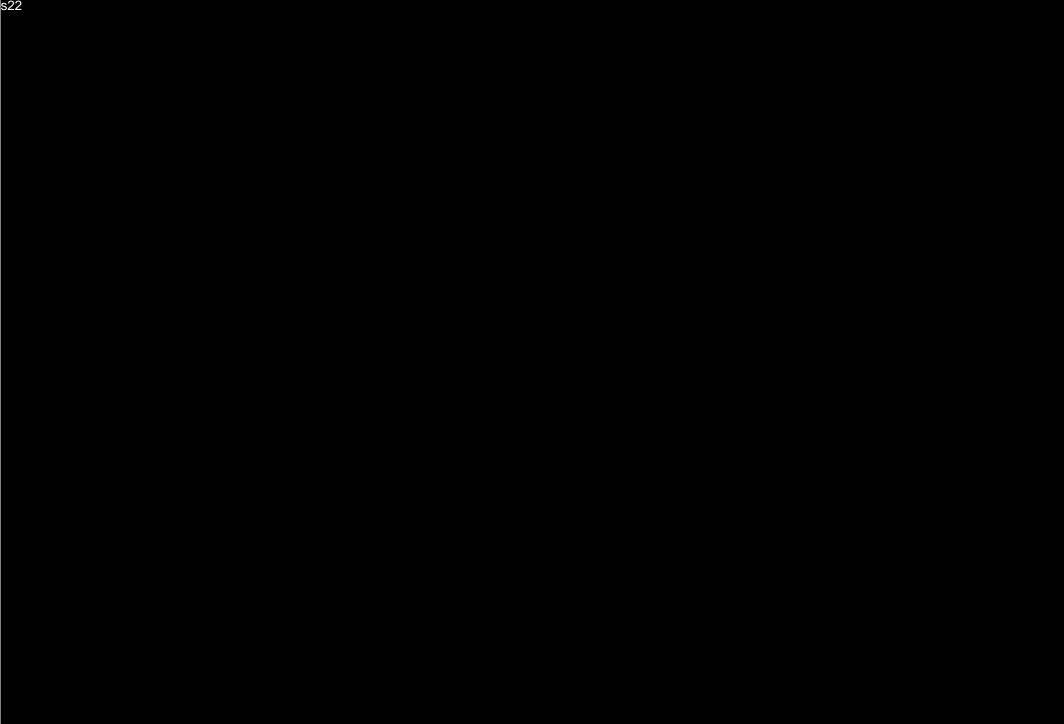
#### **Policy Requirements**

- Is it necessary to change existing people policies or introduce new policies?
- Can existing policy frameworks be simplified?

#### Information Systems and Reporting

- What workforce information needs to be captured? Are information systems able to support this?
- Will the information support reporting requirements and future workforce analysis?
- Have Key Performance Indicators been developed?
- Are there any pay and administration implications?





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# **Contractors and Defence Industry**

Vital to Defence capability

Contractors and Defence Industry deliver products and services for Defence. Defence relies heavily on the skills and capabilities provided by contractors and Defence Industry.

DWP and FPR identify expanded roles for Defence Industry. This assumes that Defence Industry will be able to grow their workforces to meet Defence's needs in terms of volume of work and have the requisite skills, knowledge and experience. There may be situations where Defence Industry will struggle to satisfy Defence's workforce requirements.

Service Providers are concentrated in:

- E&IG,
- CASG, and
- CIOG.

Contractors are concentrated in:

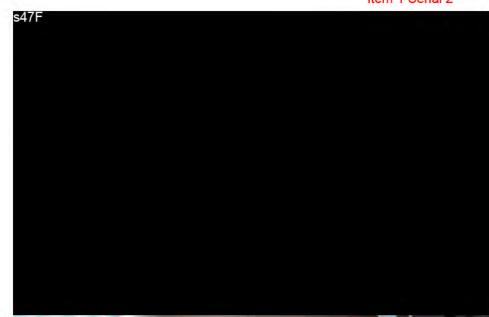
- DSTG,
- DESG, and
- CIOG.

Defence's Procurement and Contracting workforce is concentrated in:

- CASG (62%),
- E&IG (20%), and
- VCDF (12%).

Ensuring the Procurement and Contracting workforce is distributed appropriately between Groups is important.

Project complexity, risk and value should be used to determine the distribution of the Procurement and Contracting workforce.





# Contractors and Defence Industry - Workforce Planning

The use of contractors and Defence Industry will expand

Contractors and the Defence Industry workforce complements the integrated Defence workforce.

While Defence supports a strong Defence Industry and contractor base, Defence is not involved in the workforce planning of its suppliers.

Defence Industry and other suppliers rely on certainty and clarity about future quantity and type of work from Defence. This helps them to plan their future work commitments and their respective workforces.

#### Workforce Situation

- Defence needs to remain actively engaged with industry to ensure that Defence understands supply constraints and industry understands future demand requirements.
- There are some workforce segments where industry will struggle to deliver the workforce that Defence requires; this will be more challenging in regional areas.
- Industry maintains a core workforce to meet an expected level of activity, and will supplement this workforce as needed. The core workforce will expand or contract according to long-term pipelines of work.
- Industry competes with other employers to source additional people to meet surge requirements. Recruitment activities are competitive, with employers facing difficulties in finding good talent.
- Industry will acquire new skills through strategic recruitment decisions and this will supplement the development of their own workforce. Workforce learning and development needs to be informed by engagement with Defence on future requirements.



# Defence People System

Systems thinking is a state of mind. Once you have this state of mind, you realise how each part of your business flows into the other.

Lisa A. Mininni, Author

### **Defence People System**

The Defence People System describes the people functions that deliver workforce capability and capacity

The Defence People System describes eight broad functions that generate workforce capability and capacity within the Human Capital Response (see page 25); it is enabled Post Defence Pre Defence **During Defence Employment** by appropriate personnel support and policy. Employment Employment These functions provide a useful framework to consider how the people system operates, how we would like it to operate, responsibilities and risks. Workforce Planning - Demand, Segmentation and Future Skills FPR highlighted the need to drive attraction and recruitment, learning and development, Attraction and Recruitment and performance and talent management across Defence. The DSWP drives actions in these areas. Training, Education, Learning and Development (TEL&D) s47F Internal Mobility, Postings and Deployments Performance, Talent and Career Management Retention **Transition and Re-engagement** Workforce Management Personnel Support and Policy Stakeholder Engagement - Government, Community and Our People

## Workforce Planning - Current and Future States

Improving workforce planning to support Defence's integrated workforce is critical

### **CURRENT STATE**

#### ADF

- Single Services are responsible for the development of their workforce plan with support from DPG.
- Workforce plans consider permanent and Reserve force components separately.
- Joint workforce planning is limited, and additional new and emerging joint workforce requirements disrupt the status quo.

### **FUTURE STATE**

### ADF

- Single Services are responsible for the development of their workforce plan with support from DPG.
- Workforce plans cover permanent and Reserve force components holistically and are supported by the ADF TWM.
- Planning for the joint and integrated workforce is centrally coordinated, with appropriate lead times, and agreed outcomes are incorporated in single Service plans.

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# Attraction and Recruitment – Current and Future States

Current approaches may be ineffective for some skills and diversity requirements

### **CURRENT STATE**

#### ADF

- Attraction and recruitment processes are largely outsourced.
- Attraction appeal is limited in certain demographics and skill sets (e.g., cyber).
- Rules based minimal risk in all areas.
- Recruitment processes are inherently slow and inflexible.
- Recruiting is struggling to meet diversity targets.

### **FUTURE STATE**

#### ADF

- Attraction and recruitment processes are largely outsourced.
- Attraction appeal resonates strongly with target market including key diversity segments Defence leverages its reputation, technology, lifestyle, employment offer and training to increase attraction.
- Rules based risk threshold is lowered in nominated areas, but maintained in other areas such as mental health.
- Recruitment processes are responsive to Service and candidate needs.
- Recruitment activities increase diversity outcomes within the ADF.



# Training, Education, Learning and Development – Current and Future States

Improvements in joint training and developing consistent skills in each Job Family are priority areas

### **CURRENT STATE**

#### ADF

- Single Service Capability Managers are responsible for individual and collective training; VCDF as Joint Capability Manager is responsible for joint education and training. Outcomes that are common to one or more Services are delivered via a rationalised approach through joint schools.
- Training and education is designed to meet current capability needs, including that required for new platforms being introduced into service.
- Defence uses overseas training for the development of specialist knowledge and skills.
- Defence partners with academic providers to develop and deliver education (including UNSW, Deakin and ANU) and specialised training.
- Joint competencies require further analysis and definition to complement single Service training and prepare members for joint roles.
- Defence has a good reputation for developing its people this helps to attract, recruit and retain people.
- Defence does not have a mature technology solution for training delivery. Current systems are restricted to an open source network.

### **FUTURE STATE**

### ADF

- More training is delivered through tri-Service and joint schools.
- Training is designed to meet capability needs and should lead to nationally recognised outcomes wherever practical to support recruiting and retention. Education is designed to prepare our workforce for the future. Delivery strategies will support the learning outcomes needed and use best practice methods.
- Where capability does not exist within Australia, Defence uses overseas training for the development of specialist knowledge and skills.
- Defence continues to partner with academic providers to develop and deliver education and specialised training to improve job readiness and professionalisation of the workforce.
- The Joint Training Continuum is well defined and complements single Service training continuums.
- Defence leverages its reputation for developing its people to attract, recruit and retain a diverse workforce.
- Defence uses enterprise technology support systems to support the analysis, design, development, delivery, administration and evaluation of Defence education and training.

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### Mobility, Postings and Deployments – Current and Future States

The APS workforce is agile and mobility is used to develop the workforce

### **CURRENT STATE**

### FUTURE STATE

#### ADF

- Posting processes are well defined and operate to a regular cycle.
- Many postings occur at short notice.

#### ADF

- Posting processes are well defined and operate to a regular cycle.
- Postings are advised earlier, enabled by a clearer view of future workforce demand.

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### Performance, Talent and Career Management – Current and Future States

Outcomes will be enhanced through improved performance and talent management

### **CURRENT STATE**

#### ADF

- Well defined performance and promotion systems.
- Processes are highly structured and reinforce defined career paths to senior leadership.
- Rules based with low risk threshold may inhibit improving diversity outcomes.
- Rules may inhibit improving diversity at all levels and in employment categories.
- Alternate career paths are the exception and not valued.

### **FUTURE STATE**

#### ADF

- Well defined performance and talent management systems which build greater organisational diversity.
- Rules are replaced with greater guidance, which support alternate career paths to senior leadership.
- Greater flexibility and acceptance of risk in certain areas, particularly for priority workforce segments.
- Alternate career paths are valued and supported through the Total Workforce Model.



# Retention and Succession Planning - Current and Future States

Current approaches are limited and the benefits are poorly understood

### **CURRENT STATE**

#### ADF

- Retention is managed as part of the Service Chief's sustainment function.
- · Retention is managed through the monitoring of separation rates and the numbers leaving.
- Apart from critical categories, retention is managed in a passive manner.
- · Retention of permanent and Reserve forces are managed separately.
- Succession planning is part of the Services promotion and selection systems for higher appointments.
- · Leaders have minimal options to entice individuals to remain.

### FUTURE STATE

#### ADF

- Retention is managed as part of the Service Chief's sustainment function.
- Retention is managed through the monitoring of separation rates, and the quality of people departing.
- Retention is managed actively, with leaders and supervisors taking greater individual responsibility.
- Retention of permanent and Reserve forces are managed in accordance with the requirements of the ADF Total Workforce Model.
- Succession planning is part of the Services promotion and selection systems for higher appointments, and outcomes are more transparent.
- Greater flexibility and acceptance of risk in certain areas, particularly for priority workforce segments.

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# Workforce Management - Current and Future States

Improving workforce management outcomes requires different HR frameworks

### **CURRENT STATE**

#### ADF

s22

- Workforce is managed within Service domains, and problems are solved from a single Service perspective including critical categories.
- Workforce for joint capabilities is managed by individual Services and then 'handed to' joint capabilities. The implications are:
  - Potential for lack of consistency in training, development, employment specifications.
  - Difficult for joint capability sponsors to manage demand (positions) and resources (AFS).
  - Inconsistent approach to prioritisation.
- Average Funded Strength (AFS) is used to manage the size of the ADF workforce.

### FUTURE STATE

### ADF

- Single Services retain primacy for workforce management with provision for a collaborative tri-Service approach for priority and joint capabilities.
- · Joint capability sponsors work together with Services to achieve:
  - Consistency in training, development, employment specifications.
  - Mutually agreed demand and resourcing.
  - Agreement on workforce priorities.
- AFS continues to be used to manage the size of the ADF workforce, and is better aligned with establishment to drive actions in recruiting, TEL&D, career and talent management and posting decisions.

#### **Integrated Workforce**

- ADF, APS and contractor workforces are managed differently.
- · Contractors are used to supplement permanent workforces to provide short term expertise.
- · The integrated workforce is involved with transactional activities.

### Integrated Workforce

- ADF, APS and contractor workforces are managed in a complementary manner.
- Contractors are used to supplement permanent workforces to provide expertise and skills where the workforce mix is required to deliver capability.
- The integrated workforce is involved with high value activities.

### Contractors and Defence Industry – Current and Future States

Defence's relationship with contractors and Defence Industry will take on greater importance over the next decade

### **CURRENT STATE**

#### **Defence Industry and Contractors**

- A sound relationship exists between Defence and Defence Industry. Defence Industry is recognised as a Fundamental Input to Capability.
- Defence Industry provides Defence with:
  - Defence capability and corporate systems.
  - Development and maintenance of the Defence Estate and Infrastructure.
  - Solutions for outsourced functions and contracted services.
- Contractors provide:
  - Specialist advice in areas where Defence does not have expertise.
  - Specialist functions where Defence is unable to find internal resources.

### **FUTURE STATE**

#### **Defence Industry and Contractors**

- A robust and trusted partnership exists between Defence Industry and Defence where industry's inputs to capability are valued.
- Defence Industry provides Defence with:
  - Defence capability and corporate systems, with greater levels of integrated support.
  - Development and maintenance of the Defence Estate and Infrastructure.
  - Solutions for outsourced functions and contracted services.
- Contractors provide:
  - Strategic advisory partnerships.
  - Specialist advice in areas where Defence does not have expertise.
  - Specialist functions where Defence is unable to find internal resources.

#### Defence Workforce – ADF and APS

- Defence is responsible for creating and managing Systems Program Offices (SPO) to deliver and support capabilities.
- Defence is responsible for procuring and managing large and complex government contracts through a centralised procurement and contract management model.
- APS employees are responsible for most of the large value Defence procuring and contracting activity, with specialist capability advice from both senior ADF and APS personnel.
- · Defence has centralised functions into its own shared service models.
- Defence continues to provide in-house solutions for functions that could be outsourced.

#### Defence Workforce – ADF and APS

- Defence's integral SPO functions are streamlined as Defence Industry provides more integral support.
- Defence is responsible for procuring and managing large and complex government contracts through the Smart Buyer Model.
- Defence procurement and contracting workforce is highly specialised with higher order procurement and contracting skills.
- Defence has centralised functions into its own shared service models, and is moving towards Whole of Government shared service models.
- Defence continues to manage in-house solutions for functions where a specific Defence requirement exists.

### **Defence People System Responsibilities**

Accountabilities and responsibilities are shared across the Defence People System

Responsibilities and accountabilities for the Defence People System are distributed between the DEPSEC DP, VCDF, Service Chiefs and Group Heads, Job Family Sponsors, Managers and Individuals. These responsibilities are shared across Defence.

This table identifies responsibilities for each element of the Defence People System. Mutual obligations exist between DPG and the Services and other Groups. Responsibilities and accountabilities are outlined in the following pages.

Defence People System Element	DEPSEC DP	VCDF (as Joint Force Authority)	Service Chief Group Head	Job Family Sponsor	Managers	Individuals
Workforce Planning – Demand (Size and Skills)	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	
Workforce Planning - Segmentation	✓		<ul> <li>✓</li> </ul>	$\checkmark$	✓	
Attraction and Recruitment	✓		$\checkmark$	$\checkmark$	$\checkmark$	
Training, Education, Learning and Development	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	✓
Internal Mobility, Postings and Deployments	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	✓
Performance, Talent and Career Management	$\checkmark$		$\checkmark$	$\checkmark$	$\checkmark$	✓
Retention	$\checkmark$		$\checkmark$	$\checkmark$	$\checkmark$	✓
Transition and Re-engagement	$\checkmark$		$\checkmark$	$\checkmark$	$\checkmark$	✓
Workforce Management	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	

## Responsibilities - Workforce Planning (Demand - Size and Skills)

Understanding the future workforce capacity and capability required by Defence is a critical input

Workforce demand defines the future size, skills and composition of the organisation. It is a critical input for workforce planning. The size of the Defence workforce is constrained by AFS and FTE guidance. The future demand must be affordable. Broad direction should be understood over the coming decade. Detailed demand is required three to five years into the future.

Appointment	Accountabilities and Responsibilities
	Assist Services and Groups to design and implement future organisational structures
	Assist Services and Groups to manage the number of positions against the workforce guidance
DEPSEC DP	Consolidate future workforce demand in terms of size and skills by ADF Category and APS Job Family
DEFSEC DF	Determine the impact on Defence in meeting the future skill requirements
	Advise the Services and Groups on reinvestment priorities associated with revised demand
	Monitor future demand at Service, Group and Job Family levels
	Design and implement future organisational structure to deliver the required outcomes, including consideration of the ADF TWM
	• Determine preferred workforce type (ADF, APS or Contractor) against each position and the required ADF Category or APS Job Family
	Ensure alignment between the proposed organisational structure and Group workforce guidance
Service Chief Group Head	Manage vacant positions according to Service and Group priorities
circup riota	Identify future skill requirements to support the operating models at Service and Group level
	Identify future skill requirements to support the introduction of new capability and revision of existing capability
	Determine the changes in workforce demand from current structure to the future structure
	Provide input into the design of future organisational structures from an APS Job Family perspective
Job Family Sponsor	Advise on future skill requirements for new Defence capability options
	Analyse impact of potential gaps between current and proposed future organisational structures by APS Job Family
	Provide input into the design of future organisational structures
Managers	Identify the future skills required for each position

# Responsibilities – Workforce Planning (Segmentation)

Useful frameworks for workforce categories and Job Families enable effective planning and human capital responses

Workforce segmentation classifies Defence's workforce into ADF Categories and APS Job Families. Workforce planning by specific job functions and occupations enables Defence to determine the composition of its workforce in more detail.

Segmenting the workforce by ADF Categories and APS Job Families informs recruitment, training and development, career pathways and retention.

Appointment	Accountabilities and Responsibilities						
	Develop and implement a Job Family model to classify all Defence APS positions						
	Develop and implement a People Skills System to record individual qualifications, skills and experience						
DEPSEC DP	Develop and implement a system to capture emerging skill requirements						
	Undertake configuration management of both the Job Family model and People Skills database						
	Resolve proposed Job Family changes between Service Chief or Group Head and the Job Family Sponsor						
	Undertake regular reviews of the Job Family model						
Service Chief	Classify all positions with the appropriate category / occupation						
Group Head	Liaise with respective Job Family Sponsors to confirm the appropriate classification						
	Confirm the number of positions within each Job Family and their distribution across Defence						
Joh Family Onenaan	Act as the technical authority for skills within a Job Family						
Job Family Sponsor	Approve future skill requirements within a Job Family						
	Advise on the technical classification requirements for positions to be included in a Job Family						
	Provide input into the design and implementation of the Job Family model and People Skills database						
Managers	Identify proposed changes to the Job Family classification for positions						

### **Responsibilities – Attraction and Recruitment**

Attraction and recruitment of personnel is an enduring activity in Defence

Attraction and recruitment of ADF and APS personnel is an enduring people activity, and is informed by workforce planning.

Recruitment activities cover permanent (ADF and APS), ADF Reserve, non-ongoing and contingent (contractor and casual) workforces.

Appointment	Accountabilities and Responsibilities
	Recruit Service personnel through Defence Force Recruiting and a recruiting partner (currently Manpower)
	Develop and implement an APS Recruitment Strategy, including a more streamlined and agile process
DEPSEC DP	Identify recruitment solutions to meet the future skill requirements
	Undertake generic recruitment rounds for the Defence APS
	Advise Services and Groups on recruitment policy and process
	Identify recruiting requirements for ADF and APS
Service Chief Group Head	Undertake recruitment action for selected APS roles
	Engage contractors and other contingent workers for defined work packages
	Advise on attributes required for specific roles in a Job Family, with consideration of how future skill requirements will change
Job Family Sponsor	Advise on specific attraction and recruitment issues from a Job Family perspective
	Advise on specific testing requirements within each Job Family to assess applicant suitability
	Identify future vacant positions, and determine if the position is needed
Managers	Determine if the position needs to be modified to reflect changes in the nature of the work
	Seek approval to recruit to a vacant or new role

# Responsibilities – Training, Education, Learning and Development

Developing and maintaining the necessary competencies relies on effective TEL&D frameworks

Defence invests heavily in developing the competencies required of its workforce. This is driven by the recruitment strategy, which relies heavily on recruiting ab initio and graduate entry personnel. TEL&D activities should support the acquisition and development of the future skills required by Defence.

Appointment	Accountabilities and Responsibilities
VCDF, supported by DEPSEC DP	<ul> <li>VCDF is the policy owner for ADF specific education and training that is common to the three Services</li> <li>VCDF is responsible for whole of Defence learning and development policy</li> <li>DEPSEC DP is responsible for corporate and business processes and APS learning and development</li> <li>VCDF is responsible for coordinating joint learning technology system needs, including their development, implementation and maintenance</li> <li>Assist Service Chiefs and Group Heads to meet their responsibilities</li> <li>Assist Job Family Sponsors to meet their responsibilities</li> </ul>
Service Chief Group Head	<ul> <li>Single Services – analyse, design, develop, conduct and evaluate training programs to meet Raise, Train and Sustain (RTS) functions</li> <li>For assigned training programs, analyse, design, develop, conduct and evaluate training</li> <li>Contribute to the development of policy</li> <li>Contribute to the development of Job Family profiles</li> </ul>
Job Family Sponsor	<ul> <li>Identify the competencies (qualifications, skills and experience) required within the Job Family</li> <li>Verify proposed training solutions to deliver the required competencies</li> <li>Liaise with training providers to ensure that the future skill requirements are included</li> <li>Identify career pathways within and outside of the Job Family</li> <li>Identify mandatory and desirable qualifications</li> </ul>
Managers	<ul> <li>Support individuals to meet their learning needs</li> <li>Provide coaching and mentoring support to team members</li> <li>Manage learning and development budget to optimise outcomes for Defence, including prioritisation of activities</li> </ul>
Individuals	<ul> <li>Identify future learning needs in formal courses, professional development, coaching and mentoring, and on-the-job experiences</li> <li>Complete formal courses and meet the performance standard</li> </ul>

# Responsibilities - Internal Mobility, Postings and Deployments

Developing competencies through different experiences complements formal training and development

Internal mobility, postings and deployments are activities taken to move people to positions. Balancing individual and organisational priorities is vital. Internal movements help individuals to develop their expertise consistent with their career pathway and enhance experience levels.

Appointment	Accountabilities and Responsibilities
	Develop and implement policy around internal APS movements, including for short notice project work
DEPSEC DP	Provide a system (people, processes, technology) to support centralised management of APS movements
DEPSEC DP	Support Service Chiefs and Group Heads to promote the value of internal mobility as a means of developing capability
	Provide policy and conditions of service support for ADF postings
Service Chief	Services – develop posting plans and issue posting orders for military members
Group Head	Promote internal mobility within Services and Groups to build skills and capability
	Identify intra Service and Group, and inter Service and Group moves to build individual capability
Job Family Sponsor	Identify potential internal moves as part of the overall career pathway in the Job Family
Managera	Support individuals to seek internal moves
Managers	• Where moves are not supported, discuss the reasons with affected personnel, and develop a plan to support a future move
	Identify personal preferences for internal moves (APS) and postings (ADF)
Individuals	Ensure personal preferences are updated at least annually
	Discuss potential opportunities with supervisor

### Responsibilities – Performance, Talent and Career Management

Improving performance, talent and career management underpins the creation of an effective workforce

Performance, talent and career management are inter-related activities, which are linked to individual and organisational development requirements.

Coordinating efforts in these areas will grow the capabilities of the Defence workforce.

Appointment	Accountabilities and Responsibilities						
	• Develop and implement performance and talent management systems, with a focus on ELs and SES Band 1 and 2 (to complement the talent management for SES Band 1 and 2 identified in Unlocking Potential*)						
DEPSEC DP	Develop and implement a career management system to support the development of APS employees						
	Develop an approach for identification of high-talent APS employees						
	Advise Services and Groups on performance, talent and career management systems						
Service Chief	Apply performance, talent and career management systems for their personnel						
Group Head	Advise Job Family Sponsors on suggested changes to career pathways within a specific Job Family						
Job Fomily Changer	Review career pathways within and between Job Families to meet performance, talent and career management system needs						
Job Family Sponsor	Advise on performance, talent and career management issues on an as required basis						
	Manage the performance of assigned personnel						
Managers	Participate in talent and career management discussions for personnel						
	Participate in performance and talent management						
Individuals	Where appropriate, seek support from the career management system						

### **Responsibilities – Retention**

Retaining personnel is an ongoing challenge and is a shared responsibility between leaders, managers and individuals

Retention planning is important for Defence. Succession planning for selected roles is important and should be supported by effective development, performance, talent and career management systems. Turnover of personnel is inevitable, and can assist Defence to refresh its workforce with new people and different skills.

Appointment	Accountabilities and Responsibilities						
DEPSEC DP	<ul> <li>Develop and implement retention policy</li> <li>Support the development and implementation of retention initiatives</li> </ul>						
	Advise Services and Groups on specific retention initiatives for the Service or Group						
Service Chief Group Head							
Job Family Sponsor	<ul> <li>Develop and implement specific retention initiatives for APS Job Families</li> <li>Collaborate with Service Chiefs and Group Heads to improve retention in high risk areas</li> </ul>						
Managers	<ul> <li>Understand retention intentions of personnel</li> <li>Identify local initiatives to support the retention of personnel, including meeting individual preferences around working flexibility</li> </ul>						
Individuals	Discuss intentions to remain as part of ongoing development and performance discussions with their manager						

### **Responsibilities – Transition and Re-engagement**

Effective transition and re-engagement frameworks will enable Defence to access a wider talent pool

Supporting people to transition from Defence into new employment or new life phase is important.

Providing opportunities for personnel to return to Defence and transition between Service Categories will increase workforce diversity and experience.

Appointment	Accountabilities and Responsibilities
	Develop and implement systems to support the transition and re-engagement of Defence personnel (ADF and APS)
DEPSEC DP	Continue to develop ForceNet, ensuring that it continues to engage with ADF members after separation
	Consider extension of ForceNet to APS employees who have separated
	Identify specific roles which may be appropriate for individuals with prior Defence experience
Service Chief Group Head	Ensure appropriate knowledge transfer mechanisms are in place
	Use ForceNet to find suitable people for short-term contract engagements
Joh Family Onenaan	Identify specific roles which may be appropriate for individuals with prior Defence experience
Job Family Sponsor	Use ForceNet to find suitable people for short-term contract engagements
	Support personnel to make a smooth transition out of Defence
Managers	Ensure knowledge transfer occurs within the workplace
	Where appropriate, maintain professional contact with previous personnel
	Collaborate with managers and work colleagues to facilitate knowledge transfer
Individuals	Update personal contact details (if interested in returning to Defence)
	Update preferences about returning to Defence work including the relevant Service Category provision under the ADF TWM

### **Responsibilities – Workforce Management**

Workforce management is a continual activity and supports resource planning and management

Workforce management is the activities undertaken to achieve the approved size, composition and skills necessary to deliver the required outputs.

Workforce management outcomes are reported in the Defence Annual Report.

Appointment	Accountabilities and Responsibilities
DEPSEC DP	Resolve AFS and FTE workforce allocation issues across Defence
	Maintain AFS and FTE guidance for Services and Groups
	Produce workforce data and supporting analysis to enable workforce planning and management
	Produce workforce reports
	Develop and maintain a People Skills System to enable individuals to record their qualifications, skills and experiences
VCDF (as Joint Force Authority)	<ul> <li>Management of demand, organisation structures, skill and competency requirements, education and training, employment category specifications and workforce priorities for joint capabilities</li> </ul>
Service Chief Group Head	Manage workforce levels within agreed AFS and FTE guidance tolerance levels
	Allocate AFS and FTE within the Service or Group to deliver performance outcomes
	Resolve workforce allocation issues within the Service or Group
Job Family Sponsor	Collaborate with Services and Groups to resolve workforce allocation issues related to specific Job Families
Managers	Validate individual qualifications, skills and experiences recorded
Individuals	Record qualifications, skills and experiences in People Skills database (updated six monthly)

## Glossary

ADF	Australian Defence Force
ADFA	Australian Defence Force Academy
ADO	Australian Defence Organisation
AFS	Average Funded Strength
ANZSCO	Australian New Zealand Standard Classification of Occupations
APS	Australian Public Service
CASG	Capability Acquisition and Sustainment Group
CDF	Chief of the Defence Force
CFOG	Chief Finance Officer Group
CIOG	Chief Information Officer Group
COSC	Chiefs of the Service Committee
DCC	Defence Civilian Committee
DACC	Defence Assistance to the Civil Community
DAPSSCO	Defence Australian Public Service Standard Classification of Occupations
DESG	Defence Executive Support Group
DPG	Defence People Group
DSTG	Defence Science and Technology Group
DSWP	Defence Strategic Workforce Plan
DSVS	Defence Security and Vetting Service
DWP	Defence White Paper
E&IG	Estate and Infrastructure Group
EPBC Act	The Environment Protection and Biodiversity Conservation Act 1999.
FPR	First Principles Review
FTE	Full Time Equivalent
HADR	Humanitarian Assistance and Disaster Relief
ICT	Information Communications Technology
	ADFA ADO AFS ANZSCO APS CASG CDF CFOG CIOG COSC DCC DACC DACC DACC DAPSSCO DESG DPG DSTG DSWP DSVS DWP E&IG EPBC Act FPR FTE HADR

IIP	Integrated Investment Program
IMPS	Initial Minimum Period of Service
JOC	Joint Operations Command
ROSO	Return of Service Obligation
SP&IG	Strategic Policy and Intelligence Group
STEM	Science, Technology, Engineering and Mathematics
TWM	Total Workforce Model
UNSCR	United Nation's Security Council Resolution
VCDF	Vice Chief of the Defence Force
WHS	Work Health and Safety



### Definitions

### Average Funded Strength (AFS)

The average number of full-time equivalent ADF permanent force members and reservists on continuous full time service paid during a financial year.

### Contractor

A person who is engaged by Defence and represents a business resource and is subject to direct management by Defence. Does not include contracts for outsourced services.

### Critical category/occupation

An employment category/occupation that is experiencing or is anticipated to experience a shortfall in numbers of personnel at required skill and rank levels, to the extent that this could severely limit the range of strategic and operational options available to achieve the Defence mission.

### DAPSSCO

The Defence Australian Public Service Standard Classification of Occupations, used by Defence to classify each occupation within its APS workforce.

### Full Time Equivalent (FTE)

The calculation of all paid civilian employees within Defence as it equates to a full time employee working 37.50 hours per week minus any hours of unpaid leave.

### Integrated workforce

The Defence integrated workforce consists of military (Permanent and Reserve Forces) and civilian (APS and contractor) workforces.

### Length of service

The total period of time completed in the ADF or in Defence APS employment.

#### Separation

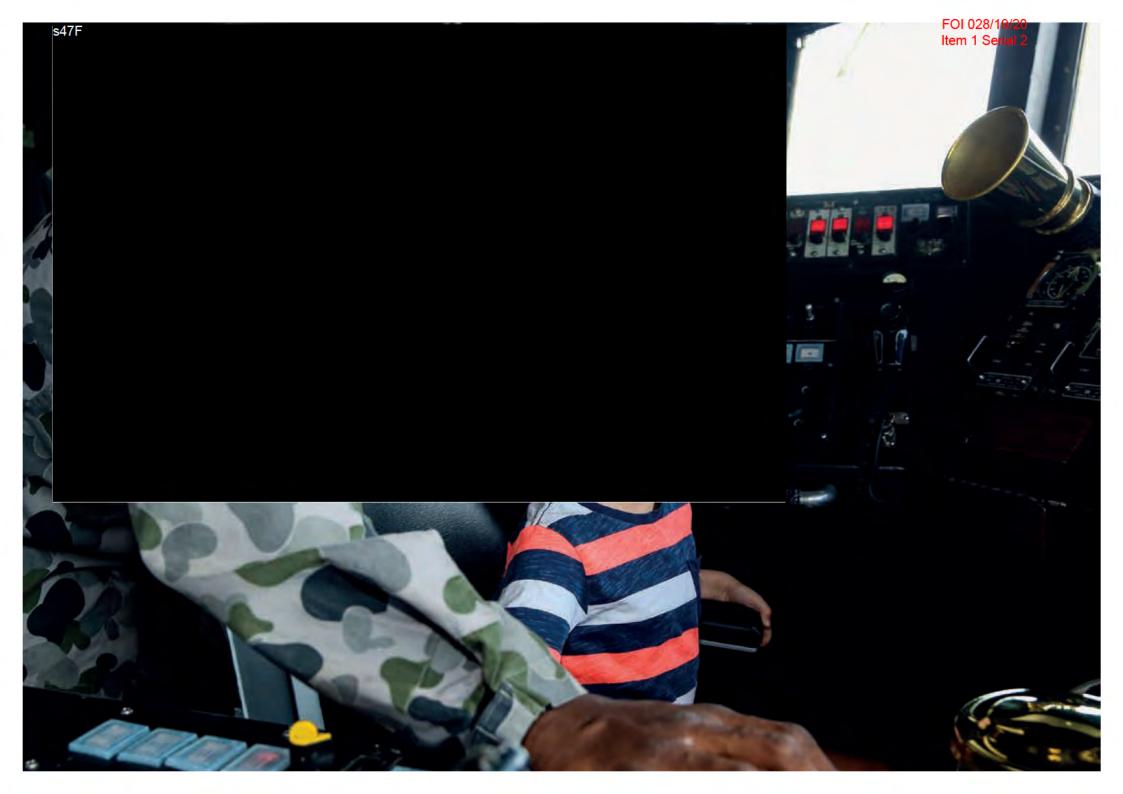
The departure of an ADF member or APS employee from the Defence workforce – includes voluntary and involuntary separations.

### 70:20:10 Learning Model

A learning and development model whereby learning is approximately:

- 70% from on the job experience
- 20% from mentoring and coaching
- 10% from formal training and development









DPS-SEP006-2016



# Defence Strategic Workforce Plan 2016-2026 Part Two

A Plan to Deliver the One Defence Workforce





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## Executive Summary – Environment and Workforce Analyses

Shaping Defence's future workforce requires understanding of the external environment and the Defence workforce

### **Defence Capability**

The Defence mission is to defend Australia and its national interests. The long-term plan for how this will be achieved and the capabilities that Defence is required to deliver are set out in the Defence White Paper (DWP) and Integrated Investment Program (IIP). This Defence Strategic Workforce Plan (DSWP) identifies how Defence will deliver the workforce that is required now and in the future.

#### **Defence's External Environment**

The analysis of Defence's external environment identifies the factors that influence the Defence workforce and how it operates. The analysis examines the external environment from the following perspectives: political, economic, social, technological, environmental, legal, and Defence Industry. This leads to an understanding of the challenges and risks faced by Defence in generating and sustaining its workforce.

The factors that have been identified have the potential to impact on Defence's capacity to develop and manage future workforce to deliver Defence capability. There are external challenges and risks to Defence's ability to attract, recruit and retain the Defence workforce. The analysis of the external environment includes identification of workforce opportunities and threats.

### **Workforce Analysis**

The Defence workforce has been analysed within segments:

- the individual Services,
- the Defence APS, and
- 10 priority segments that relate to specific capabilities and occupational groupings.

This analysis is designed to identify areas where Defence will face challenges in meeting future workforce requirements.

Over the next decade, the ADF will grow from around 58,600 (at 30 June 2016) to 62,400, with new capabilities as outlined in the Defence White Paper 2016. The APS too, will grow from around 17,400 (at 30 June 2016) to 18,200. However, shifting priorities mean that Defence will have to deliver extant capabilities through efficiencies and offsets. Delivering new capabilities will require transitioning people, both military and civilian, to new priorities and away from lower priority areas.

The workforce analysis examines a variety of issues, including:

- Achieving the military and civilian workforce allocations;
- Workforce growth and demand;
- Future skills;
- Capability implications;
- Recruitment levels;
- Training capacity;
- STEM workforce, given its importance to priority workforce segments;
- Security clearances;
- Age and length of service profiles;
- Workforce diversity women and Indigenous; and
- Retention and succession planning.

Many of these issues are common across Defence. The treatment of these issues will require tailored interventions for each workforce segment.

The workforce analysis is used to support the identification of workforce risks.

### Executive Summary – Workforce Risks and Actions

Workforce risks exists across the people system and will be addressed by a program of 10 workforce actions

#### **Workforce Risks**

Workforce risks were collated from the Environmental Analysis, Workforce Analysis and stakeholder meetings. The workforce risk analysis is consistent with Defence's HR Risk Framework.

Workforce risks have been aligned to the functions in the Defence People System. This provides a focal point for the development of workforce actions.

Defence's highest workforce risks are assessed in the following areas:

- Future demand defining workforce size and skills requirements;
- Segmentation a framework to categorise people and positions according to qualifications, skills and experience; and
- Attraction and recruitment.

Workforce planning and management is limited by the following: lack of definition of current and future workforce demand by numbers and skills; and, inability to identify individuals by skills. Addressing these will enable gaps to be identified, which will drive other elements of the People System.

Attracting and recruiting people to the ADF and APS is critical to the generation of future Defence capability. If Defence fails to attract and recruit the right people, then Defence capability risks are increased.

Medium level risks were identified in:

- Training, Education, Learning and Development;
- Performance, Talent and Career Management;
- APS mobility;
- Retention; and
- Transition and Re-engagement.

Defence's corporate HR systems are not explicitly assessed in this DSWP. However, the corporate HR systems are an enabler and are considered a risk due to a lack of agility.

### **Workforce Actions**

Ten workforce actions are proposed to address the workforce risks that have been identified. The workforce actions aim to:

- Improve the definition of future workforce demand;
- Renew the Defence APS Job Family framework;
- Create a People Skills System, to capture the qualifications, skills and experience of the whole Defence workforce;
- Improve ADF recruiting;
- Improve APS recruiting;
- Create a more capable Defence Training, Education, Learning and Development system;
- Improve APS mobility;
- Improve APS career and talent management;
- Enhance partnerships with Industry, academia and other Government departments; and
- Improve transition and re-engagement opportunities.

These workforce actions will be developed and implemented as discrete projects within DPG. Actions will be developed collaboratively with the Services and Groups, consistent with the roles and responsibilities identified in the DSWP Part One.

The actions are linked and need to be implemented as an integrated program. Together, they will provide Defence with a more capable and flexible workforce, ready to adapt and meet future requirements.

The DWP People Initiatives have been referenced in this document and are included as an attachment for reference.

The implementation of each action area will require consideration of various workforce groups, including STEM, gender, Indigenous, Culturally and Linguistically Diverse (CALD) and people with disability.



# **Environmental Analysis**

The only people who see the whole picture are the ones who step outside the frame

Salman Rushdie, Novelist

### **Environmental Analysis**

Using a PESTELI analysis, Defence is informed about the workforce implications from the broader environment

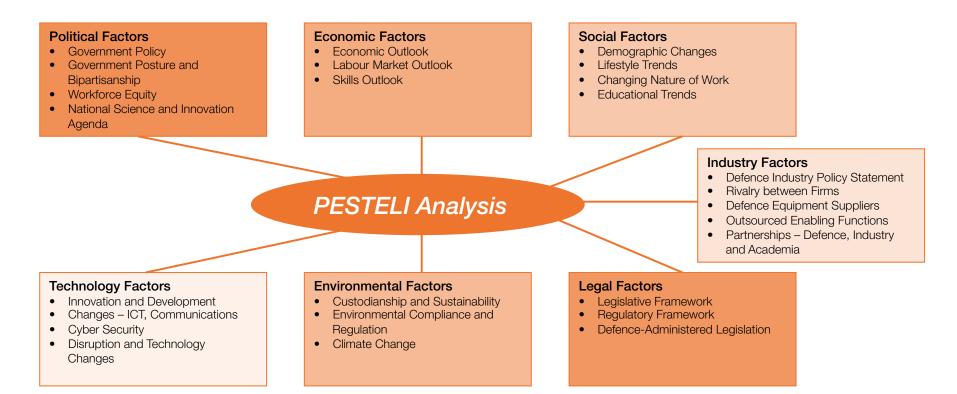
The environmental analysis looks externally to Defence and is based on the PESTELI Framework (Political, Economic, Social, Technology, Environment, Legal and Industry).

Detailed analysis of these respective domains is available in a separate supporting document – see Defence Strategic Workforce Plan 2016-2026: Environmental Analysis.

The following pages provide a summary that outlines the current and emerging trends, which have been used to inform assessments on:

- Likely implications for Defence's integrated workforce ADF, APS and contractor
- Workforce opportunities
- Workforce threats

This analysis informs the workforce risk assessments.



### **PESTELI** Analysis

### Complexities in Defence's external environment present opportunities and threats to the future workforce

Australian and global influences will shape the future Defence workforce. Understanding these drivers is important for workforce planning.

- DWP outlines workforce growth in specific functions. Greater competition for STEM professionals, notably in cyber-security, will intensify.
- Political and economic factors will shape Defence's future work environment.

### Political

Government policy influences the size, shape and characteristics of the Defence workforce. With the release of DWP, Defence is embarking on an ambitious agenda to modernise the ADF and introduce new capabilities.

Defence is fortunate to enjoy broad bipartisan support from the major political parties. Defence will continue to respond to operational commitments, and will be well placed to do so in the future.

The Government expects, and Defence is committed to deliver, higher participation rates for women and Indigenous people, and greater diversity in the workforce. Defence's actions are consistent with the Government's policy and commitments to the *UNSCR1325* (United Nations Security Council Resolution on Women, Peace and Security) and the *APS Gender Equality Strategy 2016-19.* 

The Government is looking for greater flexibility in the management of the APS workforce, as outlined in *Unlocking Potential: Australian Public Service Workforce Management Contestability Review 2015.* 

The Government's *National Innovation and Science Agenda* complements the DWP, supports growth in STEM and enables flexible work.

#### Economic

The three main economic influences are the economic outlook, labour market outlook and the skills outlook.

Economic growth rates are expected to slow due to lower growth in the population, participation rate and productivity. Variation in growth will occur between industries and occupations. Demand for skills will vary between occupations as the Australian economy reacts to changes in investment patterns.

Labour market outlook continues to remain relatively stagnant, with participation rates about 65%, and unemployment remaining low. Job growth has been more prevalent in part-time roles, and increases in hours worked. This is consistent with the increase in the contingent workforce both within Australia and overseas. Youth unemployment is likely to remain high.

The skills outlook reflects growing demand for higher value capabilities. Competition is likely to remain high in STEM, specialist IT roles, specialised managers (for example, in STEM fields), data analytics, health care and environmental science. Investment in trade training and apprenticeships has declined in recent years. Scarcity of skills will increase competition between employers in most sectors.

### Social

Four principal social influences were identified and analysed. These include demographic changes, lifestyle trends, the future of work and educational trends.

Australia's workforce is ageing with five generations represented in the workforce. Understanding generation career and life stages is important in balancing individual preferences with organisational requirements.

People are balancing greater family, career and community commitments. People are changing jobs more frequently. Traditional career models will continue to exist but will be less dominant in the employment landscape. This has direct implications for the Defence workforce.

Employee expectations are changing about career and work itself. Enabled by technology, the nature of work will evolve and become less process oriented and centred more on value adding services and creativity. People will desire enhanced options to be able to work remotely and on different IT devices.

Educational trends show lower enrolments in STEM subjects at school and apprenticeships. Declines have also been recorded in completion rates for tertiary studies. Improving education and training outcomes underpin the future workforce.

Reference: Defence Strategic Workforce Plan 2016-2026: Environmental Analysis

### **PESTELI** Analysis (continued)

Complexities in Defence's external environment present opportunities and threats to the future workforce

### Technology

Technology is changing rapidly across the globe. Over the last decade, the proliferation of smart mobile devices combined with disruptive ideas is changing work and life in general.

Defence is recognised as a high-technology and innovative workplace, particularly in military hardware. This reputation does not hold true for all technology systems as some of Defence's corporate systems are reaching their end of life, and could be considered obsolete.

Mobile devices offer improved functionality, allow personnel to work differently, and enable them to be supported in remote locations; however, their use is limited in Defence. People in many organisations expect to use their own devices within the workplace.

Demand for cyber-security professionals is high, as more organisations are reliant on protecting their IT systems and data resources. Demand is growing in many non-traditional industries. Workforce growth for cyber professionals will intensify concurrently as Defence is trying to expand its cyber capability. Alternate workforce solutions may be needed.

While predicting technology trends can be difficult, technology will evolve and continue to disrupt work. Embracing and leveraging these changes in an agile manner will be important for Defence.

### Environment

Two main factors remain important to Defence and its use of the environment.

Defence manages the majority of the Commonwealth's property, and is keen to be seen as an excellent custodian of the estate. This requires specialist personnel to ensure Defence's obligations under the EPBC Act are met, and environment provisions are met.

Climate change is likely to affect operational (including HADR) and training activities. The impact could be more pronounced and unpredictable. The future Defence workforce will be more aware of climate change and its impacts.

### Legal

Defence operates in a unique legal environment. The legislative framework for the ADF and APS is based on different employment constructs.

Defence is obliged to meet regulatory requirements in professional disciplines from aviation, engineering, legal to medical practice. This is consistent with duty of care to its people and the broader community.

Legislation and administrative policy guide the leadership and management of the Defence workforce.

### **Defence Industry**

Defence Industry is now recognised as a Fundamental Input to Capability (FIC). Defence relies heavily on contractor and Industry expertise and FPR estimated that 27,000 people were employed in this sector.

Within the Defence Industry, rivalry and collaboration can exist side by side. People can move freely between firms, and companies who can guarantee the consistent supply of high quality people will enjoy a competitive advantage in the market.

Defence Industry consists of a small number of major international and numerous local suppliers. Multiple companies can be contracted to develop and sustain Defence equipment.

Since the 1990s, Defence has outsourced enabling functions to drive operating efficiencies. FPR identified further outsourcing is likely. Changes in Defence's enabling workforce could be required as these functions are reviewed.

Improving partnerships between Defence, Defence Industry and academia is critical. Defence will continue to expand its relationship with Industry and academia for mutual benefit.

Defence assumes that Industry will be able to deliver the required products and services, when needed. However, Industry faces similar challenges in recruiting, developing and retaining personnel. Therefore, Industry capacity requires assessment as part of the Industry FIC.

Reference: Defence Strategic Workforce Plan 2016-2026: Environmental Analysis

### Summary of Opportunities - PESTELI Analysis

Leveraging opportunities and minimising threats enables Defence to create a high performance workforce

Defence's workforce opportunities relate to: attraction, recruitment and retention; productivity; and diversity. Leveraging these aspects will help Defence to deliver the necessary workforce capability and capacity.

#### Attraction, Recruitment and Retention

- Promotion of Defence's approach in developing the skills of its people through education and training, challenging work, and support.
- Identification and development of alternative labour sources to meet Defence's emerging needs.
- Promotion of Defence's technology including the uniqueness and innovation in military hardware, to attract, recruit and retain people, with an emphasis on STEM and cyber-security personnel, and expanded opportunities for women in STEM.
- Implementation and use of the ADF Total Workforce Model (TWM) to support flexibility for individuals, which will enhance attraction and retention.
- Enhancements in flexible working arrangements and use of mobile technology.
- Promotion of Defence's ongoing contribution to the broader community including humanitarian and community assistance, and its management of Defence Estate.

#### Productivity

- Advancements in mobile technology enable increased workplace flexibility, including when, how and where people are able to work.
- Enhanced flexible working arrangements to provide productive, individualised work plans to meet unique circumstances and improve work-life balance.
- Undertake a STEM scan to understand and support the long-term availability of a highly skilled and qualified STEM workforce.
- Improvements in collaboration between Defence and Defence Industry to facilitate knowledge and skills transfer to enable Defence to become a "Smart Buyer" and to enhance retention.
- Creation of formal partnerships with Defence Industry and academia to improve collaboration, knowledge transfer and skill development for mutual benefit.

Reference: Defence Strategic Workforce Plan 2016-2026: Environmental Analysis

#### Diversity

- Defence becomes recognised as a leader in diversity, notably in gender equality and promoter of Indigenous people.
- Society's increasing diversity creates opportunities to increase diversity in Defence.
- The ageing Australian workforce provides an opportunity for Defence to attract and retrain older workers.



### Summary of Threats – PESTELI Analysis

Leveraging opportunities and minimising threats enables Defence to create a high performance workforce

Defence's workforce threats are increased demand and competition for skilled staff, societal changes, technology, future funding and reputational risk. Failure to appreciate and understand these threats will increase Defence's vulnerability around its workforce.

### **Broader Competition for Skilled Personnel**

- A competitive market for selected occupations, notably cyber-security and STEM workforces, will
  make it challenging for Defence to fill jobs.
- Increasing international competition, particularly in the Asian region, for skilled personnel in the short and long term may reduce the talent pool for recruitment and could entice existing Defence personnel to other employers.
- The exit of the baby boomer generation may result in the loss of corporate knowledge and create critical technical skills gaps.
- Defence is vulnerable to the loss of ADF and APS personnel where functions are outsourced to Industry.
- Small companies, notably Small to Medium sized Enterprises, are vulnerable to loss of skilled personnel to other companies both within and outside of the Defence Industry sector.

#### Increased Demand for Skilled Personnel

- The DWP identifies increased demand in nominated capability areas including intelligence and cyber-security. These demands are in workforce segments with greater competition.
- The ageing Australian population will likely create greater demand for certain occupations of critical importance to Defence such as medical practitioners.
- Unless Defence can attract and retain a high quality STEM workforce, it may struggle to be at the leading edge of science and technology development.
- Delays in responding to advancements in technology could affect attraction, recruitment and retention outcomes.
- Defence is vulnerable if Industry does not develop and train the skills required to ensure continuity of service provision.

Reference: Defence Strategic Workforce Plan 2016-2026: Environmental Analysis

 Developing and maintaining a skilled workforce to develop the appropriate environmental policies and to ensure Defence complies with legislation.

#### Societal Changes

- As the nature of work changes, people will expect to work in a more connected and flexible
  manner with less hierarchy and more flexible career structures. These issues challenge traditional
  organisations such as Defence, public sector agencies and some private firms.
- The changing cultural composition of Australia's population may reduce the pool of candidates with a propensity to join Defence, particularly amongst those groups or individuals for whom the military is not viewed favourably.
- An increasing portion of Australia's population may be ineligible for employment within Defence due to health or security clearance issues.



### Summary of Threats (Continued) - PESTELI Analysis

Leveraging opportunities and minimising threats enables Defence to create a high performance workforce

#### Defence Technology

- While Defence's technology in military hardware is a potential advantage for attracting, recruiting and retaining personnel, Defence's ICT Standard Operating Environment is well behind the current ICT environment in Government sector agencies and the private sector.
- Defence's use of mobile technology is relatively low, and the ability of personnel to work remotely
  on different devices is limited. While this is understandable from security aspects, this does overly
  restrict some of Defence's work activities.
- Defence's ICT support to bases in regional and remote parts of Australia is affected by the quality
  of telecommunication services in these areas. This covers both phone and internet services.
  This impacts on the ability to share information across the Defence Protected Network and other
  systems.
- These technology limitations represent a significant challenge to Defence and have impacts on the attraction, recruitment and retention of personnel.

#### **Defence Funding**

- Declines in population, workforce participation and productivity growth could impact future economic growth, and the Government's capacity to fund the Defence budget.
- Budget pressures are likely to exist over the next decade as Australia's tax revenues from the mining boom decline and the transition to the new economy occurs.
- Declining Government revenues could lead to fiscal restraints and a reprioritisation of the investments in DWP. This could lead to changes in Defence's Integrated Investment Plan (IIP), and potential impacts on workforce growth in Defence and Defence Industry.

#### **Reputational Risk - Poor Recruitment and Retention Outcomes**

- Poor behaviour by individuals and groups attract adverse publicity and media attention. While improved education and awareness measures have been introduced, the reputational risk remains; this could harm Defence's ability to recruit and retain personnel.
- Failing to enhance Defence's reputation as a responsible custodian of the environment will harm recruitment and retention outcomes.
- Failing to discharge our obligations in accordance with relevant legislative requirements may harm Defence's reputation as an employer.



Reference: Defence Strategic Workforce Plan 2016-2026: Environmental Analysis

### Summary of Environmental Analysis

Defence needs to be prepared for changes in the external environment

#### The workforce implications from the environmental analysis include:

- Defence's future workforce growth is heavily weighted towards increasing STEM capabilities across multiple ADF categories and APS Job Families. The demand for the STEM workforce across the Australian and global economies is increasing. The competition for STEM workforce is expected to intensify, and Defence is likely to find greater challenges in growing its organic STEM workforce. This reinforces the need to improve partnerships with Industry and academia, and to review the workforce mix between ADF, APS and contractors.
- Competition for skilled and experienced people is expected to increase in the future. Attracting
  and retaining people will become more difficult; our competitors will move quickly in the market
  using a variety of recruitment approaches and could offer more compelling value propositions.
  Developing more agile and responsive processes for recruitment and retention will be necessary
  to match our potential competitors.
- Economic growth in the broader economy drives demand for workforce. Workforce growth will
  decline due to changes in demographics, with baby boomers retiring and fewer younger people
  entering the workforce. Increasing workforce participation and encouraging people to stay in
  work for longer are important considerations. These factors will influence the Defence workforce
  as current personnel become eligible for retirement, and Defence faces greater competition for
  younger workers. There may be opportunities to attract older workers to Defence and provide
  them new skills.
- Defence will continue to invest in building the skills of the future workforce in order to meet specific capability requirements. Depending on the educational background and skills of people joining Defence, the internal training liability could increase. If this situation occurs, the proportion of the total workforce who are undergoing training will increase and Defence will need to direct more resources to educational and training activities.
- Defence will rely more heavily on Defence Industry to deliver capability solutions and enabling functions. As Defence Industry grows to expand its capacity and capability, it may look to recruit current and previous Defence personnel to meet their needs. In the short-term, this could create retention problems for Defence with the loss of quality and experienced people. In the long-term, if Defence Industry does not train replacement personnel and these functions no longer exist in Defence, then Industry could be faced with skills shortages in particular areas.

Reference: Defence Strategic Workforce Plan 2016-2026: Environmental Analysis

- The nature of work will continue to evolve as technology advancements enable new ways of
  working. Flexible work arrangements will become more prevalent and more people are expected
  to work on a contingent basis, where they enjoy greater freedom about the projects they
  undertake. Traditional career models will remain; however, fewer people will be attracted to them
  as they may not offer the flexibility desired by people. These aspects will challenge Defence's
  working models where most people work in well-defined locations and in a full-time capacity.
- Improving workforce diversity will be a mantra for most Australian organisations. Attracting, recruiting, developing and retaining more women, more people with CALD backgrounds and Indigenous people will be a challenge. Defence's ability to differentiate itself from other employers by offering a compelling, challenging, flexible and supportive environment will determine its success in achieving a more diverse workforce.



# Workforce Analysis

The goal is to turn data into information, and information into insight

Carly Fiorina, Businesswoman

### Workforce Analysis

Each Service, the Defence APS and priority workforce segments were analysed for the DSWP

A workforce analysis covering both current and future states has been produced for each of the Services and the Defence APS:

- Navy
- Army
- Air Force
- Defence APS

Workforce analyses have also been completed for the following priority workforce segments:

- Submarine (Navy)
- Procurement and Contracting (APS)
- Project Management (APS)
- Science and Technology (APS)
- Strategic and International Policy (APS)
- Engineering and Technical (Integrated)
- Health (Integrated)
- Information Communications Technology (Integrated)
- Intelligence (Integrated)
- Logistics (Integrated)

The current state analysis is a summary of the workforce in early 2016.

The future state analysis is a summary of workforce issues relating to future capability.

#### Points to note:

- The analysis of these segments is available in separate DSWP supporting documents (classified)

   a separate document has been produced for each workforce segment. A summary of key
   issues is provided on the following pages.
- The DSWP provides a strategic overview of these segments. Further detail will be provided in respective single Service, Group and Job Family workforce plans.
- Currently, the cyber workforce is not a discrete Job Family. The cyber workforce is covered in the ICT and Intelligence workforce segments.
- The Project Management analysis considers only the Defence APS workforce. Although project
  manager roles in CASG are performed by both ADF and APS personnel, the Services do not
  have specific categories for project managers.
- Workforce demand cannot be reliably determined for APS Job Families due to the large number of APS positions that are excess to current FTE allocations.
- Defence has a limited understanding of the skills that are required in the future. This is a limitation for the future state analysis; future workforce requirements are based only on broad workforce numbers.



### Summary – Workforce Analysis

The workforce analysis has identified concerns in a number of areas

The workforce analysis for each Service, the Defence APS and the priority workforce segments identifies the strategic workforce issues. This summary is a judgement that is informed by the respective workforce analyses. The risk may not be evenly distributed within the segments.



### **Overview of Workforce Issues**

Variation exists across the Services, the Defence APS and the priority segments

#### **AFS Achievement**

- AFS achievement has varied over the past five years in each Service. In FY15-16 Navy <sup>\$22</sup>
   were less than 1% below AFS guidance, <sup>\$22</sup>
- AFS guidance increases over the decade for each Service: Navy up by 889 (6.2%) <sup>\$22</sup>
   Navy and <sup>\$22</sup>
   Navy and <sup>\$22</sup>
   expect to be close to AFS
   guidance throughout the decade, although <sup>\$22</sup>
   may experience some periods of overachievement in the early years of the decade as it rebalances its workforce. <sup>\$22</sup>

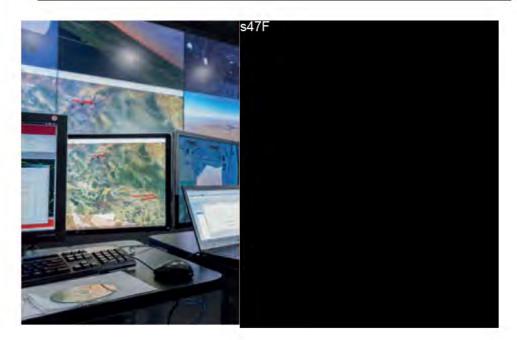


#### Vacancies

 Despite actual AFS and FTE levels being close to guidance, military and civilian vacancies exist; therefore, the vacancies are not necessarily a realistic indicator of workforce gaps. The issue is most acute in the Defence APS where there is now a focus on reducing the APS establishment to 'headcount + 9%'. At 1 July 2016 the Defence APS headcount was 18,578 and there were 23,220 positions, which requires 2,970 positions to be inactivated in order to reach the target. Different management practices may enable a target that is lower than 'headcount + 9%'. A continued focus on establishment discipline is required.

#### **Capability Impacts**

- Workforce shortages impact on the delivery of Defence's capability. Currently, the ADF has 10 critical categories while the Defence APS workforce has 13 critical occupations. These are defined as those categories and occupations that could have a significant negative impact on Defence outcomes.
- The growth in the Intelligence workforce is a common concern for all Services in meeting single Service and Joint priorities. Other expected concerns are Navy's Maritime Warfare Officers, Submariners and Marine Technicians; 522
- s22



Variation exists across the Services, the Defence APS and the priority segments

### **STEM Workforce**

- Defence's current workforce relies heavily on STEM occupations. While the STEM occupations are varied, recruitment and retention issues exist in many of these categories and Job Families. This reflects the high level of competition for STEM workers in Australian and global economies.
- Recognising the importance of the STEM workforce to Defence's outcomes, four of the 19 DWP People Initiatives related to the STEM workforce.
- Defence's future capabilities will be almost entirely reliant on a highly skilled STEM workforce. The demand for STEM workforce will increase, particularly within the Services, VCDFG, CASG, DSTG, CIOG and SP&IG.
- Developing a holistic approach to acquiring, growing and retaining Defence's STEM workforce is important.

### **Categories and Job Families**

- Category and Job Family frameworks are complex and do not meet Defence's needs. Simplifying these frameworks and minimising the number of categories and Job Families is desirable.
- APS Job Families are not used to the extent possible to inform recruitment, training and development, career pathways and retention plans.
- While the DWP provides a macro view of workforce growth by broad capabilities, this information has not been translated into categories and Job Families. This needs to be addressed during the development of Group and Job Family Workforce Plans.
- The lack of future demand at a Job Family and occupation level limits the workforce planning that can be conducted, which has flow on effects to determining specific recruitment targets, TEL&D requirements, and retention outcomes.

### Recruitment

- Recruiting for officer and technical categories remains challenging for the three Services
- From 2013 to 2015, APS recruitment was limited to graduates and specific roles. APS recruiting restrictions are gradually easing.
- Recruitment activity is expected to increase to meet the future growth targets, and will be shaped by changes in future separation rates. Indicative annual recruitment levels by Service and the Defence APS are as follows:
  - Navy: between 1,400 and 1,670 people (current annual levels vary between 950 and 1,400)

# s22

- Defence APS: between 1,200 and 1,600 people
- While these macro forecasts indicate the size of the recruitment effort, detailed forecasts by occupation are more beneficial.

Variation exists across the Services, the Defence APS and the priority segments

#### **Future Growth**

- Future growth within Defence is designed to meet the requirements of the DWP. Growth
  requirements in the cyber and intelligence related occupations is higher than the average
  increases by Service and the Defence APS.
- The growth in AFS guidance in each Service is not linear; s22
- At the macro level the Services are expected to be able to meet DWP growth, although pressure will be placed on recruit training systems. Concerns may arise within specific schools where growth is greatest; for example, intelligence and communications. Service workforce plans should address these issues.
- Navy's growth in submariners continues to 2025 as part of the preparation for the introduction of the new submarines in early 2030's. As a proportion of AFS, Navy's Submarine Arm increases from 5.2% (FY15-16) to 7.6% (FY25-26).

#### **Future Skills**

- The lack of clarity about the future demand by category and Job Family has consequences for identifying the future skills and capabilities required by the Defence workforce. This limits Defence's ability to determine how these skills be acquired, developed and maintained.
- The expected future skills will become more specialised in occupations related to the priority workforce segments, notably intelligence, ICT, project management, and procurement and contracting.

### **Training Capacity**

- Training capacity constraints currently exist for selected occupations. In particular, Navy's main concern relates to having sufficient training bunks at sea to enable the completion of sea-based training.
- Increased numbers of recruits to meet DWP growth will place greater demands on Defence's training centres to meet the necessary throughput. This pressure will be experienced particularly within the intelligence and communications categories.

### Security Clearances

- The Top Secret Positive Vetting backlog exceeds 2,400, and processing times now exceed 14 months (against a benchmark of six months). The Australian Government Security Vetting Authority (AGSVA) has implemented changes to reduce the backlog and processing times. This issue affects the employment of people across multiple categories and Job Families.
- AGSVA's plan to reduce the processing times and backlog for security clearances will be fully realised in FY20-21.
- Groups and Services will also introduce options to reorganise workloads to make better use of
  personnel who have a clearance and are awaiting a higher level clearance.



Variation exists across the Services, the Defence APS and the priority segments

#### **Internal Mobility**

- Internal mobility between Groups in the Defence APS workforce has averaged around 2% in recent years; that is around 2% of the workforce has moved from one Group to another each year. The number of internal moves decreased when the recruitment restrictions existed.
- Defence is keen to improve the internal mobility rates for APS employees. However, as roles become more specialised with higher knowledge and skill requirements, this may restrict internal mobility.

#### Workforce Ageing

• Over the past decade, Defence's workforce has aged due to a combination of factors. The increase in the median age over the last decade has been most evident in Navy (from 28.1 to

29.9 years), <sup>s22</sup> s22

- Defence's workforce (Services and APS) is expected to continue to age over the next decade, with corresponding increases in the length of service profile.
- The number of age retirements is likely to increase. While the loss of experienced personnel may
  cause knowledge transfer issues, it provides opportunities for workforce renewal, which is a
  greater priority given Defence's workforce growth plans.

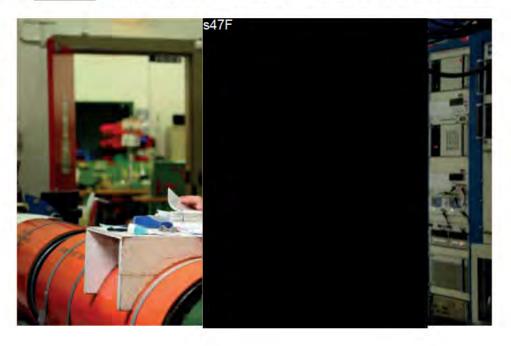
### Length of Service Profile

• Length of service profiles have changed gradually, with more people remaining longer in Defence. This trend is expected to continue.

### **Female Participation**

- Female participation rates at 1 July 2016 were Navy (19.1%), <sup>522</sup> these rates are below the agreed target rates. Each Service is committed to achieving higher participation rates for women, and initiatives are in place to increase the number of women serving in uniform.
- The Defence APS female participation rate at 1 July 2016 was 41.3%, which was below the rate for the wider APS at 58.4%.
- In order for Navy and <sup>\$22</sup> to achieve a participation rate of 25% by 2023, females must comprise approximately 29% and 32% respectively, of forecast recruiting intakes. <sup>\$22</sup>

It is assumed the retention behaviour of women in each Service remains unchanged.



Variation exists across the Services, the Defence APS and the priority segments

### Indigenous Participation

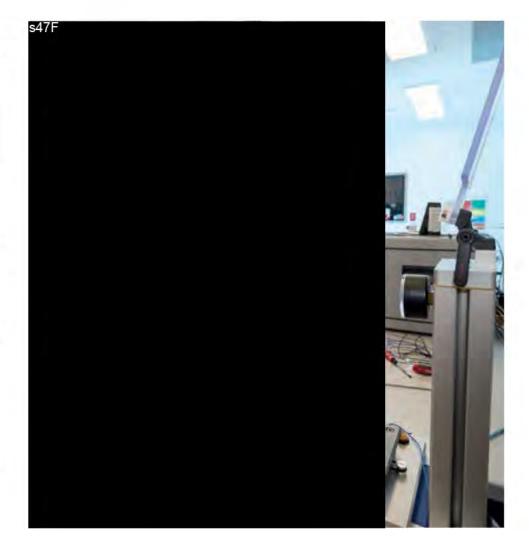
- Indigenous participation rates in the permanent force at 1 July 2016 for Navy (2.2%), <sup>\$22</sup>
   are below the 2018 target rate of 2.7% <sup>\$22</sup>
- The Indigenous participation target is 2.7% by 2018. Navy is likely to achieve this level. The \$22

### Succession Planning

- Service career management systems incorporate succession planning concepts. Within the Defence APS, succession planning is limited.
- Service career management systems will continue to incorporate succession planning concepts.
- Within the Defence APS, improved performance and talent management systems are needed and these can be used to support succession planning arrangements. Succession planning can operate alongside merit based selection.

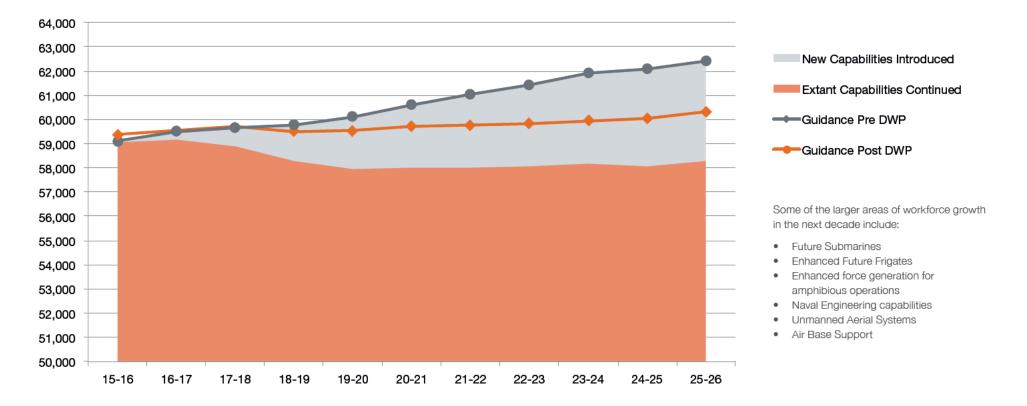
#### **Separation Rates**

- Separation rates vary at 1 July 2016 these were Navy (7.7%), <sup>622</sup>
   If separation rates are too low, as experienced in some parts of <sup>6522</sup>
   Imited opportunity for promotion and workforce renewal. If separation rates are too high, the workforce can be difficult to replace and the cost of recruiting and training is excessive.
- The Defence APS separation rate was 11.1% at 1 July 2016, which continues to increase and is well above the long-term average.
- Understanding the differences at category, Job Family and occupational level is important.
- Understanding the changes in separation rates at category, Job Family and occupational level is
  more important to adjust workforce forecasts and improve workforce planning. Changes in the
  age and length of service profiles are likely to influence separation rates.



## Total ADF AFS Guidance FY15-16 to FY25-26

An overview of the workforce growth and required reallocation



• The ADF will grow in strength to 62,400.

Achieving this growth path, whilst simultaneously acquiring and operating new capabilities with increasingly complex technologies, presents the ADF with considerable workforce challenges.

• New capabilities, as outlined in the DWP, will be achieved through allocation of additional AFS as well as a requirement to offset growth by FY25-26 by around 2,030 positions. This change is shown in the grey shaded area: the segment above the dark orange line represents additional workforce allocations whilst that below shows the workforce to be achieved through efficiencies and offsets.

## AFS Guidance by Service and ADF from FY15-16 to FY25-26

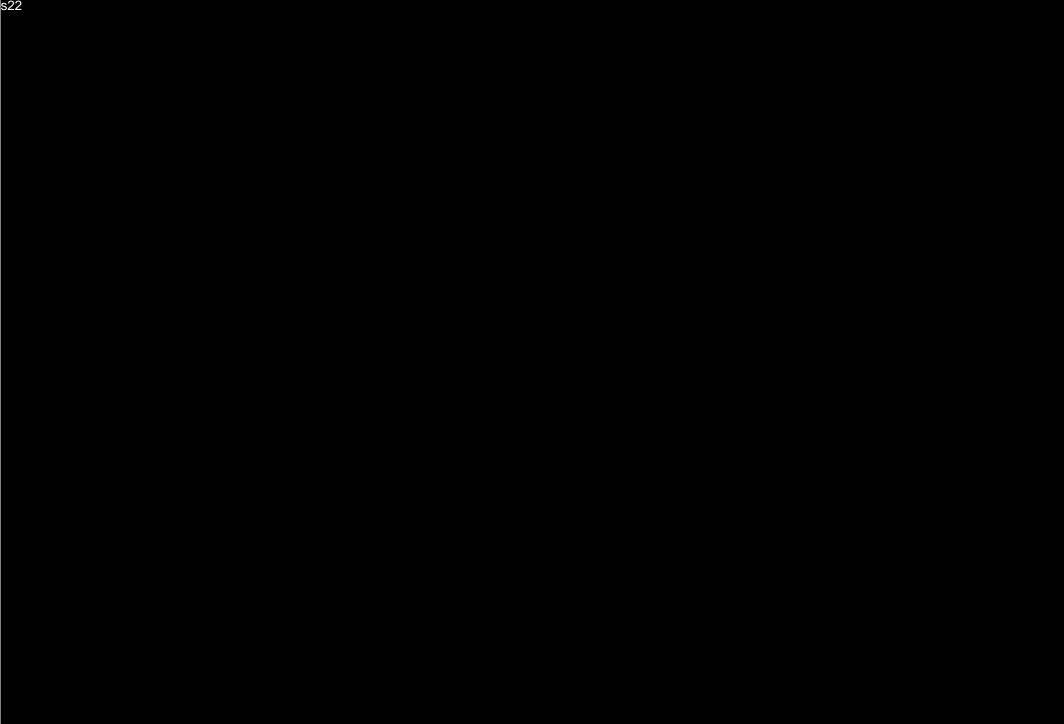
An overview of Service AFS guidance by Financial Year

	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26
TOTAL ADF											
AFS Guidance	59,126	59,500	59,681	59,794	60,090	60,585	61,027	61,402	61,900	62,072	62,429
Annual Change		374	181	113	296	495	442	375	498	172	357
NAVY											
AFS Guidance	14,331	14,394	14,456	14,684	14,718	14,763	14,884	15,016	15,132	15,182	15,220
Annual Change		63	62	228	34	45	121	132	116	50	38

s22

#### Notes

- This AFS guidance is inclusive of DWP and FSR outcomes. Growth of new capability is to be within this guidance.
- s22



s47F

# **Risk Analysis**

Risk is like fire: If controlled it will help you; if uncontrolled it will rise up and destroy you

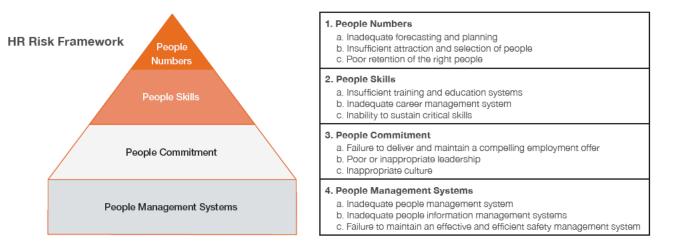
Theodore Roosevelt, 26th U.S. President

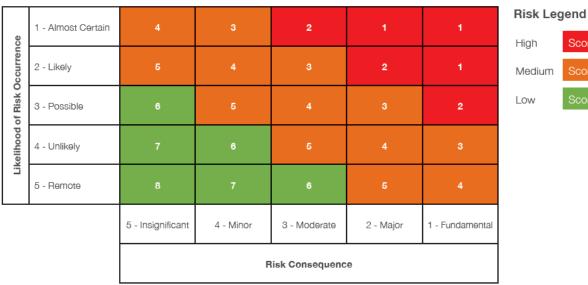
### Workforce Risk Approach

### Defence HR Organisational Risk Framework

Defence's HR Risk Framework classifies risks under four categories: people numbers, skills, commitment and systems.

Workforce planning concentrates on the first two of these: the required people numbers and people skills to generate the necessary capabilities.





	Risk Consquence	
	Description	Ranking Criteria
	1 - Fundamental	Sustained loss of capability
r 5	2 - Major	Considerable capability impact
r 8	3 - Moderate	Some impact on capability
	4 - Minor	Potential impact on capability
	5 - Insignificant	No impact on capability
	Likelihood of Risk	Occurrence
	Description	Ranking Criteria
	1 - Almost Certain	Event is expected to occur in most circumstances
	2 - Likely	Event could occur in most circumstances
	3 - Possible	Event could occur at some time
	4 - Unlikely	Event could occur in rare circumstances

Score 1 or 2

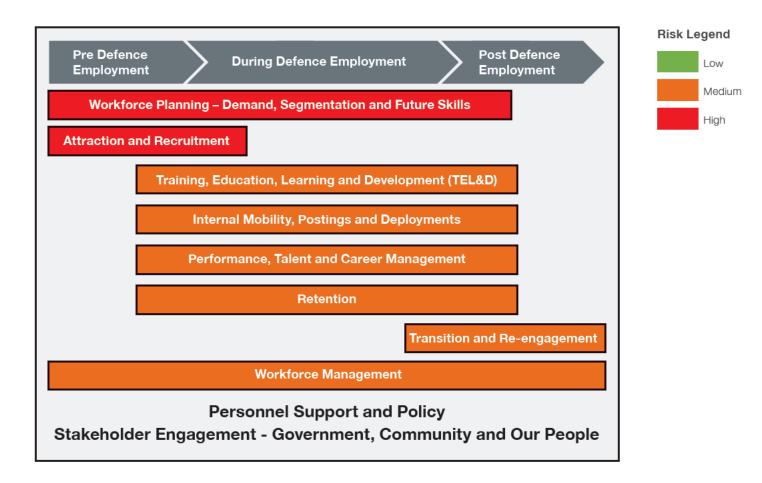
### HR Risk Framework – Standard Assessment Method

### Workforce Risks – Defence People System

### Aligning workforce risks to the Defence People System shows the areas of greatest concern

The Defence People System describes the eight functions that generate workforce capability and capacity within the Human Capital Response.

Based on a risk analysis, the elements of the People System are rated (and coloured accordingly below) to identify the areas of greatest concern. These risks will be used to inform Defence's Enterprise Risk. Each risk element is described in more detail on the following pages.



### Workforce Planning – Future Demand Management

Major flaws exist in demand planning which is the foundation for workforce planning

Determining future workforce demand enables effective workforce planning across Defence. The future workforce demand identifies the workforce size by workforce type and mix (Service, APS and contractor) and the respective occupations and skills. Maturity levels for future demand management vary across Defence with the areas of greatest weaknesses being in the joint environment and in the Groups. Failure to develop and apply a consistent approach for future workforce demand increases workforce risk across all elements of the People System, leading to capability deficiencies.

In priority order, the workforce risks include:

- Inability to identify the APS workforce demand at a Job Family level. Due to a large excess of positions, Defence is unable to determine the workforce demand by Job Family or occupation. FTE allocations are used as a proxy for demand, but these do not support planning for Job Families or occupations.
- 2. Inability to identify future workforce demand, including the workforce requirements for projects that are progressing through the Capability Life Cycle (CLC). This impacts on Service and Group level planning and personnel posting plots. For the APS workforce, long lead times may exist to

recruit or redeploy personnel. For the Services, new demand that is introduced at short notice will lead to gaps until the workforce can be grown. Shortages could lead to critical capability gaps.

- 3. Inability to identify transitional workforce demand for new capabilities at project, program and portfolio levels. Identifying the future demand (ADF, APS and contractor), including allowances for trainees and non-available personnel, is an on-going challenge. CASG, CIOG and E&IG are also impacted.
- 4. Lack of understanding of the workforce demand to enable organisational reform (operating model, restructure or systems implementation) to occur concurrently with business-as-usual activities. The flaw in the current approach is that it assumes the current workforce has spare capacity and the necessary skills to do both.
- 5. Failure to identify demand for the total Defence STEM workforce. The STEM workforce is more diverse than the APS Science and Technology, and Engineering and Technical Job Families. Increasing demand for the STEM workforce occurs in the Services, VCDFG, CASG, DSTG, CIOG and SP&IG. Defence does not have a good understanding of its STEM workforce by occupation.

Extant initiatives related to these risks:

- DWP People Initiatives 1 and 2 (see DWP People Initiatives attachment for further details).
- FPR Workforce Initiative Review of ADF positions in non-Service Groups

HR Risk Framework		Linkages to DSWP Evidence						
People NumbersPeople Skills		People System	<ul> <li>Current State Analy</li> </ul>			~		
		Stakeholder Meetings	~	Future State Analysis		~		
People Commitment X		Environmental Analysis	~					
Risk Assessment								
Likelihood: Likely		Consequence: Major			High			

### Workforce Planning – Workforce Segmentation

### An effective means of segmenting the workforce supports better workforce planning and management

Workforce segmentation enables Defence to group the workforce by occupation and describe supply and demand issues. Whereas the ADF plans and forecasts workforce requirements at an occupation level, the capacity of the APS to do so is currently limited. This reduces the ability for Defence to articulate skill requirements and devise targeted strategies to address workforce risks. Defence's current framework of military categories and APS Job Families is complex and governance arrangements for APS Job Families are ineffective.

In priority order, the workforce risks include:

- 1. Inability to compare APS workforce supply and demand at a Job Family and occupation level, because APS employees are classified according to the position that they occupy, rather than individual competencies. This prevents effective workforce planning.
- 2. Inability to identify APS employees by their qualifications, skills and experiences. This means that Defence does not have a complete understanding of the capabilities of the workforce, which prevents Defence from matching its workforce to the areas of greatest organisational need.

- 3. APS Job Families have struggled to meet the needs of the organisation; in same cases the Job Families have been designed around organisational structures, while in others they have been aligned to qualifications. This approach, particularly in areas such as Science and Technology, has not adequately described requirements for multi-disciplinary occupations.
- 4. The complexity of ADF categories and APS Job Families makes effective governance and review of these structures difficult, resource intensive and time-consuming. Simplified category and Job Family frameworks with clearer responsibilities and accountabilities are needed to enable them to be responsive to organisational change.
- 5. Failure of current category and Job Family structures to adapt to include emerging workforce requirements such as cyber and space, for both the ADF and APS. Unless these models are more adaptive, their application and utility will become obsolete quickly.

HR Risk Framework		Linkages to DSWP Evidence						
People NumbersPeople Skills		People System	~	Current State Analysis		~		
		Stakeholder Meetings	eholder Meetings 🖌 Futur		e State Analysis			
People Commitment X		Environmental Analysis	×					
Risk Assessment								
Likelihood: Almost Certain		Consequence: Major			н	igh		

### Workforce Planning – Future Skills

### Identification, development and sustainment of future skills is critical for the delivery of capability outcomes

Determining the requisite skills to achieve Defence's future capability and enabling functional requirements is fundamental to workforce planning. In an environment exposed to rapid technological change, understanding and responding to emerging capability often requires new and enhanced skills. Analysis of the demand for future skills helps Defence to understand the required capacity and capability of its workforce. This enables development of plans for how the skills are acquired, generated, developed and sustained in the organic Defence workforce. Using contractors and Industry can be a viable and cost effective means of supplementing the skills of the Defence workforce.

In priority order, the workforce risks include:

 Failure to understand and articulate future skills across the integrated workforce (ADF, APS, contractors and Defence Industry), particularly for new and enhanced capabilities and changing organisational requirements; this includes demand that arises from the IIP. This affects Defence's ability to actively reshape and produce the required workforce.

- 2. Lack of a suitable system to record future skill requirements means that Defence is unable to articulate the total demand for skills. The ability to profile positions and people by the requisite knowledge, skills, experience and qualifications is important.
- 3. Failure to recognise and understand the broader shift in corporate enabling functions from lower value transactional roles to higher value strategic policy and advice roles. The implications of higher demand for specialised and niche skills relate to attraction, recruitment, development and retention activities.
- 4. Failure to understand how skills are acquired, developed and sustained, and the associated challenges and investment required to obtain and retain specific skills. This limits Defence's ability to plan the generation and development of the required skills.
- 5. Failure to articulate and plan future APS professionalisation needs by Job Family, which means that the workforce is unlikely to develop the necessary skills, resulting in sub-optimal organisational outcomes.

HR Risk Framework		Linkages to DSWP Evidence						
People NumbersPeople Skills		People System	~	Current State Analysis		×		
		Stakeholder Meetings	~	Future State Analysis		~		
People Commitment X		Environmental Analysis	~					
Risk Assessment								
Likelihood: Almost Certain		Consequence: Fundamental			н	igh		

### **Attraction and Recruitment**

### Defence must improve recruitment processes and develop targeted attraction and recruitment strategies

Within the Australian economy, Defence is one of the largest employers with large annual recruiting intakes. Strong external competition and labour market changes affect Defence's ability to recruit. The ability to attract and recruit people with the appropriate skills and attributes, who are representative of Australia's diverse population, is critical to meeting capability outcomes. Growth in priority workforce segments (intelligence, cyber, STEM, project management) and increased demand for specialised skills will test Defence's approach to recruiting, for both the ADF and APS. Generic recruitment processes may not be suited to improving Defence's representation of CALD, women and Indigenous people. Defining recruitment targets and developing strategies to attract and recruit specific segments is essential.

In priority order, the workforce risks include:

- 1. Current attraction and recruitment practices are orientated around recruiting generalist personnel as opposed to specialist and highly skilled people. This approach will limit Defence's ability to grow the workforce in priority areas.
- 2. Current recruitment processes are not tailored to address the unique requirements of individuals and manage risk. This can limit Defence's ability to attract and recruit youth, people of diverse backgrounds and specific skills-sets.

- 3. Current recruitment processes can be slow and inflexible leading to the loss of candidates in the process. This can be compounded with long delays in obtaining a security clearance, notably those requiring positive vetting. Highly skilled people are more likely to have other employment options and are less likely to tolerate long recruiting processes.
- 4. Failure to communicate and or sustain a compelling employment offer in line with contemporary expectations may limit attraction and reduce the pool of available candidates for roles in high demand across the economy.
- 5. Failure to attract and recruit people with highly desirable skills and external experience may limit Defence's capability in priority workforce segments such as project management and procurement and contracting. This will affect Defence's ability to reform to meet the Smart Buyer objectives.

Extant initiatives related to these risks:

– DWP People Initiatives 4, 5, 6, 7 and 8 (see DWP People Initiatives attachment for further details).

HR Risk Framework		Linkages to DSWP Evidence				
People Numbers	~	People System	~	Current State Analysis		~
People Skills	~	Stakeholder Meetings	~	Future State Analysis		~
People Commitment	~	Environmental Analysis	~			
Risk Assessment						
Likelihood: Likely		Consequence: Major			High	

# Training, Education, Learning and Development (TEL&D)

The TEL&D system must be responsive to changing skill demands and support individual development

TEL&D provides Defence with qualified personnel to meet future capability requirements. This requires a TEL&D system responsive to changing skill requirements. The ADF grows its workforce which necessitates consideration of training capacities and lead times to train people to acceptable standards. While the APS workforce is generally recruited with base-level education, training is required to understand and work effectively in the Defence environment. Opportunities to enhance partnerships with Industry, academia and Government to enhance TEL&D outcomes exist. Continued development is necessary to support individuals to enhance performance and realise their potential. Lack of investment in TEL&D has the potential to limit efficiency, effectiveness and retention.

In priority order, the workforce risks include:

- The TEL&D system has limited agility to adapt and respond quickly to organisational priorities. This is exacerbated by a lack of future workforce planning; without an understanding of future skills requirements, the TEL&D system is unable to prepare for future requirements.
- There is limited capacity to manage competing requirements to simultaneously grow, reshape, up-skill and re-skill the workforce. This places pressure on Defence's TEL&D system (including the five phases in the systems approach to training - analysis, design, development, conduct and evaluation) to respond and deliver the required outcomes.

- 3. Some personnel are not well prepared for joint roles, which leads to lower organisational performance outcomes. Joint competencies and training requirements need to be better defined and aligned to single Service training curricula.
- 4. Failure to enhance skill development programs for high value workforce segments may result in lower retention.
- 5. Lack of application of the 70:20:10 learning model. While Defence supports the use of this model, most TEL&D activities focus on development through courses and under uses coaching, mentoring and on-the-job experiences. The FPR identified concerns with the effectiveness of the performance management system and the ability of middle managers to mentor and coach their personnel. Reinforcing the 70:20:10 learning model is a cultural issue.
- 6. Failure to identify the roles and competencies for workforce responsible for TEL&D will result in poorly designed solutions, delivery methods and limited rationalisation of education and training.

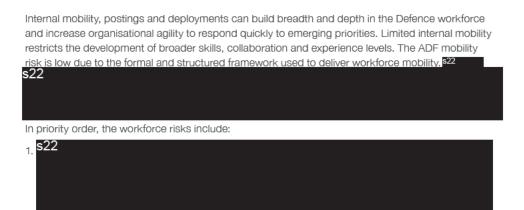
Extant initiatives related to these risks:

- DWP People Initiative 9 (see DWP People Initiatives attachment for further details).

HR Risk Framework		Linkages to DSWP Evidence				
People Numbers	×	People System	~	Current State Analysis		~
People Skills	~	Stakeholder Meetings	~	Future State Analysis		~
People Commitment	×	Environmental Analysis	×			
Risk Assessment						
Likelihood: Likely		Consequence: Moderate			Me	dium

### Internal Mobility, Postings and Deployment

Enhancing staff mobility will improve organisational effectiveness and individual career development





4. Future mobility may be restricted as roles become more specialised with higher knowledge and skills requirements. Enhancing mutually beneficial development opportunities across partners such as Government, Defence Industry and academia may help manage this.

HR Risk Framework		Linkages to DSWP Evidence				
People Numbers	×	People System	~	Current State Analysis		~
People Skills	~	Stakeholder Meetings	~	Future State Analysis		×
People Commitment	~	Environmental Analysis	×			
Risk Assessment						
Likelihood: Possible		Consequence: Moderate			Me	dium

s22

### Performance, Talent and Career Management

Lack of investment in performance, talent and career management limits efficiency, effectiveness and retention

Performance, talent and career management should be an ongoing activity and in Defence's environment this applies to all people. Effective performance management links strategic direction, Group / Service and branch / unit level planning to individual roles and accountability. Performance management should drive organisational efficiency and continual improvement and be aligned with future organisational change. Gaps in knowledge, experience and skills should be identified and mitigation should be planned. Talent and career management is a critical part of this process. Defence must activity engage with and invest in its people to shape and build the workforce it requires now and in the future.



Extant initiatives related to these risks:

- DWP People Initiative 2 (see DWP People Initiatives attachment for further details).

HR Risk Framework		Linkages to DSWP Evidence				
People Numbers	~	People System	~	Current State Analysis		>
People Skills	~	Stakeholder Meetings	~	Future State Analysis		~
People Commitment	~	Environmental Analysis	×			
Risk Assessment						
Likelihood: Likely		Consequence: Moderate			Medium	

### Retention

Retaining the right people to achieve growth and skills as well as support renewal and plan succession

Retaining personnel is critical, particularly where workforce pressures such as skill shortages and high growth exist. Managing workforce turnover is important as it helps to contain costs around recruitment, training and security clearances. However, a balance is needed and some turnover is beneficial to aid organisational renewal. Separation rates will vary by occupation and acceptable levels will depend on the relative ease and cost of recruiting replacement personnel. Retention activities should be tailored to specific Job Families and occupations. Failure to retain the right people and plan for change and succession is likely to lead to workforce gaps and have an adverse impact on capability.

In priority order, the workforce risks include:

- 1. Failure to plan retention activities according to the relative value and scarcity of workforce in selected occupations. Competition for talented personnel is increasing across the Australian labour market from traditional and non-traditional sources.
- 2. Retaining highly skilled people, for example STEM and cyber occupations, is difficult in a competitive labour market. Defence can improve the way that it differentiates itself from

competitors in multiple ways, including; employment offer, nature of work, career management, TEL&D, and technology.

- 3. High separation rates in some areas will increase the pressure on recruiting, training and security clearances, which may result in reduced or delayed workforce capacity and capability. These problems are exacerbated by the requirement for workforce growth whilst simultaneously rebalancing and reshaping the workforce, and will place pressure on organisational capacity to deliver reform and business as usual activities.
- 4. There is a lack of APS succession planning and no consistent and defined APS knowledge transfer process, which increases the probability of insufficient knowledge transfer and unmanaged gaps. An aging APS workforce exacerbates this risk.
- 5. Limited understanding of acceptable and desirable separation rates across ADF categories and APS Job Families. This reduces Defence's ability to effectively monitor separations, develop targeted retention strategies in the areas of most need, plan reductions and manage renewal.

Extant initiatives related to these risks:

- DWP People Initiatives 3 and 4 (see DWP People Initiatives attachment for further details).

HR Risk Framework		Linkages to DSWP Evidence				
People Numbers	~	People System	~	Current State Analysis		~
People Skills	~	Stakeholder Meetings	~	Future State Analysis		~
People Commitment	~	Environmental Analysis	~			
Risk Assessment						
Likelihood: Possible		Consequence: Moderate			Me	dium

### **Transition and Re-engagement**

Defence must develop and implement a contemporary framework to support retain, transition and re-engage personnel

People will leave Defence – this is inevitable. Ensuring people are supported through their transition is important as they will remain ambassadors for Defence and may wish to return in the future. Experience outside of Defence gives people opportunity to gain increased knowledge, and broaden their skills and experience; factors that are important to Defence. The goal of a supportive transition and re-engagement framework is to deliver outcomes beneficial to both Defence and its people. Developing better networks with ex-Defence people should underpin this component of the Defence People System. A lack of alternate or flexible options may reduce Defence's ability to re-engage personnel. For ADF, re-engagement includes movement along the ADF TWM spectrum.

In priority order, the workforce risks include:

- Lack of ability to understand the knowledge, skills and experience gained by people in post-Defence employment and how these might be useful for Defence. Some of these people would be keen to re-join, and Defence is not active in maintaining a dialogue about opportunities for either full-time or part-time work.
- Failure to realise the ADF TWM, increase flexible working arrangements for the APS, and develop effective partnerships with Defence Industry and academia. These mean that Defence is vulnerable to workforce losses, which reduces organisational workforce capability and capacity and ability to meet surge demands.

- 3. Transitioning Defence personnel may be unaware of the different Defence employment options available to them after they leave permanent employment with Defence. This means potential workers are lost to Defence.
- 4. Defence's passive approach to re-engagement of former personnel, both ADF and APS, is not in keeping with contemporary practices. Remaining engaged and developing appropriate and rewarding re-engagement frameworks will help attract this group back into the Defence workforce. This issue had become more prominent over the decade as the labour market has become increasingly competitive.
- 5. Lack of flexibility in the policies (such as superannuation and transition to retirement) to support an ageing workforce impact on Defence. Developing and implementing more contemporary policies to address these concerns is important. Given the ageing nature of the public sector workforce, this may require a Whole of Government approach.
- 6. ADF members may be inadequately prepared to transition out of Defence, and the skills they have acquired within Defence may not be recognised externally.

#### Extant initiatives related to these risks:

– DWP People Initiatives 10, 11, 12, 13 and 14 (see DWP People Initiatives attachment for further details).

HR Risk Framework		Linkages to DSWP Evidence				
People Numbers	~	People System	~	Current State Analysis		~
People Skills	×	Stakeholder Meetings	~	Future State Analysis		~
People Commitment	~	Environmental Analysis	×			
Risk Assessment						
Likelihood: Possible		Consequence: Minor			Me	dium

### Workforce Management

### Growing, rebalancing and reshaping the workforce needs effective and collaborative workforce management

Workforce management is primarily about delivering the people capability to enable Services and Groups to achieve their required outputs. The activities focus on achieving the approved workforce size, composition and skills. Responsibilities are shared across DPG, Services and Groups, Job Families and Managers.

In priority order, the workforce risks include:

- Failure to manage competing requirements to simultaneously grow, re-shape, up-skill and reskill the workforce to meet organisational priorities will reduce or delay capability. There will be strong pressure on AFS and FTE resources as well as Defence's recruiting, TEL&D and security clearance systems, which will need to be planned and managed carefully.
- 2. Failure to develop an appropriate framework that identifies the skills that are needed for roles, and the skills that people possess. The lack of an appropriate framework will lead to decreased organisational agility to place people with high value skills in areas of the highest priority.

- Lack of agreed accountabilities and consistent collaboration between stakeholders with shared interest in workforce capabilities. This weakens workforce planning and management activities, creates conflict in resource management and prioritisation, and hinders achievement of the workforce supply.
- 4. Failure to effectively plan and manage the integrated workforce (ADF, APS and contractors). A short term, highly segregated view of this workforce will no longer suffice.
- 5. Inability to collaboratively plan and manage workforce and priorities for joint capabilities. Joint capability sponsors require greater input into workforce management so that they receive people from the Services who are appropriately prepared for joint roles.

#### Extant initiatives related to these risks:

- DWP People Initiative 1 (see DWP People Initiatives attachment for further details).
- FPR Workforce Initiative Joint Workforce Management.

HR Risk Framework		Linkages to DSWP Evidence				
People Numbers	~	People System	~	Current State Analysis		~
People Skills	~	Stakeholder Meetings	~	Future State Analysis		~
People Commitment	~	Environmental Analysis	×			
Risk Assessment						
Likelihood: Likely		Consequence: Moderate		Medium		



# **Workforce** Actions

Plans are only good intentions unless they immediately degenerate into hard work

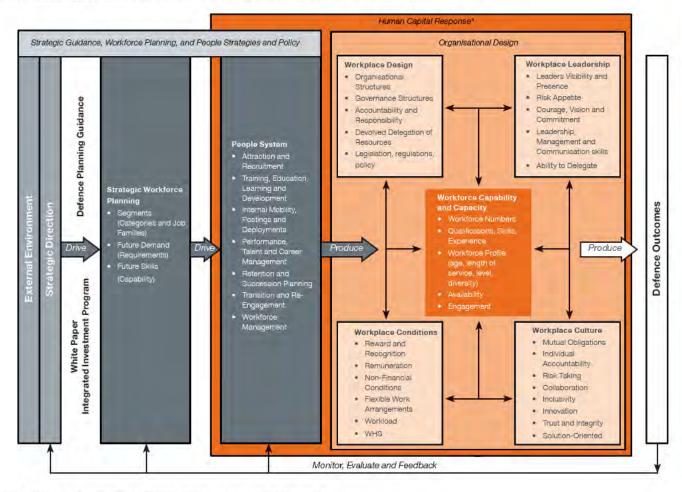
Peter Drucker, Educator and Author

# Linking Strategic Workforce Planning to the Human Capital Response

Failure to link the Defence People System to the Human Capital Response will lead to suboptimal performance

Workforce planning drives people strategies, which in turn delivers workforce capability and capacity.

The people strategies are part of Defence's broader Human Capital Response, and must be combined with improved organisational design (workplace design, leadership, conditions and culture) to deliver superior organisational performance.



The Human Capital Response is more than the development and implementation of People Strategies.

Improving workplace outcomes in leadership, culture, conditions and design will underpin the enhanced workforce capability and capacity.

These themes are consistent with FPR reform initiatives. In particular, the FPR strategic centre and behaviours streams address components of the Human Capital Response: Workplace Design and Workplace Leadership. *Pathway* to Change influences Workplace Culture.

An effective Human Capital Response will improve organisational performance.

\* Reference: Adapted from Australian Public Service Commission Human Capital Planning Framework

### Workforce Actions – Overview

DSWP's Workforce Actions address risks in the Defence People System and complement DWP People Initiatives

The workforce risks identified from the analysis of Defence's strategic direction, stakeholder meetings, environment, current and future states have been used to develop the DSWP's workforce actions. The DSWP actions are prioritised based on the overall risk to the Department; therefore, while there are opportunities for improvement in other areas such as ADF career and talent management, these do not represent the greatest risk to Defence at this time.

While retention is identified as part of the People System and is acknowledged as an area of risk, a specific retention action has not been developed; this is because it will be addressed through the combined effects from other action areas, as well as mechanisms that are already in place, such as Deliberately Differentiated Packages (as currently used for submariners), Flexible Work Arrangements and the ADF TWM.

The DSWP workforce actions complement the DWP People Initiatives and other FPR reform.

Addressing the workforce risks across the Defence People System requires a collaborative approach across Defence with DPG taking the lead. This aligns with the FPR requirement for a joint and integrated approach to workforce management. The actions that have been identified here will drive and reform the DPG Service Offer.

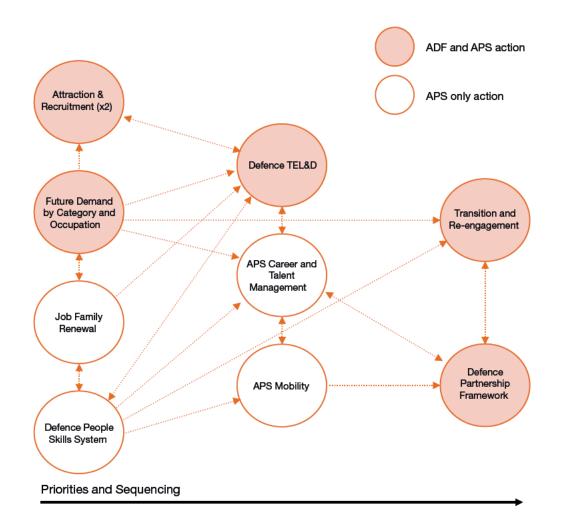
#### Ten DSWP workforce actions have been identified:

Action Number	Workforce Actions	ADF	APS
1	Future Demand by Category and Occupation	v	~
2	Job Family Renewal		<ul> <li>✓</li> </ul>
3	Defence People Skills System		<ul> <li>✓</li> </ul>
4	ADF Attraction and Recruitment	~	
5	APS Attraction and Recruitment		<ul> <li>✓</li> </ul>
6	Defence Training, Education, Learning and Development	~	<ul> <li>✓</li> </ul>
7	APS Mobility		<ul> <li>✓</li> </ul>
8	APS Career and Talent Management		<ul> <li>✓</li> </ul>
9	Defence Partnership Framework	~	<ul> <li>✓</li> </ul>
10	Defence Transition and Re-engagement	V	~

Deficiencies in personnel policy and support frameworks may be identified during the development and implementation of the DSWP workforce actions. DPG will address these policy and support deficiencies to enable effective initiatives to be developed and implemented.

## People Actions – Dependencies and Implementation Sequence

The 10 DSWP actions are closely linked, and should be considered as a discrete program



This diagram shows the primary linkages between the workforce actions. It also indicates the general sequencing of actions based on priorities and dependencies.

The Future Demand, Job Family Renewal and the Defence People Skills System actions are fundamental to the success and delivery of Defence's future workforce.

STEM is an issue that requires consideration across all 10 actions. Actions to address STEM workforce issues must be led by DPG and supported across the Department, and implemented in conjunction with the DSWP. STEM is also an issue in the broader Australian context and Defence must engage externally to help shape the external environment and drive the outcomes that are needed.

To ensure that the program of actions remain aligned with each other and true to the intent of this DSWP, a single person should be appointed as a program integrator.

For the APS workforce, the integration of these actions may ultimately lead to a change in the DPG organisational structure – consideration should be given to the creation of an APS Personnel Branch, to integrate these functions in a similar manner to the Services' Personnel Branches. s47F

# 1. Future Demand by Category and Occupation

Enhanced understanding of future workforce skills and demand at a category and occupational level

Accountable Officer	DEPSEC DP	Applies to:	ADF and APS			
Supported by	Service Chiefs, Group Heads and Job Family S	ervice Chiefs, Group Heads and Job Family Sponsors				

### Background

Defence's systems (in particular, processes and technology) do not support a consolidated view of the future workforce demand by size and skills at category and occupational levels. Furthermore, emerging requirements, such as those identified through the Integrated Investment Program, are not captured at category and occupation level. Without articulation of the future skills required by the workforce, Defence's ability to determine how these skills will be acquired, developed and maintained is limited.

Establishment discipline is required to ensure that an affordable workforce demand can be understood at category and occupation level, not just based on AFS and FTE.

### Aim

The aim of this action is to implement a system (processes and technology) that identifies current and future workforce demand at category and occupational level, including detail of required skills. The system must operate within an environment of establishment discipline.

### Scope

- Develop and implement rules to ensure establishment discipline, ensuring that current and future demand are affordable.
- Develop and implement a system that provides a detailed view of future workforce demand at a category and occupation level.
- Develop and implement a system that identifies future skill requirements at a category and occupational level.

Ad	Addresses Workforce Risks:						
1.	Workforce Demand	1,2,3,4,5					
2.	Workforce Segmentation						
З.	Workforce Skills	3					
4.	Attraction and Recruitment						
5.	Training, Education, Learning and Development						
6.	Mobility, Postings and Deployment						
7.	Performance, Talent and Career Management						
8.	Retention						
9.	Transition and Re-engagement						
10.	Workforce Management						

# 1. Future Demand by Category and Occupation (continued)

Enhanced understanding of future workforce skills and demand at a category and occupational level

Key Activities	Milestone	Status
Appoint a Future Demand Project Officer	1 November 2016	
Develop and implement rules to ensure establishment discipline	1 November 2016 – 28 February 2017	
Develop requirements and processes, and scope technology, for a system to provide detailed future demand	1 November 2016 – 31 May 2017	
Consult with Services and Groups about proposed system to determine future demand	1 June 2017 – 31 July 2017	
Finalise system to identify future demand	1 August 2017 – 31 October 2017	
Conduct pilot of future demand system	1 November 2017 – 30 April 2018	
Review pilot and finalise workforce demand system	1 May 2018 – 30 June 2018	
Introduction of future demand system across Defence	1 July 2018	
Performance Measures	KPIs	Status
Percentage of positions in excess of AFS guidance and FTE allocations		
Percentage of ADF and APS workforce demand that are fully defined		
Skills are defined for each category and occupation		
Links to Other Plans and Initiatives		
DSWP Actions:		
2 – Job Family Renewal		
3 – Defence People Skills System		
5 – Defence TEL&D Framework		
Group and Job Family Workforce Plans		

## 2. Job Family Renewal

Defence better understands its workforce requirements and can better plan to meet organisational priorities

Accountable Officer	DEPSEC DP	Applies to:	APS	
Supported by	Group Heads and Job Family Sponsors			

### Background

ADF categories and APS Job Families are frameworks to describe and group similar workforce functions and occupations. While the ADF categories have existed for many years, Defence's APS Job Family construct was created about 2012. If these frameworks are used effectively, they underpin the Defence People System and can be used to inform recruitment, TEL&D, career pathways and management, and retention plans. Improving the alignment of ADF categories and APS Job Families with ANZSCO will make it easier to identify skill gaps across the integrated workforce and enable easier engagement with Industry.

The ADF categories are mature and work well from many perspectives; however, the framework is complex and lacks agility to respond to future needs. The APS Job Families are also complex, governance arrangements are weak as Job Family Sponsors are not able to meet all their obligations, and the framework is not being applied to inform recruitment, development and retention. Since its introduction, Defence has struggled to fit roles into the Job Families framework.

This action addresses the priority requirement: renewal of the APS Job Families to ensure that the occupations provide an appropriate framework to define job requirements, and are able to support the other components of the People System (particularly recruiting, TEL&D, mobility, talent and career management). It is recommended that the Services separately review their ADF categories framework to reduce complexity and increase agility.

The APS Job Families will continue to reflect the classification principles as set out in the Classification Rules and supported by the Defence classification policy.

#### Aim

The aim of this action is to develop and implement an improved APS Job Family framework in order to inform workforce planning, simplify governance arrangements, and improve outcomes in recruitment, position management, training and development, career pathways and management, and retention.

#### Scope

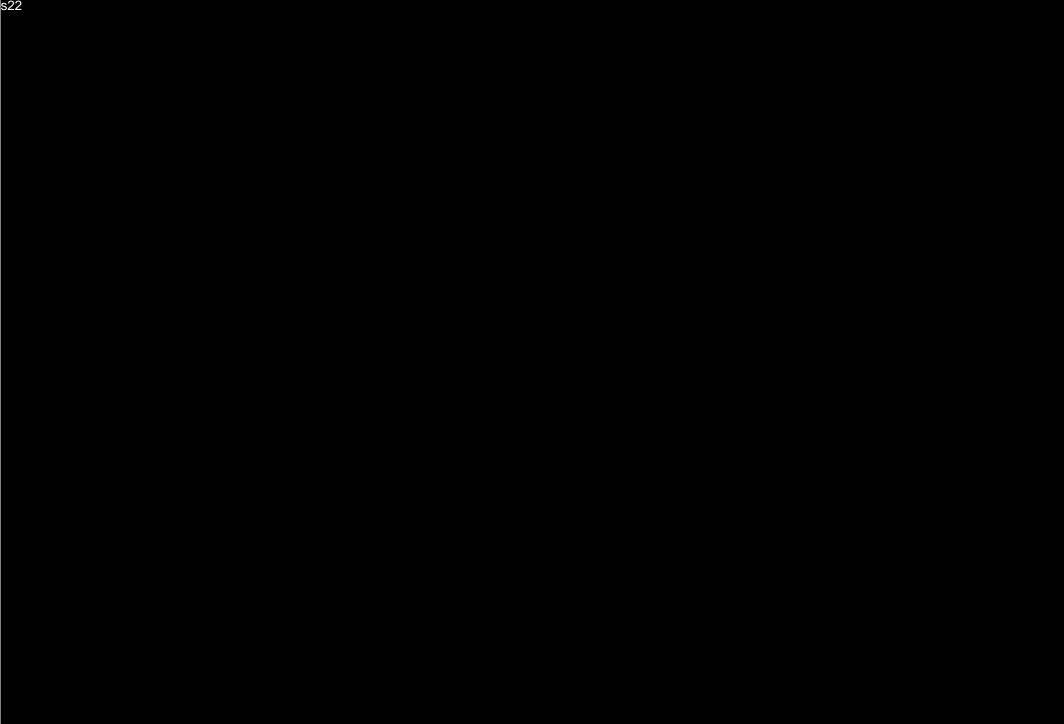
- Review the Job Families framework from a first principles approach.
- Develop a skills taxonomy that can be appropriately aligned to Job Families and occupations to support recruiting, TEL&D and career management.
- Improve governance and review arrangements.

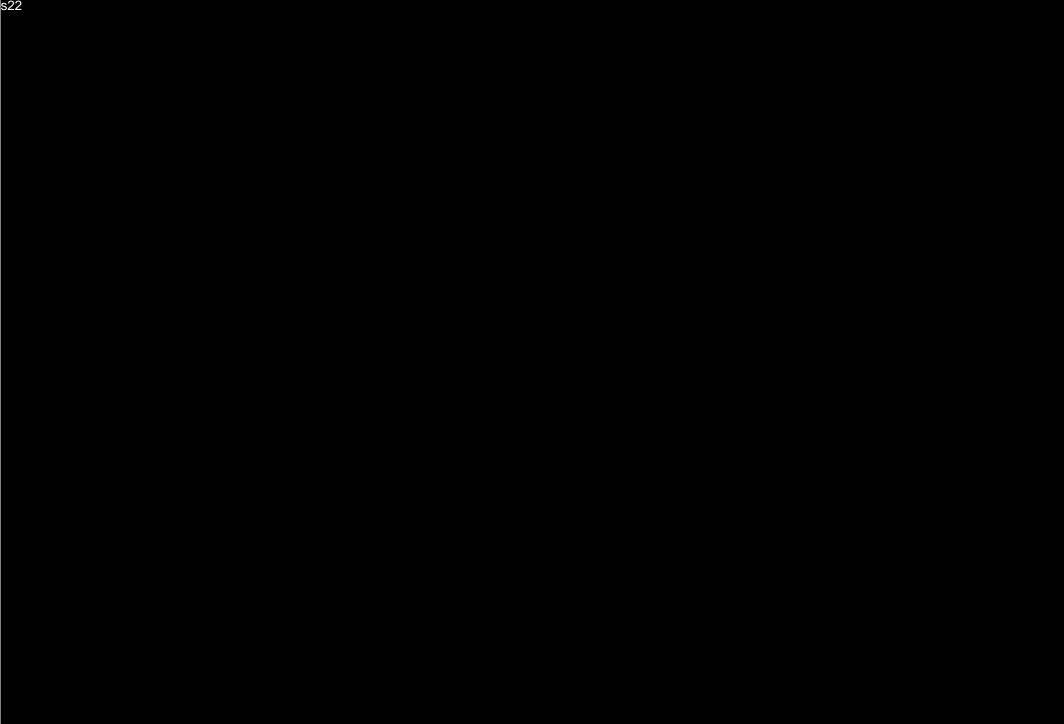
Ad	Addresses Workforce Risks:		
1.	Workforce Demand		
2.	Workforce Segmentation	3,4,5	
З.	Workforce Skills	3	
4.	Attraction and Recruitment		
5.	Training, Education, Learning and Development		
6.	Mobility, Postings and Deployment		
7.	Performance, Talent and Career Management		
8.	Retention		
9.	Transition and Re-engagement		
10.	Workforce Management		

# 2. Job Family Renewal (continued)

Defence better understands its workforce requirements and can better plan to meet organisational priorities

Key Activities	Milestone	Status
Appoint Project Manager for Job Families Renewal	1 November 2016	
Develop governance and review arrangements, clarifying accountabilities and responsibilities	1 November 2016 – 30 April 2017	
Identify first principle requirements for Job Families and occupations	1 November 2016 – 30 April 2017	
Refresh of occupations within Tranche 1	1 May 2017 – 31 October 2017	
Refresh of occupations within Tranche 2	1 November 2017 – 30 April 2018	
Refresh of occupations within Tranche 3	1 May 2018 – 31 October 2018	
Performance Measures	KPIs	Status
Percentage of APS positions covered by refreshed Job Family and occupation framework		
Percentage of APS occupations that have a skills taxonomy applied		
Links to Other Plans and Initiatives		
DSWP Actions:		
1 – Future Demand by Category and Occupation		
3 – Defence People Skills System		
Group and Job Family workforce plans		





## 4. ADF Attraction and Recruitment

Attract and recruit the best possible people to meet Defence's requirements efficiently

Accountable Officer	DEPSEC DP	Applies to:	ADF
Supported by	Service Chiefs, Head CRESD, DG DFR		

### Background

Recruiting is a critical function for the ADF. Sustainment requires around 6,000 new permanent members annually, while growth over the decade will push this towards 7,000; some of this will be achieved through recruitment of members with prior service. Additional entrants through the Gap Year program and Reserve Force entry will boost the annual intake to between 8,500 and 9,500. As part of these targets, increasing the number of women and Indigenous entrants is important to enable each Service to reach its participation levels in these areas. Recruiting people with STEM skills is another area of focus.

A review of policies is required to ensure they are not un-necessarily restrictive and preventing Defence from accessing the talent and diversity that is required. This includes entry standards (including medical and fitness standards) and the time to process new applicants. The intent of the new strategy is to ensure barriers to recruitment are identified and, where possible and agreed, removed.

### Aim

The aim of this action is to develop and implement a new ADF Recruitment Strategy in order to increase the number, quality and diversity of appointments and enlistments into the Navy, 322

### Scope

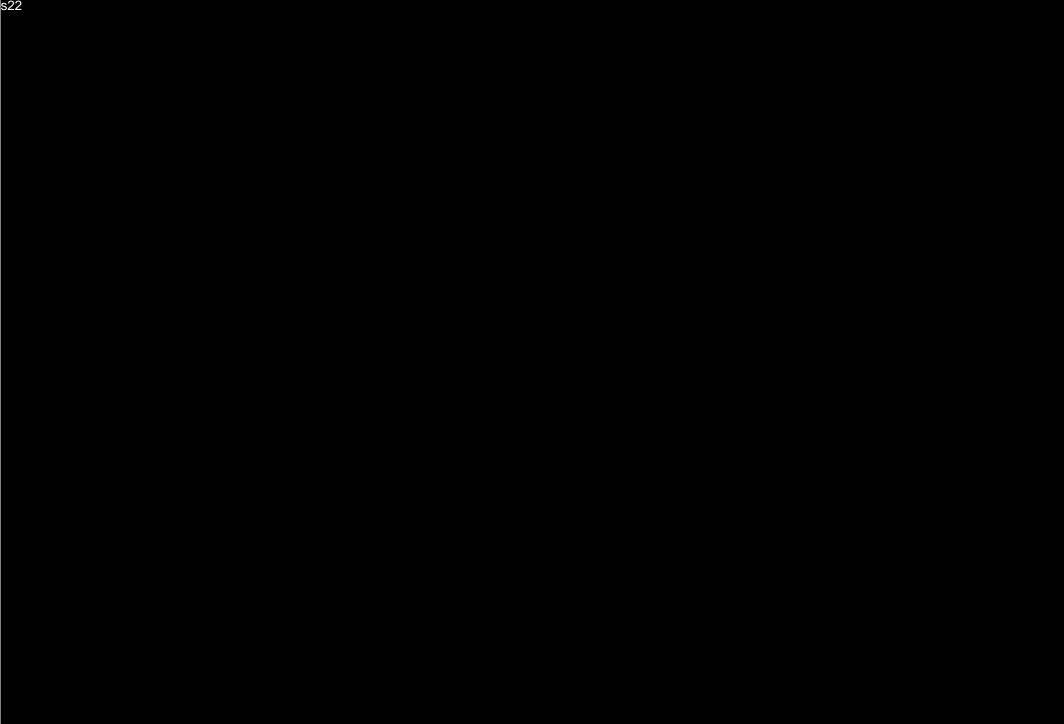
- Review of educational, medical and fitness standards by category, identifying areas where acceptance of higher risk is acceptable.
- Review of processes to reduce delays between enquiry and enlistment.
- Review of processes to improve the experience for applicants.
- Review of marketing and attraction strategies.
- Analysis of individual factors that predict higher probability of successfully completing Initial Minimum Period of Service.
- Identify ways to improve attraction and recruiting of STEM applicants.

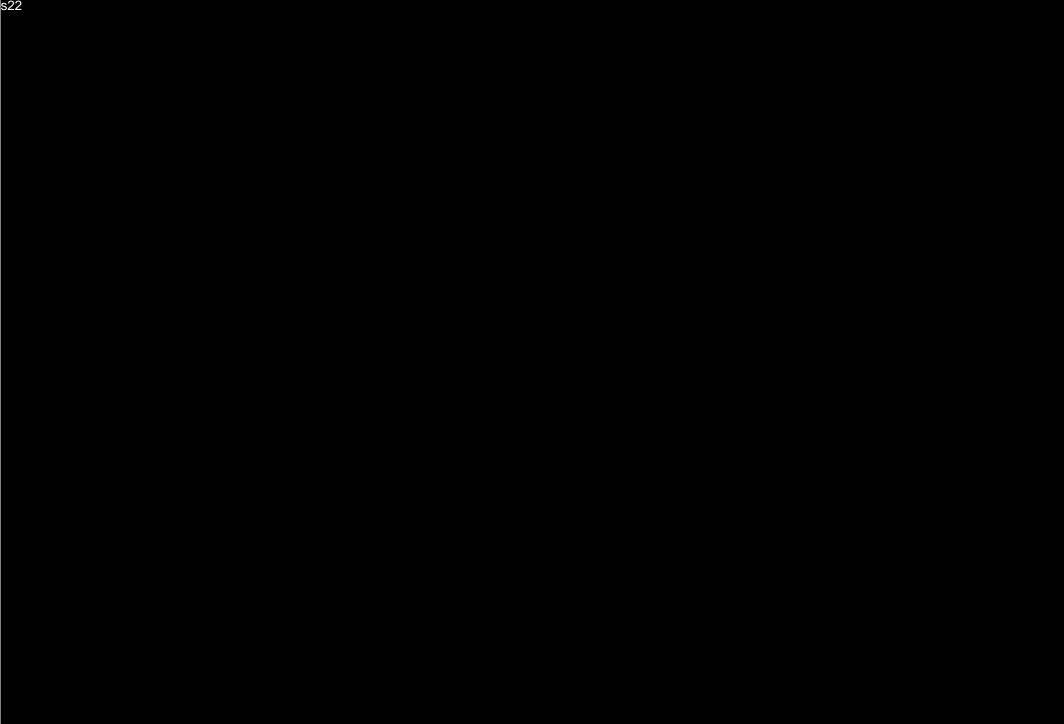
Ad	Addresses Workforce Risks:		
1.	Workforce Demand		
2.	Workforce Segmentation		
З.	Workforce Skills		
4.	Attraction and Recruitment	1,2,3,4,5	
5.	Training, Education, Learning and Development		
6.	Mobility, Postings and Deployment		
7.	Performance, Talent and Career Management		
8.	Retention		
9.	Transition and Re-engagement		
10.	Workforce Management		

# 4. ADF Attraction and Recruitment (continued)

Attract and recruit the best possible people to meet Defence's requirements efficiently

Key Activities	Milestone	Status
Appoint Project Manager for ADF Recruitment Strategy	1 November 2016	
Conduct review of enlistment processes to reduce time and improve applicants experience	1 November 2016 – 31 March 2017	
Analysis of factors that predict higher probability of completing Initial Minimum Period of Service	1 November 2016 – 30 June 2017	
Review of marketing and attraction strategies	1 February 2017 – 30 June 2017	
Develop ADF Recruitment Strategy	1 July 2017 – 31 August 2017	
Implement ADF Recruitment Strategy	1 September 2017	
Performance Measures	KPIs	Status
Reduction of time from application to offer of enlistment		
Percentage increase in enlistment of females		
Percentage increase in enlistment of people from an Indigenous background		
Increase in percentage of enlistees reporting a positive recruiting experience (YourSay survey)		
Percentage achievement of recruiting targets for priority employment categories		
Links to Other Plans and Initiatives		
DSWP Actions:		
1 – Future Demand by Category and Occupation		
10 – Defence Transition and Re-engagement Strategy		
DWP People Initiatives:		
• 5 – Increase ADF Recruiting for Diverse Groups		
• 7 – Reintroduction of Defence Technical Scholarships		
8 – Expansion of Defence Work Experience Opportunities		





# 6. Defence Training, Education, Learning and Development

Establishing a defined, efficient and collaborative TEL&D strategy to meet joint, APS and integrated workforce needs

Accountable Officer	VCDF	Applies to:	ADF and APS
Supported by	DEPSEC DP (for APS and integrated learning),	, Service Chiefs, Gr	oup Heads, Job Family Sponsors

### Background

Defence invests heavily in developing the knowledge and skills of its people. Improving and enhancing TEL&D across Defence will assist in professionalising the workforce in order to meet future demand, and will aid retention. Developing a more coherent approach to the development and maintenance of competencies for joint capabilities, the Defence APS and integrated workforces is important.

An enhanced Defence TEL&D strategy will support a holistic approach to professionalising the Defence workforce. It will also leverage partnerships with Defence Industry, academia and other Government departments, and will be consistent with the 70:20:10 Learning Model. DPG will provide support to managers to develop the skills and attributes necessary to implement the 70:20:10 Learning Model.

Job Family workforce plans will provide details for the professionalisation of individual Job Families.

### Aim

The aim of this action is to enhance the TEL&D system in order to create a more capable workforce in joint, APS and integrated capabilities, and reinforcing the use of the 70:20:10 Learning Model.

### Scope

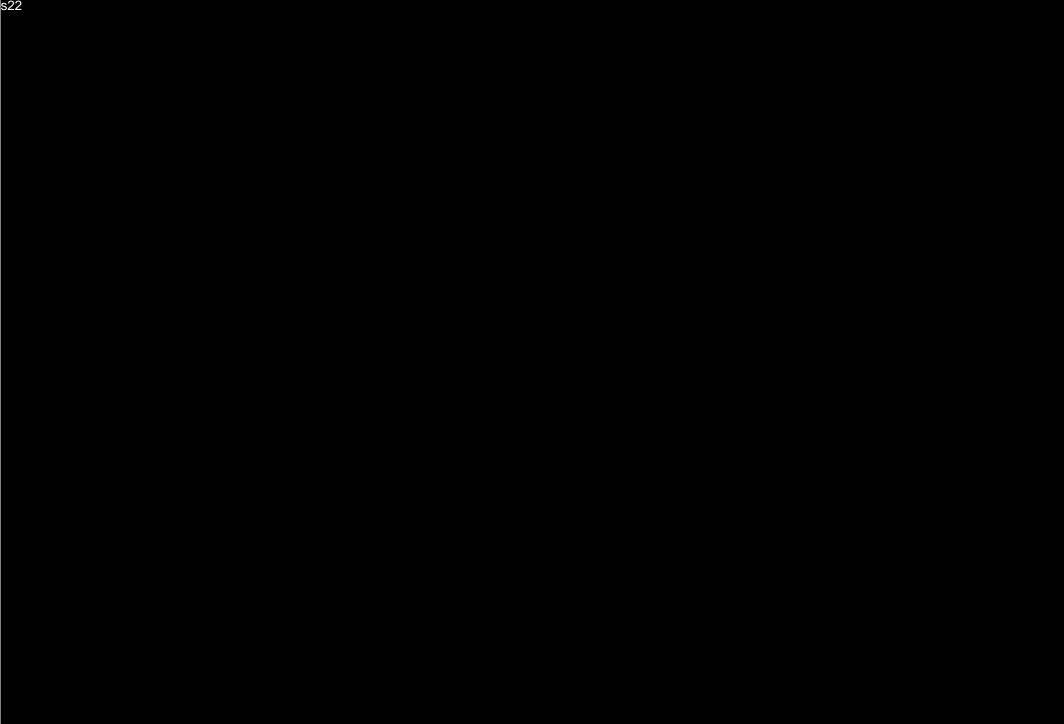
- Describe, map and model TEL&D systems, processes, components and their relationships, including responsibilities and accountabilities across the Defence workforce, Services and Groups.
- Describe the planned education and training domain and the future Defence Learning Environment (DLE).
- Develop and facilitate a coordinated approach to analyse, design, develop, conduct and evaluate TEL&D requirements for Joint capabilities, the Defence APS and integrated workforces.
- Identify options to enhance skills development and learning outcomes for priority workforce segments.
- Identify options to enhance leadership and management skills to improve performance and talent management processes and enable Defence wide adoption of the 70:20:10 learning model.

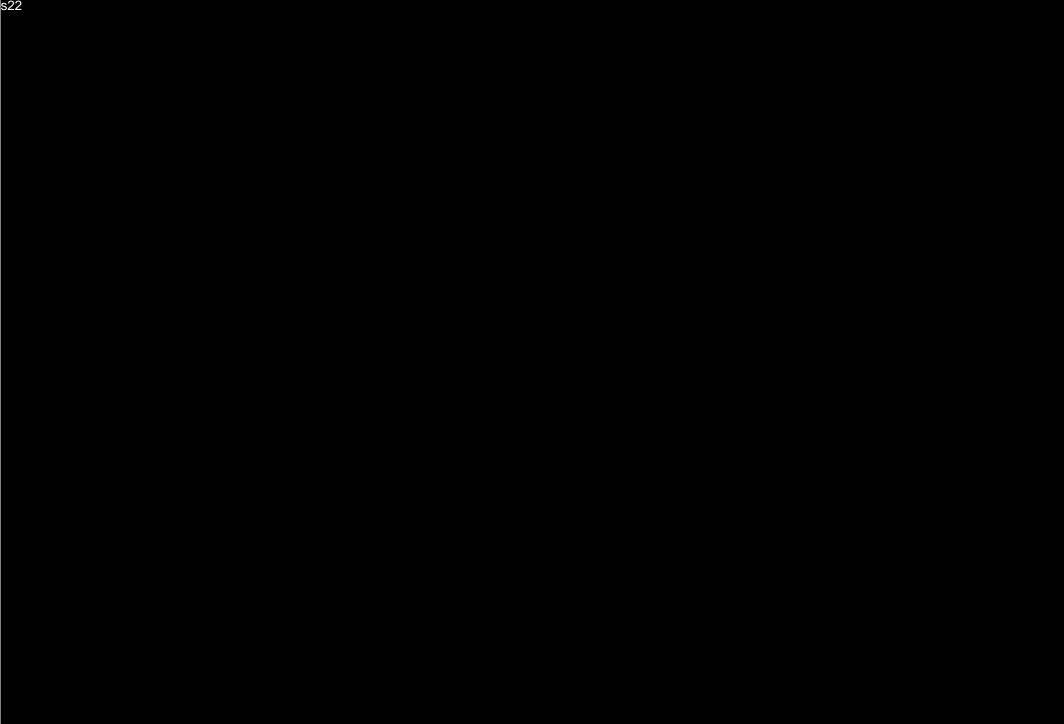
Ad	Addresses Workforce Risks:		
1.	Workforce Demand		
2.	Workforce Segmentation		
З.	Workforce Skills	4,5	
4.	Attraction and Recruitment		
5.	Training, Education, Learning and Development	1,2,3,4,5	
6.	Mobility, Postings and Deployment		
7.	Performance, Talent and Career Management		
8.	Retention	2,3,4	
9.	Transition and Re-engagement		
10.	Workforce Management		

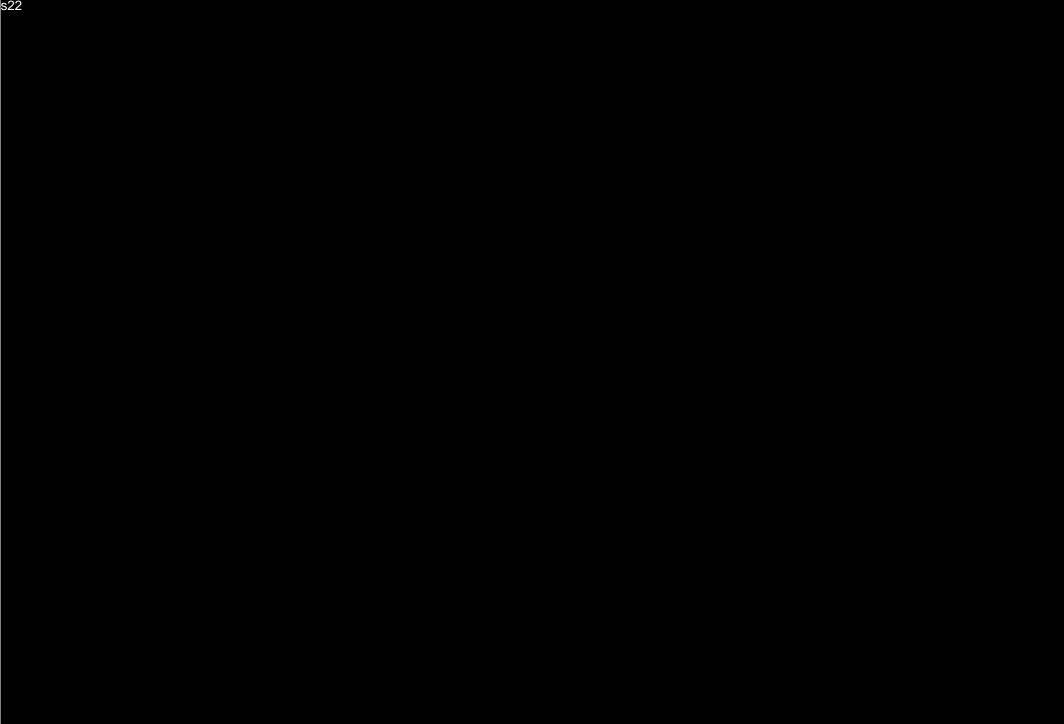
# 6. Defence Training, Education, Learning and Development (continued)

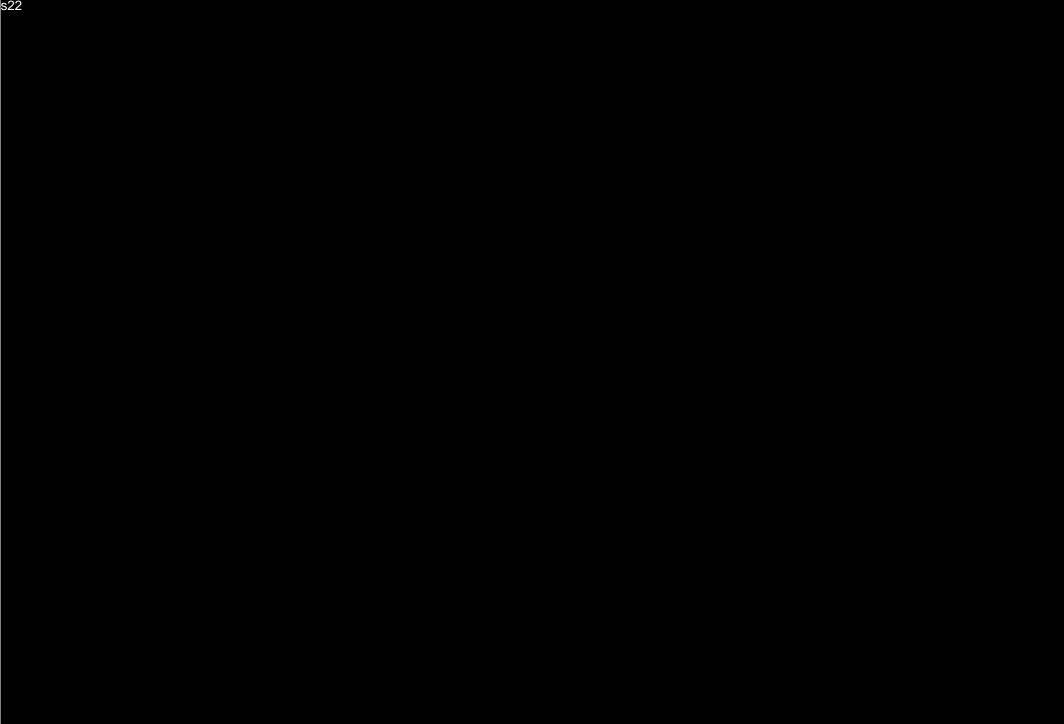
Establishing a defined, efficient and collaborative TEL&D strategy to meet joint, APS and integrated workforce needs

Key Activities	Milestone	Status
Appoint Project Manager for Defence TEL&D Strategy	1 November 2016	
Draft Defence TEL&D Strategy	1 November 2016 – 30 June 2017	
Consult	1 July 2017 – 31 August 2017	
Implement Defence TEL&D Strategy and facilitate collaborative approach	1 September 2017	
Performance Measures	KPIs	Status
Increase in positive attitudes (YourSay survey) regarding development opportunities		
Links to Other Plans and Initiatives		
DSWP Actions:		
<ul> <li>1 – Future Demand by Category and Occupation</li> </ul>		
2 – Job Family Renewal		
3 – Defence People Skills System		
• 7 – APS Mobility		
8 – APS Career and Talent Management		
9 – Defence Partnership Framework		
DWP Initiatives:		
• 9 – Implementation of the Future Defence Learning Environment		
Group and Job Family Workforce Plans		
Future Defence Learning Environment		









### 9. Defence Partnership Framework

Establishing partnerships with Industry, academia and Government to build the knowledge and skills of our people

Accountable Officer	DEPSEC DP	Applies to:	ADF and APS
Supported by	Service Chiefs and Group Heads, Including DEPSEC SP&I for Industry partnerships and CDS for Academia partnerships		

### Background

Working with Industry and academic partners is vital to building Defence's future STEM workforce. This action will lead to the establishment of mutually beneficial partnerships with Defence Industry, academia and other Government Departments to build and share future skills development. These relationships will be incorporated in ADF and APS career pathways. For the ADF, Service Option – dual employment provides a mechanism to support partnerships.

Building strong productive partnerships with these sectors will require clarity about Defence's future workforce and skills requirements. While Defence is not involved in workforce planning for its partners, identifying shared interests and reducing harmful competitive behaviour is likely to enhance skills development, collaboration and efficiency. Defence will continue to partner with academic providers to develop and deliver education and specialised training to improve job readiness and professionalise the workforce; this forms part of the Defence TEL&D strategy.

### Aim

The aim of this action is to establish partnerships with Industry, academia and other Government Departments in order to exploit areas of mutual interest and to develop knowledge, skills and experience.

### Scope

- Develop and maintain a register of existing and previous partnerships, exchanges, secondments and other workforce sharing arrangements.
- Assess the current state of partnerships, exchanges and secondments to identify opportunities.
- Develop an evaluation framework for partnerships.
- Develop supporting policy to enable partnerships to be formed, including how individuals are nominated.
- Identify responsibilities between DPG, Services and Groups.
- Develop future partnership arrangements with Industry, academia and other Government Departments.

Ad	Addresses Workforce Risks:		
1.	Workforce Demand		
2.	Workforce Segmentation		
З.	Workforce Skills		
4.	Attraction and Recruitment		
5.	Training, Education, Learning and Development		
6.	Mobility, Postings and Deployment	4	
7.	Performance, Talent and Career Management		
8.	Retention	1,2,3	
9.	Transition and Re-engagement		
10.	Workforce Management		

# 9. Defence Partnership Framework (continued)

Establishing partnerships with Industry, academia and Government to build the knowledge and skills of our people

Key Activities	Milestone	Status	
Appoint Project Manager for Defence Partnership Framework	1 November 2016		
Identify and evaluate existing external partnerships, exchanges and other arrangements	1 November 2016 – 30 April 2017		
Develop Defence Partnership Framework and supporting policy	1 May 2017 – 31 August 2017		
Implement Defence Partnership Framework	1 September 2017		
Evaluate Defence Partnership Framework and identify new opportunities	1 September 2018		
Performance Measures	KPIs	Status	
Increase in the number of Defence Partnerships			
Links to Other Plans and Initiatives			
DSWP Actions:			
1 – Future Demand by Category and Occupation			
2 – Job Family Renewal			
• 5 – Defence TEL&D Framework			
8 – APS Career and Talent Management	8 – APS Career and Talent Management		
Group and Job Family Workforce Plans			

# 10. Defence Transition and Re-engagement

Supportive transition and re-engagement arrangements that foster mutually beneficial outcomes for Defence and its people

Accountable Officer	DEPSEC DP	Applies to:	ADF and APS
Supported by	Service Chiefs, Group Heads, Job Family Spo	nsors, HPC and DG	DCO

### Background

This action will support ADF members and Defence APS employees as they transition from Defence into new employment or a new life phase, and provide employment opportunities for former Defence people to return to Defence. Ensuring people are supported through their transition is important as they may wish to return to Defence in the future; insufficient support during transition may undermine re-engagement prospects. Providing opportunities for former Defence people to return to Defence helps Defence to attain a more diverse and capable workforce as experience gained outside of Defence often leads to increased knowledge and enhanced skills.

There are times where Defence needs the specific knowledge, skills or experience of separated ADF members or Defence APS employees to meet short-term organisational requirements, but does not have the flexibility or AFS / FTE to rapidly engage their services. Greater flexibility to engage the services of separated ADF members and Defence APS employees as contractors would support Defence to meet specific, short-notice requirements.

### Aim

The aim of this action is to implement a system that supports the transition and re-engagement of Defence people, in order to achieve mutually beneficial outcomes for Defence and its people.

### Scope

- Identify opportunities to improve transition processes; this includes ensuring that ADF members are prepared to transition and that their Defence skills are recognised.
- Identify new opportunities for the ADF TWM and ForceNet, to ensure ADF members have the opportunity to remain engaged with Defence after separation.
- Identify opportunities for Defence APS to remain engaged with Defence after separation.
- Develop a system that provides Defence with the ability to engage separated ADF members and APS employees as contractors in response to short-term requirements.
- Engagement with external organisations such as the Department of Veterans Affairs and the Prime Minister's Advisory Committee on Mental Health.

Addresses Workforce Risks:		
1.	Workforce Demand	
2.	Workforce Segmentation	
З.	Workforce Skills	
4.	Attraction and Recruitment	
5.	Training, Education, Learning and Development	
6.	Mobility, Postings and Deployment	
7.	Performance, Talent and Career Management	
8.	Retention	
9.	Transition and Re-engagement	1,2,3,4,6
10.	Workforce Management	

# 10. Defence Transition and Re-engagement (continued)

Supportive transition and re-engagement arrangements that foster mutually beneficial outcomes for Defence and its people

Key Activities	Milestone	Status
Appoint Project Manager for Defence Transition and Re-engagement Strategy	1 November 2016	
Examine opportunities to improve transition processes	1 November 2016 – 30 April 2017	
Examine opportunities to enhance ForceNet and provide a system for engagement with separated APS employees	1 November 2016 – 30 April 2017	
Develop policy and system for Defence to re-engage ex ADF members and APS employees as contractors for short- notice, short-term requirements	1 March 2017 – 31 October 2017	
Draft Defence Transition and Re-engagement Strategy	1 November 2017 – 30 April 2018	
Implement Defence Transition and Re-engagement Strategy	1 May 2018	
Performance Measures	KPIs	Status
Degree of satisfaction with the support provided to Defence people during their transition (YourSay survey)		
Number of ADF and ex-ADF members who have updated their details in ForceNet		
Links to Other Plans and Initiatives		
DSWP Actions:		
3 – Defence People Skills System		
DWP People Initiatives:		
10 – Review and Improvement of Career Transition Assistance Scheme		
• 11 – Implement the Transition for Employment Program (for medically separating ADF members)		
• 12 – Implement the Defence Community Organisation Transition & Request Management System (for ADF members)	pers)	
• 13 – Implement Electronic Information Exchange Arrangements between Defence and Department of Veterans A	Affairs	
• 14 – Implement ForceNet		
15 Deliver a common access portal		

• 15 – Deliver a common access portal

s47F

# Implementation

A strategy, even a great one, doesn't implement itself

Jeroen De Flander, Strategy Leader and Author

### Implementing the Workforce Actions

Effective change management is required to ensure successful implementation

Change is a central part of Defence's workforce planning. The implementation of the 10 DSWP actions will change how Defence does workforce planning and provides the enabling framework to support Service, Group and Job Family Workforce Plans. It will also provide greater clarity on workforce considerations for the portfolio of capability projects and programs in the CLC.

Developing and implementing these actions will shape DPG's Service Offer, which will impact on service delivery and organisation structure. Considerations include:

### **Communication Plan**

• Developing and executing a communications plan to promote the content, scope and impact of the DSWP is required. Messages will cover the relationship between the respective plans, and what the DSWP will deliver. Communications are designed to create the foundation for improved workforce planning.

### Leadership Alignment

• Leadership alignment is critical to the realisation of *One Defence*, and the successful implementation of the DSWP.

### **Stakeholder Engagement**

• Engaging with internal and external stakeholders is required to provide transparency about the DSWP and how it is being implemented. This helps people to understand the changes and the potential benefits and impacts.

### **Project and Program Management**

• The 10 DSWP workforce actions have been designed as a program of projects. Coordination between the DSWP actions is essential. Adopting a standard and agreed program and project management methodology will be beneficial.

### **Project Resources and Teams**

• Each action will require dedicated skilled and experienced people to deliver the intended outcomes. There may be a need to engage external support for some actions.

### **DPG Service Offer**

• As each action is developed, DPG's Service Offer is likely to be affected. This provides DPG with options to renew and refresh the Service Offer and the service delivery model. This should be cognisant of potential impacts from the Defence Enterprise Resource Program (ERP) and the Whole of Government Shared and Common Services.

### **DPG's Organisation Structure**

• As DPG's Service Offer evolves, the organisation structure may need to change to ensure the effective management and the efficient use of resources.



### Implementing the Workforce Actions

The FPR and DSWP initiatives will deliver an efficient and effective Defence workforce

#### **HR Information Systems**

A key constraint in delivering the DSWP actions is Defence's current corporate HR system. Development of solutions for the DSWP actions need to be cognisant of HR reform and the introduction of the Defence ERP.

#### Links to other activities and initiatives

Some FPR workforce initiatives address workforce risks that have been identified in this DSWP. These FPR initiatives include:

- Development of Group and Job Family workforce plans to accompany this DSWP (FPR Recommendation 4.1)
- Review of ADF positions in the non Service Groups (FPR Recommendation 4.2)
- Development of a Joint Workforce Management approach

Where a risk is already being addressed by an FPR initiative, a separate DSWP action has not been designed.

The *Pathway to Change* and the FPR behaviours and strategic centre streams complement the DSWP actions to enhance Defence's Human Capital Response.

The implementation of the ADF TWM will support some of the DSWP actions.

#### **Identifying Success**

The DSWP actions are designed to create an integrated Defence People System. This system will be enabled by a clear understanding of current and future workforce demand, by numbers and skills, and the skills of Defence's people. This will provide the information to support effective workforce planning, which will drive recruiting, TEL&D, career and talent management, workforce mobility, partnerships with external organisations, and targeted re-engagement of people.

Together, the successful delivery of the FPR and DSWP workforce initiatives will provide Defence with a skilled and talented workforce that delivers the capability of the DWP through the IIP and has the agility to meet emerging requirements.

These workforce initiatives will be delivered as part of a broader Human Capital Response.

#### Reporting

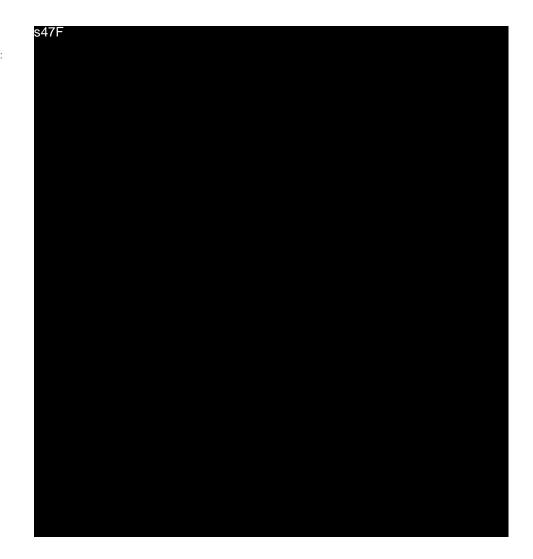
DEPSEC DP, as the accountable officer for all workforce actions, will be responsible for providing workforce reports to the FPR Implementation Committee at six monthly intervals.



### **Recommendations**

#### It is recommended that:

- 1. The following workforce actions are implemented, with a project manager appointed for each action:
  - a. Future demand by category and occupation;
  - b. Job Family renewal;
  - c. Defence People Skills System;
  - d. ADF Recruitment Strategy;
  - e. APS Recruitment Strategy;
  - f. Defence Training, Education, Learning and Development Strategy;
  - g. APS Mobility Strategy;
  - h. APS Career and Talent Management;
  - i. Defence Partnership Framework;
  - j. Defence Transition and Re-engagement Strategy.
- 2. A single DSWP program integrator be appointed to ensure alignment of the workforce actions.
- 3. DEPSEC DP provide a report on progress of all DSWP actions to the FPR Implementation Committee every six months, commencing from March 2017.



# Attachment: White Paper People Initiatives

You've got to think about big things while you're doing small things, so that all the small things go in the right direction

Alvin Toffler, Futurist and Author

### White Paper People Initiatives Overview

19 people initiatives, identified and funded through the Defence White Paper, will be implemented over the next decade

WHITE PAPER FUNDED PEOPLE INITIATIVES	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	total (\$m)
Modification of recruitment requirements and training pipelines					* 12 AFS						0.000
Enhanced career management							* 60 AFS				0.000
Development of Deliberately Differentiated Packages (DDP)							*				143.000
Implementation of flexible, competitive offers for critical STEM and intelligence occupations						*					5.150
Increase ADF recruiting for diversity groups	13 AFS										0.000
Establishment of STEM cadetships					2 FTE	*					11.450
Reintroduction of Defence Technical Scholarships (DTS)											32.400
Expansion of Defence work experience opportunities for priority diversity groups				* 11 FTE							2.415
Implementation of the future Defence Learning Environment (DLE)									* 2 AFS, 12	2 FTE	56.929
Review and improvement of the Career Transition Assistance Scheme (CTAS)						*					30.100
Implement the Transition for Employment (T4E) program						* 8 FTE					4.800
Implement the Defence Community Organisation transition and request management system	]										1.600
Implement electronic information exchange arrangements between Defence & Department of Veteran Affairs											9.000
Implement ForceNet											18.913
Deliver the Common Access Portal											10.492
Increased Service Medical Officer support to the Garrison Health Organisation			* 10 AFS								1.700
Engagement of additional permanent specialist mental health ADF personnel									* 7 AFS		0.900
Digitisation of ADF health records	1	5 FTE									8.610
Continued implementation of cultural reform		3 FTE									0.950
Total (\$m)	2.850	25.493	27.138	35.016	36.856	43.053	41.819	39.710	42.706	43.768	338.409

\* Indicates the FY in which an initiative built over time becomes fully funded. NB: An additional \$1.464 million is yet to be allocated to initiatives.

- \$339.9 million was allocated over the decade to support the development and implementation of these initiatives.
- The DWP identified that AFS and FTE was required for some of these initiatives; this requirement is to be absorbed within respective Services and Groups and forms part of workforce reallocation that was identified by the DWP.

### 1. Modification of recruitment requirements and training pipelines

Establish organisational psychology services to reshape and re-skill the existing workforce to meet capability requirements

Initiative Description	Key Actions
Establish uniformed organisational psychology services to facilitate Navy and <sup>\$22</sup> to reshape and re-skill the existing workforce to meet future capability requirements.	<ul> <li>Identify and prioritise areas experiencing the greatest change: ie new and emerging skill areas and existing areas with increased skilling requirements</li> <li>Analyse future workforce requirements and define required competencies, knowledge, attributes and expertise</li> <li>Define recruitment requirements and develop/redesign training pipelines to accommodate new and changed</li> </ul>
Induction Date Ma	requirements, including pathways to re-skill existing members
Intended Results	
Understand, define and manage new and changing skill requirements	
Clearly articulate future workforce requirements to influence attraction si	rategies
Understand changing workforce requirements early, enabling greater wo	orkforce agility
Increase ability of training pipelines to support re-skilling of existing work	sforce
Retain existing talent through re-skilling programs	
Risks Mitigated (aligned to the HR Risk Framework)	
Inadequate forecasting and planning	
Inadequate career management system	
Accountable Officer:	Director General (DG) Navy People and DG Personnel <sup>\$22</sup>

Funding (\$m)	
Navy AFS 1 2 4 6 6 6 6 6 6 8	6 ongoing

### 2. Enhanced career management

Enhance workforce planning and provide dedicated career management support, particularly to joint and new capabilities

Initiative Description				Key Action	S										
To enhance workforce plan management support, part cyber, intelligence, informat	ticularly to joir	nt and new capa		<ul> <li>Reshape and re-skill the existing Defence workforce to meet new capability platforms and emerging technology requirements</li> <li>Implement innovative ways of identifying talent and delivering education and training to engender the required attributes</li> <li>Optimise the assignment of the available workforce to positions where they can be most effective</li> <li>Strategically balance the needs of both the individual and organisation</li> <li>Create flexible and satisfying career pathways</li> </ul>											
Intended Results															
<ul> <li>Provide dedicated worl</li> <li>Define and manage car</li> <li>Ensure workforce struct</li> <li>Improve member satisf</li> <li>Provide effective careet</li> <li>Risks Mitigated (aligned)</li> <li>Inadequate forecasting</li> <li>Inadequate career man</li> <li>Inability to sustain critic</li> </ul>	reer structure ctures are sus faction and re er managemer I to the HR R g and planning nagement sys	s to enable skill tainable through tention, and may the drawing on the tisk Framework	acquisition, mobil improved workfor kimise return on to e skills and experi	lity and flexibility prce planning raining investme	ent through enha	anced career ma	anagement syste	ms	ccess flexible mo	dels of employm	ent				
Accountable Officer:				DG Navy Pe	eople, <sup>s22</sup>										
Resources	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	Total				
Funding (\$m)															
Navy AFS		1	2	5	7	9	15	15	15	15	ongoing				

Navy AFS

## 3. Development of Deliberately Differentiated Packages (DDP)

Improve recruiting and retention for critical skill groups experiencing workforce risks to capability

Initiative Description	Key Actions
To improve recruiting and retention for selected critical skills groups which are experiencing recruiting and retention risks to capability, by developing and implementing Deliberately Differentiated Packages of evidence-based measures which address the main sources of workforce dissatisfaction.	<ul> <li>Consult with the Services and Groups to target employment groups and priorities for DDP</li> <li>Analyse all available workforce data on the targeted employment groups to identify the most important areas of concern</li> <li>Consult with commanders, managers and the workforce to identify the underlying sources of concern and potential remedies</li> <li>Agree with the relevant Service or Group leaders the potential, feasible measures which could be considered by the workforce</li> <li>Administer a choice modelling survey to the workforce to identify the most cost-effective measures to improve recruiting and/or retention</li> <li>Report the results of the DDP development to the relevant Service or Group authority to decide which measures should proceed</li> <li>Assist the Service or Group to implement and evaluate the DDP</li> <li>Build a strong relationship with the parent organisation and relevant subject matter expert areas to enable early identification and refinement of suitable DDP measures</li> </ul>
Intended Results	
<ul> <li>Implement package of financial and non-financial measures to imp</li> <li>Sustain improvement in recruiting and retention in the targeted em</li> </ul>	
Risks Mitigated (aligned to the HR Risk Framework)	
Inability to sustain critical skills	
Accountable Officer:	DG Workforce Planning (DPG)

Resources	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	Total
Funding (\$m)	0.000	10.000	10.000	14.000	16.500	18.500	18.500	18.500	18.500	18.500	143.00
Navy AFS		1	1	1	1	1	1				
s22											

# 4. Implementation of flexible, competitive offers for critical STEM and intelligence occupations

Develop a competitive employment offer for critical STEM capability areas to improve attraction and retention

Initiative Description	Key Actions
Establish a flexible, competitive employment offer for critical capability areas to enable attraction and retention of highly skilled individuals and reduce costs involved with continuous staff turnover.	<ul> <li>Introduce a differentiated employment offer for critical Science, Technology, Engineering and Mathematics (STEM) and intelligence related occupations. This would include:         <ul> <li>offering competitive salaries for identified capabilities, initially by including the payment of a Building Defence Capability Payment (BDCP)</li> <li>payment of retention and performance bonuses</li> <li>sabbaticals</li> <li>enhanced relocations packages</li> <li>membership of identified professional associations</li> <li>attendance at conferences</li> <li>international and national placements to work with Science and Technology partners (including other cyber agencies and Industry partners)</li> <li>progression from the initial use of BDCPs to a deliberately differentiated employment offer incorporating higher salaries plus other benefits</li> </ul> </li> </ul>
Intended Results	
<ul> <li>Attraction and retention of highly skilled individuals in critical STEM and</li> <li>Reduced costs involved with continuous staff turnover</li> </ul>	intelligence related occupations
Risks Mitigated (aligned to the HR Risk Framework)	
<ul> <li>Inability to sustain critical skills</li> <li>Insufficient attraction and selection of people</li> <li>Poor retention of the right people</li> </ul>	
Accountable Officer:	Deputy Secretary Defence People

Resources	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	Total
Funding (\$m)			0.200	0.300	0.400	0.850	0.850	0.850	0.850	0.850	5.150
Navy AFS											
522											

### 5. Increase ADF recruiting for diversity groups

Provision of specialist recruiting teams focused on recruitment of women, Indigenous and CALD groups

Initiative Description				Key Action	s								
Increase ADF recruiting Aboriginal and/or Torres Linguistically Diverse (C of temporary specialist recruitment of women a	Strait Islander ( ALD) groups. Ac recruiting teams	origin and people Iditional AFS ena focused on incr	e of Cultural and ables continuatio	Develop interview     Professi     Identify these ca     Continu target a     Continu Indigence     Harness	and deliver unc vers and counse onalise the role reasons for diver andidates throug e use of dedicat chievement e to work with D bus recruitment s initiatives such	conscious bias tr ellors associated of the recruiter ir rsity groups drop on the recruitmer ed trained recru pefence Indigence activities and de	aining throughou with gender and holuding training oping out in the r it pipeline itment teams for us Affairs <sup>\$22</sup> velop outcomes ness application,	d culture in the value of c ecruitment pipel Indigenous recr and actions	e Recruiting, targ ultural diversity ine, and develop uitment to impro	alternate mecha alternate mecha ve candidate exp to further gagement activit	nisms to 'pull' perience and enhance		
Intended Results													
	<ul> <li>Sustain improvement in recruiting diversity groups to Defence</li> <li>Focus training and development of new procedures to address unconscious bias in recruitment and thereby expanding the recruitment pool</li> </ul>												
Risks Mitigated (align	ed to the HR R	lisk Framework	()										
Inappropriate culture     Insufficient attraction		of people											
Accountable Officer:				DG Defe	DG Defence Force Recruiting (DPG)								
Resources	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	Total		
Funding * (\$m)	7.800	8.000	8.200	8.500	8.700	9.000	9.200	9.500	9.800	10.100	88.800		
Navy AFS	3	3	3	3	3	3	3	3	3	3	Ongoing		

\*DPG agreed to fund this initiative

# 6. Establishment of Science, Technology, Engineering & Mathematics cadetships

Establish a cadetship program targeting tertiary students with critical STEM skills

Initiative Description	Key Actions
Establish a STEM cadetship program in specific science and mathematics fields, targeting in particular female and Indigenous participants, to feed into DSTG capabilities in high priority areas of cyber, surveillance, space and autonomous systems. There is a requirement to develop an appropriately skilled workforce able to deliver a number of transformational and game changing technologies specifically targeted for their potential to impact Defence's future force structure.	<ul> <li>Partner with universities that have expertise in the required STEM technologies to ensure high calibre candidates are available for merit selection into a cadetship program</li> <li>Pay cadets' tertiary education fees dependent on them maintaining a high standard of academic achievement</li> <li>Identify and arrange work placements within Defence as well as within the broader Innovation sector to allow individuals to broaden their skills, experiences and networks</li> <li>Progress participants from cadets to ongoing Defence APS employees upon completion of their tertiary studies and the program</li> <li>Develop a Defence policy statement on STEM</li> <li>Ensure alignment of STEM workforce initiatives</li> </ul>
Intended Results	
<ul> <li>Develop a high performing talent pipeline, appropriately skilled in specif autonomous systems</li> </ul>	ic science and mathematics fields, to feed into DSTG capabilities in high priority areas of cyber, surveillance, space and
Risks Mitigated (aligned to the HR Risk Framework)	
<ul><li>Insufficient attraction and selection of people</li><li>Inability to sustain critical skills</li></ul>	
Accountable Officer:	Chief Science Strategy and Program Division (DSTG)

Resources	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	Total
Funding (\$m)		0.600	1.200	1.400	0.750*	1.500	1.500	1.500	1.500	1.500	11.450
Navy AFS											
s22											

\* Additional resources are to be sourced for FY 19-20 to smooth the growth path

### 7. Reintroduction of Defence Technical Scholarships (DTS)

Provide scholarships to senior high school students interested in pursuing an ADF general entry technical trade career

Initiative Description	า			Key Action	S								
To improve recruiting in the provision of schola prerequisite subjects v general entry technica There is an increasing competition, for techni Technical Trades Prog of the opportunities for tradespersons.	rships to Year 11 vith the demonstra I trade career on o requirement withi cal tradespersons ram (TTP) will see	and 12 students ated interest in p completion of scl n the ADF, and ir s across Australia k to increase the	studying key ursuing an ADF nool. noreasing external a. The ADF e awareness	<ul> <li>Investigate, analyse and potentially develop the following: <ul> <li>Integration of Defence technical elements into the Year 11 and 12 curricular</li> <li>Development of targeted scholarships for those identified with the requisite subjects</li> <li>Identify opportunities to increase awareness at Year 11 and 12 level of trade opportunities in Defence</li> <li>Review of past lessons learnt to capitalise on opportunities</li> <li>Potential opportunities with schools that have specific VET/Trade programs</li> <li>Identify opportunities to increase awareness for Year 10 students interested in careers in Army technical trades</li> <li>Participation in Regional activities at Trade Shows, Career Expos targeting trades etc</li> <li>Expansion of the role of the Specialist Recruitment Engineering teams</li> </ul> </li> </ul>									
Intended Results													
Expand the recruit	ment pool and lev	vel of interest in t	echnical trades	•									
Risks Mitigated (alig	ned to the HR F	lisk Framework	<)										
<ul><li>Insufficient attracti</li><li>Inability to sustain</li></ul>		of people											
Accountable Officer	:			DG Defence	e Force Recruitin	g (DPG)							
Resources	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	Total		
Funding (\$m)		0.700	1.500	2.500	3.000	4.700	4.800	5.000	5.000	5.200	32.400		
Navy AFS													

s22

# 8. Expansion of Defence work experience opportunities for priority diversity groups

Expand Defence work experience opportunities and support to improve attraction and recruitment of diversity groups

Initiative Description	Key Actions
Strengthening of work experience opportunities for priority diversity	Confirm diversity targets – CALD, Indigenous, gender, Service category
groups and enhancement of Defence's standing as an employer of choice	Identify the most appropriate work experience activities/format
for all Australians, including people from diverse backgrounds.	Identify appropriate participation strategies
	<ul> <li>Implement appropriately structured and targeted work experience activities using a test and adjust approach to maximise participation rates</li> </ul>
	Conduct formal evaluation at no less than quarterly intervals
Intended Results	
Increased level of interest in Defence as an employer of choice within ide	entified diversity groups
• Increased awareness of the range of job opportunities available within the	ne Defence organisation
• Increased recruitment and retention of individuals from identified diversi	ty groups
Increased levels of diversity within the workforce	
Risks Mitigated (aligned to the HR Risk Framework)	
Insufficient attraction and selection of people	
Inappropriate culture	
Accountable Officer:	Head Cadet, Reserve and Employer Support Division (VCDF)

Resources	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	Total
Funding (\$m)				0.332	0.332	0.338	0.344	0.350	0.356	0.363	2.415
Navy AFS											
s22										÷	

## 9. Implementation of the future Defence Learning Environment (DLE)

Transform Defence's learning environment into an interoperable system able to meet future education and training needs

Initiative Description				Key Action	IS						
To transform Defence's linteroperable IT system a	0					and training Don		odel – Rusiness F	Requirements to	nether with archi	tecture views
flexible, learner-centric a training is delivered to th	,	0		for data	or information,	systems, applica	ations and techno	ology			
on Defence's needs.						0	s Reforms to ena	0,5	olution success	and notwork in	fractructura
This initiative includes the training to implement the	1	, ,	e, hardware and		core learning te	0, 1	nines, supporting	g learning technic	nogy capabilities	, and network if	Inastructure
				Integrat	e learning syste	ms					
Intended Results											
Provide a modern ar	nd standardised	learning technol	ogy solutions to	meet Defence s	killing capability	requirements					
Improve efficiency th	nrough reductior	n of duplicated a	nd bespoke syste	ems							
Enable increased pa	articipation and a	accessibility to m	iodern, innovative	e learning mater	rials across all se	ecurity classificat	tions				
Reduce administrativ	ve workload, du	plication of traini	ng development	effort and traini	ng or retraining	for training schoo	l				
• Support a greater ra	ange of effective	and appropriate	learning strategi	es in addition to	formal face-to-	face methods					
• Optimise the benefits	s from related p	rojects and initia	tives that influenc	e the DLE, suc	h as JP2047, JP	2080 and Stand	alone Network F	Remediation Prog	gram		
Risks Mitigated (align	ed to the HR F	lisk Framework	c)								
Insufficient training a	and education sy	/stems									
Accountable Officer:				Principal - C	Centre for Defen	ce & Strategic St	udies (VCDF)				
Resources	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	Total
Funding (\$m)		3.977	4.309	4.580	5.212	6.057	7.324	7.324	8.299	9.847	56.929
Navy AFS					1	1	1	1	2	2	ongoing

s22

# 10. Review and improvement of the Career Transition Assistance Scheme (CTAS)

Expand the CTAS scheme to members separating from ADF with less than 12 years of service

the ADF with less than 12 years of service to have a resume developed and to be coached in job search techniques, application writing and interview skills.       need to be run in each location         Currently this group comprises approved absence to undertake job search techniques, application and treasms       a calendar of courses to ensure that the maximum number of people can be trained in each location (ADF Transition Teams)         Currently this group comprises approved absence to undertake job search activities.       • Negotiate and procure job search training programs with CVC/CTMC panel of providers locally (ADF Transition managers)         • Ensure CTAS Level 1 members are aware of this new initiative activities.       • Amend extant policy to enable full participation and accommodate CTAS scheme attendance         • Confirm that as this new initiative has been approved by Senior Defence Executive and Government that no further policy approval is required to amend CTAS PACMAN policy to incorporate this new initiative         • Provide members with a suite of job search techniques and a resume prior to separation (about 3,000 to 3,500 personnel per year)         • Increase the positive experience of separating pelence members, which may lead re-enlistment and positive recommendations         Risks Mitigated (aligned to the HR Risk Framework)         • Failure to deliver and maintain a compelling employment offer         • Inappropriate culture	Initiative Description	Key Actions
Interview skills. Currently this group comprises approximately 40% of all separations and these members receive minimal assistance in the form of a transition Teams) Negotiate and procure job search training programs with CVC/CTMC panel of providers locally (ADF Transition Teams) Negotiate and procure job search training programs with CVC/CTMC panel of providers locally (ADF Transition Teams) Negotiate and procure job search training programs with CVC/CTMC panel of providers locally (ADF Transition Teams) Negotiate and procure job search training programs with CVC/CTMC panel of providers locally (ADF Transition Teams) Negotiate and procure job search training programs with CVC/CTMC panel of providers locally (ADF Transition Teams) Negotiate and procure job search training programs with CVC/CTMC panel of providers locally (ADF Transition Teams) Negotiate and procure job search training programs with CVC/CTMC panel of providers locally (ADF Transition Teams) Negotiate and procure job search training programs with CVC/CTMC panel of providers locally (ADF Transition Teams) Negotiate and procure job search training programs with CVC/CTMC panel of providers locally (ADF Transition Teams) Negotiate and procure job search training programs with a subtreation and accommodate CTAS scheme attendance Confirm that as this new initiative has been approved by Senior Defence Executive and Government that no further policy approval is required to amend CTAS PACMAN policy to incorporate this new initiative Intervet exercises confidence of separating members in approaching job search prior to separation (about 3,000 to 3,500 personnel per year) Increase the positive experience of separating Defence members, which may lead re-enlistment and positive recommendations  Ekse Mitigated (aligned to the HR Risk Framework) Failure to deliver and maintain a compelling employment offer Inappropriate culture  Accountable Officer: DG Defence Community Organisation (DPG)		Analyse data to identify the geographic spread of separations by number of separations to establish how many courses need to be run in each location
these members receive minimal assistance in the form of a transition seminar and five days approved absence to undertake job search activities. Ensure CTAS Level 1 members are aware of this new initiative Armend extant policy to enable full participation and accommodate CTAS scheme attendance Confirm that as this new initiative has been approved by Senior Defence Executive and Government that no further policy approval is required to amend CTAS PACMAN policy to incorporate this new initiative Intended Results Provide members with a suite of job search techniques and a resume prior to separation (about 3,000 to 3,500 personnel per year) Increase confidence of separating members in approaching job search prior to and after separation Increase the positive experience of separating Defence members, which may lead re-enlistment and positive recommendations Risks Mitigated (aligned to the HR Risk Framework) Failure to deliver and maintain a compelling employment offer Inappropriate culture Accountable Officer: DG Defence Community Organisation (DPG)	· · · · ·	
activities. Amend extant policy to enable full participation and accommodate CTAS scheme attendance • Amend extant policy to enable full participation and accommodate CTAS scheme attendance • Confirm that as this new initiative has been approved by Senior Defence Executive and Government that no further policy approval is required to amend CTAS PACMAN policy to incorporate this new initiative Intended Results • Provide members with a suite of job search techniques and a resume prior to separation (about 3,000 to 3,500 personnel per year) • Increase confidence of separating members in approaching job search prior to and after separation • Increase the positive experience of separating Defence members, which may lead re-enlistment and positive recommendations <b>Risks Mitigated (aligned to the HR Risk Framework)</b> • Failure to deliver and maintain a compelling employment offer • Inappropriate culture <b>Accountable Officer:</b> DG Defence Community Organisation (DPG)		
<ul> <li>Amend extant policy to enable full participation and accommodate CTAS scheme attendance</li> <li>Confirm that as this new initiative has been approved by Senior Defence Executive and Government that no further policy approval is required to amend CTAS PACMAN policy to incorporate this new initiative</li> <li>Provide members with a suite of job search techniques and a resume prior to separation (about 3,000 to 3,500 personnel per year)</li> <li>Increase confidence of separating members in approaching job search prior to and after separation</li> <li>Increase the positive experience of separating Defence members, which may lead re-enlistment and positive recommendations</li> </ul> Risks Mitigated (aligned to the HR Risk Framework) <ul> <li>Failure to deliver and maintain a compelling employment offer</li> <li>Inappropriate culture</li> </ul> DG Defence Community Organisation (DPG)		Ensure CTAS Level 1 members are aware of this new initiative
policy approval is required to amend CTAS PACMAN policy to incorporate this new initiative         Intended Results         • Provide members with a suite of job search techniques and a resume prior to separation (about 3,000 to 3,500 personnel per year)         • Increase confidence of separating members in approaching job search prior to and after separation         • Increase the positive experience of separating Defence members, which may lead re-enlistment and positive recommendations         Risks Mitigated (aligned to the HR Risk Framework)         • Failure to deliver and maintain a compelling employment offer         • Inappropriate culture         Accountable Officer:	activities.	Amend extant policy to enable full participation and accommodate CTAS scheme attendance
<ul> <li>Provide members with a suite of job search techniques and a resume prior to separation (about 3,000 to 3,500 personnel per year)</li> <li>Increase confidence of separating members in approaching job search prior to and after separation</li> <li>Increase the positive experience of separating Defence members, which may lead re-enlistment and positive recommendations</li> </ul> <b>Risks Mitigated (aligned to the HR Risk Framework)</b> Failure to deliver and maintain a compelling employment offer Inappropriate culture <b>Accountable Officer:</b> DG Defence Community Organisation (DPG)		
<ul> <li>Increase confidence of separating members in approaching job search prior to and after separation</li> <li>Increase the positive experience of separating Defence members, which may lead re-enlistment and positive recommendations</li> <li>Risks Mitigated (aligned to the HR Risk Framework)</li> <li>Failure to deliver and maintain a compelling employment offer</li> <li>Inappropriate culture</li> <li>Accountable Officer:</li> </ul> DG Defence Community Organisation (DPG)	Intended Results	
<ul> <li>Increase the positive experience of separating Defence members, which may lead re-enlistment and positive recommendations</li> <li>Risks Mitigated (aligned to the HR Risk Framework)</li> <li>Failure to deliver and maintain a compelling employment offer</li> <li>Inappropriate culture</li> <li>Accountable Officer:</li> <li>DG Defence Community Organisation (DPG)</li> </ul>	Provide members with a suite of job search techniques and a resume p	rior to separation (about 3,000 to 3,500 personnel per year)
Risks Mitigated (aligned to the HR Risk Framework)         • Failure to deliver and maintain a compelling employment offer         • Inappropriate culture         Accountable Officer:         DG Defence Community Organisation (DPG)	Increase confidence of separating members in approaching job search	prior to and after separation
<ul> <li>Failure to deliver and maintain a compelling employment offer</li> <li>Inappropriate culture</li> <li>Accountable Officer:</li> </ul> DG Defence Community Organisation (DPG)	Increase the positive experience of separating Defence members, whic	n may lead re-enlistment and positive recommendations
Inappropriate culture  Accountable Officer:  DG Defence Community Organisation (DPG)	Risks Mitigated (aligned to the HR Risk Framework)	
Accountable Officer: DG Defence Community Organisation (DPG)	Failure to deliver and maintain a compelling employment offer	
	Inappropriate culture	
	Accountable Officer:	DG Defence Community Organisation (DPG)
Resources 15-16 16-17 17-18 18-19 19-20 20-21 21-22 22-23 23-24 24-25 1		18-19 19-20 20-21 21-22 22-23 23-24 24-25 Tota

Resources	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	Total
Funding (\$m)		1.500	1.600	1.700	1.800	4.700	4.700	4.700	4.700	4.700	30.100
Navy AFS											
s22	1			Į			ł				

## 11. Implement the Transition for Employment (T4E) program

Prepare and support medically separating ADF members into civilian employment

Initiative Description	Key Actions
T4E aims to prepare medically separating ADF members, while they are still serving, to be competitive in the civilian job market through a suite of preparatory services and ongoing support, commensurate with their recognised medical condition(s). T4E will be delivered in partnership with a trusted third party provider.	<ul> <li>Pilot the T4E concept to validate the model</li> <li>Confirm resource implications</li> <li>Monitor the satisfaction and wellbeing of participants</li> </ul>
Intended Results	
<ul> <li>Improved preparation and support to medically separating members</li> <li>Improved engagement and partnership with prospective employers of e</li> <li>Meet legislative responsibility and manage legal risk</li> <li>Enhance Defence's reputation</li> <li>Enhance morale within Defence</li> </ul>	x ADF members
Risks Mitigated (aligned to the HR Risk Framework)	
<ul><li>Failure to deliver and maintain a compelling employment offer</li><li>Inappropriate culture</li></ul>	
Accountable Officer:	Head People Capability (DPG)

Resources	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	Total
Funding (\$m)		0.500	0.500	0.800	1.000	0.800	0.600	0.400	0.200		4.800
Navy AFS											
s22											

# 12. Implement the DCO Transition & Request Management System (RMS)

Establish a holistic management system to improve administration of the transition of ADF members from service

Initiative Description	Key Actions	6						
To introduce a holistic management system into Defence Community Organisation (DCO) to improve the management of the transition of ADF members from service. To be progressed in two phases, this initiative will introduce an integrated request management system to manage information requests from Department of Veteran Affairs (DVA) and ComSuper on compensation and invalidity claims and improve the management systems that support DCO operations including transition.	requests liability o • Undertal	for information r invalidity ke a Discovery F	from both DVA a	and Commonwe and specify the r	gement System alth Superannua emaining require operations	tion Corporation	(CSC) associate	d claims for
Intended Results								
<ul> <li>Improve quality and timeliness of the provision of information leading to</li> <li>Improve support for ADF members preparing to transition, particularly v</li> <li>Facilitate DVA's ability to manage and support the transition process, er</li> </ul>	vhere they ma	y be separating	for medical reas	ons				
Risks Mitigated (aligned to the HR Risk Framework)								
<ul><li>Inadequate people information management systems</li><li>Failure to deliver and maintain a compelling employment offer</li></ul>								
Accountable Officer:	Head People	e Capability (DP	G)					
Resources 15-16 16-17 17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	Total
Funding (\$m) 0.100 0.100	0.200	0.200	0.200	0.200	0.200	0.200	0.200	1.600

Navy AFS s22

# 13. Implement electronic information exchange arrangements between Defence and DVA

Establish information exchange arrangements, automating administration and improving timeliness of support

Initiative Description	Key Actions
Implement effective and efficient electronic information access and	Provide DVA and CSC with electronic access to the Defence eHealth System (DeHS)
exchange arrangements between Defence, DVA and, where relevant,	• Provide DVA and where relevant, CSC, with the ability to access agreed data from the Defence corporate HR system
the CSC.	Provide DVA with the ability to access agreed data in the Safety Tracking and Reporting System (STARS)
Providing DVA and CSC with direct electronic access to digital records will significantly reduce the burden on both departments of sourcing,	• Provide DVA and, if relevant, CSC access to the Defence Record Management System in order to retrieve agreed information, where needed
transferring and inputting the relevant data which in turn will help DVA deliver care and support in a much more effective and timely manner.	Provide Defence with the ability to access DVA claims and determinations
Intended Results	
• Provision of timely electronic access to data relevant to Defence, DVA a	Ind CSC business functions
Automate the transactional access and retrieval processes	
Risks Mitigated (aligned to the HR Risk Framework)	
Inadequate people information management systems	
Failure to deliver and maintain a compelling employment offer	
Accountable Officer:	Head People Capability (DPG)

15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	Total
			3.000	3.000	3.000					9.000
							I	<u> </u>		
	15-16	15-16 16-17	15-16 16-17 17-18							

### 14. Implement ForceNet

Establish a single web portal to enable ADF members to access Defence systems and information, independent of the DRN

Initiative Description	Key Actions
<ul> <li>ForceNet will be Defence's secure online personnel communications e-portal for ADF members. It will:</li> <li>improve personnel communications and engagement within and across the Services</li> <li>facilitate access to current, accurate information</li> <li>provide links and support mechanisms</li> </ul>	<ul> <li>Conduct a procurement activity to secure a vendor to deliver the Future ForceNet from April 2016</li> <li>Transition sustainment services to CIOG and transfer the business owner function to DPG</li> <li>Establish a governance framework (Executive Board and Working Group) under the HR Development Program portfolio</li> <li>Establish development schedules for the four packages as approved by Chiefs of Service Committee (November 2015)</li> </ul>
Intended Results	
<ul> <li>Enable the implementation and application of the ADF Total Workforce</li> <li>Facilitate more effective personnel communications networks and control</li> <li>Network and support the broader Defence community by enhancing communications</li> </ul>	
Risks Mitigated (aligned to the HR Risk Framework)	
<ul> <li>Inadequate people information management systems</li> <li>Failure to deliver and maintain a compelling employment offer</li> <li>Poor retention of the right people</li> </ul>	
Accountable Officer:	Head People Capability (DPG)

Funding (\$m)         1.500         2.316         2.969         2.430         3.212         1.542         1.581         1.620         1.661         1.702         2.2           Navy AFS
c77
522

\* Total DWP funding was \$18.913m over the decade. DPG will manage the shortfall.

### 15. Deliver a Common Access Portal

Establish a single web portal to provide easy access to information on support services available to ADF members

Initiative Description				Key Action	IS						
Implementation of a Co Support for Wounded, I process of accessing su common entry point ele At present information of uncoordinated websites	Injured or III Prog upport simpler ar ectronically acces on support servic	ram. The Portal v nd more intuitive ssible from a rang	will make the by providing a ge of platforms.	<ul><li>as part</li><li>Deploy,</li></ul>	of the ForceNet	Application (exp	ected completio	n - September 2		ct for subsequen 16)	t deployment
Intended Results											
<ul> <li>Improve accessibilit</li> <li>Reduce time and ef</li> <li>Increase retention c</li> <li>Fulfill commitment t</li> <li>Risks Mitigated (align</li> <li>Failure to deliver and</li> <li>Inappropriate cultur</li> <li>Poor retention of the</li> </ul>	fort required to s of current member to support curren <b>ned to the HR R</b> d maintain a corr re	eearch for informa ers It and former ADI <b>lisk Framework</b>	ation in disparate F members and t	locations	nd former ADF m	nembers, and th	eir families				
Accountable Officer:				Head Peop	e Capability (DP	G)					
	1								1		
Resources	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	Total
WP Funding (\$m)	1.350	2.340	1.130	0.624	1.150	0.566	1.100	0.566	1.100	0.566	10.492
Revised Funding*		2.360	1.130	0.748	1.230	0.679	1.170	0.679	1.170	0.679	9.846
Navy AFS											

s22

\* Revised funding represents increased contingency and a slippage in the project start date. DPG will resource the difference between the DWP funding and revised funding requirement.

# 16. Increased Service Medical Officer support to the Garrison Health Organisation

Improve assurance and consistency of health services to ADF personnel across the country

Initiative Description	Key Actions
Improve assurance and consistency of health services to ADF personnel through the consistent delivery of required senior military medical services around the country to support the delivery of good quality health services to ADF members wherever they are posted. This will be achieved through an additional 10 ADF Medical Officers (MO).	<ul> <li>Finalise positional requirements and duty statements to meet required outcomes</li> <li>Confirm the locations where these positions will best meet existing need</li> <li>Use a competitive selection process to recruit to the positions</li> <li>Conduct induction process</li> <li>Conduct a localised communication activity to ensure commanders are aware of the enhanced service and access pathway</li> <li>Monitor the initiative performance through the clinical governance framework and targeted survey of commanders and health care recipients in rehabilitation activities</li> <li>Manage the workforce within the Garrison workforce model</li> </ul>
Intended Results	
<ul> <li>Enhance rehabilitation outcomes through better communication betwee</li> <li>Mentor civilian MOs and junior ADF MOs to improve their understanding</li> <li>Increase capacity within the health systems, particularly for complex ref</li> <li>Enhance clinical and administrative care for injured members</li> <li>Risks Mitigated (aligned to the HR Risk Framework)</li> </ul>	of the military environment and Commander's roles during health care and rehabilitation
<ul> <li>Failure to deliver and maintain a compelling employment offer</li> <li>Inadequate people management system</li> <li>Poor retention of the right people</li> </ul>	
Accountable Officer:	Commander Joint Health (VCDF)

Funding (\$m)         0.100         0.200				21-22	20-21	19-20	18-19	17-18	16-17	15-16	Resources
Navy AFS         1         2<	0.200 1.700	0.200	0.200	0.200	0.200	0.200	0.200	0.200	0.100		Funding (\$m)
	2 2 ongoinę	2	2	2	2	2	2	2	1		Navy AFS
s22											s22

## 17. Engagement of additional permanent specialist mental health ADF personnel

Expand the medical specialist program to include psychiatry and continue the reform of delivery of specialist mental health services

Initiative Description				Key Action	IS						
Expand the Medical Spo psychiatry through an a specialists and one adm This will form the core o health services to deplo	dditional six spec ninistrative coord of ongoing reform	cialist psychiatric inator within the of delivery of sp	trainees and Services. ecialist mental	<ul> <li>Finalise the service delivery model and governance framework. Identify required locations and the service delivery model</li> <li>Recruit Administrative Coordinator and induct</li> <li>Recruit initial positions (potentially two) as fully qualified specialists to commence service delivery whilst trainees are identified and commence training</li> <li>Identify and select suitable trainees under the same model as the Medical Surgical Program</li> <li>Induct and commence training within the Royal College of Psychiatrists training program</li> <li>Design and deliver an ongoing communication plan</li> <li>Assess and monitor the program, testing and adjusting as required</li> </ul>							
Intended Results											
<ul> <li>Enhance psychiatric</li> <li>Improve potential to</li> <li>Improve research in</li> <li>Improve clinical and</li> </ul>	o deploy enhance nto mental health	ed mental health outcomes and i	services into ope nterventions		nments						
Risks Mitigated (align	ned to the HR R	isk Framework	()								
<ul> <li>Failure to deliver and</li> <li>Inadequate people</li> <li>Poor retention of the</li> </ul>	management sys		nent offer								
Accountable Officer:				Commande	Commander Joint Health (VCDF)						
Resources	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	Total
Funding (\$m)		0.040	0.060	0.080	0.100	0.100	0.120	0.120	0.140	0.140	0.900

1

1

1

1

1

Navy AFS

1

1

1

ongoing

### 18. Digitisation of ADF health records

Digitise the medical records of all current serving members and make them accessible through the Defence eHealth system

Initiative Description	Key Actions						
Digitise the health records of current serving members to allow internal and external electronic access. Currently, a member's health record is contained in both digital form within the Defence eHealth System for information recorded post 2014 and in paper form for pre 2014 records. This arrangement makes access to and provision of records inefficient and time consuming.	<ul> <li>Digitisation of ADF health records initially concentrating on those members being presented for medical review</li> <li>Establish processes and procedures and expand the program to encompass the health records of all serving ADF members</li> <li>Ensure availability of health records, prioritising members being presented for medical review</li> </ul>						
Intended Results							
<ul> <li>Improve access to the full medical record of a member's health record and reduced delays involved in moving or supplying copies of the existing paper records</li> <li>Improve efficiency, particularly at the health unit level, removing the need to move or copy paper based records</li> <li>Improve support during transition through providing members of a complete electronic copy of their health record</li> <li>In the long term, there is the potential to reduce archival costs</li> </ul>							
Risks Mitigated (aligned to the HR Risk Framework)							
Inadequate people information management systems							
Accountable Officer:	Commander Joint Health (VCDF)						

Resources	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	Total
Funding (\$m)		2.870	2.870	2.870							8.610
Navy AFS											
s22											

### 19. Continued implementation of cultural reform

Continue Defence's cultural reform program to create a more diverse and inclusive organisation

Initiative Description	Key Action	S							
Continue implementation of <i>Pathway to Change</i> and Defence cultural reform. Achievement will be through ongoing senior leadership support, achieved through cascading, tailored cultural reform messaging, supported by strategic cultural reform product development and messaging. This will include focussed efforts to obtain input from ADF and APS staff and leadership across the organisation to inform future cultural reform efforts. A key output will be greater focus on the leadership, accountability and behaviours driving organisational performance.	<ul> <li>beyond</li> <li>Continue to delive</li> <li>Ensure a</li> </ul>								
Intended Results									
<ul> <li>Create a diverse and inclusive organisation with all personnel effectively</li> <li>Show improvements in organisational diversity and inclusion, leading to</li> </ul>				-	-	sets			
Risks Mitigated (aligned to the HR Risk Framework)									
<ul><li>Inappropriate culture</li><li>Inadequate forecasting and planning</li><li>Insufficient attraction and selection of people</li></ul>									
Accountable Officer:	First Assista	nt Secretary Pe	ople Policy Cultu	ire & Developme	ent (DPG)				
Resources 15-16 16-17 17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	Total	

Resources	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	Total
Funding (\$m)		0.450	0.500								0.950
Navy AFS											
s22											
	1	1			1		1	1	1	1	

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## Glossary

ADF	Australian Defence Force
ADFA	Australian Defence Force Academy
ADO	Australian Defence Organisation
AFS	Average Funded Strength
AGSVA	Australian Government Security Vetting Agency
ANZSCO	Australian New Zealand Standard Classification of Occupations
APS	Australian Public Service
BDCP	Building Defence Capability Payment
CALD	Culturally And Linguistically Diverse
CASG	Capability Acquisition and Sustainment Group
CDF	Chief of the Defence Force
CDS	Chief Defence Scientist
CFOG	Chief Finance Officer Group
CIOG	Chief Information Officer Group
CLC	Capability Life Cycle
CRESD	Cadet Reserves and Employer Support Division
DACC	Defence Assistance to the Civil Community
DAPSSCO	Defence Australian Public Service Standard Classification of Occupations
DCO	Defence Community Organisation
DDP	Deliberately Differentiated Package
DEPSEC DP	Deputy Secretary Defence People
DFR	Defence Force Recruiting
DLE	Defence Learning Environment
DPG	Defence People Group
DSTG	Defence Science and Technology Group
DSVS	Defence Security and Vetting Service
DSWP	Defence Strategic Workforce Plan

E&IGEstate and Infrastructure GroupEPBC ActThe Environment Protection and Biodiversity Conservation Act 1999ERPEnterprise Resource PlanningFICFundamental Input to CapabilityFPRFirst Principles ReviewFSRForce Structure ReviewFTEFull Time Equivalent	
ERPEnterprise Resource PlanningFICFundamental Input to CapabilityFPRFirst Principles ReviewFSRForce Structure Review	
FICFundamental Input to CapabilityFPRFirst Principles ReviewFSRForce Structure Review	
FPR     First Principles Review       FSR     Force Structure Review	
FSR Force Structure Review	
FTE Full Time Equivalent	
HADR Humanitarian Assistance and Disaster Relief	
ICT Information and Communication Technology	
IIP Integrated Investment Program	
IMPS Initial Minimum Period of Service	
JOC Joint Operations Command	
KPI Key Performance Indicator	
PESTELI Political, Economic, Social, Technology, Environmental, Legal, Industr	у
<b>PFADS</b> Performance Feedback Assessment and Development Scheme	
PMKeyS Personnel Management Key Solutions	
ROSO Return of Service Obligation	
SERVOP Service Options	
SP&IG Strategic Policy and Intelligence Group	
STEM Science, Technology, Engineering and Mathematics	
TEL&D Training, Education, Learning and Development	
TWM Total Workforce Model	
T4E Transition for Employment	
UNSCR United Nation's Security Council Resolution	
VCDF Vice Chief of the Defence Force	
WHS Work Health and Safety	

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### Definitions

#### Average Funded Strength (AFS)

The average number of full-time equivalent ADF permanent force members and reservists on continuous full time service paid during a financial year.

#### Contractor

A person who is engaged by Defence and represents a business resource and is subject to direct management by Defence. Does not include contracts for outsourced services.

#### **Critical category/occupation**

An employment category/occupation that is experiencing or is anticipated to experience a shortfall in numbers of personnel at required skill and rank levels, to the extent that this could severely limit the range of strategic and operational options available to achieve the Defence mission.

#### DAPSSCO

The Defence Australian Public Service Standard Classification of Occupations, used by Defence to classify each occupation within its APS workforce.

#### ForceNet

A secure digital platform that connects current Australian Defence Organisation members outside of the Defence Restricted Network via desktop, laptop, tablet and smart phones enabling communication, coordination and workforce assurance for permanent and reserve servicemen and women.

#### Full Time Equivalent (FTE)

The calculation of all paid civilian employees within Defence as it equates to a full time employee working 37.50 hours per week minus any hours of unpaid leave.

#### Integrated workforce

The Defence integrated workforce consists of military (Permanent and Reserve Forces) and civilian (APS and contractor) workforces.

#### Length of service

The total period of time completed in the ADF or in Defence APS employment.

#### Pathway to Change

A strategy that outlines Defence's commitment to cultural change to improve capability and ensure the continued support of the Australian public (released in March 2012).

#### PESTELI

A framework used to conduct external environmental analysis to identify current and emerging trends across seven key domains: political, economic, social, technology, environmental, legal and Industry.

#### Separation

The departure of an ADF member or APS employee from the Defence workforce – includes voluntary and involuntary separations.

#### **Smart Buyer**

A framework that uses industry best practice tools and techniques to execute projects throughout the Capability Life Cycle. It is designed to achieve good outcomes for customers and enable appropriate financial return for suppliers. Within this framework Defence undertakes the roles that Government must perform, and effectively outsources other functions when that is the smart thing to do.

#### Total Workforce Model (TWM)

A workforce management framework designed to support mobility between the full-time and part-time components of the ADF and enhance the ability of the Services to draw efficiently upon different workforce mixes to meet capability demand. It better enables Permanent/Regular members to access flexible service as their individual circumstances change.

#### 70:20:10 Learning Model

A learning and development model whereby learning is approximately:

- 70% from on the job experience
- 20% from mentoring and coaching
- 10% from formal training and development





DPS-SEP050-2016





# NAVY STRATEGIC WORKFORCE PLAN NSWP 2018–2023

HONOUR, HONESTY, COURAGE, INTEGRITY, LOYALTY www.navy.gov.au

#### FOI 028/19/20 Item 1 Serial 4

### FOREWORD

In April 2015 the Chief of Navy (CN) launched Plan *Pelorus*. That plan, which details CN's vision for the Navy of 2018, describes a Navy more capable and more agile, a Navy held in the highest regard by the Australian people, a Navy we will be proud to hand over to our successors. Plan *Pelorus* recognises the Navy of the future will require a larger, integrated, diverse and deployable workforce with the right skills and competencies to deliver Navy's warfighting effects.

The Navy Strategic Workforce Plan (NSWP) outlines how we will transform to deliver the workforce required over the following two decades. The plan provides strategic direction for an integrated Permanent, Reserve and civilian workforce planned and managed under the Total Workforce Model (TWM). The plan reflects the contemporary employment environment in the Royal Australian Navy, Australian Defence Force, and Australian society more broadly.

With direct alignment to Plan Mercator, the *Defence Strategic Workforce Plan*, and Plan *Pelorus*, the NSWP also draws on the principles embodied in the *Pathway to Change* and *New Generation Navy* programs to detail the principles by which we will deliver the future workforce. It then describes the initiatives we will use to meet changing capability requirements, and the measures we will apply to confirm our passage now, and beyond, is on track.

People are the foundation of Navy's capability. Access to the best talent Australia has to offer requires us to embrace our diverse cultural landscape to deliver the most capable force our Nation demands. Retaining this talent is fundamental to achieving our mission – *To Fight and Win at Sea* and this must be at the forefront of planning and managing your contributions and your careers.

As Head Navy People, Training and Resources, I am responsible and accountable to CN for delivering the future workforce, but I cannot achieve this alone. I need everyone to understand the principles by which our workforce will be managed. I then need you to embrace our Signature Behaviours, to challenge the status quo, to look for innovative solutions, to make decisions, and to fix problems.



The Navy of 2018 and beyond will only deliver warfighting capability if we have the right number of the right type of people at the right time; addressing our critical category shortages and achieving our mandated workforce strength is my absolute priority.

As CN stated in Plan Pelorus, today's Navy is exciting, tomorrow's Navy is even more so. The outcome of implementing the NSWP will be a diverse, innovative, and agile workforce with a culture which embraces inclusion, flexibility and professional excellence. Working together, we can deliver an achievable and sustainable workforce for tomorrow's Navy.

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Rear Admiral MJ Noonan, AM Head Navy People, Training & Resources 6 March 2018

### PART 1: THE STRATEGIC CONTEXT

### **INTRODUCTION**

The Navy is a warfighting profession, built upon core values, an ethos of service, and strong traditions. We have a strong sense of identity, pride in our history, and respect for our common purpose. Above all, our powerful interpersonal bonds reflect the duty of care we have for each other.<sup>1</sup> Whilst it is imperative we maintain our core values and unique identity as an armed Service, we must also adopt a progressive mindset and be innovative in the management of our people.

Over the last 20 years, Navy's culture has grown enormously and for the better. However, to meet future needs we must increase our momentum to meet Navy's transformational change described in *Defence White Paper 2016*; and we must do this through embracing our diverse, socially progressive and ageing population.

Our culture must adopt diversity and inclusion as founding principles through which we operate. Our workforce must be engaged and supported, with the wellbeing of our people a cornerstone of the Divisional System.

Key to this is the synchronised flow of people to meet capability outcomes. This is directly influenced by gaining and maintaining a skilled and deployable workforce, generated through the integrated and flexible use of people: uniformed, Australian Public Service (APS) and contractors. Our ability to harness the opportunities presented through the Total Workforce Model (TWM) will be critical to our success.

The Navy Strategic Workforce Plan (NSWP) addresses workforce aspects necessary to enable Navy to achieve its mission over the next 20 years, through a Navy Workforce Framework structured to facilitate this requirement.

### WORKFORCE PLANNING STRATEGIC GUIDANCE

Defence White Paper 2016 (DWP16) and the Integrated Investment Program (IIP) have initiated the largest recapitalisation of Navy's fleet in modern history, and have laid the foundation for the introduction of new Navy capabilities in the cyber and Unmanned Aerial Systems (UAS) domains. A key component of Navy's forward capital program is Government's commitment to securing the future of domestic shipbuilding industry capacity through a continuous shipbuilding program that creates a stable flow of work required by industry partners for long-term investment and resourcing decisions. For the Navy workforce, continuous shipbuilding means continuous capability and workforce change to adapt to emerging requirements that are aligned with the national enterprise.

Plan Pelorus reflects the priorities CN outlined when he assumed command of the Royal Australian Navy. It is the strategic intent for the Navy; a Navy more capable and more agile than in the immediate past; a Navy held in the highest regard by the Australian people. The third Objective of Plan Pelorus is Workforce, and it sets the course for Navy to have an integrated, diverse, resilient and deployable workforce with the skills and competencies to deliver Navy's warfighting effects. Complementing this strategy, Plan Mercator articulates Navy's warfighting and capability requirements out to 2036. Over the next 20 years the maintenance and gradual phasing out of legacy platforms and consequent workforce transition, the introduction of new and larger numbers of ships and submarines, equipment and emerging capabilities, coupled with a changing and more competitive labour market from which to recruit our people, means that Navy must be innovative if we are to grow the workforce required. Traditional recruiting, training and advancement regimes will need to be combined with novel approaches to address workforce shortfalls and imbalances. The Plan Mercator workforce end state requires that by 2036 Navy will have an integrated, diverse, resilient and deployable workforce that has the requisite skills and competencies to meet the operational intent and the capability requirements as articulated by the ongoing continuous shipbuilding strategy.

The <u>Defence Strategic Workforce Plan</u> (DSWP) 2016 – 2026 was released by Defence People Group in November 2016. It provides Defence with a workforce planning outlook over the next decade, and describes the future workforce to achieve Defence's outcomes with a particular focus on priority capabilities. The DSWP directs the Services to develop subordinate workforce plans.

A function of the DSWP is to produce an annual Navy Current and Future Analysis Report. This report provides a strategic analysis of Navy's current workforce, and forecasts Navy's ten year future workforce trend. The DSWP includes an external environmental analysis contained to understand and inform broader Australian elements that have direct impacts on shaping Navy's workforce. To achieve this, a PESTELI analysis (Political, Economic, Social, Technology, Environment, Legal and Industry) was used as a framework to review the 10 year period to 2026. It reports current data and forecasts the future state at the macro level in areas such as Average Funded Strength (AFS) achievement against guidance, workforce demand and supply, and impacts on capability. The report profiles workforce metrics including gender and Indigenous and cultural diversity participation rates, length of service, age, recruitment, separation and propensity to leave. The annual report also articulates and provides analysis of Navy's workforce risks. Navy considers this report, along with other metrics in determining how workforce projections are tracking against future AFS and demographic targets. The

<sup>1</sup> VADM Tim Barrett, *Navy and the Nation – Australia's Maritime Power in the* 21<sup>st</sup> Century, Melbourne University Press, 2017, p69.

NSWP is aligned with the DSWP but addresses Navy specific challenges over the coming decades and our priorities and objectives to achieve the necessary end state.

### THE WORKFORCE MARKET

Over the coming decades the workforce market will continue to evolve significantly as societal factors change and technology rapidly grows. Australia's workforce already encompasses five generations, more females than males are graduating from high school and university, and people are balancing greater family, career and community commitments. The contingent workforce is on the rise as people change jobs more frequently and traditional career models will be less dominant within the future employment landscape. From an education perspective, there has been a downward trend in Science, Technology, Engineering and Mathematics (STEM) enrolments in schools and apprenticeships, yet STEM skills are increasingly in demand across a range of high technology employment sectors.

Navy's current workforce does not reflect the rich cultural diversity of the Australian population. If we rely on our 'traditional' recruiting base and don't anticipate the changes in contemporary society then Navy risks endeavouring to draw from an ever decreasing pool of available people with other industries also competing for the same skills. Navy must better appeal to the demographic of culturally and linguistically diverse (CALD) Australians and thus better reflect the diversity of the Australian population.

To further increase our challenge, the nature of service in Navy, including the demands of life at sea and operating a deployable maritime force, are not always appealing to the market. Aside from adapting how Navy can appeal to Australian society, leadership, resilience and opportunity will be key themes in the development of Navy people strategies to meet the challenge of retaining the good talent that we can recruit.

### NAVY WORKFORCE KEY GROWTH FACTORS AND CHALLENGES

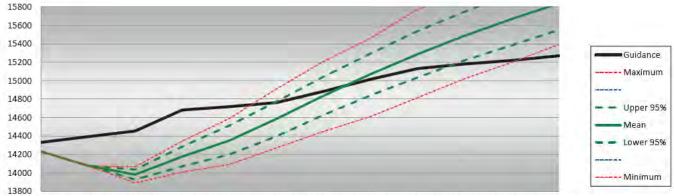
#### Funded Workforce Growth

To support DWP 2016 and the IIP the Australian Government has funded considerable, sustained growth in Navy's permanent uniformed workforce over the next decade and beyond. Navy's revised AFS allocation in FY2025/26 is now 15,229, an increase of 902 AFS over the decade as illustrated in Figure 1. This is the most significant increase in the size of Navy's workforce since WWII and stands in stark contrast to the downsizing programs implemented in the 1980s and 1990s.

The significant growth in the Permanent Navy workforce is directed towards three principle capability domains:

- Acquisition, operation and sustainment of new maritime platform capabilities, including the Hobart-class DDGs, Future Frigates, replacement Auxiliary Tankers, Future Submarines, Offshore Patrol Vessels and maritime tactical Unmanned Aerial Systems.
- Improved seaworthiness outcomes across Navy and enabling Groups under Rizzo program reforms, to be delivered by enhanced seaworthiness regulatory, assurance and materiel support and maintenance organisations and resources.
- Enhanced intelligence and cyber workforce capabilities to support Navy and the Joint Information Warfare domain, including training, force generation and assurance resources, more deployable teams, and contributions to strategic portfolio capabilities.

The workforce allocations required to support these three domains exceed the new AFS provided by Government by around one-third, requiring Navy to rebalance internally and shift resources from lower priority functions to the sharp end of capability delivery. DWP16 also brought with it a range of new missions for Navy, explicit and implied, much of which did not come with additional workforce resources. For example, as the Navy moves forward to increase its capacity to deliver a Joint



2015/2016 2016/2017 2017/2018 2018/2019 2019/2020 2020/2021 2021/2022 2022/2023 2023/2024 2024/2025 2025/2026 2026/2027 Financial Year

Figure 1: Navy Extended AFS Forecast.

Task Group, capable of operating in a contested environment, recent lessons reinforce the need to grow increased Fleet and Joint Enabling Capabilities; this must be adapted from within Navy's current workforce resources and skills. Key to achieving these new demands is the Plan Acrux endeavour, empowered by CN to review and standardise Navy's shore establishment and resourcing of functions to ensure workforce demand and supply are brought into balance, and prioritised in accordance with Navy's strategic goals.

Navy APS workforce will also grow by 134 Full Time Employees (FTE) over the period to 2020 under the implementation of Rizzo program reforms. This will provide needed resourcing for critical skills to support sustainment of the current Fleet, the early adoption of lifecycle engineering principles in the design of the future force, and the resources required in Navy and Capability Acquisition and Sustainment Group (CASG) to implement the Continuous Shipbuilding Program.

As part of the broader improvement of the Naval Reserve through Navy's Totally Integrated Workforce concept being implemented under Project Bass, there will be an increasing use of the Reserve in generating and sustaining future Navy capabilities. Importantly, the Reserve also represents a key resource of skills and expertise that can be improved through growing use of the Service Category (SERCAT) spectrum under the Total Workforce Model (TWM).

#### **Capability Workforce Transitions**

The Navy continues to modernise and introduce enhanced capability as replacements for platforms reaching planned withdrawal date and in response to emerging requirements in new areas of capability. Every group within Navy is currently under transition, and this tempo is expected to remain over the period to 2030. Each capability transition will be carefully managed to ensure that a capability gap does not emerge and that Navy continues to comply with relevant preparedness directives. The impact of capability transitions is depicted in Figure 2.

The challenge for Navy is to meet the increased workforce demands that emerge when transitioning from one class to another, and also to be able to manage the overlap. This is most acute in the period up to 2022. Looking beyond 2022, new platforms entering service and legacy platforms being withdrawn over the next 40 years are shown in annex A. In addition, with the transition to fifth generation platforms and systems the workforce will not only have to change operating techniques and training techniques, but also develop entirely new skills. Consequently, the Navy will need to rebalance across workgroups to build the skilled people capability that is required, including in the Naval Reserve, and leveraged through the TWM. The forecast workforce growth requirement will be achieved by applying a programmatic approach to the synchronised development of the larger Navy workforce which is detailed in Part 2.

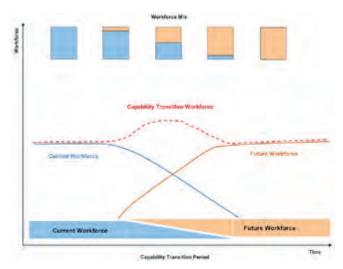


Figure 2: Total Workforce during Capability Transition.

#### Workforce 'Hollowness'

Since at least the 1990's, Navy has experienced some form of hollowness in the workforce structure, where there has been a shortfall in the supply of the right people at the right ranks to meet the workforce demand. This shortfall is presently in the Leading Seaman (LS) to Petty Officer ranks, and Lieutenant (LEUT) through to Commander ranks. It is relevant that over half of the Navy is in junior ranks (LS/LEUT and below), and the median length of service is around eight years, which is lower than required for workforce generation and sustainment across all ranks. The presence of this hollowness is articulated by categorising workgroups as Perilous, Critical and At-Risk. In 2007 Navy had 22 Critical Categories, but positively, by 2017 this has reduced to eight due to both improving health of workgroups but also a realistic reduction in demand. By comparison, Army has two Critical Categories and RAAF has none. However, as Navy's at-sea operational tempo and concurrency increases, these shortfalls are more keenly felt and exacerbated by higher than planned non-deployability rates and separation rates. The effects are seen in gapped positions, high position turn-over, postings at short notice, a decrease in career broadening options, reduced promotion opportunities, deficiencies in skills and experience, and the need for backto-back sea postings. The impact on ships, squadrons and direct support units is acute when coupled with organisational structures that contain 'single points of failure' or where the right skills are not held even if there is a position filled. The consequence is that these units are challenged in confidently retaining readiness, and the Navy's ability to achieve its mission is put at risk.

At a time where Navy needs to grow total numbers of the workforce, and reshape to new capability demands, we must also retain people at the right career stages to contribute their experience and skills to the organisation, and thus enable Navy to contribute confidently to its own and Joint capabilities, and grow future generations of people. We must also ensure that the organisational structures that we develop, at sea and ashore, are sustainable, affordable and achievable.

#### **Task Group Operations**

The <u>Navy Warfighting Strategy</u> (NWS) 2018 describes the need for Navy to develop a Fleet Command operating model based around the generation and deployment of Task Groups (TG) rather than units. Additionally, the TG model will see the Fleet operating for protracted periods remote from the usual training and personnel support mechanisms. This requires a consequent shift in the way that Navy manages its workforce with a force generation perspective, both in terms of when the right people are delivered, and how those people and their families are sustained over their postings.

The workforce required to execute the command and control of deployed TGs is a new and currently un-resourced obligation that will require a sustainable solution. Innovative opportunities will have to be sought that also remove duplication and allow sharing of some roles and functions across a TG.

#### Submarine Workforce Growth

The Australian Government has determined that our strategic circumstances necessitate a strengthened and expanded submarine fleet capable of serving as the nation's principal deterrent. The <u>Submarine Workforce Growth Strategy</u> 2014-2025 and the Submarine Workforce Transition Plan (*Plan DELPHINUS*) has been developed to meet growth challenges over the coming decade, aiming to achieve a submarine workforce of around 1000 qualified personnel by 2025 to support our current fleet of submarines; and prepare it for transition to the Future Submarine from the late 2020s.

As we double the size of our submarine fleet in coming decades, Navy will need to provide for an expanded qualified workforce which will allow for the transition between platform classes, and operation of the future fleet. To achieve this outcome, the submarine workforce will need to further expand from 1000 to potentially over 2,000 people by the 2040s. The expanded '12-boat' workforce will represent a significant increase in the proportion of Navy people dedicated to the sustainment and operation of the submarine force, requiring decades of sustained workforce growth and presenting a significant training and retention challenge for Navy. Significantly, this expanded workforce cannot be internally drawn from Navy without impacting other capabilities. Therefore there will be much greater reliance on external recruitment of submariners rather than internal transfers as has happened in the past. To achieve this challenge will require new and innovative approaches to recruiting, managing and retaining the submarine workforce.

#### **Information Warfare**

The Enterprise-Level Workforce Plan for Defence's Cyber capability will advocate a collective workforce management approach. The Information Warfare (IW) workforce will inherently be joint in nature, while ensuring that single-service equities are addressed. The Defence IW Division will be required to develop career models and a joint training model for the ADF cyberspace workforce. The Navy Cyber workforce must grow by around 90 people (86 AFS allocated) in a little over a decade to meet this new capability. The IW Workforce Transition Plan in concert with Plan Daedalus will ensure a capable Navy IW workforce is available when needed. This highly skilled workforce will be in much demand throughout other employment sectors and Navy will need to be innovative in recruiting and retaining people with the right qualities and skill sets. Use of the TWM, including potential dual employment options (SERVOP D) and appealing conditions of service will be key to retaining a capable IW workforce. A key risk is the rapidly evolving nature of the threats an adversary poses in the IW battlespace. Navy IW workforce structures and training requirements must be highly agile and adaptive to meet these constantly changing threats.

#### **Unmanned Aerial Systems**

Navy will acquire a new tactical unmanned intelligence, surveillance, and reconnaissance aircraft system that will complement other sensors and systems by extending the area able to be held under surveillance. These systems will be progressively introduced in the next decade. They will be able to operate from a range of vessels of varying size, including Hobart class DDGs, the future frigates and OPVs as integral components of their combat systems. From 2018 the Navy maritime tactical UAS workforce must grow by an AFS of 110 by 2029 to meet this new capability. Project SEA 129 will ensure incremental increase in the Navy UAS workforce over the next decade.

#### **Training Support and Simulation**

The ability of the ADF to successfully execute operations is underpinned by world class training. The *Navy Training Force Plan* contains Commodore Training's intent and expectations. The Plan is delivered through the execution of the *Training Force Battle Plan*. The introduction of emerging technology and the more complex future operating environment means it is critical to invest in new training systems and methods to prepare our people. Simulation will play a key role in the training, force generation and availability of our future Fleet; as such, we need to develop an RAN workforce that is able to operate these systems and eventually provide synthetic training on demand. It is intended to grow a simulation workforce of around 22 AFS, by 2020, to meet these demands.

### **PART 2: NAVY WORKFORCE STRATEGIC INTENT**

### NAVY'S WORKFORCE PRIORITIES

The Navy Workforce End State under Plan *Mercator* is to have an integrated, diverse, resilient and deployable workforce by 2036 that has the requisite skills and competencies to meet the operational intent and the capability requirements of the National Naval Enterprise.

The following four enduring priorities out to 2036 are needed to shape our workforce to realise the required End State necessary under Plan Mercator:

- Identifying workforce needs and shaping the supply of capable people.
- Providing the right people at the right time for the Navy and our Joint effects.
- Providing challenging professional development (training, education and experiential) opportunities for Navy's people.
- Focussing on workforce flexibility and diversity (creating an environment that supports a motivated, productive workforce and promotes flexibility and diversity).

### Identifying workforce needs and shaping the supply of capable people.

The 'Required Actions' of the NSWP addresses workforce shortfalls and structural imbalances by focusing on actions that impact positively on Navy's ability to attract, develop, retain and re-attract a capable and diverse workforce. Key result areas of workforce structure, workforce management and workforce diversity and resilience will be instrumental in delivering this.

Workforce demand and supply modelling tools will be crucial in articulating current and future requirements for numbers and structures of the Navy workforce. The realignment of positions at sea and ashore to prioritised capability needs and the use of workforce capability decision support tools that develop platform schemes of complement will be pivotal in assisting this requirement. In parallel, the Naval Reserve workforce is being shaped around capability delivery to ensure Navy spends its NR budget with a sharper focus on future capability needs and operational effects.

The rapid rate of change in technologies and capabilities means that we must have the ability to adapt our workforce to meet emerging joint and single service needs. Accordingly, Navy must continue to improve its ability to implement workgroup structural changes to more efficiently and effectively transform the shape and skillset of our future workforce. Cornerstone documents that will guide the shaping of the Navy workforce out to 2036 include the *Navy Warfighting Strategy*, the *Navy Information Warfare Plan*, Joint Workforce Plans and the *Review of the Naval Reserve 2016* (Kresse Review being implemented through Project *Bass*).

### Providing the right people at the right time for the Navy and our Joint effects

Navy will meet its future workforce needs through a synchronised strategy of growth through recruitment; career development and professionalisation; the retention of people with required skill-sets and behaviours; and the re-attraction of our people to serve. Navy will have increased lateral, mid-career and mature entry opportunities: while the Total Workforce Model (TWM) will more fully harness the skills and capabilities of the full and part time components of our total workforce. We will support and enable our people transferring between permanent and part time service across their working lives, and enhance talent management and professional development through innovative career development and advancement initiatives. In addition to satisfying the forecast growth in the Navy workforce these initiatives will work to remediate workforce hollowness.

#### Providing professional development (training and education) for Navy's people

Navy will conduct the analysis and research necessary to ensure that people have the right training and skills for their assigned position, and that professional skills are rapidly updated to meet changing capability requirements, particularly for those capabilities where Navy needs a technical edge. Formal, mentoring and coaching, and experiential education will continue throughout the careers of Navy people, both when serving full-time and part-time in the Reserve. This is informed by the Navy Professional Development Philosophy (PDP) and the Navy Workforce Capability Framework<sup>2</sup>. The Navy Training Force Plan is a key document and articulates how shore training capability and trainee management tools will be enhanced to improve efficiency, while at-sea training to attain qualifications will be minimised. Driven by a need to adapt our learning practices to the contemporary operating environment, the PDP sets the foundation for future people development in the Navy. Key to achieving this is developing a flexible learning environment that supports Navy people in undertaking formal and informal learning activities within a culture of continuous improvement.

<sup>2</sup> The Navy Workforce Capability Framework is described in ANP 2102 – Navy Workforce Management

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#### Focusing on workforce flexibility and diversity

Navy needs people who reflect the Australian community we serve and who embrace different perspectives, ways of reasoning, comprehension and problem solving. To this end, Navy will continue to focus on embedding a culture of inclusion. Navy will concentrate on attracting and recruiting a wide range of talents while developing and retaining a diverse workforce, with an emphasis on increasing the participation of women, Aboriginal and Torres Strait Islanders and people from culturally and linguistically diverse (CALD) backgrounds. Navy will also have mature workforce management and inclusive leadership arrangements that encourage and support workforce flexibility and workplace flexibility. Pathway to Change, New Generation Navy through its cultural initiatives, and the Navy Diversity and Inclusion Strategy are key documents to assist this.

### NAVY WORKFORCE MANAGEMENT FRAMEWORK

The Navy Workforce Framework encapsulates all the elements of Navy Workforce management and builds on them in a systematic and coordinated manner. It views workforce management through three main pillars that are based firmly on fundamental principles or 'foundation' conditions. Through innovative methods of workforce management, these pillars create the ability to bring into effect the necessary decisive workforce condition to support the required workforce end state.

The framework is dependent on the development of *Workforce Requirements* as the essential first step in ensuring the size and the structure of the Navy workforce reflects: an appropriate level of hierarchical and organisational command, control and governance to undertake the required tasks given to Navy; that the workforce competencies are balanced; and that the workforce is sustainable and affordable. *Figure* 3 shows the Framework, its components, and how they are linked to the Navy Workforce Priorities.

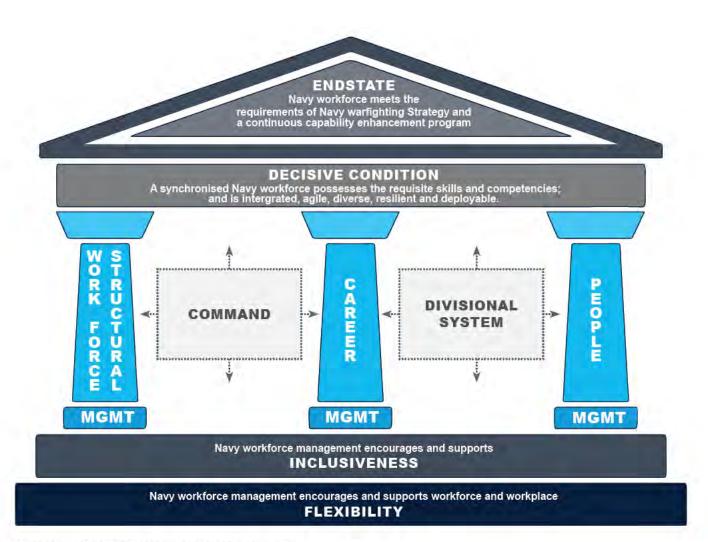


Figure 3: The Navy Workforce Management Framework.

#### **Workforce Foundation Conditions**

Two fundamental conditions form the 'foundation' of the Framework. These building blocks underpin the workforce framework structure as it develops. They are:

- Inclusiveness is fostered and integrated within the workplace as practices across all facets of leadership and personnel management. While diversity is a fundamental building block to delivering the best capability, without inclusion, diversity is a façade.
- Flexibility in the workforce and workplace is instilled as a fundamental workforce management concept. The progressive development and adoption of the TWM is key to enabling the necessary integration of the Permanent, Reserve and civilian workforce.

#### **Three Pillars**

The Navy Workforce Framework concentrates on the three pillars of Workforce Structural Management, Career Management, and People Management. Within these pillars are specific elements that make up the pillars.

Workforce Structural Management provides sponsorship of all Navy workgroups and focuses on delivering an appropriately skilled, educated, and sustainable Navy workforce to meet both current and future demand requirements. This is achieved through strategic workforce planning mechanisms, including the development of professional continuums to meet current and future capability requirements, and the regular review of workgroups to ensure they are delivering the required workforce capability output. In short it drives the health of our workforce structure to ensure it can achieve Navy's mission. Director Navy Workforce Management (DNWM) is the lead for this role.

**Career Management** is focussed on coordinating supply to meet demand, based on correct matching of skill-sets to positions; managing the workforce in accordance with professional continuums; and ensuring performance and talent management mechanisms are in place to support these professional skill-set requirements. Career management aims to synchronise career progression, professional development and postings to achieve our required workforce output. Director Navy People Career Management Agency (DNPCMA) is the lead for this role in conjunction with Director Navy Senior Officer Management (DNSOM), supported by Command and the Divisional system who also play crucial roles in career management of Navy people.

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People Management includes a range of strategic management functions to ensure that the Navy workforce has the appropriate support mechanisms in place to optimise recruitment, professional development, retention and transition. This includes: strategic workforce planning and reporting, recruiting management, personnel policy development, sponsorship and management of conditions of service and management of people information systems. Whilst some of these functions are delivered under broader Defence People Group responsibilities, Navy will maintain an organic people management capability that is integrated and responsive to Service requirements, particularly where innovative and differentiated Conditions of Service packages are needed to achieve current and future workgroup generation. This will be aligned with One Defence objectives and managed in collaboration with the other Services to ensure the most efficient and consistent outcomes. Director Navy People Policy and Governance (DNPPG) is the lead for this role within Navy.

#### Workforce Decisive Condition

The outcomes of the pillar development, based on solid Foundation Conditions, allow the achievement of a synchronised Navy workforce that possesses the requisite skills and competencies; and is integrated, agile, diverse, resilient and deployable. This is achieved through coordination of the activities undertaken in the pillars and sets the scene for achieving the end state. Figure 4 illustrates the primary activities to synchronise workforce planning.

#### Workforce End State

The end state is a sustainable Navy workforce that can:

- Meet the capability requirements as articulated by the ongoing continuous shipbuilding strategy
- Achieve the war fighting effects to meet Government directed operational outcomes.

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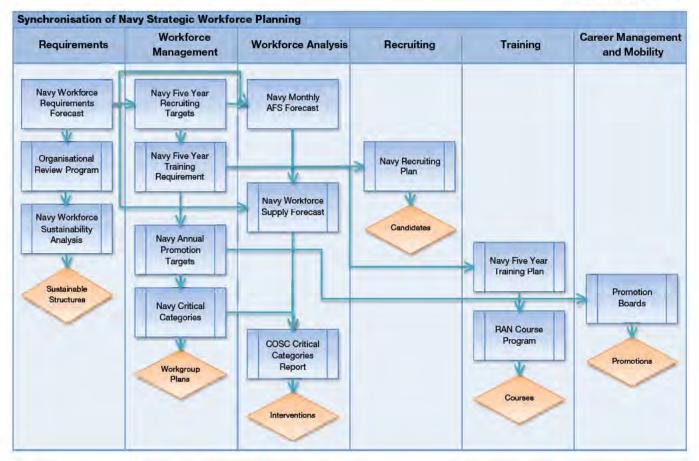


Figure 4: Synchronisation of Navy Strategic Workforce Planning.

## NAVY WORKFORCE ENABLERS

Supporting all three pillars of the workforce management framework is a range of enablers that assist in the strategic management of the Navy workforce and drive towards our end state.

**Command.** As well as being the framework for military leadership, Command also supports the development of people through its responsibility for the health, welfare, morale and discipline of assigned personnel. In doing so, it plays a key role in career management, professional development and building resilience in our people. All Navy people exercising command or management responsibilities form part of the broader workforce management framework and contribute directly to the achievement of Navy's workforce end state.

**Divisional System.** The RAN Divisional System has been structured to care for the well-being of Navy members through a range of functions including leadership, communication, personal support, professional development and resilience building. The Divisional System complements and supports Command by improving the workplace environment and developing our people, which ultimately supports retention. A key component of the Divisional System is an advanced information system tool that supports comprehensive divisional management and is accessible to all Navy People. Strategic management of the RAN Divisional System will be maintained through Navy People Branch to ensure that it is an aligned system across Navy, delivering consistent messaging and support to our people.

Leadership and Cultural Programs. NGN is Navy's cultural reform program and it delivers the framework for cultural change to achieve future capability and realise Plan Pelorus and Plan Mercator. It is tailored to meet the Pathway to Change and One Defence outcomes within the specific Navy environment. Having evolved over the past ten years, NGN will continue to capitalise on the three pillars of Professionalism, People, and Performance through its new cultural initiatives to deliver a cultural framework for organisational success and tackle the organisational cultural barriers surrounding people management. Other Leadership and Cultural Development elements contribute to NGN initiatives through leadership coaching and individualised mentoring programs. The Unit Culture Development Program also provides a measure of Navy's desired and actual organisational culture. This will inform both CN and Commanding Officers of Navy's progress in effecting cultural change and help determine where cultural change efforts should be directed. Locally, it will assist units to make positive changes that improve individual engagement and motivation, teamwork, unit performance, and ultimately retention.

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Human Resource Information Systems. Human Resource Information Systems (HRIS) provide crucial information to Navy leadership, managers and Command to enable decision making, workforce planning, career management, operational support and individual management of personnel. Navy's HRIS consists of wider Defence systems, of which Navy is a key stakeholder, as well as Service level HRIS that are developed in order to provide support to Navy's unique requirements. The use and introduction of any system will be managed through strategic governance frameworks to ensure they are aligned and support Navy's strategic intent and direction for our future and people. Navy must be capable of providing a flexible and adaptable HRIS to support the full utilisation of the TWM. Navy must continue to provide timely resourcing for information life cycle management of its HR systems. **Defence People Group.** The Defence People Group (DPG) is key to Navy Workforce management, providing overarching management of the broader ADF and Defence workforce. DPG supports Navy by the provision of a wide range of strategic HR functions, such as whole of Defence People Policy development, undertaking recruiting, developing remuneration packages, strategic workforce planning, workforce costing, modelling, forecasting, analysis and reporting. Navy, in undertaking our own People Policy development, workforce intelligence, analysis and structural management ensures that DPG is continuously engaged and consulted where possible to align our intent and actions with that of the wider ADF.



# PART 3: NAVY WORKFORCE OBJECTIVES

The Navy Workforce objectives are based around the Navy Workforce Framework and developed through a workforce 'whole of life' lens from recruitment through to transition. These objectives form the overarching actions necessary to achieve the Navy Workforce End State.

Identifying workforce needs and	Workforce Requirements	\$	
shaping the supply of capable people.	Recruitment	0	
	Workforce Management	\$	
Providing the right people at the right time for the Navy and our	Professional Development		
loint effects.	Partnership Framework		Navy Workforce meets the requirements of Navy warfighting strategy and a
	Diversity and Inclusiveness		continuous capability enhancement program.
Providing challenging professional development.	Mobility and Career Management		
	Retention	0	
Focussing on workforce	Flexibility	0	
Nexibility and diversity.	Transition and Re-engagement	2	

Figure 5: Navy Workforce Priorities, Objectives and End State.

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#### **1. Workforce Requirements**

Navy will review and further develop its workforce planning approaches and policies to ensure they support the generation and availability of a skilled, deployable workforce to match evolving capability needs over the coming decade. This includes ensuring sufficient workforce depth is available to respond to capability transitions, flexible work arrangements and patterns of service, periods of surge, and the potential for combat losses.

#### Actions required:

- Engaging closely with Navy and CASG stakeholders through Integrated Project Teams to ensure Organisation and Personnel Fundamental Inputs to Capability (FIC) contributions to future capability are accurately planned and realised at the correct time.
- Working collaboratively with single Service and joint stakeholders to ensure new workforce capabilities, especially in the information warfare domain and enabling theatre effects, are generated while existing hollowness in traditional workforce domains are resolved over time.
- Implementing an Organisational Review of Fleet Command (and respective Force Commands) and Navy Engineering Division to ensure the respective organisations are structured and resourced to support Navy capability and seaworthiness into the future.
- Continuing with reforms to Navy's workforce planning policies, systems and products to further instil effective workforce planning as a core organisational discipline in Navy, and grow the cohort of skilled workforce planners to deliver strategic outcomes.
- Conducting detailed simulation and analysis of Navy's workforce requirements and risks, as they evolve over time in line with capabilities, to ensure the workforce remains sustainable, affordable and achievable.

#### 2. Recruitment

Navy will guide and support Defence Force Recruiting (DFR) to attract and recruit the right numbers of the best and brightest people that are representative of the diverse Australian community. Recruitment will remain policy based, but greater risk is tolerated.

#### Actions required:

- Develop workforce recruiting targets through comprehensive stakeholder engagement to produce a capable, integrated and diverse workforce, aligned to DWP AFS growth.
- Identify and clearly articulate recruiting priorities to DFR to enable appropriate alignment and weighting of attractions efforts. The recruiting priorities will be aligned to improve female and indigenous achievement.

- Ensure that DFR attraction and marketing material is aligned to Navy Brand and promotes Navy as a diverse, inclusive and technologically advanced organisation.
- Ensure employment workgroup entry/eligibility criteria remains contemporaneous and that DFR are informed within suitable timeframes of modifications to criteria or introduction of new workgroups to enable recruiting efforts to be appropriately aligned.
- Target Science, Technology, Engineering and Mathematics (STEM) candidates, against a climate of increasing industry demand for STEM. Early identification of evolving eligibility requirements will be critical to accessing this talent pool.
- Develop specific ab-initio IW and submariner recruiting processes to accommodate the significant increases in these workforces to meet future capability requirements.
- Exercise flexibility and innovation for recruitment to priority Navy workgroups, including the use of lateral, mid-career and mature avenues of entry. Recruitment processes must remain responsive to Navy and candidate needs.

#### 3. Workforce Management

Navy will deliver an appropriately skilled, educated, and sustainable workforce capability to meet both current and future demand requirements, particularly at sea.

- Retain primacy for workforce management except for priority and Joint capabilities where a collaborative tri-Service approach is used, and draw upon broad expertise to sponsor and inform initiatives.
- Manage competing capability requirements to simultaneously grow, re-shape, up-skill and re-skill the workforce to meet organisational priorities so as to not reduce or delay capability.
- Implement workforce management practices that are responsive to emerging capability needs.
- Ensure Workforce planning considers all personnel in SERCATs 2 through 7 and all SERVOPs.

#### 4. Professional Development

Navy will excel in the practice of continuous professional learning and development, as articulated in the Navy Professional Development Philosophy, to support the growth of a capable and sustainable workforce.

#### Actions required:

- Foster a motivating learning environment that is innovative and trains our people to be skilled, competent and professional to deliver Navy's warfighting effects and develop future capability requirements
- Implement a broad range of blended learning options across the full spectrum of experiential, social and formal learning throughout members' careers to achieve continuous professional learning.
- Deliver cultural and leadership programs to enhance unit cohesion through positive cultural change.
- Deliver professional skills to meet changing capability requirements, particularly for those capabilities where Navy needs a technical edge.

# 5. Partnership Framework with Industry, Academia & Government

Navy will share and enhance the high value/in-demand (and limited) talent pool with industry partners, and build professional skills and knowledge through outplacements and external partnerships.

#### **Actions required:**

- Establish partnerships with industry, the educational sector, academia and other Government agencies to exploit areas of mutual interest and to develop knowledge, skills and experience.
- Develop a framework that includes policy to support these workforce arrangements, an evaluation methodology; and a database that records all partnerships, exchanges, and secondments.
- Sustain and further develop a series of Industry outplacement programs (IOPs). Navy IOPs between the RAN and non-defence organisations, across a range of industries, will provide technical categories with the opportunity to gain valuable skills and experiences through employment outside of the RAN.
- Utilise TWM Service Option Dual Service (SERVOP D) to facilitate mutual utilisation of the talent pool.

#### 6. Diversity and Inclusiveness

Navy will create an inclusive Navy that reflects the diversity of the Australian community and utilises the talents of each member in achieving our mission to fight and win at sea. Diversity in Navy means respect for individual difference. It means valuing and utilising the unique knowledge, skills and attributes that our people bring to the work, whether they be permanent, full-time or part-time. Diversity reflects the variety of personal experience that arises from differences of culture and circumstance. We maximise our capability by drawing on the diversity of our people. Inclusion means fostering a work environment where individual differences are valued and utilised to achieve capability outcomes.

- Create and embed a culture of inclusion by developing mechanisms to promote and sustain leader accountability and to report on success of diversity and inclusion initiatives.
- Institutionalise diversity and inclusion principles into all Navy people systems, policy, processes and practices.
- Employ a compelling communications plan for implementation and ongoing engagement; minimise the negative impact of bias in Navy and conduct ongoing research to inform decision making and facilitate an inclusive workforce able to adapt to social and workforce trends.
- Develop and retain a diverse workforce by optimising existing leadership training and education at all levels, and at key gateways, to instil inclusive leadership practices.
- Identify and remove structural and cultural impediments to career development and progression, particularly for women and those seeking career breaks, including through the TWM.
- Increase workforce participation and retention through the provision of flexible and adaptive work arrangements and careers.
- Increase gender participation rate across all workgroups and ranks.

#### 7. Mobility and Career Management

Navy will deliver people capability by assessing, designing, developing, implementing and monitoring the on-going career management for all Navy people, both permanent serving and reserve. Moreover, we will better recognise the role of Command and the individual in career management.

The DSWP states the mobility risk in the Single Services is low due to the formal and structured framework used to deliver workforce mobility; i.e. postings, deployments and the promotion system. The dynamic workforce tension created by vacancies due to retirement, transition, posting or promotion is itself resolved by NPCMA's actions in posting and promoting Navy people to maintain capability. This builds breadth and depth in the Navy workforce and increasing organisational agility to respond quickly to emerging priorities. Importantly, our career management practices must focus on the delivery of warfighting effects, primarily through effective manning of our ships, squadrons and direct support units.

We need to maximise the opportunities afforded under the TWM as Navy people transition between Permanent ful-time, Permanent part-time, and Reserves.

#### **Actions required:**

- Enhance talent management and professional development through innovative career development and advancement initiatives.
- Introduce mechanisms to replace highly structured and defined career paths with greater guidance that supports alternative and flexible career paths to advancement in rank.
- Develop and maintain a contemporary appraisal reporting system that facilitates performance management and career development.
- Deliver a workforce supply system that enables force generation and retention, and improves predictability, stability and certainty for Navy people.

#### 8. Retention

Navy will focus on a range of traditional and innovative retention initiatives to retain the talented pool of Navy people we have recruited, trained and developed. This objective is an essential component to achieving the Navy Workforce End State. Retention cannot be managed passively, but in an active manner by Navy **leaders**, managers and supervisors with further support provided by the Divisional system. Holistically, Navy will also ensure that our people have a strong capacity for **resilience** in their workplace and in their everyday lives. Retention will be supported by improving career **opportunities** and development, including for members to transition between service categories as their personal and professional circumstances change.

- Advocate for meaningful remuneration and establishing realistic and appealing non-financial conditions of service for our people. Navy's conditions of service policy will support the key themes of flexibility, mobility, diversity and deployability.
- Better recognise and reward innovation and achievement in our Navy people.
- Refine and build initiatives to retain and grow female representation in the workforce.
- Develop strategies that encourage and increase retention of Indigenous members.
- Identify key capability workgroups and specialisations for targeted, comprehensive retention initiatives.
- Manage submarine workforce retention strategies to support the required growth rate.
- Refine and innovate information systems to improve management of the RAN Divisional System.
- Implement people policy that supports achievement of the <u>Navy Resilience Plan</u>.

#### 9. Flexibility

Navy will adapt to the changing workforce environment and implement further cultural change that embraces the use of flexible work and service, and recognises the value flexibility brings to our future workforce. Flexibility is a key capability enhancer that supports the productivity and retention of our workforce. It includes the use of flexible work arrangements, managed at the local level, and flexible service arrangements managed at the strategic level.

#### **Actions required:**

- Implement full utilisation of TWM by removing barriers that hinder achieving flexible careers, enabling more seamless transition, as work group structural requirements permit.
- Promote the use of flexibility through cultural change programs.
- Develop innovative solutions to enable greater capacity for our people to transition between different patterns of service.

#### 10. Transition and Re-engagement

Navy will support its people through the transition process, recognising the service our members have provided and supporting their employment or further service. Experience outside Navy allows people to broaden their skills and gain new knowledge and practices. Successful transition to new careers and an ability to easily re-engage must be part of Navy's overall talent management strategy.

- Support the delivery of a comprehensive transition package to members through close engagement with agencies supporting transition, including DVA and DCO.
- Utilise the TWM to ensure Navy people are afforded every opportunity to remain engaged with Defence after transition from the permanent Navy, including options to undertake short term employment.



# IMPLEMENTATION AND REPORTING

The above action areas will be executed through the Navy Workforce Action Matrix. The Matrix will provide detailed reporting requirements of Workforce Key Activities, Milestones, Performance Measures and Key Performance Indicators. The matrix is essentially a benefit realisation plan that drives achievement of each objective to attain the Navy Workforce End State. This will also inform Navy's reporting requirements against the Defence Strategic Workforce illustrated in *Figure* 6.

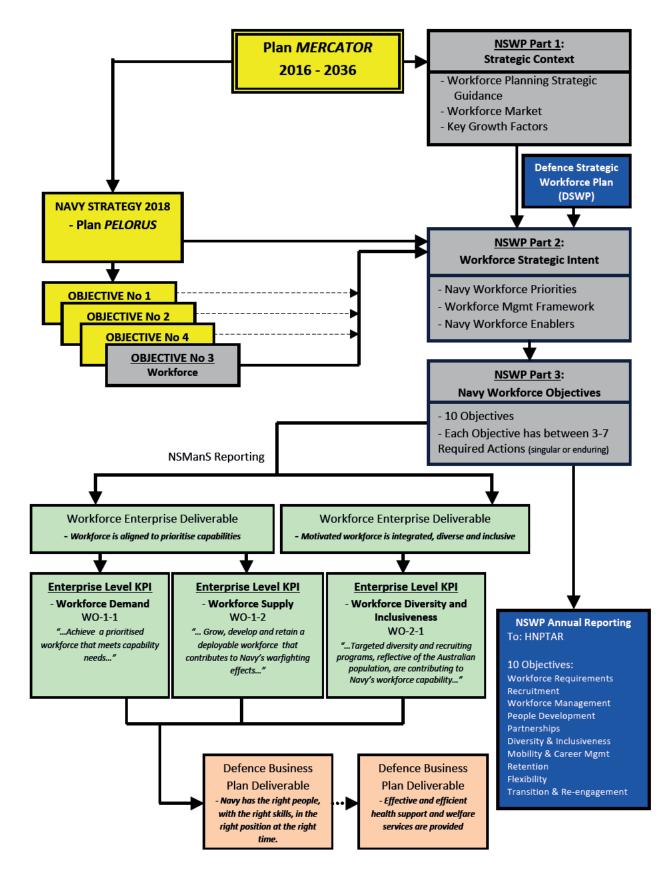


Figure 6: DSWP, Navy Strategy, and Navy Strategic Workforce Plan Correlation and Reporting Structure.

# **SUMMARY**

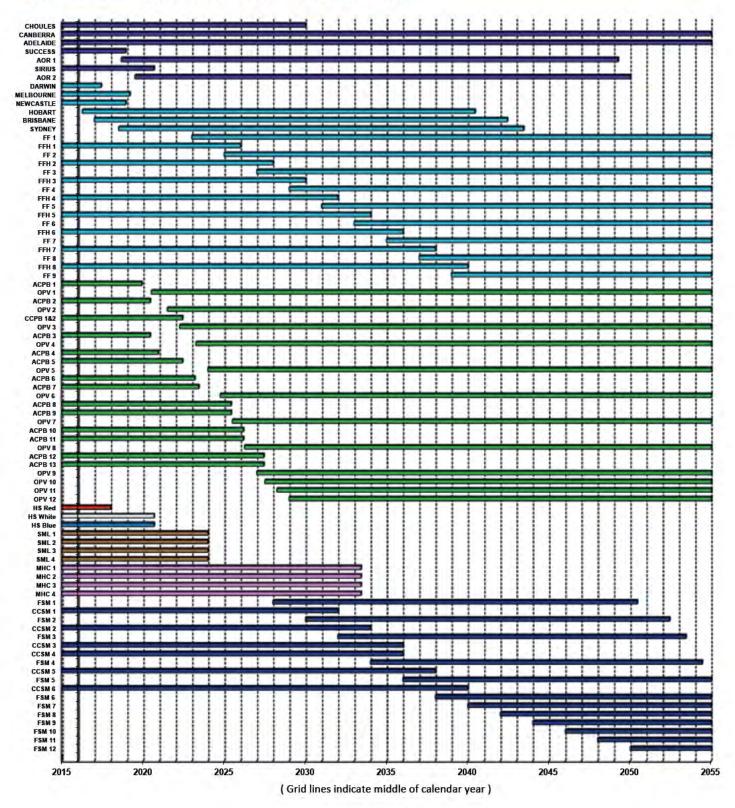
The Navy Strategic Workforce Plan outlines workforce priorities to meet the strategic intent of Plan Mercator. The required workforce End State of Plan Mercator is that by 2036, Navy will have an integrated, diverse, resilient and deployable workforce that has the requisite skills and competencies to meet the operational intent and the capability requirements as articulated by the ongoing continuous shipbuilding strategy. The *Navy Workforce Framework* is established to address the ten necessary Workforce Objectives as detailed at Figure 7 using innovative planning and work practices to realise the required End State.

Priorities	Objectives	End State
Identifying workforce	Workforce Requirements	Navy Workforce meets
needs and shaping	Navy will implement a workforce analysis system to improve the articulation	the requirements
the supply of capable	of future workforce requirements at workgroup and organisational level, to	of Navy warfighting
people.	ensure they remain sustainable, affordable, balanced (in terms of sea-shore	strategy and a
	liability and geographic location), and achievable.	continuous capability enhancement
	Recruitment	program.
	Navy will guide and support Defence Force Recruiting (DFR) to attract	programm
	and recruit the right numbers of the best and brightest people that are	
	representative of the diverse Australian community.	
Dura dalla a tha aidalat	Workforce Management	
Providing the right	Navy will deliver an appropriately skilled, educated, and sustainable	
people at the right time for the Navy and	workforce capability to meet both current and future demand requirements	
our Joint effects.	Professional Development	
	Navy will excel in the practice of continuous professional learning and development, as articulated in the Navy Professional Development	
	Philosophy, to support the growth of a capable and sustainable workforce.	
	Partnership Framework with Industry, Academia & Government	
	Navy will share and enhance the high value/in-demand (and limited) talent	
	pool with industry partners, and build professional skills and knowledge	
	through outplacements and external partnerships.	
Providing challenging	Diversity and Inclusiveness	
professional	Navy will create an inclusive Navy that reflects the diversity of the Australian	
development.	community and utilises the talents of each member in achieving our mission	
	to fight and win at sea.	
	Mobility and Career Management	
	Navy will deliver people capability by assessing, designing, developing,	
	implementing and monitoring the on-going career management for all PN and	
	NR members. Retention	
Ecouceing on	Navy will focus on a range of traditional and innovative retention initiatives	
Focussing on workforce flexibility	to retain the talented pool of Navy people we have recruited, trained	
and diversity.	and developed.	
	Flexibility	
	Navy will adapt to the changing workforce environment and implement	
	further cultural change that embraces the use of flexible work and service,	
	and recognises the value flexibility brings to our future workforce.	
	Transition and Re-engagement	
	Navy will support its people through the transition process, recognising the	
	service our members have provided and supporting their employment or	
	further service	

Figure 7: Navy Strategic Workforce Plan on a Page.

# ANNEX A

# NAVY CAPABILITY WORKFORCE TRANSITIONS 2016 - 2055



#### NOTE:

1. This chart depicts the crewing impacts of planned capability transitions, assuming that: Crews are required prior to IMR, range varies between 2 years and 6 months prior to IMR depending on type of vessel and sequential order of introduction within class. Entire crew is released upon PWD.

2. ACPB/CCPB/PBCSS/HS/SML/MHC PWD order is not yet finalised. 3. Contact DNWR Mail group email for further information.

Current as at: 24/05/2017





# SUBMARINE WORKFORCE DEVELOPMENT PLAN



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# **DOCUMENT INFORMATION**

# **Document Version History**

Version Number	Author/Amended By	Date	Change Summary
1.0	CAPT Philip Stanford	28/09/18	Original

# FOREWORD

1. The Australian Government has determined that our strategic circumstances necessitate a strengthened and expanded submarine fleet of 12 boats capable of serving as the nation's principal deterrent. Submarines require a specialised and highly professional work force, extensive support from Government organisations, academia and industry, which necessitates development and investment over the long-term to maintain an enduring strategic advantage and build regional superiority.

2. The work undertaken to implement the *Submarine Workforce Growth Strategy 2014-2025* laid down the basis for a sustainable six-boat submarine workforce structure and will be complete by 2025. However, delivering a regionally superior submarine capability based on an expanded force of 12 submarines with all the necessary support and enabling functions will drive a demand for substantial workforce growth from 2025 until the 2050's. Therefore Navy has developed the *Submarine Workforce Development Plan* as part of the broader capability transition plan to meet this challenge.

3. This Plan sets out my intent and clearly describes the method by which the size and shape of the expanded future submarine workforce will be developed and grown. In delivering this Plan my key objectives are to:

- a. Sustainably crew and support the submarine fleet;
- Grow the submarine workforce to that required for the expanded submarine force of 2050 and beyond;
- c. Transition the submarine capability to a multi class organisation;
- d. Grow the submarine workforce to meet the Submarine Enterprise requirements, taking into account the continuous submarine building program; and
- e. Grow the enabling workforce both in Navy and the Broader Defence organisations.

4. Linking directly to the anticipated availability of our current submarines and delivery of the future submarine, the outcome of the work driven by this Plan will be to identify the major milestones along this path and describe the effects we are to generate, the targets we are to achieve and the means by which we shall achieve them. Transitioning from *Collins* to the Attack Class is a far more complex problem than doubling the submarine workforce; the workforce will also need the training and skills to address a new platform and weapon capabilities, as well as meet the challenges of the support and enabling functions necessary for the vision of regional superior submarine capability.

5. People are intrinsic to achieving a regionally superior submarine capability that meets our mission to fight and win at sea. Our ability to resource, train, develop and retain personnel in the Submarine Force is crucial to Navy meeting its responsibility to our Nation as a combat force.

s22 MD Hammond, AM

Rear Admiral, Royal Australian Navy Head Navy Personnel, Training and Resources

5 March 2019

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# **SECTION 1 – STRATEGIC GUIDANCE**

# Introduction

1.1. The aim of the *Submarine Workforce Development Plan* (SWDP) is to define the approach Navy will take to manage the submarine workforce during the transition to a 12 boat force. The scope and complexity of the task is demonstrated in the fact that no other Force within Navy, or indeed the Australian Defence Force (ADF), is introducing a new platform and increasing its combat capability beyond just doubling the number of hulls, all within one program. As a result, this Plan seeks to develop the strategy to achieve growth and introduce workforce planning practices to meet the significant challenge that is being posed to Navy in delivering a workforce for the expanded submarine capability.

1.2. A significant consideration for the program is that whilst the workforce aspects directly associated with the Future Submarine Program (FSP) do not commence until late 2020's the recruiting for the future workforce has already started as a result of the length of the training and career pipeline. This fact highlights that workforce transition to support the FSP has already started.

1.3. In achieving the aim, the SWDP supports the objectives of both the *Defence Strategic Workforce Plan* (DSWP) and *Navy Strategic Workforce Plan 2018-2023* (NSWP). Specifically it will provide the submarine element of the NSWP 'End State':

"Navy Workforce meets the requirements of Navy warfighting strategy and a continuous capability enhancement program."

#### **Objectives**

1.4. The following workforce objectives are to be used to guide the decision making process when undertaking workforce analysis and developing the ensuing actions to deliver the workforce and introduce appropriate workforce management practises. The submarine workforce Plan is to:

- a. Develop a workforce organisation that can sustainably crew and support the submarine fleet through achieving a balance in personnel careers and developing workforce resilience;
- b. Develop the workforce as part of the broader 'Submarine Enterprise' to support the continuous shipbuilding (submarine) program;
- c. Grow the submarine workforce to that required for the expanded force of 12 submarines;
- d. Transition the submarine workforce to a multi class organisation; and
- e. Identify the enabling workforce that represent workforce needs within the broader Navy and Defence organisation, which require augmentation to support the expanded submarine force.

# Submarine Workforce Assumptions

1.5. The workforce assumptions represent key inputs to the development and management of the submarine workforce. Key decisions will be made by Government, Defence or Navy over the course of the FSP which will confirm, amend or add to the relevant assumptions. The list detailed in Annex 1-A reflects Navy's workforce requirements as well as the input from the SEA 1000 Assumptions Log, provided by the FSP. The list will be updated to reflect either changes in program guidance or decisions made.

1.6. Maintaining the currency of the assumptions is critical to ensure the ongoing effectiveness of the workforce planning. As part of the delegation to Director General Submarines (DGSM) in paragraph 1.13, DGSM will update the assumptions list based on the strategic guidance and Navy's emerging workforce requirements.

# **Evolving Design and Workforce**

1.7. The FSP is a multi-decade program and will include evolving technologies that will drive change in the crewing methodology. This in turn will change the underlying assumptions and drivers for the both the workforce organisation design and management. To ensure that Navy's submarine workforce remains contemporary and meets the evolving demand the Submarine Workforce Organisation and Management Plans, (SECTION 3 – Workforce Plans & Actions), will be updated on a regular basis.

# Submarine Workforce Growth Strategy 2014-2025

1.8. This *Submarine Workforce Development Plan* supersedes the *Submarine Workforce Growth Strategy 2014-2025* (SWGS) effective on day of release by the Head Navy Personnel, Training and Resources (HNPTAR). *Plan DELPHINUS* remains the extant plan to deliver change to the structure of submarine positions, including Average Funded Strength (AFS) increases to 2025, with its milestones listed in Section 2 of this document. The targets will be reviewed and updated as part of the continuous Workforce Analysis that underpins this Plan and establishes the workforce growth milestones beyond 2025.

# Workforce Plan Governance

## **Plan Format**

1.9. In order to be aligned with the DSWP, the SWDP has been developed to be consistent with the Australian Standard on Workforce Planning (AS5620:2015). As such its sections are aligned with the three steps identified in the Standard as depicted in Figure 1 below.

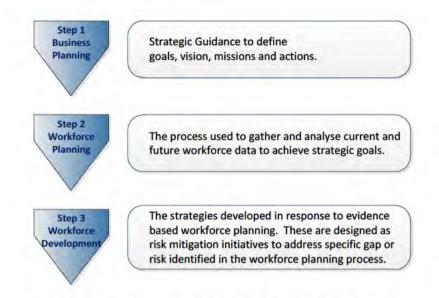


Figure 1 - Workforce Planning and development process

#### **Plan Approval and Review**

1.10. The timeframe of the SWDP covers from the current day through until the complete force of 12 submarines is realised post 2050. To ensure its continued relevance and effectiveness it will undergo periodic updates as detailed below and shown in Figure 2 below:

- Strategic Guidance triggered by changes in relevant Defence policy and associated documents that provide update the strategic context. Section 1.11 below provides the detail on the document hierarchy.
- b. Annual Review to update the Assumptions, Risk Analysis and Workforce Actions to reflect the changing environment and/or needs of the submarine workforce.

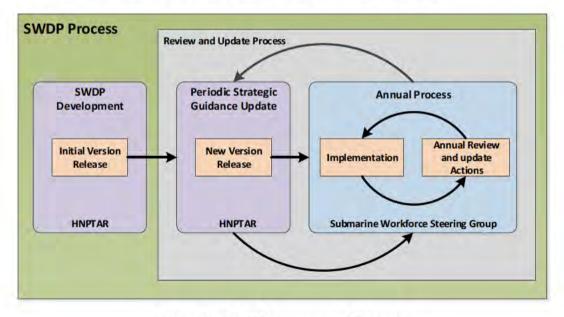


Figure 2 - SWDP Management Process

## Strategic Guidance and Enterprise Approach

1.11. Figure 3 below depicts the strategic guidance input into the SWDP and its subordinate plans. The four key areas that will provide input are:

- a. <u>Navy</u> through the Navy Strategic Workforce Plan;
- b. <u>Force Design</u> through the Force Structure Plan;
- c. Defence People Group through the Defence Strategic Workforce Plan; and
- d. <u>Future Submarine Program</u> through the FIC Personnel and Organisation Plans.

1.12. DGSM will ensure the SWDP and its subordinate documents reflect the strategic guidance from these documents. When change is required in the SWDP DGSM will initiate the SWDP update process as described in section 1.10.

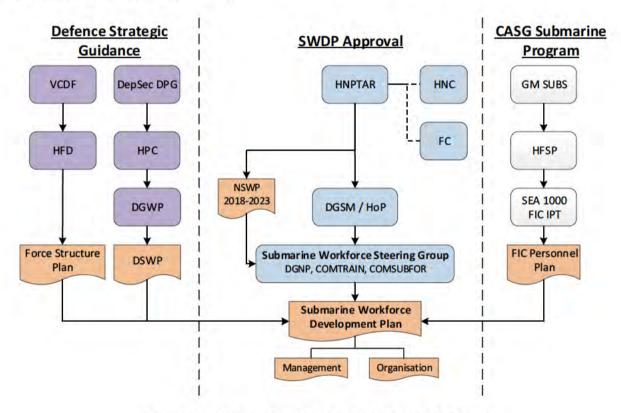


Figure 3 – Strategic Guidance to Submarine Workforce

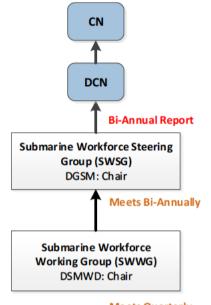
1.13. The SWDP and its two subordinate plans will provide the required FIC Assurance to meet the FIC Personnel Plan workforce requirements.

1.14. To deliver the required submarine workforce the SWDP requires an enterprise approach, which is represented in Figure 3 by highlighting the key stakeholders and their input. The Director General Submarines (DGSM) is delegated by the Chief of Navy (CN) to be responsible for implementing the SWDP. This will be undertaken through the Submarine Workforce Forum (SMWF) that is led by the Submarine Workforce Steering Group (SWSG). The principle members of the SWSG are:

a. Director General Submarine (DGSM) - Chair;

- b. Director General Navy People (DGNP);
- c. Commodore Training (COMTRAIN); and
- d. Commander Submarine Force (COMSUB).

1.15. The SMWF is made up of the SWSG and two subordinate groups, the Submarine Workforce requirements Group (SWRG) and Submarine Workforce Working Group (SWWG). The reporting structure of the forum is depicted below in Figure 4.



Meets Quarterly

Figure 4 - SMWF Organisation

1.16. DGSM as Chair of the SWSG is to maintain the currency of both the membership and Terms of Reference for each Group within the SMWF to ensure the effectiveness of the organisation in delivering the required workforce outcomes.

1.17. The work of the SMWF is guided by this document and the status of the submarine workforce is to be assessed and reported against the Key Performance Indicators (KPIs) and Key Health Indicators (KHIs) as listed in Section 2.

# Reporting

1.18. The successful implementation of the SWDP is critical to the delivery of the expanded future submarine capability. As such the progress made towards its aims will be reported bi-annually to the Chief of Navy by DGSM through HNPTAR.

1.19. The SWWG is to maintain a '*Submarine Workforce Dashboard*' which provides a summary status of the workforce against the KPIs and KHIs. The dashboard is to be updated monthly and reported to the SWSG membership monthly. It will also form a central part of the bi-annual report to the CN.

## SWDP Document Overview

1.20. The Australian Standard on Workforce Planning (AS5620:2015) provides guidance on the elements of Workforce Planning. The following provides an overview of each section and how the work is to be undertaken to ensure the aim of this Plan is achieved.

#### **Environmental Analysis**

1.21. Defence People Group (DPG) conducts an annual Environmental Analysis across the various workforce groups within Defence, including the Navy and the subset comprising the submarine workforce. The analysis is provided in the DSWP and its supporting documents. The DPG Environmental Analysis will be used to inform this Plan.

1.22. Submarines Branch will engage DPG when it conducts its annual review process to inform the update of the Environmental Analysis in support of the update cycle of the SWDP.

#### Workforce Analysis

1.23. The state of the submarine workforce and needs of the FSP will be assessed as part of the Workforce Analysis in order to identify the required actions to deliver the capability outcome. When conducting the work force analysis it is essential that all aspects of workforce management are considered to ensure no gaps are left in planning for the future. To ensure this is the case the 'Defence People System' framework established by DPG will be used to identify the areas of analysis required. This approach is depicted in Figure 5 below.

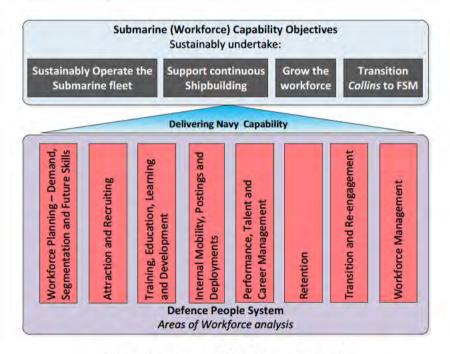


Figure 5 – Areas of Workforce Analysis

## Workforce Culture

1.24. A central aspect of the Navy workforce is its culture and ensuring that it is compatible with the aims of the Navy. The culture of the submarine workforce will be monitored and assessed as part of the ongoing Workforce Analysis to ensure it supports the objectives of this plan. Specifically the aim will be to deliver the intent of Outcome 4 of the Chief of Navy's 'Commanders Intent':

#### "Effectively Lead and Manage our People and Culture"

1.25. Achieving the correct culture within the submarine workforce is the only way that the appropriate levels of diversity will be realised.

#### Workforce Risks

1.26. Identification and mitigation of the risks associated with the workforce growth is critical to the realisation of the expanded submarine force. In order to avoid multiple and conflicting risk assessments the annual assessment published by DPG will be used as the strategic risk assessment that guides this Plan.

## **Workforce Plans and Actions**

1.27. Three subordinate plans to this document will be developed to deliver the principle outcomes required to achieve the objectives. These are:

- a. Submarine Capability workforce organisation growth;
- b. Submarine Crewing Methodology; and
- c. Workforce Management Plan, single to a multi class submarine fleet.

1.28. The three subordinate Plans will be implemented and managed by the SWWG reporting to the SWSG.

1.29. Under the normal process of Workforce Management a continuous improvement approach will be applied, during which issues will be identified within the DPS functions as a result of the Workforce Analysis. Actions to remediate the identified issues will be developed. The development and implementation of the actions will be undertaken by the SWWG under the direction of the SWSG.

## Schedule

1.30. The submarine workforce is considered as one capability that includes the requirement to support the needs of both the *Collins* and the *Attack* classes. The *Attack* class represents the single biggest driver to workforce change as a result of its design and build schedule. As such the schedule for developing the submarine workforce will be maintained with the SEA 1000 FIC IPT schedule to provide one master schedule.

1.31. The key milestones for the workforce development are shown in Figure 8 on page 21.

## **SECTION 1 - Annexes**

A. Submarine Workforce Assumptions

# **ANNEX 1-A – SUBMARINE WORKFORCE ASSUMPTIONS**

As delegated by the Chief of Navy, DGSM, through the SMWF framework, will update this assumptions list based on the requirements of Navy and the input from the FSP.

Reference	Assumption
1	Two ocean basing of the Submarine Force
2	A least 5 Collins Class will undergo Life of Type Extension ( LOTE)
3	The Attack class Scheme of Complement will be 60
4	The first Attack class Crew will be required in March 2029
5	The first Attack class will be delivered in March 2031
6	The '10+2' Usage and Upkeep cycle will persist

#### Table 1 - Submarine Workforce Assumptions

# **SECTION 2 – WORKFORCE PLANNING**

## **Environmental Analysis**

2.1. The Environmental Analysis is provided by DPG within the annual review of the Submarine Workforce, as part of the DSWP. This analysis is used to inform the Workforce Analysis.

## Workforce Analysis

2.2. A detailed Navy Workforce Analysis is provided annually by DPG as part of the DSWP supporting documents titled *Navy Workforce*. This is further augmented by the *Submarine Workforce* Segment Current and Future State Analysis. These documents will be used to assist in identifying the issues and developing actions.

2.3. To further assist in identifying issues and inform the development of appropriate Workforce Actions the workforce career paths of all workgroups and specialisations are broken into the workforce segments detailed in Figure 6 below. This allows the status and health of the submarine workforce to be reported against both the KPIs and KHIs listed in Table 2 and Table 3 respectively below.

2.4. Figure 6 depicts the Workforce Segments and where the KPIs are applied to assess the performance of the workforce management processes. It further shows the KHIs and where they are applied against the workforce to assess the health of the workforce.

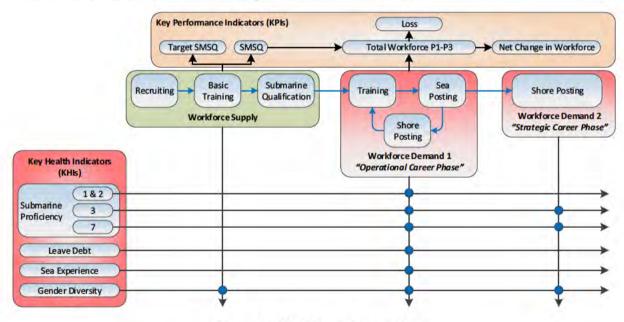


Figure 6 - Workforce Segments

2.5. The workforce segments capture the two key aspects of the workforce, which are the 'demand' and the 'supply' components. It also seeks to capture the fact that uniformed submarine careers essentially have two components comprising the operational phase and the strategic phase. The strategic phase being that period of a career after the member has completed all seagoing positions within their personal career pathway.

## Key Performance Indicators

2.6. The KPIs listed in Table 2 below allow the tracking of the total submarine workforce and the growth achieved that assist in identifying issues within the submarine workforce and therefore the areas where change may need to occur.

KPI	Title	Definition	Purpose
1	Total Submarine Workforce	The total number of submarine qualified personnel eligible for submarine service.	Track the total numbers of qualified submariners against the Average Funded Strength for the Submarine Capability.
2	Recruiting achievement against the target for submarine personnel	The actual number or personnel recruited as submariners against the planned target.	Support tracking of achievement of submarine workforce targets.
3	Number of personnel achieving SMSQ	Actual personnel achieving submarine qualification and become part of the total submarine workforce.	Has the required supply of personnel been met? Supports quantifying the loss rate during submarine training.
4	Loss	The number of personnel who leave the total submarine workforce.	Compare the submarine workforce to the broader Navy workforce as a benchmark. Identify the areas within the submarine workforce where excessive loss occurs that may indicate a workforce risk.
5	Net Change in total submarine workforce	Change in total workforce numbers due to new qualification, resignation or withdrawal from volunteer status.	Identify the change in total qualified submariners in the reporting period.

#### Table 2 - Key Performance Indicators

## **Key Health Indicators**

2.7. Whilst the KPIs provide an indication of the performance of specific aspects of the workforce based on achievement of specific numerical targets, the KHIs provide an indication of the status of the workforce from other quantifiable measures and are provided in Table 3 below.

кні	Title	Definition	Purpose
1	Submarine Proficiency 1 & 2	The number of individual submariners who are qualified and eligible to serve in each submarine position at sea/shore.	Monitor health of the workforce in relation to each position/proficiency in a submarine crew. Identify job proficiencies that are at risk of being unsustainable.

кні	Title	Definition	Purpose
2	Submarine Proficiency 3	The number of submarine qualified personnel serving ashore in submarine positions who are not eligible for sea service.	Provide an indication of the overall ability of the qualified submarine workforce to meet the demand.
3	Submarine Proficiency 7	The number of qualified submarine personnel serving in non-submarine positions.	Identify the number of personnel who are no longer part of the submarine workforce, or are temporarily serving outside the submarine capability.
4	Submarine experience	The number of months that each member of the total submarine workforce has as a qualified submariner.	Monitor the average experience of the submarine workforce.
5	Gender balance	The ratio of male and female personnel in the submarine workforce.	Monitor the balance of females serving in the submarine force. Identify where females participation drops off to identify areas of risk to the workforce.
6	Leave debt	The amount of accumulated leave for each member of the total submarine workforce.	Monitor the health of the submarine workforce through management of personnel respite.

# **Risk Analysis**

2.8. DPG promulgates a supporting document to the DSWP titled 'Submarine Workforce Segment Current and Future State Analysis', which undergoes an annual update. As part of its analysis and conclusion the document lists the high level view of the assessed risks to the submarine workforce.

2.9. The risks identified in the DPG submarine analysis are used in the SWDP to assist in informing the Workforce Analysis and resulting Workforce Actions.

2.10. The approach to Workforce Risk is directly taken from the DPG process and is described in the 'Defence HR Organisational Risk Framework', as depicted Figure 7 below. The risks are broken down into the areas listed below with the risk assessment for each area as defined in the 'Submarine Workforce Segment Current and Future State Analysis' produced by DPG shown.

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Risk Consequence		Likelihood of Risk C	Likelihood of Risk Occurence			
Description	cription Ranking Criteria		Ranking Criteria			
1 - Fundamental	Sustained loss of capability	1 – Almost Certain	Event is expected to occur in most circumstances			
2 - Major	Considerable capability impact	2 - Likely	Event could occur in most circumstances			
3 - Moderate	Some impact in capability	3 - Possible	Event could occur at some time			
4 - Minor	Potential impact on capability	4 - Unlikely Event could occur in rare circumstances				
5 - Insignificant	No impact on capability	5 - Remote	Even may only occur in exceptional circumstance			

# **SECTION 2 - Annexes**

B. Submarine workforce Growth Targets

# **ANNEX 2-A – SUBMARINE WORKFORCE GROWTH TARGETS**

A comprehensive list of workforce growth targets will be established as a result of the work to develop the future workforce organisation, which will be complete in Q2 2019. This document will be updated by the SWSG to reflect the approved AFS growth targets.

At present the only extant Workforce Milestones are those specified in the SWGS and will be used to drive progress towards growing the 2025 submarine workforce. They are listed in Table 4 below and represent the milestones for *Plan DELPHINUS*.

Plan	Milestone	Date	Target
Plan Delphinus 3 June 2		June 2019	Actual submarine workforce of 780
Plan Delphinus	4	Jan 2025	Actual submarine workforce of 940
Plan Delphinus	5	Dec 2025	The capacity to expand the workforce as required for future force structure

#### Table 4 – Extant Workforce Milestones

# **SECTION 3 – WORKFORCE PLANS & ACTIONS**

3.1. The key output of the SWDP is to sustainably develop the submarine workforce to the size and structure required for the expanded future force as specified in the submarine workforce objectives listed in paragraph 1.4 of this document. This will be achieved through implementation of specific approved plans and where required identified actions.

3.2. The schedule for delivery of the plans and actions is discussed in Section 4 of this Plan.

# Workforce Objectives Delivery

3.3. The plans listed in Table 5 below are the means through which the Navy's submarine workforce objectives detailed in paragraph 1.4 of this Plan will be delivered. The Workforce Plans will require the approval of HNPTAR.

3.4. The persistent Workforce Analysis and review undertaken under the auspices of this document will identify changes to workforce needs and as such require amendments to the plans. As such the plans are considered to be evolving documents that with updates will remain contemporary and deliver the required workforce objectives.

3.5. DGSM through the SWSG is to coordinate the development of the plans ready for approval in Q3 2019. *Plan DELPHINUS* is already in force and being undertaken, however will need to be updated to reflect the workforce growth milestones beyond 2025.

3.6. The needs for the broader Defence workforce is the only objective not delivered under a plan, as this will be addressed through specific actions when required.

Navy Submarine Workforce Objectives	Delivery	Activity	Start	End
Grow the Submarine Workforce to that required for the 2050 structure and beyond	Plan DELPHINUS	Implement approved growth in AFS to the required target set in Section 2, SWDP	2014	2025
Develop a workforce organisation that can sustainably crew and support the submarine fleet	Submarine Crewing Plan	Develop and implement the new submarine crewing methodology	2020	TBC
Submanne neer	Submarine Organisation Plan	Develop workforce organisation options for CN/Govt. approval and Implement a revised Submarine Capability organisational model	2020	TBC
Transition the submarine workforce from the <i>Collins</i> to the <i>Attack</i> class	Submarine	Identify all issues and implement appropriate actions to manage the transition, including appropriate skilling to deliver continuous shipbuilding	2020	твс
Develop the workforce as part of the broader 'Submarine Enterprise' to support the continuous shipbuilding (submarine) program	Workforce Management Plan			
Identify the enabling workforce that represent workforce needs within the broader Navy and Defence organisation to support the expanded submarine force	Actions	Identify the broader workforce needs and raise the requirements with the appropriate authority within Defence for delivery	-	-

## Table 5 - Workforce Objective Delivery

# **Workforce Actions**

3.7. During the day to day business of managing the submarine workforce specific issues will be identified that will be dealt with through deliberate actions. This process will be managed through the SMWF, with the Submarine Workforce Action List being the document where the actions are captured and managed. This action list will be managed by the SWWG under the oversight of the SWSG.

# **SECTION 4 – IMPLEMENTATION**

4.1. The SWSG and its subordinate group the SWWG are responsible for implementing the SWDP and its subordinate Plans and actions.

# Schedule

4.2. Implementation of the *Submarine Workforce Development Plan* is critical to successfully delivering the future submarine capability. The schedule for development and implementation of the principle activities and plans is shown in Figure 8 below. When greater detail becomes available during the development of the Plans the detailed schedule delivery will be represented in the SEA 1000 IMS.

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4.3. In addition to the implementation of the Plans as depicted in the schedule above, there will be the ongoing activity of annual workforce analysis and appropriate actions to rectify arising issues. This type of activity will be business as usual for the SWSG and SWWG and includes the actions as laid out in this Plan.

FOI 028/19/20 Item 1 Serial 6



Minute

DGNP/OUT/2018/BJ2379169

DGDFR

For information: COMTRAIN COMDT ADFA DNPCMA DGWP DNWM DNU

# NAVY RECRUITING DIRECTIVE 2019/20 (AND FORECAST TO 2023/24) – AB INITIO REQUIREMENTS

1. The FY 2019/20 Navy Recruiting Directive (RD) detailing DFR ab initio recruiting requirements, including the four year forecast to 2023/24, is issued at the Enclosure. The RD updates recruiting priority requirements pending release of CN's 2019 Statement of Requirement in early 2019. The RD also provides detailed target information to enable DFR to achieve these.

2. Targets identified for FY 2019/20 provide direction to DFR on the numbers of new entrants to be recruited during that financial year. To provide forward planning for DFR this RD also provides projected targets to FY2023/24. These projected targets are indicative and will be refined progressively in subsequent directives.

3. The RD has been developed in consultation with COMTRAIN, NPCMA, DNWM and Training Authorities to ensure the targets are aligned with Navy's future workforce requirements. Due to the dynamic nature of the RD, this directive and subsequent amendments will be promulgated electronically by signal and a monthly working copy posted on the DRM-N website.

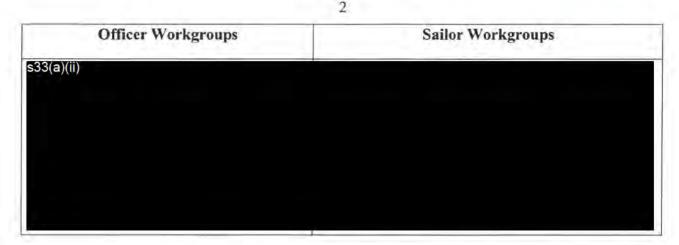
# Priorities

4. **Priority workgroups.** While achievement of all targets is the overall aim, there are workgroups that have a significant capability impact and these are the areas that Navy requires DFR to place priorities on to meet the specified targets. These are my highest recruiting priorities by employment workgroups and trade shortfalls:

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#### Diversity

7. Complementary to overall target achievement, Navy recognises that a balanced and inclusive workforce will achieve greater capability and form the basis for a sustainable Navy. Recruitment continues to be a critical enabler to improving female and Aboriginal and Torres Strait Islander (Indigenous) representation within Navy and meeting mandated representation rates.

8. **Female targets.** Sailor targets within the RD are split into female and open targets. The combined targets constitute Navy's overall recruiting requirement. The female targets shown in the RD against each general entry sailor workgroup constitute the minimum requirement for DFR to achieve which, for FY19/20 is 600. Similarly, I expect DFR to achieve parity of high quality female and male candidates to Officer Selection Boards, with an emphasis on increasing Aviation and Engineering female candidates.

9. To ensure maximum achievement, female targets are to be kept open as long as practicable prior to the intake date. The female targets can then become open targets to be filled by male candidates, should they be available.

10. **Aboriginal and Torres Strait Islander targets.** To meet and maintain the Government mandated Aboriginal and Torres Strait Islander (Indigenous) participation rates, Navy requires that DFR recruits Indigenous candidates at a minimum of 10% of sailor and officer recruiting targets (inclusive of Navy Indigenous Development Program). Additionally, my staff will continue to engage with DFR to further develop and enhance Indigenous attraction and recruiting strategies, with a specific focus on improving officer achievement.

## Gap Year

 Four intakes of 25 Gap Year sailor personnel will occur during the period of this Recruiting Directive. The intakes are aligned to General Entry sailor intakes and female participation should be between 60 and 70%.

12. Two intakes of 25 Officer Gap Year personnel will occur during the period of this Recruiting Directive. The Officer Gap Year intakes will align with the Direct Entry intakes in January and July and female participation rate should be between 60 and 70%.

## Musicians

13. Qualified Entry sailor is the only form of entry available for the Musician category. Unlike previous Recruiting Directives, Musicians have been designated to specific intakes which align to further ADF Musician specific course requirements; however, in order to maximise achievement, proposals to recruit outside these intake dates will be considered. The preferred instrument specialisations vary regularly and are formally advised to DFR, DRM-N and NPCMA, by the Director of Music Navy (DMUS-N). Instrument specialisations will be considered on a case by case basis.

#### University Sponsorship Programs

Undergraduate Entry (UE) target considerations. Navy has expanded its UE program to maximise pathway options for critical officer workgroups. 533(a)(ii)

## Mid - Career Entry (MCE)

15. Target projections. Navy intends to increase its use of MCE for both officers and sailors and my staff will engage DFR to refine and improve identification and processing of applicants through this entry pathway. In the normal course of events, MCE personnel will be recruited into the Permanent Navy for a fixed period of time, normally three years. Additional periods of service post an MCE's original tenure may be available dependent on Navy requirements. Likely areas for MCE are in the officer Engineering. Training Systems, Intelligence and Maritime Logistics workgroups and senior sailor technical roles.

## Navy Reserve

16. Naval Reserve officer targets are mostly nationally based and, with the current exception of Legal Officers and Chaplains, are not limited to a regional area. Reserve Musician sailor targets are also regionally based.

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### **Applicants in Excess of Targets**

17. Requests for recruitment of suitable applicants in excess of recruiting targets, or in workgroups where targets are not set, are to be forwarded to Director of Recruiting Management – Navy (DRM-N) for staffing.

### **Directive Amendments**

18. All proposals to amend the RD targets are to be forwarded to DRM-N. A requirement of the Contract for the Provision of Recruiting Services to the ADF is the provision of six months' notice of any changes to DFR recruiting targets. All proposed alterations will need to take this requirement into account and the RD will only be changed by formal amendment. If amendments reflect the need for major structural workforce change they are to be cleared by me, otherwise, DNWR is authorised to issue amendments.

### Point of Contact

19. My point of contact for the Recruiting Directive – Ab Initio Requirements is DRM-N (CMDR Sharon Whittaker); contact details are Ph 02 61447280, email: navy.rlo@defence.gov.au.

s22 **AS Parthidge** 

CDRE, RAN

19 Dec 18

### **Enclosure:**

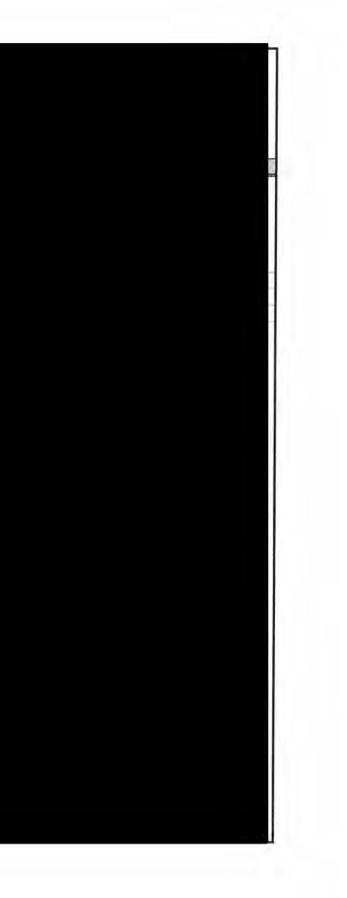
1. 2019/20 Officer and Sailor Recruiting Directive – DFR Ab Initio Requirements

PN & NR Sailor Recruiting Directive FY2019-20 - Ab Initio Requirements

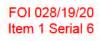


Naval Reserve

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Ab Initio 2020/21		21/22 22/23
33(a)(ii)		





### PN & NR Officer Recruiting Directive FY2019-20 - Ab Initio Requirements

POC for this Directive is LCDR Dean Manning (DRM-N SO Tgt/Ach) Ph 02 6144 7260. Authority to vary targets is DDNWR-WS.

s33(a)(ii)

666(a)(ii)		

\* Note 6

NOTES:

1. DNWR is the Navy authority to amend targets.

2. The following DE Targets are negotiable and may be increased if candidates / training capacity exist: CHAP, MO, and Submariner. If SM candidates out number targets, DFR should put them to OSB for possible appointment against parent PQ targets. Consultation with DNWR is required for any target increase to be considered.

3. Qualified Entry NS candidates must be a Registered Nurse with two years nursing experience in the previous three years before appointment.

4. UE 'Targets' are vacancies, some of which are outstanding from previous years, that are required to be filled. The Monthly Working copy of this Directive will reflect achievements (Release copy will not), hence reduced targets will be listed where applicable. Targets are rolled over to future years until filled or expire. Tab 19-20 UE Tgt Ach provides UE sponsorship limitations. NEOC year notionally refers to Jan/Feb NEOC (as the most common graduation point) but includes the previous July of the same FY.

5. Entry to the UE scheme for TSOs can be by undergraduate or post graduate study. Post graduate entry is for degree qualified applicants requiring additional study to align to Navy TSO occupational requirements.

6. TS and INT Reserve entry pathways expected to be implemented in the FY20/21 Recruiting Directive.







s33(a)(ii)



### FOI 028/19/20 Item 1 Serial 6

1

### s33(a)(ii)

FOI 028/19/20 Item 1 Serial 6



Minute

DGNP/OUT/2018/BK2958162

COMTRAIN DNPCMA DNU

For information: COMDT ADFA DGWP DNWM

### NAVY RECRUITING DIRECTIVE 2019/20 (AND FORECAST TO 2023/24) – IN-SERVICE REQUIREMENTS

Reference:

A. DGNP minute (DGNP/OUT/2018/BJ2379169) to DFR – Navy Recruiting Directive 2019/20 (and forecast to 2023/24) of *I* & Dec 18

1. The Navy Recruiting Directive (RD) FY 2019/20, detailing in-service recruiting requirements, is forwarded at the Enclosure. The Directive, which includes the four year forecast to 2023/24, is supplementary to the ab-initio recruiting requirements issued to DFR at the Reference. Specific guidance related to in-service recruiting targets is also provided below.

2. The section of the RD listing Transfer of Workgroup (TOW) and Transfer of Stream (TOS) targets facilitates the move of PN members to another workgroup, including to submarines (SM). The targets in this section of the Directive may be varied after consultation between NPCMA, respective Training Authority and DNWR. Where possible, recruiting shortfalls and recruit losses should be backfilled from TOW or re-entry (including GX) candidates in order to maintain the category course numbers required to sustain the workforce.

3. Direct entry recruiting of SM sailors by DFR constitutes approximately 95% of the total sailor SM requirement of 137. NPCMA is to source the remainder of SM 'recruits' through TOW/TOS.

4. Where an in-service member is identified for transfer within or into the PN, particularly as a sponsored Undergraduate/Graduate Medical Scheme and/or requiring initial training (New Entry Officer Course (NEOC) or ADFA), it is essential that NPCMA advises DNWR/SORM-N to ensure that the achievement is recorded against a target, or that a target increase is approved.

5. Requests for recruitment of suitable applicants in excess of recruiting targets, or in workgroups where targets are not set, are to be forwarded to SORM-N for staffing.

6. All proposals to amend the RD targets are to be forwarded to DNWR via SORM-N. A requirement of the Contract for the Provision of Recruiting Services to the ADF is the provision of six months' notice of any changes to DFR recruiting targets. All proposed alterations will need to take this requirement into account and the RD will only be changed by formal amendment. If amendments reflect the need for major structural workforce change they are to be cleared by me, otherwise, DNWR is authorised to issue amendments.

7. Director Navy Uniforms is to ensure sufficient uniforms are available at the time of kitting-up for all sailor and officer entrants, in accordance with the recruiting targets provided in this Directive. The ratio of gender targets should be noted.

8. My point of contact for the Recruiting Directive – In-Service Requirements is DDNWR-WS, contact details are Ph 02 61447291, email: <u>peter.doherty@defence.gov.au</u>.

s22

AS Partridge CDRE, RAN DGNP

1B Dec 18

**Enclosure:** 

1. 2019/20 Officer and Sailor Recruiting Directive – In-Service Requirements

### ENCLOSURE 1 TO DGNP/OUT/2018/BK2958162 | & DEC 2018

	19/20	20/21	21/22	22/23	23/24
WORKGROUP	TOW / TOS	TOW / TOS	TOW / TOS	TOW / TOS	TOW / TOS
A ATA	s33(a)(ii)				
ATV AVN					
AWA SM BM	s33(a)(ii)				_
CD CIS CIS SM CSO CSOMW CTL					
CTS CTN ET ET SM EW					
EW SM HSO	s33(a)(ii)	-			
S MED MED SM	s33(a)(ii)				
ML-C ML-C SM ML-SC ML-SC SM					
ML-S ML-S SM ML-P					
MT MT SM	s33(a)(ii)		-		
MUSN NPC	s33(a)(ii)				
PTI Sub Tota	als				

### PN Sailor In-Service Recruiting Directive 2019-20

#### PN Officer In-Service Recruiting Directive 2019-20

POC for this Directive is LCDR Dean Manning (DRM-N SO Tgt/Ach) Ph 02 6144 7260. Authority to vary targets is DDNWR-WS.



Abbreviations:

SEA: Sailor Entry to ADFA SE: (Junior) Sailor Entry to Officer SSE: Senior Sailor Entry to Officer WOSSEOC: Warrant Officer & Senior Sailor Entry Officer Course AD(T): Advanced Diploma (Technology)

\* NOTES: 1. Additional In-Service targets may be created. DNWR is the delegate for target amendments.

- In- Service Medical Officer university sponsorship targets include GMS and Undergraduate.
   Wherever possible SEA/SE (Junior Sailors) are to undertake July NEOC so as not to impact on RANC training capacity in January.
- 4. All WOs who will gain a PQ are to be counted against a target in this section of the Recruiting Directive.
- CHAP target, currently listed as transfer PQ/SVC, may also be Sailor Entry. 5.
- PQs marked \* and grey font are not normally recruited to/from within. If required, and candidates exist, DNWR may set a target. 6.

### s33(a)(ii)

POC for this Directive is LCDR Dean Manning (SORM-N) 02 6144 7260. Authority to vary targets is DDNWR-WS.

- NOTES:
   1 Additional In-Service targets may be created. DDNWR-WS is the delegate for target amendments.
   Ins. Service Medical Officer university renovership targets include GMS and Undergraduate
   Wherever possible SEA/SEE (fution Salors) are to undertake July NEOC so as not to impact on RANC training capacity in January.
   All WOr who will gain a PQ are to be counted against a target in this section of the Recruiting Directive.
   MCO in-service targets will increase to 6 subject to career pathways being developed.
   PQs marked \* and grey font are not normally scenaried to from within. If required, and candidates exist, DDNWR-WS may set a target.
   Application course dates are indicative only and may be changed to suit course/individual requirements.

'IN-SERVICE' is officer recruiting from: PN, NR, ARA/RAF, Army/AF Reserve unless initial training, that is not provided through the relevant entry type, is required. In such cases entry must use a DFR target. REQUIRED QUALIFICATIONS Refer to ANP 2110 for the qualifications required for the various, entry types.

Abbreviations: SEA: Salor Entry to ADFA SE: Union's Salor Entry to Officer SSE: Senior Salor Entry to Officer SSE: Senior Salor Entry to Officer WOSSEOC: Warraut Officer & Senior Sailor Entry Officer Course AD(T): Advanced Diploma (Techonology)

RD 2019/20 Outer Four Year Forecast

s33(a)(ii)

s33(a)(ii)

### FOR OFFICIAL USE ONLY



### BI2626050

ALL NAVY

### NAVY GROWTH AND RETENTION STATUS REPORT

### **References:**

- A. Navy Strategic Work Force Plan 2018-2023.
- B. Defence White Paper 2016.
- C. Integrated Investment Program.
- D. Early Separation in the Australian Defence Force
- E. The Auditor-General ANAO Report No.17 2014-15 Recruitment and Retention of Specialist Skills for Navy

### Background

1. Navy's workforce challenges represent the most significant strategic risk to delivering operations and the workforce required to meet *DWP16* outcomes.

2. In Chief of Navy's Commander's Intent – An Australian Navy, he states that his primary focus will be on continuing the work on advancing our culture and resilience, and embedding those habits which will ensure our success, while also looking at innovative ways of attracting new skills, retaining our people and growing Navy.

3. Growth and Retention of Navy personnel is a Chief of Navy and Deputy Chief of Navy priority as outlined in the *Navy Strategic Workforce Plan 2018-2023* (NSWP 2018-2023).

4. Over the coming decades, the workforce market will continue to evolve significantly as societal factors change and technology rapidly grows. Australia's workforce already encompasses five generations, more females are graduating from high school and university, and people are balancing greater family, career and community commitments. The contingent workforce is on the rise as people change jobs more frequently and traditional career models will be less dominant within the future employment landscape. From an education perspective, there has been a downward trend in Science, Technology, Engineering and Mathematics (STEM) enrolments in schools and apprenticeships, yet STEM skills are increasingly in demand across a range of high technology employment sectors.

5. The future impact of technology needs to be considered with the impact of the Fourth Industrial Revolution (4IR), which is the fourth major industrial era since the initial Industrial Revolution of the 18th century. It is characterized by a fusion of technologies which is blurring the lines between the physical, digital, and biological spheres, collectively referred to as cyber-physical systems.<sup>1</sup> It is marked by emerging technology breakthroughs in a number of fields, including robotics, artificial intelligence, nanotechnology, quantum computing, biotechnology,

<sup>&</sup>lt;sup>1</sup> "The Fourth Industrial Revolution: what it means and how to respond". World Economic Forum. Retrieved 2018-10-20

the Internet of Things, the Industrial Internet of Things (IIoT), fifth-generation wireless technologies (5G), additive manufacturing/3D printing and fully autonomous vehicles. With every industrial revolution comes refining shifts to social, economic, environmental and political systems that truly alter the course of humanity. Some of these shifts are foreseen, and others are completely unforeseen. Technology has enabled people to work anytime, anywhere, and it is expected that by 2027, more than half of Americans workers will be freelancing.<sup>2</sup> This presents both opportunities and challenges for the Navy as the workforce adapts to technological advances that were previously unthinkable.

6. Navy's current workforce does not reflect the rich cultural diversity of the Australian population. If we rely on our 'traditional' recruiting base and don't anticipate the changes in contemporary society the Navy risks endeavouring to draw from an ever decreasing pool of available people with other industries competing for the same skills. Navy must be a better appeal to the demographic of culturally and linguistically diverse (CALD) Australians and thus better reflect the diversity of the Australian population. Navy capability depends on diverse talent that has the skills and competencies to deliver Navy's warfighting effect.

7. People are the foundation of Navy's capability. Access to the best talent Australia has to offer requires us to embrace our diverse cultural landscapes to deliver the most capable force our Nation demands. Retaining this talent is fundamental to achieving our mission – *To Fight and Win at Sea* and this must be at the forefront of planning and managing your contributions and your careers.

8. To further increase our challenge, the nature of service in Navy, including the demands of life at sea and operating a deployable maritime force, are not always appealing to the market. Aside from adapting how Navy can appeal to Australian society, leadership, resilience and opportunity will be key themes in the development of Navy people strategies to meet the challenge of retaining the excellent talent that we can recruit.

9. To support the *Defence White Paper 2016* (DWP16) detailed at Reference B and the *Integrated Investment Program* (IIP) detailed at Reference C, the Australian Government has funded considerable, sustained growth in Navy's permanent uniformed workforce over the next decade and beyond. Navy's revised Average Funded Strength (AFS) allocation in FY 2025/26 is now 15,229 an increase of 902 AFS over the decade. The AFS would require an increase to a total of 20,000 as the workforce allocations required to fully support; Acquisition, operation and sustainment of new maritime capabilities; Improved seaworthiness outcomes across Navy; and the enhanced intelligence and cyber warfare capabilities. The workforce allocations identified in the *NSWP 2018-2023* to support these three domains exceeds the new AFS provided by Government by around one-third, requiring Navy to rebalance internally and shift resources from lower priority functions to deliver the new and enhanced capabilities.

10. It is the most significant increase in the size of the Navy's workforce since the Second World War. The peak wartime strength of the Navy, including officers and ratings, WRANS and Nursing Sisters, was 39,650 and this figure was reached on 30 June 1945. This strength stands in stark contrast to the downsizing programs implemented in the 1980s and 1990s.

11. Since at least the 1990s, Navy has experienced some form of hollowness in the workforce structure, where there has been a shortfall in the supply of the right people at the

<sup>&</sup>lt;sup>2</sup> How The Fourth Industrial Revolution Is Impacting The Future of Work. Forbes. Retrieved 2018-11-26

right ranks to meet the workforce demand. This shortfall is presently in the Leading Seaman (LS) to Petty Officer (PO) ranks, and Lieutenant (LEUT) and Lieutenant Commander (LCDR) ranks. It is relevant that over half of the Navy is in the junior ranks (LS/LEUT and below), and the median length of service is eight years, which is lower than required for workforce generation and sustainment across all ranks.

12. The presence of this hollowness is articulated by categorising workgroups as *Perilous*, *Critical* and *At-Risk*. In 2007 Navy had 22 *Critical* categories, but positively, by 2017 this had reduced to eight due to both improving health of workgroups but also a realistic reduction in demand. By comparison, the Army has two Critical categories, and the RAAF has none. However, as the Navy's at-sea operational tempo and concurrency increases, these shortfalls are more keenly felt and exacerbated by higher than planned non-deployability rates and separation rates. The effects are seen in gapped positions, high position turn-over, postings at short notice, a decrease in career broadening options, reduced promotion opportunities, deficiencies in skills and experience, and the need for back-to-back sea postings.

13. The impact on ships, squadrons and direct support units is acute when coupled with organisational structures that contain 'single points of failure' or where the right skills are not held even when a position is filled. 533(a)(ii)

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14. At a time where the Navy needs to grow the total numbers of the workforce, and reshape to new capability demands, we must also retain people at the right career stages to contribute their experience and skills to the organisation, and thus enable Navy to contribute confidently to its own and joint capabilities, and grow future generations of people. We must also ensure that the organisational structures that we develop, at sea and ashore, are sustainable, affordable and achievable.

### Barriers to success

15. Major General Craig Orme in his Foreword in *Early Separation in the Australian Defence Force* by Lieutenant Colonel Philip Hoglin Reference D identifies that almost all decisions in the world of military personnel are counter-intuitive – that is one of the most important lessons for the military personnel practitioner. Often our intuition of how people should behave is in complete contrast to the data that shows us how they actually behave. The reason for this is that most of those who make strategic personnel decisions or who manage the military personnel system are not experts in personnel systems and approach decision making from their own perspective, quite often as a "victim" of the system. Their views are formed by their own experiences and prejudices, the anecdotes of their friends, subordinates and peers, and from conversations at the bar or the barbecue. Using their experience and intuition they extrapolate personal issues to the personnel system and make their decisions. The big mistake is to confuse the terms "personal" and "personnel". "Personal" is what happened to you – "personnel" is the system in which it was done. Unbeknownst to many there is a fundamental difference between the two.

16. The Auditor-General ANAO Report No.17 2014-15 Recruitment and Retention of Specialist Skills for Navy Reference E, identified that Navy has developed a broad range of workforce initiatives, some designed specifically to address workforce shortages in its critical

employment categories. However, Navy's record in following through to effectively implement these initiatives is variable. To date, Navy has primarily relied on initiatives that complement its 'raise, train, and sustain' strategy, including; paying retention bonuses and other financial incentives; recruiting personnel with prior military experience to work in employment categories with significant workforce shortfalls; and using Navy Reserves in continuous full time roles. Ongoing work is required for Navy to firmly establish a range of promising workforce management practices, including: providing the right training at the right time; more flexible approaches to managing individuals' careers; more challenging work; a more flexible reward system; improving access to more flexible working arrangements; using civilian qualified personnel in the right roles; and improving workplace culture, leadership and relationships. This work is challenging, particularly when there is a high operational tempo, and changes to more traditional approaches can take time to bed-down and find acceptance. However, more flexible and tailored workforce management practices can help address the underlying causes of workforce shortfalls, particularly when the traditional approaches are not gaining traction.

17. In Australia's Navy 2007, Progress on Sea Change by Commodore Craig Kerr at Enclosure 1, it was identified that a satisfied and motivated workforce is the key to capability delivery. He determined that to achieve Navy's objectives that are set by Government while attaining work/life balance for all officers and sailors, around 2,000 additional trained personnel are required. He identified that we need to stabilise and grow our workforce. He went on to identify nine key areas of change are necessary to address retention in Navy. As defined in *The Auditor-General ANAO Report No.17 2014-15* most of those key areas are still not implemented over ten years later.

18. Sailors and Officers across Navy have heard the rhetoric about change and improvements for over a ten year period and as both of these reports demonstrates little has changed, with the exception of a few key initiatives such as NGN and Rizzo.

19. To achieve CN and DCN's Retention priority takes significant change across Navy and by individuals at various levels of the organisation will be both responsible and accountable for demonstrating commitment to enacting these changes, or we will be talking about the same issues in another ten years.

### Growth and Retention

20. Navy is required to grow by a minimum of 960 personnel in the next five years and as a result we have directed a significant focus on retention in addition to increased recruiting. In 2017 Navy People Branch stood up the Retention Working Group (RWG) with the objective of recommending retention initiatives for Navy. Prior to this Navy People Branch had a focus on recruitment. Retention of Navy people is critical to delivering Chief of Navy's key outcomes articulated in his *Commander's Intent*:

a. Outcome 1: Providing Maritime Forces for Current Operations, Exercises, Engagements and Future Contingencies; and

b. Outcome 4: Effectively Lead and Manage our People and Culture.

21. In April 2018 DGNP commenced a significant program of engagement with Navy members through focus groups and divisional meetings in order to understand why personnel leave the Navy and develop effective retention initiates.

22. The RWG quickly understood that the focus needed to be at the LS-PO and LEUT-LCDR level as this is where the majority of our personnel transition to another pattern of service (or separate). The vast majority of this personnel movement corresponds with the expiry of their Initial Minimum Period of Service (IMPS), at the six year mark (sailors) and nine year mark (Officers). This is not a workgroup specific issue, but a Navy wide issue.

23. There are a number of recommendations from the RWG that specifically deal with extending peoples' career horizon and length of service. More needs to be done to retain people beyond IMPS and some of these initiatives are being staffed now.

24. *NSWP 2018-2023* identifies that Navy will focus on a range of traditional and innovative retention initiatives to retain the talented pool of Navy people we have recruited, trained and developed. This objective is an essential component to achieving the Navy Workforce End State. Retention cannot be passively managed, but actively by Navy leaders, managers and supervisors with further support provided by the Divisional system. Holistically, Navy will also ensure that our people have a substantial capacity for resilience in their workplace and their everyday lives. Retention will be supported by improving career opportunities and development, including for members to transition between service categories as their personal and professional circumstances change. DGNP is responsible and accountable for the following actions required to achieve growth and retention:

- a. Advocate for meaningful remuneration and establishing realistic and appealing nonfinancial conditions of service for our people. Navy's conditions of service policy will support the key themes of flexibility, mobility, diversity and deployability.
- b. Better recognise and reward innovation and achievement in our Navy people.
- c. Refine and build initiatives to retain and grow female representation in the workforce.
- d. Develop strategies that encourage and increase retention of Indigenous members.
- e. Identify key capability workgroups and specialisations for targeted, comprehensive retention initiatives.
- f. Manage submarine workforce retention strategies to support the desired growth rate.
- g. Refine and innovate information systems to improve management of the RAN Divisional System.
- h. Implement people policy that supports achievement of the Navy Resilience Plan.

25. Whilst DGNP is accountable and responsible for the delivery of action items identified at Para 24. it is expected that all areas of Navy will participate to ensure that Chief of Navy's identified outcomes at Para. 20 are met.

26. The Total Workforce Model (TWM) offers Navy new ways of delivering Defence capability through the application of innovative workforce mixes of Permanent and Reserve members, exploiting the full range of members' skills and experience. By enabling the optimal use of the whole of the ADF's workforce, Navy is able to achieve greater strategic and organisational adaptability and agility across the TWM spectrum, while also providing members increased access to adaptable service arrangements, enabling them to better balance

their personal commitments and their military careers, encouraging them to make service in the Navy a longer-term career.

27. The Auditor-General ANAO Report No.17 2014-15 identified that with the focus on the professionalisation of staff within Navy People Branch, Navy should explore ways to draw on external human resource expertise, from the public or private sector, to inform its planned workforce approaches and their implementation.

28. Chief of Navy's slogan that focuses the overarching management of people is "Mission Always, People First".

29. While growth and retention is my focus, it must also be the focus of every member of the Navy. It is everyone's responsibility to Train and Retain, your Relief. It is not the Navy, it is your Navy!

### **Identified Actions**

30. The actions identified within the Retention Action Plan Spreadsheet are the first and immediate in a long term plan to address growth and retention within Navy to address workforce hollowness, and achieve or exceed AFS allocation in FY 2025/26.

31. The Navy Retention Team received over 500 suggestions on ways to improve retention within our service, via Divisional Meetings, emails direct to the Retention Team and via the Navy Facebook page. These ideas have been consolidated into the Navy Retention Action Plan spreadsheet, which has grouped similar themed ideas for action.

32. Growth and Retention will be supported by improving career opportunities and development, including for members transitioning between service categories as their personal and professional circumstances change. A significant number of these items both financial and non-financial have been prioritised for action within this Action Plan.

33. Fleet Command have revitalised port visit opportunities for programmed respite. We have taken into consideration school holiday periods during exercise planning, and deconflicted leave and maintenance periods where possible. This will be reflected in the 2019 Fleet Activity Schedule.

34. DGNP have established the Retention and Divisional helpline. Navy is working with the other services and Defence People Group to improve Conditions of Service for modern families. We have also increased the use of Deliberately Differentiated Packages (DDP) to support people capability. We have also opened up the trial for Communication Information Systems, Maritime Logistics and Boatswains specialisations to be dual posted to selected platforms and establishments. Professionalisation of Navy Human Resource/Personnel Management is currently being addressed with a proposal to create a Personnel Primary Qualification in Navy in order to enhance Personnel management and address deficiencies by creating a dedicated, resourced and professional cohort to manage and lead the Personnel Fundamental Input to Capability.

35. Development of a DGNP Navy Retention and Growth Communication Plan for 2019 to feed into the overall Navy Communications Plan to ensure all Navy Personnel are informed about the outcomes of this review.

36. COMTRAIN have aligned training to civilian qualifications where possible. Increased access to online learning for Navy courses, and we continue to work on the Mariner Development Program.

37. HNE have increased industry outplacement for technical sailors. In the near future we will release the Navy Engineering Career Continuum (NECC) and implementation of a MT Diversity Workgroup Mentoring Scheme.

38. The focus for 2019 will be to continue to work within Navy and the other groups and services to deliver on as many of the remaining outstanding items that are economically feasible or within Navy's control. Some items are outside of Navy's control and require legislative change.

39. We are all responsible for working together to build a better Navy; displaying pride in Navy; and to Train and Retain, Your Relief.

### **Tracking and Reporting**

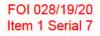
40. The Navy Growth and Retention Team will responsible for tracking issues, incentives and initiatives via the Enclosed *Navy Retention Action Plan Spreadsheet* and provide DCN a monthly update on the tracking of these via DNPPG and DGNP. To ensure transparency this spreadsheet will also be available on the Navy Growth and Retention Toolkit which is available via the DRN <u>http://drnet/navy/ePort/Pages/Retention and Growth.aspx</u>

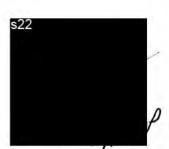
41. The Navy Growth and Retention Team will update all personnel of milestones achieved via posters that "tick off" each achievement to demonstrate delivery of each key action item identified.

### **Measures of Success**

42. Success will be achieved when Navy's revised AFS allocation in FY 2025/26 of 15,229 is achieved or exceeded, and the workforce hollowness at the identified ranks is rectified delivering the workforce allocations required to fully support; Acquisition, operation and sustainment of new maritime capabilities; Improved seaworthiness outcomes across Navy; and the enhanced intelligence and cyber warfare capabilities. The achievment of this success will deliver Chief of Navy's key outcomes articulated in his *Commander's Intent*:

- a. Outcome 1: Providing Maritime Forces for Current Operations, Exercises, Engagements and Future Contingencies; and
- b. Outcome 4: Effectively Lead and Manage our People and Culture.





### AS Partridge CDRE, RAN

DGNP

26 Feb 19

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### **Enclosures:**

- 1. Australia's Navy 2007, Progress on Sea Change
- 2. Navy Retention Action Plan Spreadsheet
- 3. Retaining and Growing Navy Poster

# NGE



### COMPLISHED UNDER THE SEA E 2004. HOWEVER, THE MAIN EFFORT TER FOCUS ON THE FUTURE AND THE

achieve. We are using the information contained in the Defence Attitude Survey, the 'What Motivates You' Survey, Exit Surveys and interviews and feedback on the Sea Change Implementation Management and Reporting System (SCIMARS) to identify the priorities to address. We also use the feedback from road shows and focus groups, along with other sources, such as Community Discussion Databases, to make our decisions and develop cases. Significant progress has been made in a number of areas:

Key Area 1. Geographic Stability and Family Issues remain an Imperative in the retention equation. Alternative crewing models currently in place, being trialled and under development will help to address stability, as will furthering Members with Dependents (Unaccompanied) MWD(U) and other family-friendly provisions. Key Area 2. Career Management and Postings. The five Local Career Management Centres continue to be a success. The roll-out of Five Year Career Plans (5YCPs) across the sailor community is all but complete, although current adoption rates have been less than desired. Category Management and Remediation Plans continue to be honed to meet workforce challenges.

Key Area 3. Workload and Respite. Like locality stability, work/life balance is core to keeping good people longer. The enforcement of Operational Relief rules and introduction of HOMETEMPO will impact positively. Similarly, refinements to duty watch requirements and roll-out of the Ship Keeping Team construct will improve this important area.

Key Area 4. Image, Ethos & Pride. Appropriate reward and recognition mechanisms, such as commendations, charge and Primary Qualification (PQ) badges, remain an important motivator for those in the Service. Issues such as uniform shortages, which impact on image and pride, are being addressed at the highest levels.

Key Area 5. Leadership. A Sailor Development Program is currently being trialled after the success of the Navy Officer Development Program. Visibility and accessibility of Senior Officers to Navy's people has increased via a more proactive visit program and successful engagement activities, such as Commander Australian Navy Systems Command's (CANSC's) Leadership Forums. The establishment of a proactive Navy Workforce and People Committee (NWPC), chaired by Deputy Chief of Navy (DCN), is working to champion and deliver new and innovative initiatives to meet Navy's people challenges.

Key Area 6. Communications. A Strategic Reputation Management Plan for Navy has been drafted. Navy Branding initiatives will improve community recognition and association with Navy. Over 1,300 items of unsolicited SCIMARS feedback have been received to date, illustrating the popularity of this web-enabled database. Navy Community Discussion databases are routinely monitored as an indicator of community opinion on topical issues. From an amenity perspective, ongoing improvements to IT bandwidth at sea continue to improve electronic communications / intranet access and a successful satellite TV trial at sea has also been conducted. Key Area 7. 'Smart' Navy. Civilian accreditation & licencing of training and competencies continue to progress in line with nationally recognised qualifications. Business skilling across the Navy has been endorsed and encouraged in support of new systems and processes to improve business 'savvy'. Likewise, there is a growing awareness that Navy must become a more informed and informing customer in order to articulate and manage projects with other Groups and contractors.

Key Area 8. Sea Change Workforce Renewal Project. All 10 Sea Change Workforce Renewal Projects (SCWRP) have connections to the other 8 Key Areas within Sea Change. Of note is the significant progress made on the following three projects:

**Project 2 – Enhanced Fleet Crewing.** Sea Change is represented on the Air Warfare Destroyer (AWD) Capability Implementation Team to ensure the consolidation of personnel and habitability issues. Future Schemes of Complement concepts are also being developed as part of this project.

Project 4 – Alternative Crewing. Future possible alternative crewing options are currently being investigated. This will facilitate ships to be tasked to the full extent of operational availability and ensure crew respite is not a limiting factor in delivering capability. The aim is to achieve balance between sea duty and time at home, enabling personnel to meet work / life balance expectations and improve personnel retention. A number of options are being examined to determine which system suits the roles of each class of ship and its personnel; these include multi crewing. flexi crewing and variations used in other Navies.

**Project 9 – Enhanced Fleet Support (EFS).** The aim of the EFS Project is to provide respite for ships staff through the use of contracted services to perform many of the duty watch tasks when ships are in home port. Funds totaling \$72.1m over a 10 year period were approved in the 2007/2008 Federal Budget.

Key Area 9. Conditions of Service. When it comes to Service Conditions 'No one size fits all'! We need to personalise packages (a mix of both financial and non-financial conditions) to meet individual needs during their different 'ages and stages' of life. Both the Directorate of Navy Employments Conditions and the Personnel Executive are currently working on a number of service condition proposals to improve conditions for members and families.

#### CHALLENGES FOR THE FUTURE

Navy must recover, stabilise and grow our workforce in order to meet the operational capability required. As the competition for labour becomes more intense, we must be even more aggressive in attracting and retaining our skilled workforce.

As an employer, Navy must become a more informed customer; better able to state our requirements and to develop and argue the 'Navy case' in the employment market.

Navy must position itself (to our current and potential workforce) as competitive, flexible and rewarding – thus making Navy an employer of choice attracting and retaining high calibre staff.

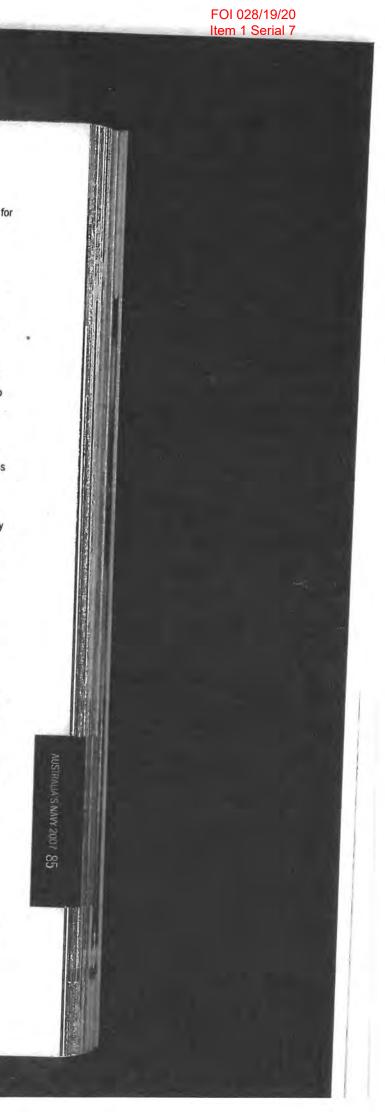
To achieve this esteem in the employment market, Navy must adjust to changes in Australian society – such as demographics, cultural make-up and attitudinal shifts. Navy must be receptive and sensitive to the personal, financial and career needs and aspirations of the different generations, cultures and genders.

Navy must look to the future and become more agile, remaining adaptable to meet the on-going cycle of change.

The challenge will be to meet the needs of the evolving employment market whilst still meeting Navy's need for performance standards, obtaining a return on training investment, maintaining fiscal responsibility and retaining important traditions and heritage.

As the primary driver of change in Navy on employment conditions and work practices, Sea Change will assist Navy to adapt and evolve to meet these many challenges. The result will be the making of the Royal Australian Navy into a better organisation for our people and their families.

The achievements to date are making a real and welcome difference. The gains made have only occurred through your contributions and goodwill. I sincerely thank you for your backing of the Sea Change program and urge that you continue to give it your full support.



# **PROGRESS ON SEA CHANGE**

BY COMMODORE CRAIG KERR, RAN



2007 HAS BEEN A BUSY YEAR FOR SEA CHANGE AND MUCH HAS BEEN ACCOMPLISHED UNDER THE SEA CHANGE BANNER IN THE THREE YEARS SINCE THE PROGRAM BEGAN IN LATE 2004. HOWEVER, THE MAIN EFFORT FOR THE SEA CHANGE IMPLEMENTATION TEAM (SCIT) WILL BECOME A GREATER FOCUS ON THE FUTURE AND THE OPPORTUNITIES AND CHALLENGES IT BRINGS.

#### Sea Change:

- remains CN's enduring 'people' program;
- is focused on retention;
- is for everyone;

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- does not work in isolation; and
- does encourage feedback.

As a reminder of the cornerstones of Sea Change, the three central tenets of the program are: improving STABILITY, CERTAINTY and SATISFACTION of our Navy family. A satisfied and motivated workforce is the key to capability delivery! To achieve Navy's objectives whilst achieving work/ life balance for all officers and sailors, around 2,000 additional trained personnel are required. We must stabilise and grow our workforce. Navy needs to attract more of the right people and mitigate the major separation drivers to retain them. In order to meet our workforce demands and to attract the right people (both in quantity and quality) we must increase our reach into potential pools of labour. We must target all generations and cultures appropriately and be sensitive to their preferences and aspirations. We must also proactively reach out to ex-navy personnel. You never know, they might wish to come back if we offer them the right incentives.

Although much has been improved to date across the nine Key Areas of Sea Change there is still much to

achieve. We are using the information contained in the Defence Attitude Survey, the 'What Motivates You' Survey, Exit Surveys and interviews and feedback on the Sea Change Implementation Management and Reporting System (SCIMARS) to identify the priorities to address. We also use the feedback from road shows and focus groups, along with other sources, such as Community Discussion Databases, to make our decisions and develop cases. Significant progress has been made in a number of areas:

Key Area 1. Geographic Stability and Family Issues remain an imperative in the retention equation. Alternative crewing models currently in place, being trialled and under development will help to address stability, as will furthering Members with Dependents (Unaccompanied) MWD(U) and other family-friendly provisions. Key Area 2. Career Management and Postin five Local Career Management Centres continu success. The roll-out of Five Year Career Plans across the sailor community is all but complet although current adoption rates have been les desired. Category Management and Remediat continue to be honed to meet workforce chall

Key Area 3. Workload and Respite. Like loca stability, work/life balance is core to keeping people longer. The enforcement of Operationa rules and introduction of HOMETEMPO will im positively. Similarly, refinements to duty watcl requirements and roll-out of the Ship Keeping construct will improve this important area.

Key Area 4. Image, Ethos & Pride. Appropri and recognition mechanisms, such as comm charge and Primary Qualification (PQ) badge an important motivator for those in the Servi such as uniform shortages, which impact on pride, are being addressed at the highest lev

Key Area 5. Leadership. A Sailor Developme Program is currently being trialled after the s of the Navy Officer Development Program. Vi and accessibility of Senior Officers to Navy's has increased via a more proactive visit prof successful engagement activities, such as C Australian Navy Systems Command's (CANS Leadership Forums. The establishment of a Navy Workforce and People Committee (NW chaired by Deputy Chief of Navy (DCN), is w champion and deliver new and innovative in meet Navy's people challenges.

Key Area 6. Communications. A Strategic I Management Plan for Navy has been drafte Branding initiatives will improve community and association with Navy. Over 1,300 item unsolicited SCIMARS feedback have been r date, illustrating the popularity of this webdatabase. Navy Community Discussion dat are routinely monitored as an indicator of c opinion on topical issues. From an amenity ongoing improvements to IT bandwidth at s to improve electronic communications / int and a successful satellite TV trial at sea ha conducted.



Serving Australia with Pride	Navy Retention Action Plan Spreadsheet							
Issues/Incentives/Initiatives	Issue Description	Owner	Owner Feedback	Status	Target Date	Completion Date		
Traffic Management	<ul> <li>Investigate running a Stebber up the Parramatta River</li> <li>Investigate ways to improve on parking at Fleet Base East and other potential issues with travel from areas such as e.g Homebush and Parramatta</li> </ul>	CO Kuttabul	Draft Email/Minute	In progress	Dec-18			
Traffic Management	<ul> <li>Investigate Stirling specific-shift start times an hour earlier or later</li> <li>Investigate staggering traffic across the causeway, especially at peak hour times when ships are alongside</li> </ul>	CO Stirling		In progress	Dec-18			
Promotion Opportunities	<ul> <li>Investigate a revised scheme for Senior Sailors to transfer to Officer.</li> <li>This action will look at the short and long term work force requirements, and additionally give realistic promotional prospects.</li> </ul>	NPCMA	CAPT Henry to Email	In progress	Dec-18			
Improving Work/Life Harmony	Investigate LIA Accommodation options throughout Australia and also SOP's are all different in all locations.	COMSHORE		In progress	Dec-18			
Training, Education, Qualifications and Civilian Qualifications	Redesign of training and qualifications to make them more industry recognised outside Defence	COMTRAIN		In progress	Dec-18			
Training, Education, Qualifications and Civilian Qualifications	<ul> <li>Investigate Training continuums regarding Basic CD, Intermediate CD and Advanced CD courses</li> <li>Actions by ADFDS should be relevant to current employment and mission profiles</li> </ul>	COMTRAIN		In progress	Dec-18			
Skill grade management	Streamline AC399 process to ensure people are paid on time on completion of courses/promotion.	COMTRAIN		In progress	Dec-18			
Training, Education, Qualifications and Civilian Qualifications	<ul> <li>Examine feasibility of civilian qualification(s) for both the sailor and officer leadership continuum.</li> <li>Endorsed training with Civilian qualifications</li> <li>Investigate improved recognition of individual qualifications, experience and time served. Therefore elevating the pressures of members leaving whilst of a younger age.</li> </ul>	COMTRAIN		In progress	Dec-18			
Training, Education, Qualifications and Civilian Qualifications	• Investigate refresher training for personnel returning to sea after being out of branch for a period of time, leave or on SERCAT.	COMTRAIN		In progress	Dec-18			
Training, Education, Qualifications and Civilian Qualifications	Review certifications and memberships available across all categories.	COMTRAIN		In progress	Dec-18			
Training, Education, Qualifications and Civilian Qualifications	• Expand COMTRAIN's work on the Mariner Development Program (what is the purpose of a Navy, Profession of Arms etc.)	COMTRAIN	Similar to Armys PDE	In progress	Dec-18			
Training, Education, Qualifications and Civilian Qualifications	<ul> <li>Investigate various courses to be taught by Naval Staff verse contractors, who are potentially former Navy and not in line with cultural change.</li> </ul>	COMTRAIN	Ex-Navy reinforcing bad culture "back in my day" line	In progress	Dec-18			

Serving Australia with Pride	Navy Retention Action Plan Spreadsheet				
Port Visits	<ul> <li>Look into Port visits, how we can bring different activities in and to be more regular</li> </ul>	COS FC/DCN		Complete	Dec-18
DDGs Habitability	<ul> <li>Cabin Space is minimal on DDGs compared to FFHs</li> <li>Rec space is on a different deck, routines do not allow causal clothes and people don't feel relaxed in these spaces.</li> </ul>	DDG SPO		In progress	Dec-18
Training, Education, Qualifications and Civilian Qualifications	<ul> <li>Contemporise the Defence Assistance Study Scheme (DASS) to accommodate online study trimesters.</li> <li>Investigate DASS funds for online semesters 1, 2 and 3.</li> </ul>	Defence Learning Branch Ass Sec DPG/DNPPG	Currently under review with COMD ADC. Promote in Div Meetings and through Electronic Mediums.	In progress	Dec-19
mproving Work/Life Harmony	<ul> <li>Address impact of shortages in categories leading to no leave opportunities/work life balance, alongside or sailing</li> </ul>	DGNP		In progress	Jun-19
mproving Work/Life Harmony	<ul> <li>Address impact of shortages in categories leading to juggling roles on- board to maintain 3 positions amongst 2 people - motivation lacking. It is physically and emotionally draining.</li> </ul>	DGNP		In progress	Jun-19
mproving Work/Life Harmony	• Address impact of shortages in categories leading to no respite during rostered time off, maintenance schedules still need to be maintained, regardless of being in operational or maintenance mode, work-life balance is non existant.	DGNP		In progress	Jun-19
mproving Work/Life Harmony	<ul> <li>Address impact of shortages in categories leading to the fact that there are auxiliary jobs to be done outside of normal work hours, manpower shortages, expectation management and lack of training opportunities causes the day to day management of staff to fall by the wayside.</li> <li>Mentoring takes a back seat to core role.</li> </ul>	DGNP		In progress	Jun-19
mproving Work/Life Harmony	Address impact of shortages in categories leading to many trainees but not enough trained staff.	DGNP		In progress	Jun-19
mproving Work/Life Harmony	<ul> <li>Address impact of shortages in categories leading to logistics personnel on LHDs working a 14 hour standard day. Duties have increased due to personnel recently transfering to SERCAT 3 on short notice.</li> </ul>	DGNP		In progress	Jun-19
mproving Work/Life Harmony	• Dual posting pilot for ML, CIS & Boatswain specialisiations to undertake a dual posting against selected platforms and shore establishments.	DGNP		Complete	Jun-19
mproving Work/Life Harmony	<ul> <li>Dual posting pilot for PWO specialisiation to undertake a dual posting against selected platforms and shore establishments.</li> </ul>	DGNP		In progress	Jun-19
DGNP	<ul> <li>Investigate an implementation of a contemporary (integrated) performance management system that includes succession plans</li> </ul>	DGNP		in progress	Dec-18
DGNP	<ul> <li>Intergrade NGN and NLCD into the Directorate, allowing cultural and leadership messaging to be coordinated and strategically used.</li> <li>This action will embed a culture of 'engaged and attracted' workforce</li> </ul>	DGNP		in progress	Dec-18
DGNP	<ul> <li>Investigate incentives for people to want to serve on LHDs</li> </ul>	DGNP		in progress	Dec-18

Serving Australia with Pride	Navy Retention Action Plan Spreadsheet					
Allowances/Entitlements	<ul> <li>Allowing dual serving couples to share the Paid Maternity/Paternity Leave allowance.</li> </ul>	DGNP/DNEC		in progress	Dec-18	
Allowances/Entitlements	<ul> <li>Implement reunion travel entitlement for non-custodial Parents for Member With Dependants – Unaccompanied MWD (U)</li> </ul>	DGNP/DNEC		in progress	Dec-18	
Improving Work/Life Harmony	<ul> <li>Investigate employment ashore at the lower ranks to provide a more sustainable ship/shore roster</li> <li>Long term work/life sustainability especially with extended periods posted to ships.</li> </ul>	DGNP/FLEET		In progress	Dec-18	
FSU	<ul> <li>Investigate ashore employment, FSU</li> <li>Investigate having a pool of deployable personnel for PDRs etc</li> </ul>	Director FSU		in progress	Dec-18	
Health Services	• Improve the length of wait times to see a Doctor, Physio or Dental for a routine medical/dental appointment. (Up to seven weeks as of last week of April).	DJHC	Reduce wait times to 5 - 7 days, New contract due Late 2019, Policy review re-use of MO's to reduce directed workloads. Progressive continuum review already seeing change. FBE trial Sat morning Appointments. Workshop to reduce waiting times in Duntroon / Albatross, wait times currently 5- 6weeks on average.	Complete	Dec-18	
Health Services	<ul> <li>Pay health benefits for Families.</li> <li>Allow them to select two other people who will also receive health insurance.</li> </ul>	DJHC	http://adffamilyhealth.co m/	Complete	Dec-18	
Junior Positions	<ul> <li>Treatment of Junior Sailors, widespread view they are not treated like adults.</li> </ul>	DNCLD		in progress	Dec-18	
Allowances/Entitlements	<ul> <li>Investigate rolling Clearance Diving Allowance into salary, thus making current non-desirable positions more attractive, or implement a sustainability/disability model like SOCOMD.</li> </ul>	DNEC		In progress	Dec-18	
Sabbatical Leave	<ul> <li>Investigate a flexible arrangement consisting of a four year work period, followed by a one year sabbatical leave period, with salary paid over four years at a rate of 80% per year.</li> <li>In turn a payment for the fifth year will be based on the amount of money banked in the previous four years converted to an annual salary.</li> </ul>	DNEC		in progress	Dec-18	

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Serving Australia with Pride			
тwм	Investigate shared roles between personnel to better achieve career     outcomes and meet continuums.	DNPPG	
roving Work/Life Harmony	<ul> <li>Work/life balance- flexible routines within divisional chain</li> <li>Ability to take Annual and Long Service Leave, investigate possibility of 7 days at a time</li> </ul>	DNPPG	
	Investigate compensation for weekend duties, possibly via the Time off in	DUDDO	

Serving Australia with Pride	Navy Retention Action Plan Spreadsheet				
тwм	Investigate shared roles between personnel to better achieve career     outcomes and meet continuums.	DNPPG		In progress	Dec-18
mproving Work/Life Harmony	<ul> <li>Work/life balance- flexible routines within divisional chain</li> <li>Ability to take Annual and Long Service Leave, investigate possibility of 7 days at a time</li> </ul>	DNPPG		In progress	Dec-18
Respite	<ul> <li>Investigate compensation for weekend duties, possibly via the Time off in Lieu system.</li> </ul>	DNPPG		In progress	Dec-18
Allowances/Entitlements	<ul> <li>Investigate USN example of offering full free university studies on discharge to members</li> <li>Members would have had to complete 10 years and war like service</li> </ul>	DNPPG	Directorate of Navy Employment Conditions	In progress	Dec-18
Allowances/Entitlements	Investigate Inertly payout 2/3 Months Long Service Leave	DNPPG	DNEC	in progress	Dec-18
Corporate ADF Discounts	<ul> <li>Investigate establishment of a tri-service Cell of members who seek and negotiate discounts for defence members on production of a Defence ID and/or a Veteran's card.</li> <li>Investigate subsidised or free public transport for ADF members, families, and Veterans.</li> <li>Investigate more benefits for service personnel after discharge, this would be subject to minimum period of service (e.g. white card)</li> </ul>	DNPPG	https://www.sbs.com.au /news/veterans-to-save- with-new-discount-card	Complete	Dec-18
Allowances/Entitlements	• Introduction of TWM SERCAT 6 (Mature) to allow Permanent Navy members to render part time service whilst remaining subject to the same inherent service benefits, liabilities and obligations as full time members.	DNPPG	Directorate of Navy Employment Conditions	Complete	Dec-18
Allowances/Entitlements	• Keeping in touch days (KIT) for members on parental leaves to return to work for short periods to stay connected and help transition back to work.	DNPPG	Directorate of Navy Employment Conditions	Complete	Dec-18
Allowances/Entitlements	• Increased use of deliberately differentiated packages to support retention initiatives for those critical to delivery of capability, this includes non-custodial children.	DNPPG	Directorate of Navy Employment Conditions	Complete	Dec-18
Family Support	Investigate benefits for ADF families in posting locations	DNPPG	DCO	in progress	Dec-18
Family Support	Investigate Childcare support within posting locations	DNPPG	http://www.defence.gov. au/DCO/Family/kids/chil dcare.asp	Complete	Dec-18

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Serving Australia with Pride	Navy Retention Action Plan Spreadsheet				
Family Support	<ul> <li>Investigation of helping Defence families when seeking employment</li> </ul>	DNPPG	Defence Community Organisation's employment support program for ADF partners recognises the disruption relocation can have on a partner's employment. http://www.defence.gov. au/DCO/Family/Partner s/PEAP.asp	Complete	Dec-18
DDGs Habitability	<ul> <li>Investigation access to gym, therefore lack of ability to do PT</li> <li>Investigate access to upper decks whilst at sea</li> </ul>	DNPPG	DNCI	in progress	Dec-18
Duties	<ul> <li>Investigate duty and manning requirement whilst at sea/ashore.</li> <li>Ideas include; alongside usage of five man duty watch and at sea standing down personnel in Ops room SFARP</li> </ul>	DNPPG		in progress	Dec-18
Indigenous Program	<ul> <li>Investigate peer mentoring program and introduction of improved Indigenous programs</li> <li>Alcohol/Drug Awareness Training and Support</li> <li>Investigation of Education Assistance, TAFE at Altimo runs free courses for indigenous members. Education Waivers to those that have demonstrated leadership abilities and provide educational assistance.</li> <li>Mentoring programs for members arriving in unfamiliar locations, especially members who have come from smaller areas and different cultures.</li> <li>Education of English Language, English is second language for many indigenous members.</li> <li>Mentoring indigenous members with understanding of divisional systems, and cultural chain of command and link to the divisional system.</li> <li>Investigate the return of visiting ships to outlying areas to support recruiting and engage with families. Gives indigenous families understanding and endorsement of the member joining.</li> </ul>	DNPPG	Directorate of Diversity and Inclusion	in progress	Dec-18
nternal Marketing of Incentives	<ul> <li>Investigate better education of the benefits Defence Personnel are entitled to.</li> </ul>	DNPPG	Conditions of Service Brochure	Complete	Dec-18
nternal Marketing of Incentives	Market to keep personnel rather that recruit.	DNPPG		Complete	Dec-18
nternal Marketing of Incentives	• Improvement in communication within the command chain, specifically within Canberra area	DNPPG	Navy News, ForceNet, Divisional Pack	in progress	Dec-18

Serving Australia with Pride	Navy Retention Action Plan Spreadsheet				
nternal Marketing of Incentives	<ul> <li>Reinvigorate pride within Navy both internally and externally</li> </ul>	DNPPG	Navy News, ForceNet, Divisional Pack	in progress	Dec-18
nternal Marketing of Incentives	<ul> <li>Investigate possibilities of conducting dedicated career expos at Fleet Bases with all aspects of careers and conditions covered. (Similar to RAAF model)</li> <li>Possibility of incorporating NPCMA/DNWM career meetings in model</li> </ul>	DNPPG	Navy News, ForceNet, Divisional Pack	in progress	Dec-18
nternal Marketing of Incentives	<ul> <li>Navy Reputation</li> <li>Better advertising of more civic virtue initiatives to personnel</li> </ul>	DNPPG	Navy News, ForceNet, Divisional Pack	in progress	Dec-18
nternal Marketing of Incentives	•Investigate training packages to inform members about their entitlements such as RANCCF loans, HPAS, DHOAS, Superannuation Plan and Saving Plans.	DNPPG	Navy News & Navy Growth and Retention Intranet Toolbox	Complete	Dec-18
ТWМ	Utilising "Working from Home" arrangements for all members	DNPPG		in progress	Dec-18
түүм	<ul> <li>Utilising TWM and/or Flexibility surrounding core working hours and this will not affect promotion and/or career advancement.</li> <li>Improvement in communicating TWM and Flex Work Hours model is accessible not just for Canberra based Sailors and Officers.</li> </ul>	DNPPG		in progress	Dec-18
Improving Work/Life Harmony	<ul> <li>Investigate milestones at 10yr/20yr mark, including CLD with CO and family, morning tea and large bio</li> </ul>	DNPPG/WON/CW O	ANP2103 - Chapter 7 - Policy for recognising and rewarding members of the Royal Australian Navy	Complete	Dec-18
Improving Work/Life Harmony	<ul> <li>Streamline all processes within DGNP/DNWM/NPCMA, one system for easier transition and transfer times across workgroups</li> </ul>	DNWM		in progress	Dec-18
Career Paths/Plans	<ul> <li>Investigate the reinvigoration of Five Year Career Plans and associate with a HR IT system</li> </ul>	DNWM DNWR		in progress	Dec-18

Serving Australia with Pride	Navy Retention Action Plan Spreadsheet					
DGNP	• Investigate HR training for NPCMA staff, possibility of qualified HR staff within DGNP	DNWM DNWR	A proposal is being developed for CNSAC consideration to create a Personnel (PERS) Primary Qualification (PQ) in Navy in order to enhance PERS management and address deficiencies by creating a dedicated, resourced and professional cohort to manage and lead the PERS FIC. Creation of a PERS PQ will provide a workforce dedicated to PERS / HR mastery and specialist personnel management support, enhancing our commitment to Navy	in progress	Dec-18	
DGNP	<ul> <li>Investigate positions for junior sailor level within DNWM, provide NGN view to future workforce groups.</li> </ul>	DNWM DNWR		in progress	Dec-18	
DGNP	• A4 Flyer, with Focus on Train and Retain Your Relief.	DNWM DNWR	Email has been sent to all CO's and now awaiting printing of the flyer	Complete	Dec-18	
Divisional and Personnel Management	Divisional and Retention Hotline available to all Command, Divisional Staff and/or members to ring and seek assistance in understanding any policy issues.	DNWM DNWR	Hotline number and email address set up	Complete	Dec-18	
Leadership and Development	Individual leadership development coaching is now available to all navy personnel, regardless of whether they have completed a Navy Leadership Development workshop	DNWM DNWR		Complete	Dec-18	
тwм	<ul> <li>Investigate the possibility of placements in agencies external to the Navy to allow sailors to experience life external of Defence</li> <li>Investigate industry outplacements to provide personnel a chance for shore respite</li> </ul>	DNWM/DNWR	Ongoing	In progress	Dec-18	
Promotion Opportunities	Increasing the promotion targets, specifically for LS and LCDR.	DNWM/DNWR	Completed	Complete	Dec-18	k
Improving Work/Life Harmony	Investigate relocation of RAN Band Sydney to a Defence Establishment (with access to base facilities)	DNWM/DNWR/Ba nd		in progress	Dec-18	
Training, Education, Qualifications and Civilian Qualifications	<ul> <li>Investigate MT OPQUAL requirement including introduction of new technology.</li> <li>Reduction of personnel on-watch and removal of MSC.</li> </ul>	DNWM/HNE		in progress	Dec-18	

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Serving Australia with Pride	Navy Retention Action Plan Spreadsheet				
Training, Education, Qualifications and Civilian Qualifications	<ul> <li>Investigate increased industry outplacements for technical sailors</li> </ul>	DNWM/HNE	Being worked on by HNE	in progress	Dec-18
Training, Education, Qualifications and Civilian Qualifications	• Release of Navy Engineering Career Continuums (NECC) providing tools for careers within the Engineering community.	DNWM/HNE		Complete	Dec-18
Ships Program Stability	<ul> <li>Investigate ratio of East to West postings</li> <li>Investigate billets at HMAS Stirling; FFH's soon to be Stirling home base</li> </ul>	DNWR		in progress	Dec-18
DGNP	<ul> <li>Investigate a unit culture development program with a focus on ships and units</li> <li>Investigate Individual Leadership Development skills into team and performance excellence through team coaching guided support.</li> </ul>	DPNG	Culture and Diversity	Complete	Dec-18
Recruiting	• Expectation management (Communications plan) Increased Ship visits by DFR.	DRM-N		Complete	Dec-18
Connectivity and Wi-Fi at Sea	<ul> <li>Investigate on board computer systems, modernise IT, improve WIFI. These will help with communication back home and personal study options.</li> <li>Investigate WIFI options to ACPB's</li> </ul>	FISSO/DDGSPO/ FFHSPO/ACPBSP O		in progress	Dec-18
Connectivity and Wi-Fi at Sea	WIFI at Sea currently at 2G quality and capability. Requires upgrade to 4G to meet expected demand.	FISSO/DDGSPO/ FFHSPO/ACPBSP O		in progress	Dec-18
Improving Work/Life Harmony	<ul> <li>Investigate quality of mattresses for sea going vessels, are they being regularly changed out.</li> </ul>	FLEET		In progress	Dec-18
Cultural and Gender	<ul> <li>Implementation of a MT Diversity Workgroup Mentoring scheme</li> <li>Engage female participation in the branch</li> </ul>	HNE		Complete	Dec-18

NAVY Serving Australia with Pride

### Navy Retention Action Plan Spreadsheet

Serving Australia with Priae			Commanding officers			
Ships Program Stability	• Improve the timeliness of decisions and the communication flow from decision makers about short and long term programs	MAROPS	have been personally engaged in the 2019 FAS generation process to provide input on port visits and other FAS activities aligned with expectations of ship's companies. In the event where operational or other circumstances generate FAS change requirements ship CO's will be engaged in the development of alternate options.	Complete	Dec-18	
Ships Program Stability	<ul> <li>Plan ships program, workups and busy periods around school holidays to facilitate a more stable home life.</li> <li>More accurate FAS/forecasts to assist with planning, personal, family and professional matters</li> </ul>	MAROPS	Consideration of school holidays with a deliberate effort to so far as possible reduce commitments over these periods. While this is not always possible especially in the July and October holidays when much of the overseas deployments and international exercises are programmed in foreign countries, the Christmas RAP has been specifically protected from at sea or alongside maintenance activities to achieve maximum respite.	Complete	Dec-18	
Crew Morale	<ul> <li>Investigate when threat is low at CI allowing crews to step ashore, allowing a possible beer issue</li> </ul>	MAROPS/HQJOC	maximum roopito.	in progress	Dec-18	
Improving Work/Life Harmony	• Improve communication and transparency between NPCMA and members, clear priorities and well outlined procedures and options for each party involved.	NPCMA		in progress	Dec-18	

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Serving Australia with Pride	Navy Retention Action Plan Spreadsheet					
DGNP	Greater flexibility to members changing between SERCATs	NPCMA	TWM Change management project	In progress	Dec-18	
Leadership	<ul> <li>Action to the 'Drive decision making down' signature behaviour by ensuring the culture of micro-management, over reporting and the one in all in principle.</li> <li>Investigate flexibility of work and hours meeting demands</li> </ul>	NPCMA		in progress	Dec-18	
Patrol Boats	•Investigate manning of support agencies so that PBCSS can fill PDRs and conduct duties so crews are able to gain respite when alongside.	NPCMA/CO		In progress	Dec-18	
Transfer of Category	<ul> <li>Investigate increased opportunities for Transfer of Category, therefore simplifying the process and fewer restrictions in place.</li> <li>Flexibility in cross training both lateral and/or internal</li> </ul>	NPCMA/DNWM/D NWR		in progress	Dec-18	
Bring Back the Fun into the Navy / Port Visits	Investigate weekly inter-departmental sports tournament when alongside	SHIP CO'S		in progress	Dec-18	
Bring Back the Fun into the Navy / Port Visits	• EX PED's (team building activities; camping, canoeing, paintball, go karts)	SHIPS CO		in progress	Dec-18	
Alternative Crewing	<ul> <li>Future possible alternative crewing options are currently being investigated.</li> <li>This will facilitate ships to be tasked to the full extent of operational availability and ensure crew respite is not a limiting factor in delivering capability.</li> <li>The aim is to achieve balance between sea duty and time at home, enabling personnel to meet work/life balance expectations and improve personnel retention.</li> <li>A number of options are being examined to determine which system suits the roles of each class of ship and it's personnel; these include multi crewing, flexi crewing and variations used in other Navies.</li> </ul>			Overdue		
Career Management and Postings	The roll-out of Five Year Career Plans across the sailor community is all but complete, although current adoption rates have been less than desired. Category Management and Remediation Plans continue to be honed to meet workforce challenges.			Overdue		
Communications	<ul> <li>A Strategic Reputation Management Plan for Navy has been drafted.</li> <li>Navy Branding Initiatives will improve community recognition and association with Navy.</li> <li>From an amenity perspective, ongoing improvements to IT bandwidth at sea.</li> <li>Continue to improve electronic communications/intranet access and a successful satellite TV Trail at sea have been conducted.</li> </ul>			Overdue		

Serving Australia with Pride	Navy Retention Action Plan Spreadsheet	
Conditions of Service	<ul> <li>When it comes to Service Conditions 'No one size fits all'!</li> <li>We need to personalise packages (a mix of both financial and non-financial conditions) to meet individual needs during their different 'ages and stages' of life.</li> <li>Both the Directorate of Navy Employments Conditions and the Personnel Executive are currently working on a number of service condition proposals to improve conditions for members and families.</li> </ul>	Overdue
Enhanced Fleet Crewing	• 'Massive' change between 2013 and 2016 in regards to OPTEMPO of a ship.     • The increased OPTEMP is going to see an exodus of people	Overdue
mage, Ethos and Pride	<ul> <li>Appropriate reward and recognition mechanisms</li> <li>Such as commendations, charge and Primary Qualification (PQ) badges</li> <li>Remains an important motivator for those in service.</li> </ul>	Overdue
Leadership	<ul> <li>A Sailor Development Program is currently being trialled after the success of the Navy Officer Development Program.</li> <li>Visibility and accessibility of Senior Officers to Navy's people has increased via a more proactive visit program and successful engagement activities.</li> <li>Such as Commander Australian Navy Systems Command's (CANSC's) Leadership Forums.</li> <li>Establishment of a proactive Navy Workforce and People Committee (NWPC), chaired by Deputy Chief of Navy (DCN),</li> <li>Make sure they are working to champion and deliver new and innovative initiatives to meet Navy's people challenges</li> </ul>	Overdue
Sea Change Workforce Renewal Project	All 10 Sea Change Workforce Renewal Projects (SCWRP) have connections to the other 8 Key Areas within Sea Change. Of note is the significant progress made on the following three projects:	Overdue
Smart' Navy	<ul> <li>Civilian accreditation and licencing of training and competencies continue to progress in line with nationally recognised qualifications.</li> <li>Business skilling across the Navy has been endorsed and encouraged in support of new systems and processes to improve business 'savvy'.</li> <li>Likewise there is a growing awareness that Navy must become a more informed and informing customer in order to articulate and manage projects with other groups and contractors.</li> </ul>	Overdue

Workload and Respite       • Like locality stability, work/life balance is core to keeping good people longer.       • The enforcement of Operational Relief rules and introduction of HOMETEMPO will impact positively.       • The enforcement of Operational Relief rules and introduction of HOMETEMPO will impact positively.       • Similarly, refinements to duty watch requirements       • Overdue         • Roll-out of the Ship Keeping Team construct will improve this important       • Roll-out of the Ship Keeping Team construct will improve this important       • Roll-out of the Ship Keeping Team construct will improve this important	NAVY Serving Australia with Pride	Navy Retention Action Plan Spreadsheet	
	Workload and Respite	Ionger. • The enforcement of Operational Relief rules and introduction of HOMETEMPO will impact positively. • Similarly, refinements to duty watch requirements	Overdue





# Retaining & Growing is everyone's business

# You talked, we listened...

The Navy Retention Team has received over 500 suggestions on ways to improve retention and growth within our Service. DCN has now advised that the following items are to be prioritised and to work with the following areas to promote and improve conditions.

> ln progress Not yet started **Complete**





### We are all responsible for:

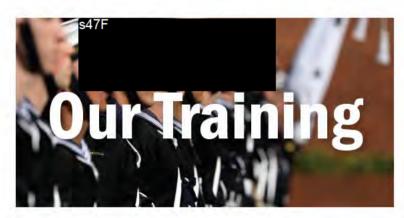
- Working together to build a better Navy
- Displaying pride in Navy
- Refocusing the Divisional system to better holistically support our people
- Training and Retaining, your relief

### All managers:

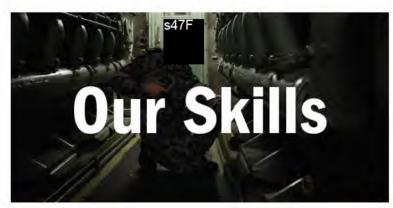
- Increase use of short leave to reward personnel for long or arduous duties
- Embrace Total Workforce Model and Flexible Working Arrangements

### DGNP:

- Increase use of Deliberately Differentiated Packages to support people capability
- Increase access to leadership development coaching for all ranks
- Establish the Retention and Divisional helpline (02 6144 7263)
- Trial shadow posting structure (3 year sea/shore rotation split between 2 members)
- Procure HR IT system to support reinvigoration of 5 year career plans









- Work with other services and Defence People Group to improve Conditions of Service for modern families, including:
  - Review MWD to support single parents
  - Investigate being able to cash out part of Long Service Leave
  - Review and contemporise MSA/MDA

### **COMTRAIN:**

- Align training to civilian qualifications where possible
- Increase access to online learning for Navy courses
- Investigate Electronic Competency logs
- Continue work on the Mariner Development Program

### **Joint Health Command:**

Review of appointment wait times

- Improve medical/dental appointment wait time
- Work with Navy to reduce total number of medical appointment requests

### HNE:

Release of the Navy Engineering Career Continuum (NECC)

Increase industry outplacements for technical sailors

### FHQ:

- Revitalise port visit opportunities for programmed respite during 2019
- Ensure consideration of school holidays during Exercise Planning
- Embrace flexible service options
- Reinstigate weekly inter-department sports tournaments and EX PEDs when alongside
- De-conflict leave and maintenance periods where possible

### **COMSHORE:**

- Investigate ways to improve transport options to support members in Sydney
- Investigate better utilisation and availability of car parking at FBE
- Roll out of 24/7 Gym access
- Reinvigorate mess life across Naval Establishments.



**Search: Retention Action Plan** for the full list on the DRN



Email navy.retention@defence.gov.au



**Continue the discussion on ForceNet** with the Navy Retention Working Group

# 餾

This poster will be updated every 3 months

### NAVY VALUES

HONOUR HONESTY COURAGE INTEGRITY LOYALTY





BS1269827

### DGNP GROWTH AND RETENTION COMMUNICATION PLAN AND CAMPAIGN PLAN

### **References:**

A. Navy Strategic Work Force Plan 2018-2023.B. Navy Growth and Retention Action Plan

### **Executive Summary**

1. In Chief of Navy's *Commander's Intent* An Australian Navy, he states that his primary focus will be on continuing the work on advancing our culture and resilience, and embedding those habits which will ensure our success, while also looking at innovative ways of attracting new skills, retaining our people and growing Navy.

2. Growth and Retention of Navy personnel is a Chief of Navy and Deputy Chief of Navy priority as outlined in the *Navy Strategic Workforce Plan 2018-2023* (NSWP 2018-2023) detailed at Reference A.

3. This Communication Plan seeks to set out the proposed strategy for communication of the Navy retention strategy and its central message "Train and Retain Your Relief". This plan is based on the *Navy Growth and Retention Action Plan* and should be read in conjunction.

4. The *Growth and Retention Action Plan* identifies the Growth and Retention Strategy, Identified Actions, Tracking and Reporting, and Measures of Success. To deliver those priorities outlined in the *Commander's Intent* and the *NSWP 2018-2023* 

5. This communication plan splits proposed communication into "Passive", "Active" and "Involved". The division of communications means into these groups made to provide comprehensive communication of the message and to get involvement and buy-in of the individuals and their units. The core purpose of this communication plan is ensuring two-way communication between CN (represented by DCN and DGNP) and everyone in the Navy.

### Overview

6. The term *strategic communication* is often misunderstood and misrepresented, both in concept and in practice. Consequently, it is useful to first establish a common meaning for Royal Australian Navy Strategic Communication.

7. Strategic Communication is a *process* by which we integrate activities across all informational functions and engage key audiences to achieve effects consistent with Royal Australian Navy interests, policies, and objectives. These informational functions extend

well beyond those Headquarters staff agencies with principal communications missions to include leaders across the Navy.

8. Strategic Communication activities are planned and conducted at the Service level. This plan, therefore, contributes to the capstone document from which all Royal Australian Navy communication planning and action will be derived. Subordinate communication planning such as this document will support the themes and overall purpose of that plan.

### Background

9. Navy is required to grow by a minimum of 960 personnel in the next five years, and as a result, we have directed a significant focus on retention in addition to increased recruiting. In 2017 Navy People Branch stood up the Retention Working Group (RWG) with the objective of recommending retention initiatives for Navy. Prior to this Navy People Branch had a focus on recruitment. Retention of Navy people is critical to delivering Chief of Navy's key outcomes articulated in his *Commander's Intent*:

a. Outcome 1: Providing Maritime Forces for Current Operations, Exercises, Engagements and Future Contingencies; and

b. Outcome 4: Effectively Lead and Manage our People and Culture.

10. In April 2018 DGNP commenced a significant program of engagement with Navy members through focus groups and divisional meetings in order to understand why personnel leave the Navy and develop effective retention initiates.

11. The RWG quickly understood that the focus needed to be at the LS-PO and LEUT-LCDR level as this is where the majority of our personnel transition to another pattern of service (or separate). The vast majority of this personnel movement corresponds with the expiry of their Initial Minimum Period of Service (IMPS), at the six-year mark (sailors) and nine-year mark (Officers). This transition point is not a workgroup specific issue, but a Navy wide-issue.

12. There are a number of recommendations from the RWG that specifically deal with extending peoples' career horizon and length of service. More needs to be done to retain people beyond IMPS, and some of these initiatives are being staffed now.

13. *NSWP 2018-2023* identifies that Navy will focus on a range of traditional and innovative retention initiatives to retain the talented pool of Navy people we have recruited, trained and developed. This objective is an essential component to achieving the Navy Workforce End State. Retention cannot be passively managed, but actively by Navy leaders, managers and supervisors with further support provided by the Divisional system. Holistically, Navy will also ensure that our people have a substantial capacity for resilience in their workplace and their everyday lives. Retention will be supported by improving career opportunities and development, including for members to transition between service categories as their personal and professional circumstances change. Actions required to achieve growth and retention:

### UNCLASSIFIED

- a. Advocate for meaningful remuneration and establishing realistic and appealing nonfinancial conditions of service for our people. Navy's conditions of service policy will support the key themes of flexibility, mobility, diversity and deployability.
- b. Better recognise and reward innovation and achievement in our Navy people.
- c. Refine and build initiatives to retain and grow female representation in the workforce.
- d. Develop strategies that encourage and increase retention of Indigenous members.
- e. Identify key capability workgroups and specialisations for targeted, comprehensive retention initiatives.
- f. Manage submarine workforce retention strategies to support the desired growth rate.
- Refine and innovate information systems to improve management of the RAN Divisional System.
- h. Implement people policy that supports achievement of the Navy Resilience Plan.

14. The Total Workforce Model (TWM) offers Navy new ways of delivering Defence capability through the application of innovative workforce mixes of Permanent and Reserve members, exploiting the full range of members' skills and experience. By enabling the optimal use of the whole of the ADF's workforce, Navy is able to achieve greater strategic and organisational adaptability and agility across the TWM spectrum, while also providing members increased access to adaptable service arrangements, enabling them to better balance their personal commitments and their military careers, encouraging them to make service in the Navy a longer-term career.

15. Chief of Navy's slogan that focuses on the overarching management of people is "Mission Always, People First".

16. While growth and retention is my focus, it must also be the focus of every member of the Navy. It is everyone's responsibility to Train and Retain Your Relief. It is not the Navy; it is your Navy!

#### Introduction

17. Navy has identified that current retention levels must be drastically improved in order to reach the target workforce growth required to support the future naval capabilities identified in *Plan Pelorus*. DGNP have identified that retention is seen across the Navy as the responsibility of DGNP and local command, ignoring the effects and impact individuals can have on their peers and subordinates. Most are unaware of changes or actions they can implement to affect individual decisions to leave the Navy. Improvement in the awareness of individual contribution to retention and the embracing of retention and growth goals across the Navy is crucial for the success of the overall *Retention and Growth Action Plan*.

#### Scope

#### 4

18. This communication plan provides a framework for communication of the "Train and Retain, Your Relief" message and ingraining a retention culture throughout the Navy, including feedback loops to confirm the effectiveness of the messaging. This plan does not cover specific retention and growth actions as these are addressed in the Retention and Growth Action Plan.

#### Problem

19. Feedback gained during forums conducted in 2018 and early 2019 suggests that most Navy personnel see retention as the responsibility of DGNP and to some extent, local command, ignoring their actions, particularly at the immediate supervisor level, can have on individual decisions to separate from the service.

20. This communications plan aims to achieve the following:

- a. Establish enduring awareness of the individuals' role in Training and Retaining, through:
  - 1) Enduring awareness and culture of individual influence on retention; and
  - 2) Establish awareness of tools available to foster retention.
- b. Establish "Train and Retain, Your Relief" as an enduring concept in the Navy through:
  - 1) Communicate the "Train and Retain" message; and
  - Support One Defence Retention, focusing on Total Workforce Model as applied to the Navy workforce.

#### Stakeholders

21. Retention in the Navy is of everyone's interest and responsibility. Within the context of this plan, the stakeholders are identified as those responsible for implementation, or those responsible for feedback and review of the plan. The following stakeholders are identified:

- a. **Chief of Navy** (CN) is accountable to the Government for delivery of naval capability. CN is the ultimate owner of this plan and its outcomes. The implementation is achieved through Navy Governance as detailed in ANP 1000 series.
- b. **Deputy Chief of Navy** (DCN) is accountable to CN as the Head Navy People Training and Resources (HNPTR).
- c. **Director General Navy People** (DGNP) is accountable to DCN for Navy workforce and is the prime agency for implementation of this plan. DGNP is responsible for overall implementation of the plan, along with a review of its effectiveness, feedback and update to maintain currency. DGNP is also responsible for the implementation of retention policies as identified by the Retention Strategy.

#### d. DGNP Internal Organisations

- 1) Directorate of Navy People Policy and Governance (DNPPG) maintains the responsibility for the management and policy development affecting conditions of service for Navy members and other strategic HR support functions and initiatives, including personnel information systems, the promotion of diversity and inclusion, management of the RAN divisional system, and coordination of alcohol and other drugs programs. DNPPG is also responsible for the management and oversight of recruitment for Navy through Defence Force Recruiting, and the development of human resource management changes for Navy. DNPPG has primary responsibility for the implementation of retention policies as identified by the Retention Strategy.
- Navy People Career Management Agency (NPCMA) maintains the responsibility of balancing organisation needs with the personal plans and ambitions of individual officers and sailors.
- 3) Directorate of Navy Workforce Management (DNWM) maintains responsibility to enable Navy to meet its current and future capability requirements, through the provision of appropriate Workforce Management Plans, Workforce Qualification Flow Charts, Training Continuums, and Career Progression.
- 4) Directorate of Navy Workforce Requirements (DNWR) maintains responsibility to analyse and plan a valid, sustainable and affordable workforce to meet Navy's current and future capability requirements.

#### e. External Supporting Organisations:

- Navy Media is the principal producer of the imagery and media to be used in support of this communication plan.
- 2) Individual Navy Units are responsible for implementation of individual communication actions at their level as identified by this plan; including:
  - 1. Command Message and philosophy.
  - 2. Divisional meetings.
  - 3. Appropriate display of media.
- Navy Innovation have the ongoing responsibility to seek out and implement action for Navy continuous improvement, including those related to retention.

#### **Communications Approach**

22. This plan is developed around a three-tiered approach to communicating the message, aligned with contemporary industry and academic understanding of communication required to foster cultural change. The communication plan is built on:

a. Leadership direction setting.

a. Continuous communication of the message.

b. Involving and empowering individuals to achieve the desired effect.

Managing communication with feedback and resources to ensure ongoing effectiveness.

23. To ensure the enduring effect of the message, execution of the communication plan does not have a set end date but endures as it becomes a part of normal Navy routine and culture. It is essential that communication effects are regularly reviewed to ensure the desired effect remains in place.

24. This plan views culture as a combination of dominant, emerging and retreating attitudes, values and beliefs (i.e. cultural norms). In this model, cultural change aims to create conditions favourable to the emerging norms to foster their growth and transition to an enduring dominant culture.

25. Available data suggests that while most of the Navy views retention as the responsibility of DGNP (dominant culture), there are many individuals who see retention responsibility applicable to everyone (emerging culture). This communication plan aims to create conditions favourable for the "Train and Retain, Your Relief" message to persist and associated culture to grow.

26. Everyone in the RAN has a degree of influence on the retention of everyone else in the Navy. The degree of influence is highest for those closest to the individuals (e.g. peers, subordinates and supervisors) and diminishes as individuals move further away in the sphere of influence. Without appropriate context "Train, Retain your Relief" can have an adverse scope limiting effect where supervisors don't consider retention of those individuals outside of their career path and sphere of influence. At the same time, the plan must avoid dilution of retention responsibility to the point of inaction – "If everyone is responsible – no one is". The plan aims the focus on retention within the scope of replacement behaviours and practices that can evolve and foster retention across and beyond the Navy.

27. The proposed approach is designed using the Claim-Argument-Evidence framework captured at Annex A. The argument was created to provide a clear overview of the rationale for the chosen approach, as well as a clear design and review path for future reviews and value for money evaluation. The three proposed groups of communication means are:

a. **Passive Communication** – This group involves passive messaging such as posters, videos, signals etc. with the intent of getting out the message. This group is foundational to the other two as it provides the information space to build the message upon; however, it is lowest in its effectiveness, as it is at its core one-way communication.

b. Active Communication – This group involves active messaging and initial stages of two-way communication. This approach involves methods such as focus groups, divisional meetings and Q&A sessions with DCN/DGNP. This approach provides opportunities to interact with Navy personnel directly and have a discussion with the individuals answering any questions or recording feedback. Some video messaging can fit into this category as discussed later. This group is the second stage in building two-way communication as it involves both sides, however, it in itself carries limited avenues for follow up and close out.

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c. **Involved Communication** – This group involves the actions within the individual units, empowered by the retention strategy and the plan. This approach involves personal command messaging and actions as well as the appointment of the Unit's Retention Advisors. This group cannot exist on its own and relies on the successful implementation of the previous two groups, however, is the most effective of all communication groups as it directly involves affected personnel and involves them in the desired culture change.

#### **Passive Communication**

28. Passive communication is the traditional method of getting the message sent to the target audience. It is the simplest, however, is also the most limited in its effectiveness, as it does not offer follow-through or require the involvement of the target group. It is, however, a necessary foundation for any communication plan, creating the desired information space upon which the active and involved communication can build and achieve desired results. This communication group intent is to get the message out through available and appropriate means within the RAN.

a. **Posters.** This medium is one of the traditional methods of getting the message out. These have limited effectiveness, especially with poster fatigue due to abundant use through other Navy change initiatives. The posters discussed here involve physical posters, ad-space in Defence News etc. The poster use should be kept to a practical minimum (1-2 posters per unit/Navy News). The posters should portray successful retention stories with the tagline of "Train, Retain your Relief", e.g. a poster of a junior sailor advising how flexible work allowed them to focus on their family while maintaining a career in the RAN. Posters should focus on the actions by the local units, rather than DGNP to focus the message on an individual's power to affect retention.

b. **Web Banners.** While having significant intranet presence, Navy has minimal use of Ad banners to communicate any current messages. At minimal costs, banner space can be added to existing Intranet SharePoint designs allowing routine display of retention messaging along with any other Navy/Defence messages. The banners should use the same contents as the posters to ensure consistency of messaging. As new retention policies are implemented, they can be communicated via the web banners (e.g. "shared parental leave is now available to serving couples – click here for details").

c. **Navy News** is one of the traditional means of communicating Navy messages out. Navy News is one of the most effective internal communication methods for units within the Fleet. Navy News should be used to communicate ongoing progress of retention strategies from issue to issue, specifically:

- 1) Current retention strategy implementation
- Message from the DCN/DGNP
- 3) Retention success stories
- Reports from DGNP led focus groups and means of submitting questions and feedback.

8

d. **Video.** As an accompaniment to posters – short videos should be used to capture retention success stories, similar to those used in divisional presentations for signature behaviours. These could also be used for DCN/ DGNP messaging on the importance of retention and the impact every person can make, as well as advice on Retention methods available. A separate type of video message is discussed under active communication.

#### **Active Communication**

29. Active communication builds on the foundational information established by the passive communication group and seeks to establish a dialogue between DGNP (as the owner of the retention change) and individuals in the Navy.

a. **DGNP focus groups**. To facilitate the flow of the message and involvement of the target individuals DGNP representatives (or if possible DGNP or even DCN themselves) should participate in unit/establishment's retention working groups, having a facilitated discussion on the importance of retention and individual actions. This method also forms the second step in the two-way communication as it provides a direct channel through Navy hierarchy, and demonstrates genuine command commitment.

b. It is essential to ensure that focus groups with DGNP or DCN do not result in "oneoff actions", as these undermine the effectiveness of the system and force the message that only Senior Leaders can make a meaningful change. Any individual follow through or action from these groups must flow through the normal chain of command empowering the parent unit to own and achieve as much of the change as possible.

c. **Divisional Meetings** are one of the enduring methods to distribute a message and influence dialogue within the workplace. A series of facilitated discussions should be held throughout the next year through the divisional meetings to communicate the message progressively. These should be spread out by 2-3 months to minimise fatigue from the message. The following topics are to be introduced into the divisional meetings:

- Initiating discussion on the retention strategy and the concept of "Train and Retain, Your Relief". Discuss how everyday actions will affect decisions to remain in the Navy/Defence.
- 2) Review of the implemented changes and tools available to the unit CO to affect an individual's retention
- Discussion on the Total Workforce Model and retention in the wider Defence organisation other than service in the Navy (i.e. transfer of service, APS or Defence industry).

#### **Involved Communication**

30. The third communication group focuses on empowerment of the individual units and builds on the passive and active communication. Once the information basis is established by the active and passive communication, involved communication will aim to make the retention message come from the units themselves rather than the DGNP, thus embodying the intended message that retention is everyone's responsibility

## Key Messaging Components

31. Over the years, Navy personnel have been presented with a multitude of cultural and workplace change initiatives. These change initiatives can lead to a sense of fatigue and a lack of trust that this new change will be appropriately actioned and followed through effectively. To ensure that the retention culture is ingrained in all personnel and championed by individuals the following components need to be a part of all communication strategies:

a. Personnel need to be advised what will happen if the Retention Strategy is not upheld and what the impact will be on individuals. To motivate people to change and pass on a message it is essential for them to identify what it will mean for them as an individual. We need to advise them if we do/do not increase Retention how this effect their workload, ability to have control over the positions they post into, work/life balance, stability, career advancement, etc. This change needs to focus on the benefits and also the disadvantages.

b. The Navy needs to re-establish trust and ensure honesty in its messaging. If personnel believe their Divisional Officers, supervisors, Career Managers are not enabling their Retention, they need to have an avenue to have this addressed. The answer to this will also be demonstrated through the videos of personnel who have been retained through this retention strategy.

c. Messaging must focus on how valued, and important the individual is to and the impact they have on the organisation. Their relevance motivates personnel in an organisation and being recognised for their work is important. Recognition can be shown by appointing personnel as Retention Advisors and identifying/awarding personnel of all ranks who have a positive impact on Retention (similar to Safety Awards).

#### Feedback and Effective Assessment

32. This communication plan is based on two-way communication to ensure the effectiveness of the messaging, embedding of the retention strategy and changes. The feedback will be sought through the following means:

a. "Your Say" survey – existing feedback that captures the attitudes and beliefs of the personnel, including intentions to separate. This data should be used to evaluate change brought on by the retention strategy.

b. Monitoring of the retention actions implemented at the unit level. The success of the strategy depends on retention actions undertaken by individual units. The number of flexible work arrangements, SERCAT changes etc. raised at the units (as opposed to those initiated within DGNP) should be monitored, as these provide a clear indication of transfer of responsibility.

c. Feedback through divisional meetings and focus groups collated and monitored.

d. Feedback from separation interviews should include questions whether the unit has or haven't undertaken necessary retention actions as this would illustrate if the desired change has occurred.

e. Creation of a Retention Forum (ForceNet) where personnel can ask questions related to retention in an open environment, have them answered and look to see what other questions are being asked/answered by personnel. This forum will reduce the duplication of questions coming into the retention email address and will also enable those too cautious to ask questions to seek answers.

#### Campaign Plan 2019/2020

Action within DGNP that involves reform or process that improves retention by directorate.

- a. NPCMA
  - Increase communications with constituents and their divisional chain / command to provide advice and support in developing a career plan for individuals.
  - Listen to the requirements of the individual constituent and where possible provide a negotiated and agreed posting plan to meet the needs of the individual and capability requirements.
  - Career Managers to utilise a number of tools to negotiate career planning options for personnel to maximise opportunities for the individual, and meet service needs.
  - 4) Communicating with constituents early if they indicate a desire to discharge to ensure all opportunities have been explored to retain the individual. Similarly, if the member has submitted a discharge to then communicate and offer alternative options for retention or transfer to another SERCAT.
  - 5) Develop plans and flexible options to support the Total Workforce Model (TWM), including review of SERCAT 6 options; identifying opportunities for personnel on SERCAT 3/SERCAT 5; and promoting the TWM for retention purposed over a long term career.
  - 6) Improving processes for transfer of category for purpose of retention of personnel to provide additional opportunities where member is seeking career change; or is having some difficulty in training progress; or where medical issues might preclude a certain career path.
  - Offering sailors and officers education opportunities for professional development, and longevity in their career –for example, where the sailor seeks commission.
  - Reviewing promotion and reporting processes to recognise the performance of individuals, and to ensure processes are contemporary to value a member's contribution.

## b. DNWM

- DNWM has developed a comprehensive itemised list of all retention incentives across all workgroups, every workgroup has retention measures either in place or planned to be implemented by 2020. These workgroup specific retention measures will be available through links through the DNWM website and ForceNet before April 2019.
- 2) DNWM have planned for an ongoing Community Engagement programme during 2019/20 to brief all workgroups on retention measures and to actively listen to concerns. The community engagement program will be promulgated by DNWM in March 2019 to each workgroup and also be available on the DNWM website and ForceNet. The community engagement will cover all areas of the workforce to help understand if retention measures are working and how they can be improved in the future.

#### c. DNWR

- Implementation of the Patrol Boat workforce capability review by Dec 2019, with an enhanced ACPB scheme of complement with an ABMED and ABML-SC position, and increased resources for Port Services, Fleet Support Unit and the Crew Support Squadron in Darwin;
- Development of options for the militarisation of base services currently contracted out, commencing in Darwin, with the priority to examine Navy staffing for messes in Larrakeyah to provide improved geographic stability for Navy cooks by Dec 2019;
- Completion of the reorganisation of Fleet Support Unit (Kuttabul) by Oct 2019, with further positions for junior ET and MT sailors to support DDG and LHD maintenance and improve shore posting opportunities;
- 4) Completion of the Unit Establishment Review of the School of Navigation Warfare, TA-MW by Apr 2019 to provide increased instructor and divisional support resources for JWAC students;
- 5) Presentation of the Workforce Generation Cycle trial proposal to NCC by Jul 2019 in order to prove the benefits of the 'Crew Support and Readying' concept for the submarine and aviation capabilities, ahead of wider roll-out to the patrol boat force.
- 6) Implementation of the Maritime Personnel Officer and Sailor workgroups, in close consultation with DNWM, by Dec 2019 to create a professional pathway for HR specialists in Navy to improve support to Command and Navy people.

#### d. DNPPG

1) Increase use of Deliberately Differentiated Packages to support people capability

- 2) Increase access to leadership development coaching for all ranks
- 3) Procure HR IT systems to support reinvigoration of five year career plans
- 4) Work with other services and Defence People Group to improve Conditions of Service for modern families, including:
  - 1. Review MWD to support single parents
  - 2. Investigate being able to cash out part of Long Service Leave
  - 3. Review and contemporise MSA/MDA
- 5) Creation of a Diversity Reference Group (DRG) to be called Navy Wellbeing and Ability. Its focus is to identify Navy systems, policies and procedures that may need to be adjusted to support the wellbeing of a Navy member who is wounded, injured or ill, or has carer responsibilities (grandparents, parents, partner, and sibling). It is aimed at shifting the policies and discussions to focus on what the member's *ability* is during this temporary period in their life, potentially retaining members for longer.
- e. DNC
  - The merging of NGN and DNLCD is both an evolution and revolution of cultural reform in the RAN, as well as providing an opportunity to relaunch NGN.
  - Continued work will be undertaken on the Navy Values and Signature Behaviours campaign. This campaign will extend communication and engagement beyond uniformed personnel and into families and the broader community.
  - 3) The organisational structure of DNC will combine NLCD key outputs with NGN strategy and initiative development teams. This will include a Strategy and Initiatives team, leader and team development teams and a research cell. The research team will be refocussed into academic engagement and targeted research initiatives.
  - 4) DNC will conduct the leader development forums for Navy's emerging leaders. The aim of DCN's Navy Emerging Leader Forums Series is to bring together Navy members from the rank of LEUT, SBLT, PO and LS for two-way conversations around the theme of 'Leading for Success'. The Forums will give Emerging Leaders an opportunity for professional development by engaging with others who have led small teams, while also considering the experience and knowledge of keynote speakers.

#### **Future Review and Development**

34. This plan is not intended to be static and should evolve and change with the implementation of the retention strategy. This plan is designed to be an enduring living document as retention will always be a requirement of the Navy's business. The plan is

#### 13

expected to exist as a standalone document, subordinate to the retention strategy, reviewed annually with the consideration of available feedback. In the long term, the retention communication plan should become a part of the DGNP broader communication plan and become a part of routine business practice and its execution part of the annual battle rhythm.

s22		

PA Henry CAPT, RAN A/DGNP L Feb 19 DGNP.Correspondence@defence.gov.au Enclosures:

1. DGNP Agreed Retention and Growth Talking Points

# Financial and Non-Financial Retention Deliverables

1. The Navy Retention Team has received over 500 suggestions on ways to improve retention and growth within our service.

2. These ideas have been consolidated into the Navy Retention Action Plan, which broadly grouped themes such as the lack of respite, lack of Wi-Fi at sea, lack of civilian recognition of qualifications, operational tempo and general conditions of service issues.

3. Growth and Retention will be supported by improving career opportunities and development, including for members transitioning between Service Categories (SERCATs) as their personal and professional circumstances change.

4. Financial and non-financial items have been prioritised for action within this Action Plan. These can be viewed at the Retention and Growth Intranet page within the DGNP Domain established November 2018.

5. Other key areas that have been addressed include:

# Financial

a. A submission to the Defence Force Remuneration Tribunal seeking to implement the Navy Retention Incentive Bonus scheme from later this year is now in the final stages of development. We will look to extend the average length of service of our people by targeting possible payments at the seventh, eighth and 12th anniversary of effective service -provided members are MAAT and IR compliant for the preceding 10-12 months.

b. Defence Force Remuneration Tribunal's approval will be required to implement this measure and details will be provided in due course.

c. This incentive deliberately targets separation points that are currently having an impact on the workforce. While it is understood that there are elements of the workforce that will not be entitled to this incentive, careful consideration of previous incentive bonuses has been factored into this decision such as the MSBS retention bonus, MSBS Defined Benefits Scheme and Capability Retention Bonuses, which have previously been offered and accepted by individuals in previous years. It is understood that a small number of personnel (less than 100) will not be eligible for the bonus and may not have received one previously, what is important to remember is that if we do not address this workforce hollowness we may not be able to provide you with a relief.

d. Additionally, in a bid to incentivise members through non-financial means at the ranks of PO and LCDR, a further retention incentive for members reaching their 15 years accrued service will be investigated such as additional leave once MSBS retention incentives cease in OCT 2020.

## Non-Financial

e. Port visit opportunities for programmed respite is being addressed. School holiday periods have been a key building block for planning, and de-conflicted leave and maintenance periods where possible have been taken into consideration. These are reflected in the 2019 Fleet Activity Schedule. During the first half of the 2018/19 FAS an additional 49

days alongside was achieved for units by releasing them from tasking. In the latter half of 2018 an additional three ships had their schedules adjusted to accommodate school holiday periods.

f. We have opened up the trial for Communication Information Systems, Maritime Logistics and Boatswains specialisations to be dual posted to selected platforms and establishments, the Signal for this was promulgated in December 2018.

g. An Inter-Service Exchange trail is being established with three Army and three RAAF positions identified for sailors to post to for up to two years. It is expected that these postings will commence in January 2020.

h. An industry outplacement opportunity has been identified for an MWO and/or an MLO with Royal Caribbean Cruise Lines with effect Dec 2019.

i. DGNP established a Retention and Divisional helpline 02 6144 7263 in July 2018.

j. Navy is working with the other services and Defence People Group to improve Conditions of Service for modern families.

k. We have also increased the use of Deliberately Differentiated Packages (DDP) to support people capability.

1. We are working to align training to civilian qualifications where possible;

- 1) A project team has been formed to explore options for recognising Navy L&M training and experience against nationally recognised qualifications.
- m. We have increased access to online learning for Navy courses;
  - 1) <u>Lynda.com</u> is a digital learning platform designed to help you gain new skills and advance your career. Now available to all Navy members via DPN <u>http://drnet/People/Learning-and-Development/Pages/Lynda.com.aspx</u>
- n. Continue to work on the Mariner Development Program;
  - 1) Trails completed on first five modules Training of staff at Cerberus commenced Feb 19.
- o. Investigate Electronic Competency Logs
  - 1) Implemented in MT and ML-C categories.
- p. We have released the Navy Engineering Career Continuum (NECC)
- q. Increase industry outplacements for sailors and officers
  - 1) 28 Aviation Sailors are currently outplaced with industry for a period of 12 months or more

- 2) Six Information warfare Sailors are rotated for industry placement with Austal Ships in Henderson
- 3) Four Maritime Logistics Officers and Sailors are outplaced with logistics organisations.
- 4) 20 Technical Sailors are currently outplaced with industry for a period of 12 months or more.
- 5) FSU Australia have eight sailors in a Technical Mastery Secondment Program (TMSP) short term outplacement for specific skill improvements.

r. Managers across Navy will be expected to increase the use of short leave to reward personnel for long or arduous duties, and embrace the Total Workforce Model (TWM) and Flexible Working Arrangements (FWA).

- 1) FWA numbers increased from 406 in Jan 2018 to 584 by Oct 2018
- 2) Currently there are 64 people who have transferred to SERCAT 6.

s. COMSHORE has directed establishments are to have 24/7 Gym Access by no later than 01 July 2019.

t. COMSHORE is engaged with Defence Executive Governance and Reform – Enterprise Reform Group to review Transit Accommodation.

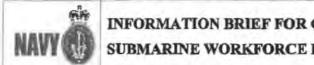
u. A Growth and Retention of the Fleet Air Arm Intranet Page has been established <u>http://drnet.defence.gov.au/navy/FAA/Pages/Personnel.aspx</u> to focus on significant workforce challenges within the Fleet Air Arm. Growth, development and retention of our people, in conjunction with advancing our culture and resilience, are thus key to remediating our current workforce hollowness in the Fleet Air Arm.

v. Increased access to leadership development coaching for all ranks facilitated through the DNC leader development forums for Navy's emerging leaders for the rank of LEUT, SBLT, PO and LS.

w. Increase Promotion Targets at the Leading Seaman and Petty Officer ranks:

- 1) During the Period 01 Apr 2017 to 31 March 2018 Navy promoted 452 Leading Seaman and 173 Petty Officers.
- 2) Since 01 Apr 2018 Navy promoted 419 Leading Seaman and 228 Petty Officers.

x. As at 28 March 50 members have revoked their applications to separate from Navy since 01 April.



# INFORMATION BRIEF FOR CN (through HNPTAR and HNC) SUBMARINE WORKFORCE BI-ANNUAL REPORT - EOCY 2018

Division / Directorate: Submarines Branch	Reference: DGSM/OUT/2019/048 BS417812
Timing: Routine	Action required by: -
Copies: COMTRAIN, DGNP, COMSUB, DNWR. DNWM	, DNPCMA, DNPPG, DTA-SM
COMMISS & COMMARE FORMALLE	COMEAA

#### **Recommendations:**

That you:

 note the progress against the Navy's submarine workforce growth targets as of 31 January 2019 is on track for overall personnel numbers.

NOTED PLEASE DISCUSS

ii. note the success in delivering overall submarine workforce numbers masks fragility in specific workgroups. The MWOSM Workgroup at the key ranks of SBLT/LEUT in submarine Proficiency 1 and 2 has not improved since 2014 when the Submarine Workforce Growth Strategy was implemented.

NOTED PLEASE DISCUSS.

iii. s33(a)(ii)

NOTED PLEASE DISCUSS

 note the workforce initiatives to optimise the workforce growth and management to prepare for the introduction of the Attack class.

NOTED PLEASE DISCUSS

#### **Key Points**

1. The attached Submarine Workforce Report EOCY 2018 (Attachment A) provides details of the status of the submarine workforce and will be referred to in this brief.

2. The total number of submarine qualified personnel in the Navy as at 31 January 2019 is 810. In accordance with the planned submarine workforce growth targets achievement of the overall numbers remain ahead of schedule. This achievement is shown in the attachments with a discussion of the performance against the KPIs and KHIs of the Submarine Workforce Development Plan.

MWOSM - Deep dive

3. Despite the success in achieving overall growth in the submarine workforce As detailed in Attachment A there has been no net improvement at the SBLT/LEUT rank level for submarine Proficiency 1 and 2 personnel since 2014. Based on the definitions of the proficiencies the effective available pool of

CN DCN SUPPORT 29/04 CDR FRK No. Incoming No. 2019/558 III No. BS 2788 542 personnel to undertake the sea going roles of the MWOSM Workgroup are in the Proficiency 1 and 2.

s33(a)(ii)			
Ten (8.8 - 10)			

#### Workforce Management

5. As a result of the long overlap between the *Collins* submarines and the *Attack* class, anticipated as being approximately 20 years from a workforce perspective, there is a need to seek the most efficient workforce training and management environment. In order to achieve this, specific initiatives are being investigated to optimise the training of the submarine workforce and alignment between the Schemes of Complement of the two classes.

6. The two key initiatives are changing the submarine qualification process and increasing the seagoing Scheme of Complement of the *Collins*. This will establish an optimal approach to growing the workforce and achieving sea going experience. It further allows alignment with the *Attack* Scheme of Complement to minimise differences in roles and functions within a workgroup. Further details are provided in Attachment A.

#### Resources

7. There are no resource implications.

#### Consultation

8. COMSUB, DTA-SM, DNWR, DNWM and NPCMA have been consulted in the drafting of the Submarine Workforce Report at Attachment A.

#### Attachments:

- A. Submarine Workforce Report EOCY 2018
- B. Submarine Workforce Dashboard EOCY 2018

Approved by: )	
TA Brown CDRE, RAN DGSM	
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	_ initiatives mature.
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#### SUBMARINE WORKFORCE REPORT EOCY 2018

#### References:

A. Submarine Workforce Development Plan (SWDP)

#### Introduction

1. In accordance with the Submarine Workforce Development Plan (SWDP), Reference A, this report provides the six monthly update to the Chief of Navy on the effectiveness of the growth strategy and associated risks to the submarine workforce. Specifically this report details the status of the submarine workforce against current approved growth targets as well as providing a forecast of both proposed future workforce demand and potential for growth performance.

#### **Current Workforce Status**

2. In accordance with the SWDP the status of the submarine workforce is monitored using specific KPI's and KHI's. Table 1 below provides the performance against the KPIs, whilst the KHI's are shown in Table 2.

Key Performance Indicator	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19 (as at 31/1/19)
Submarine – Personnel	589	660	735	780	810
<b>Recruiting Achievement</b>	76%	80%	85%	86%	47.7%
Submariners Qualified	72	104	90	77	57
Loss Rate Officers	8.6%	7.0%	5.6%	5.9%	4.3%
Loss Rate Sailors	10.5%	7.8%	6.5%	7.2%	6.3%
AFS Net Growth	37	77	75	45	30

#### **Table 1 - Key Submarine Workforce Performance Indicators**

3. The key statistics shown in Table 1 above are discussed below, and for FY 18/19 they indicate a positive trend.

a. Submarine Personnel. The current total submarine qualified personnel is at 810 and reflects continued steady growth to the 2025 target of 940. \$33(a)(ii) \$33(a)(ii)

b. **Recruiting Achievement.** The YTD figure does not reflect the overall achievement as it does not capture the significant personnel intakes that occur at the beginning of the calendar year. There has been significant activity to improve the recruiting process which should reflect a satisfactory achievement by FY end.

Submariners Qualified. (S33(a)(ii) C. s33(a)(ii)

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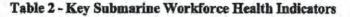
Loss rate (Officers and Sailors). The loss rates show a slight decline on the previous FY17/18, which correlates with the overall workforce growth that is being achieved.

d.

e.

Net Growth. When coupled with the forecast submarine qualification and using the current loss rates the Net Growth is anticipated to deliver approximately 50 personnel for the FY18/19.

Key Health Indicator	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19 (as at 31/1/19)
SM Proficiency 1 & 2	s33(a)(ii)				
SM Proficiency 3					
SM Proficiency 7					
SM Experience - Officers					
SM Experience - Sailors		-			
Gender Balance - Female			9.0%	9.1%	9.0%
Leave Debt (days)	26	27	24	25	24



4. The key statistics shown in Table 1 above are discussed below, and for FY 18/19 they indicate a positive trend.



- e. Gender Balance: The female participation rate remains at 9.0%. This statistic is based on the Trained Force, however when looking at the Training Force the female participation rate is currently at 19.0% and in FY17/18 it was at 19.5%. This substantially larger percentage in the Training Force indicates the likelihood of future growth in the Trained Force.
- f. Leave Debt: The leave debt is remaining within a consistent range and can be considered satisfactory, noting there are only a relatively small number of personnel with greater than 35 days.

I seek to ed that these people are being aged to employ to reduce leave musued.



# Workgroup Status

6. The status of the 12 submarine workforce Workgroups is shown in Table 3 below.

Table 3 -	Submarine	Workgroup	Status

Workgroup	Stat	us (over/under bo	orne)
	1/7/2013	1/7/2018	31/1/19
MWOSM	s33(a)(ii)		
MESM			
WESM			
AWASM			
CISSM			
ETSM			
EWSM			
ML(C)SM			
ML(S)SM			
ML(SC)SM			

Workgroup	Status (over/under borne)				
	1/7/2013	1/7/2018	31/1/19		
MEDSM	s33(a)(ii)				
MTSM					

- The changes to the workgroups status is discussed below:
- a. MWOSM: The number of positions in the MWOSM family has increased by three whilst there has been a net loss of two personnel in the workgroup. This has combined to register the apparent drop of five from July 2018 to Dec 2018. Within this personnel change there were three separations in the period.
- b. MESM: There has been no net change in personnel, the apparent decline is due to an increase of three positions created under Plan DELPHINUS. This highlights that the workgroup has not grown at a rate equivalent to the Plan DELPHINUS growth plan.
- c. WESM: There has been a net increase of one person in the workgroup, however an increase of two positons under Plan DELPHINUS has provided an apparent slip in the workgroup of one. Similar to the MESM this highlights the workgroup has not been able to grow at the rate of Plan DELPHINUS.
- ML(C)SM: The ML(C)SM workgroup has grown by two positions under Plan DELPHINUS whilst there has been no net change in personnel. This reflects the apparent drop in the workgroup.

s33(a)(ii)		
MWOSM – Deeper Analysis		



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#### **Future Workforce Development**

16. As stated in the SWDP a key objective is to transition the submarine workforce to a multi class organisation. This reflects the significant period of time where the *Collins* will be operated in conjunction with the *Attack* class. If the *Collins* Life of Type Extension (LOTE) program is approved, it is expected the common period of operation will be approximately 15 years. If the preparation phase prior to the *Attack* undertaking sea trials is taken into account the overlap from a workforce perspective can be considered to be 20 years.

17. The basis of the recruiting, training and development of the workforce is the SoC of the platform as it dictates the workgroups and the number of personnel. The draft SoC for *Attack* is different to the current *Collins* scagoing SoC, including the intent to operate the *Attack* in three watches, vice the two watch system used in *Collins*. These differences drive a different demand profile for both the recruiting and training of the workforce. In addition it will introduce complexity and inefficiency when managing the workforce during the operating overlap.

18. To optimise management of the workforce the following initiatives are being investigated to deliver a workforce design that achieves the greatest efficiencies possible for the multi class fleet.

a. Remove the need for sea training bunks through implementation of a submarine qualification system similar to the award of the BWC and platform endorsement;

b. Increase Collins sea going SoC to 60; and

c. Align Collins and Attack SoC.

19. After further analysis and proposal development, if deemed appropriate and approved, these initiatives will be undertaken over the period 2020 to 2026 to prepare the workforce process and structure ready for the 2029 establishment of the *Attack* crew 1.

#### Conclusion

s33(a)(ii)	

21. Establishing an optimised workforce structure and training system is an important element to achieving the required future expanded workforce. Key initiatives are being developed and will be fundamental to Navy achieving success in delivering the future submarine workforce.

#### Attachments

A. Submarine Workforce Dashboard



# **DFR Recruiting and Attraction Initiatives – February 2019**

Key

DEFENCE FORCE EXCRUTING	Internal DFR initiative to improve recruiting (things DFR is doing to help itself)
	Service supported or Service oriented initiative to improve recruiting
SOR SOR SOR	Initiative to support or improve recruiting specified in the Statement of Requirement

douch thave you / we seen this before? What more should ( can we do 7

Contents:

Part 1: General Initiatives

Part 2: General Diversity Initiatives

Part 3: Female Specific Initiatives

Part 4: Indigenous Specific Initiatives

Part 5: Science, Technical, Engineering and Mathematics and Health Initiatives

Part 6: Marketing

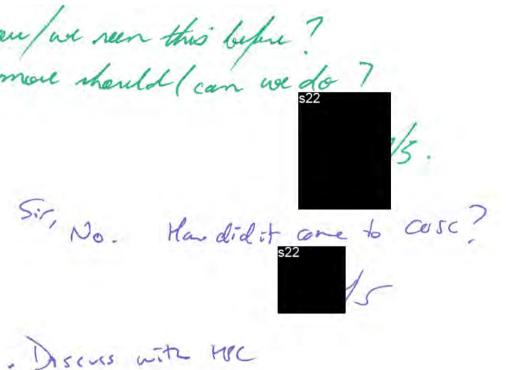
Part 7: Social Media

Part 8: Digital

Part 9: Research

Part 10: Strategy Reporting and Monitoring of Initiatives

. Discuss with HPC





Initiative	Purpose	Service	Comment on Success		Recommendation
1. General					
1.1 Selection of DFR members	Deliberate selection of suitable Defence members that are able to undertake effective representational and recruiting activities on behalf of Defence.	🤹 🤜		nterview and selection of Defence members able for the role has resulted in significant utcomes.	Continue with staff selection
.2 Online aptitude esting	Conduct of application testing online to present candidates with a technologically current application process and allow an awareness of suitable jobs by the candidate prior to interview.	DEFENCE FORCE MELL	Undergoing development an	d roll-out	To be further scoped in 2018/19
1.3 Candidate self- service portal	Development of a technologically current application process including the ability to upload documents online.	DEFENCE FORCE ALL	CSSP has been rolled out wit reviewed.	h the candidate hub and is being incrementally	Continue with improvements
1.4 J22 Medical Standards	Permitting entry beyond MEC 1 (via approved waiver processes) where candidate still meets the inherent requirements of Service.	<b>Ö</b> 🥧 7	Ongoing with an estimated 1	5% increase in medical progressions.	Continue with J22
1.5 Online Medial Health Questionnaire	The OMHQ replaced the paper version in April 2017 and permits candidates to submit health details in an efficient manner that enables better health assessments.	DEFENCE FORCE AND	Initiative has increased proc	ess administration.	Continue OMHQ
1.6 Psychology and DI Recommendation Rates	Risk aperture for candidates to progress has been revised in non- mental health related areas to enable candidates to progress through the process more efficiently.	DEFENCE FORCE		essful as it has opened up the opportunity for ously have been unable to pursue an ADF career, ortunity.	Continue program
1.7 Non-Medical Waivers	Progression of all non-medical waivers through to the Services for review and consideration to avoid DFR assumptions of risk apertures.	Š 🥌 🛪	diversity candidates. There	r process has so far produced positive results for are still refinements that can be made to this the changes have been positive.	Continue process
1.8 Professional Services Recruitment Team	Dedicated recruitment team comprised of professional recruiters focused on Health, Engineering and Chaplaincy.	DEFENCE FORCE III	and the second se	on applying specialised recruiting principles to lift to achieve an improved outcome in recruiting	Continue the PSR team
1.9 Risk Management of Education Requirements	Risk management of education eligibility requirements where the candidate is unable to provide evidence to ensure they are not held up throughout the recruitment process.	DEFENCE FORCE	Risk has not been realised an pressed effectively.	nd all candidates managed with this initiative have	Continue process
1.10 ASD positive vetting	Pre-enlistment vetting of candidates for jobs employed in the Australian Signals Directorate.			ne of candidates referred for vetting and the 2018 to ensure sustainability of initiative.	Continue with vetting
1.11 NV1 security clearances	Conduct of pre-enlistment/appointment NV1 security vetting for all candidates to assist with the control of security risks prior to enlistment/appointment.	ENTRY &	Process to be finalised and t	rialled from Q4 2018.	Implement trial
1.12 Merit selection	All DFRCs directed to prioritise candidates based on relative local merit.	DEFENCE FORCE INT	Implementation commence	d Jan 2019.	Continue process
1.13 School Visits	School Visits to assist DFR promote Army roles.		This program is important to recruitment requirements.	o amplifying Army's offer to students for future	Continue visits



# DEFENCE FORCE BECRUITING

Initiative	Purpose		Service		Comment on Success	Recommendation
1.14 ADF Cadet unit visits	Visits by DFRC personnel to annual cadet camps or other activities to promote ADF careers.	<b>Ö</b> NAVY	w.s	SOR	DFR is focusing on engaging more with cadets Nationally. Visits to local Units is a means of building relationships with cadet units to enable facilitate an improved relationship.	Continue visits
1.15 ADFA Education Award	Presentation of awards to Yr12 students in recognition of leadership potential, and academic and sporting achievements exhibited during Year 11.	<b>NAVY</b>	-	\$	Increases exposure and awareness of ADFA within schools.	Continue award
1.16 Job Campaigning	Optimisation of the recruit pipeline through the deliberate and synchronised opening and closing of jobs to reduce the time in process and pipeline size and to align with intake.		DEFENCE FORC	AKCRUMINE	By campaigning jobs DFR can manage pipelines far more effectively, ensuring that candidates are channelled to the roles the ADF needs to fill at any given time, and ensuring an improved level of candidate care by reducing time in process.	Continue process
1.17 Job prioritisation	The prioritisation recruiting effort based on recruiting results to date, size of pipeline, difficulty of obtaining target etc.	*	DEFENCE FORC	E PLEEVING	The prioritisation of jobs is critical to ensure efficiency of effort is applied across the recruitment system. The results are improved results across all critical, serious and perilous categories.	Continue process
1.18 Career Matching	Case Managers identify candidates without a preference and career-match them into open categories based on skills, attributes and interests.	*	DEFENCE FORC		Expanding the scope to both the CCs and CRMC and having all teams trained will assist in the improvement in results.	Continue
1.19 Target Recoups	Recoup of targets missed in a previous intake where it is in the best interest of the Service.	<b>O</b> NAVY			The recoups have been a mechanism which has been utilised to lift results in employment categories where targets have been missed.	Continue this initiative
1.20 Satisfied Candidate	Secondment of candidates, especially females and indigenous candidates, who have completed basic or on a training break, back to DFR so that they can help educate candidates on the recruitment and training process.		-	\$	The re-engagement of recruits once they are in a position to provide time on secondment to DFR, ideally in their home location, to promote ADF roles is the key idea for this initiative.	To be scoped and implemented in 2019
1.21 Re-enlistment website (welcome back)	Development of a site on DefenceJobs for re-enlistment of former ADF members.		10-1 <mark>-</mark> 7-	-	The relist site will go live on 24 August 2018.	Implement and monitor
1.22 ARES Fast Track	Fast-track of ARES Candidates to Assessment Day without Education documents.		-		To streamline the ARES process – ARES candidates do not have to provide their education documents until AD or post AD (also applies to diversity GE/OE)	Continue
1.23 Navy mid-career entry	An avenue of entry enabling the recruiting of specialists into mid- career roles within Navy.	SOR			Initiative is currently ongoing with recruitment of small numbers into specified jobs.	Continue avenue of entry
1.24 One-day recruiting model	An expedited recruiting model for specialists including the conduct of Distributed Boards.	MANY	e <b>t é</b> s	SOR	Effective for specialists, and regional candidates, at this time as they require extensive resources.	Continue as required
1.25 Career Coach Role realignment	Realignment of Career Coach roles to ensure a focus on mentoring and educating candidates on the opportunities available.	×	DEFENCE FORCE	e or constrained	The changes being made to the Career Counselling role are important to establishing DFR's engagement with candidates and educating candidates more effectively about the roles available to them.	Upon completion and roll out this will be business as usual.
1.26 Unconscious Bias Training	Implementation of unconscious bias training for all through Personnel Selection Course.	*	DEFENCE FORCE	00.0111140	The re-education of DFR teams to recognise, understand and be able to manage their own biases has been critical to the improvement of our throughput of diversity candidates.	Continue training



# DEFENCE FORCE RECENTING

Initiative	Purpose	Service	Comment on Success	Recommendation
1.27 Internal DFRC competition	Inter-DFRC competition to achieve targets including diversity targets	DEFENCE FORCE ALCANITIES	The inter-DFRC competition promotes knowledge sharing on diversity initiatives, and identify those that will have a National impact. Those that work are adopted into BAU.	Continue
1.28 DFR secondment program	Secondment of Career Coaches and Defence Interviewers to HQ DFR in order to understand the strategic intent of DFR and reduce the risk of a regional focus of DFRCs.	DEFENCE FORCE ANCHUMING	The broader awareness gained by sharing knowledge across both HQ and the DFRCs is crucial to opening the aperture and ensuring DFR is providing the ADF with the best candidates available for all roles at any given point.	Continue program
1.29 ADF Active	A mobile phone app that evaluates candidates fitness against the entry standards guides candidates to the required fitness level	DEFENCE FORCE ALCOUTING	ADF Active has been in use for some time, however recent enhancements assist candidate to interact more effectively with the APP to assist their preparation for enlistment or appointment.	Continue
1.30 Electronic records	Conversion to ePsych and eMedical to enable digital transfer to in Service health records.	DEFENCE FORCE	ePsych (commencing) and eMedical (almost complete). Transfer to in-Service health records is the next step.	To be scope in 2018/19
1.31 Event Coordinators Conference	For career development and education of DFR's key events and attraction personnel.	DEFENCE FORCE LECTORY	To align and educate both sides of the business in the attraction space, and to increase the knowledge base of effects based planning.	Complete – April 2018
1.32 Talent Community	An online community for Female candidates progressing through the pipeline or considering applying.	DEFENCE FORCE ATCAUTING	Commenced on 17 October 2018. Currently 1200 members and growing.	Continue
1.33 Corporate Cup	Raise awareness of Defence careers with a particular focus on community/corporate engagement for the recruiting of reserves	DEFENCE FORCE RECOVITING	Trial to commence in Newcastle in Q2 2019	Continue
2. General Diversi	ty initiatives			
2.1 Job Education Program	DFR has conducted, in consultation with the Services, detailed education on specific roles where DFR is having difficulty recruiting candidates for both Diversity and non-diversity candidates.	DEFENCE FONCE AND MININES	The internal education focus has been invaluable to promoting roles where further effort is likely to improving recruiting outcomes. The evidence has been improved outcomes across those areas of focus eg. Army Supply roles.	Continue with Program
2.2 RMC Scholarship	Offers of 12 scholarships by ManpowerGroup annually for RMC. The scholarships are broken into three categories including:- • Leadership & Management Scholarship • Women in Management Scholarship Indigenous Management Scholarship.	DEFENCE FORCE ACCOMMENT	The RMC Scholarship is designed to assist in promoting RMC in the market to the total talent pool, to improve RMC recruitment.	Continue the Scholarship
2.3 Diversity Team in the CRMC	Allocation of CRMC's most experienced and high performing Case Managers to a diversity case load with a focus on educating candidates on the pathways available to enter the ADF.	DEFENCE FORCE ATCANTING	Diversity candidates are moving through to Assessment more efficiently as a result of receiving highly personalised and tailored focus.	Continue with CRMC Diversity Team
2.4 CRMC contact attempts	Extension of the original contact attempts for Diversity candidates to 5 contact attempts (this includes email, phone, text) over a range of different times and communication methods.	DEFENCE FORCE AIGAOIITHU	The focus on improving the retention of diversity candidates by extending their opportunity to re-engage with DFR has been positive to date and is anticipated to improve further.	Continue
2.5 Diversity Working Group	The Diversity Working Group focuses on progressing strategic and operational activities across the business.	DEFENCE FORCE AT LAND	This Working Group is a key governance group which is monitoring the progress of diversity activity across DFR.	Continue
2.6 ECN 500	Targets made available on each Army intake to allocate to a non- specific employment category, targeted at Diversity candidates.	SOR	Whilst the initial momentum was slow for ECN 500, once it built up the program did gain popularity with the market. The level of popularity was not significant enough to sustain the trial. ECN 500 is used for the AIDP and is	This trial has been concluded, but remains available



Initiative	Purpose		Service		Comment on Success	Recommendation
					used sparingly for diversity candidates where a job preference is unclear	
2.7 Females in Trade	Dedicated Social burst highlighting content with Army Females in Trade roles.		DEFENCE FORC	E RECTIVITYING	Launched in June 18, applications for female trades increased 10% in period July to October 18.	Complete
2.8 Kapooka Content on Social Media	Remove stigma of training institutions as confronting/negative perception to women. With a dedicated website and social media campaign.		DEFENCE FORC	E ALCOUTING	Going Live in February 19.	In Progress
2.9 Army Brand Extension	Addressing negative stereotypes of women in Army, showcasing Army Female Soldier who is also a mother and females in trade roles.	×	DEFENCE FORC	e neiawman	Going Live in June 19.	In Progress
2.10 Army Female Strategy	Completion and launch of the Army Female Strategy out to 2025.	No.	BEFENCE FORC	E HERRY MINE	Aligned the various policies and impacts of getting to 25% female by 2025.	Complete
2.11 CRMC Reengagement	Range of reengagement campaigns for individual DFRCs.		DEFENCE FORC	E ACTINUTINE	Have seen success in getting candidates to reapply after withdrawing (depending on job vacancies and withdrawal reason).	Continue with this initiative
2.12 Female Communication Pre YOU	Using Behavioural Economics Techniques, trial a new communication piece at the Pre YOU.	*	DEFENCE FORC	E ATCHUMINK	Results are mixed. DFR is continuing to refine and trial this program.	Continue with this initiative
3. Female Specific	c Initiatives					
3.1 Female-specific targets	Development of female-specific targets for each Service either for individual job or in aggregate.	<b>NAVY</b>	-	Ś	DFR identifies, in consultation with each Service, which roles are high propensity to fill with diversity candidates, and determines where the focus of effort will be. For example, for RAAF it is on women in aviation positions, in Navy it is women in technical roles and in Army it is a more general focus.	Continue
3.2 SRT-W	Specialist recruiting teams dedicated to recruiting activities in support of attraction of women.	SOR	SOR	SOR	Dedicated teams have improved engagement and awareness and has increased DFRs specialised understanding of the attraction and marketing demographic.	Continue
3.3 Pre-YOU Call	Reduction of candidate attrition through improved and more timely engagement with diversity candidates pre-YOU.	<b>N</b>	DEFENCE FORC	E NECOLUTOR	The CRMC implemented the Pre-YOU call in early 2017. The Pre-YOU call has been effective in commencing early engagement with females.	Continue with the Pre- YOU call until end of FY and re-evaluate.
3.4 Army Pre- Conditioning Program (FITPREP)	7 week pre-conditioning course for Army females to assist them meet the full PFA standard.		SOR		APCP provides a mechanism for female candidates to enlist when they otherwise may not be able to.	Continue program
3.5 Recruit When Ready	Recruit when Ready (RWR) allows diversity candidates to enlist at a point when they are ready.	<b>Ö</b> NAVT	SOR		DFR and Army (Navy from Sep 18) work together to identify the best way to facilitate an early entry for females who identify the desire to enlist as soon as possible. The numbers in this initiative have not been high, but it has been positive.	Continue program
3.6 Recruit to Area	Recruit to Area (RTA) allows diversity candidates to enlist and be posted to a specific area that reduces adjustment issues associated with the transition into a military career.	<b>NAVI</b>	SOR	\$	The Recruit to Area program has not been widely adopted and that is partially due to the restriction on location options for females.	Continue program



# DEFENCE FORCE RECRUITING

Initiative	Purpose		Service		Comment on Success	Recommendation
3.7 Join with a friend	Opportunities for candidates to elect to go on their basic training course with a friend and enlist on the same day.		4		Candidates can go through the recruiting process together and elect to Join with a friend and go to their basic ARES training together.	Implemented in 2017/18, continue
3.8 Reduced IMPS	10 Army ECNs and 4 Navy categories currently have two year initial minimum periods of service to entice diversity candidates to enlist into these categories. Air Force direct entry pilots also have reduced IMPS.	SOR	SOR	\$	Diversity candidates are attracted to reduced IMPs due to the ability to reconsider their career path during Service.	Continue with reduced IMPS
3.9 PFA Policy Review	PFA policy changes made so recommended candidates who are awaiting enlistment or appointment are to be afforded the opportunity to conduct four (previously two) PFA attempts without penalty.	<b>Ö</b>		\$	The restriction on practice PFA attempts was hampering DFR's ability to benchmark female candidates appropriately. The revision of this policy has had a positive impact on the DFRCs engagement with females and their ability to prepare them appropriately for enlistment/appointment.	Continue to routinely review
3.10 Fitness assessment mentoring and training	Conduct PFA training by DFRCs in selected regional locations to increase level of awareness and familiarity with the requirements of the PFA.	NAVY		SOR	DFRCs work with candidates from as early as possible in the recruiting process to assist the candidate on their fitness journey to ensure they are sufficiently prepared to enlist/appoint at the right time.	Continue
3.11 Flight camps	Attraction initiative for the recruitment of women into Air Force with a focus on flying-related roles.			SOR	Initiative outlined in the 2018 statement of requirement to be developed and implemented.	Develop camps
3.12 Technical Experiential Camps	Provide a hands-on, low risk, experiential opportunity for young women to experience Technical/Engineering roles and other non- traditional employment roles in Air Force.	<b>O</b> NAVY		SOR	Camp has been successful for the attraction of candidates and awareness of opportunities with influences.	Continue camps
3.13 Psych Trial – Fitness Language	Brisbane DFRC is trialling the adoption of different language and focus on bringing females along in their fitness journey.	Ŵ	DEFENCE FORC	E AFERCITIAL	Candidates are encouraged more effectively to attend and enhance their fitness through DFR members engaging with candidates in a way that is less confronting and more supportive.	Trial commenced in earl 2018 due to conclude in late 2018
3.14 Talent Community – Women in Army Trial	DFR is scoping the implementation of a pilot Talent Community focused on Women in Army to improve engagement with female candidates interested in Army.	×	DEFENCE FORC	E NASHUMMA	As part of the Army female strategy, DFR is looking to improve engagement with females with an interest in Army careers. The talent community pilot is designed to assist in improvement engagement across four areas.	To be implemented in 2018/19

4.1 Indigenous targets	Development of indigenous targets for each Service.	<b>U</b> ANY	-	-	Specifying targets for indigenous members assists DFR and the Services to focus recruitment efforts in specific areas to ensure an improved recruitment outcome.	Continue program
4.2 SRT-I	Specialist recruiting teams dedicated to recruiting activities in support of attraction of ATSI candidates.	SOR	SOR	SOR	Dedicated teams have improved engagement and awareness and has increased DFRs specialised understanding of the attraction and marketing demographic.	Continue
4.3 Indigenous Pre- Recruit Program (IPRP)	7 week health & wellbeing conditioning program for indigenous candidates from all three Services to assist them integrate into the Services more effectively.	SOR	SOR	SOR	Program has contributed to increased indigenous participation rates.	Continue program
4.4 Army Indigenous Development Program (AIDP)	Program for indigenous candidates that are below the general entry standard to prepare them for entry or to provide general skills.		SOR		Program has contributed to an increased participation rate, increase in awareness of Army careers and provided skills for those who have not enlisted.	Continue program



# DEFENCE FORCE RECRUITING

Initiative	Purpose		Service		Comment on Success	Recommendation
4.5 Navy Indigenous Development Program	Program for indigenous candidates that are below the general entry standard to prepare them for entry.	SOR			Program has contributed to an increased participation rate, increase in awareness of Navy careers and provided skills for those who have not enlisted.	Continue program
4.6 Air Force Indigenous Youth Program	Highlight Air Force careers and to target Indigenous youth who are likely to successfully transition through Defence Force Recruiting (DFR) into Air Force. 15 participants in FY18/19.			SOR	New program. No indication of success at this time.	Establish and implement program
4.7 Recruit When Ready	Recruit when Ready (RWR) allows diversity candidates to enlist at a point when they are ready.	<b>MAVY</b>		SOR	The recruit when ready program has not achieved high numbers, however it is an attractive option for ATSI candidates and we would recommend it continue (Navy from Sep 18)	Continue program
4.8 Recruit to Area	Recruit to Area (RTA) allows diversity candidates to enlist and be posted to a specific area that reduces adjustment issues associated with the transition into a military career.	<b>Ö</b>	-	SOR	The recruit to area program has not achieved high numbers, however it is an attractive option for ATSI candidates and we would recommend it continue.	Continue program
4.9 Community Engagement Programs	DFRCs around Australia conduct engagement programs focused on engaging more effectively with Indigenous Elders.	*	DEFENCE FORCE	ULINGUIG	The engagement programs with Elders has enabled DFR to identify candidates who might not otherwise consider an ADF career option.	Continue program
4.10 Indigenous website	Development of a dedicated website on DefenceJobs for the attraction and recruitment of indigenous candidates.		6		Website currently under development.	Develop and implement website
4.11 Air Force Indigenous Flexible Education Pathway	Bespoke tailored pathway for Air Force Indigenous candidates.			\$	New pathway under development	Establish and implement program
5. Science, Techni	ical, Engineering and Mathematics and Health Initiatives					
5.1 Defence Technical Scholarship	Incentives to attract candidates into STEM roles in Defence.	ğ		\$	DTS is currently under review with the intent to utilise available Defence White Paper funding to broaden the attraction market.	Review and redevelop in 2019
5.2 SRT-Health	Specialist recruiting teams dedicated to recruiting activities in support of attraction of health-related candidates.	<b>O</b> NAVY	-	\$	Having military specialists who are from a health discipline is a critical requirement for DFR engagement with health professionals, and aspiring health professionals to assist the ADF build capability in these competitive disciplines.	Continue program
5.3 SRT-Trades	Specialist recruiting teams dedicated to recruiting activities in support of attraction of candidates into trade related roles.	<b>Ö</b>	. See	-	Candidates with trade skills are particularly challenging to identify, having a team who specialise in this area is crucial to ongoing engagement with the market through interactive education on ADF trade careers.	Continue program
5.4 STEM Research	DFR engaged an external research company to conduct an extensive research program to identify how to market to STEM more effectively.	*	DEFENCE FORCE	interest (Theor	The results of the research have informed DFR's development of Attraction methodologies which will be implemented in 2018/19.	Continue in 2018/19
5.5 Technical Camp for Young Women	Provide a hands-on, low risk, experiential opportunity for young women to experience Technical/Engineering roles and other non-traditional employment roles in Air Force.			\$	Increased exposure for female candidates to RAAF technical roles and women in uniform.	Continue program



nitiative	Purpose	Service	Comment on Success	Recommendation
5.6 Lego Mindstorm	Employment of LEGO EV3 Mindstorm kits to increase attraction rates and evaluate candidates in technical concepts in an interactive experience, increasing the quality of candidates into the DFR pipeline.	DEFENCE FORCE and Deserved	Yet to be commenced.	Commence program.
5.7 STEM focussed Social Media	Utilise STEM focussed Facebook Live, Twitter, Instagram, and Snapchat content to build STEM pipeline.	DEFENCE FORCE REGNOTINE	Success will be measured as the initiative is implemented.	Continue with initiative
5.8 Engineering Link Group Project	DFR involvement in nine programs throughout NSW, Vic, and QLD for year 10-12 students.	DEFENCE FORCE VECSUITING	Success will be measured as the initiative is implemented.	Continue with initiative
5.9 Science and Engineering Challenge	DFR engages with ADF engineers in 22 challenges across all states and territories. Involves more than 24 000 year 11 and 12 students.	DEFENCE FORCE SECTION	Success will be measured as the initiative is implemented.	Continue with initiative
5.10 Footnotes Program	Participation in a four week Careers tour of regional schools with a STEM focus.	DEFENCE FORGE ANCHOTTINE	Success will be measured as the initiative is implemented.	Continue with initiative
5.11 National Youth Science Forum	National Youth Science Forum is a not for profit organisation that hosts residential programs for 1800 Year 12 STEM students. NYSF hosts two programs with activities in Canberra and Brisbane.	DEPENCE FORCE	Success will be measured as the initiative is implemented.	Continue with initiative
5.12 Spark Engineering Camp	Spark is an initiative that shows year 10 – 12 students from Indigenous, rural and low-socio-economic backgrounds what studying STEM tertiary education fields is like.	DEFENCE FORGE RECEIUTING	Success will be measured as the initiative is implemented.	Continue with initiative
5.13 STEM focused marketing	Ongoing STEM marketing activity to drive awareness, consideration and conversion of STEM career opportunities in the ADF and specific services.	DEPENCE PORCE ACCOUNTS	Success will be measured as the initiative is implemented.	Continue with initiative
5.14 STEM Plan	DFR STEM Plan is a guide for long term target achievement, detailing the initiatives and programs that will deliver STEM capability for the ADF.	DEFENCE FORCE PECONTING	Success will be measured as the initiative is implemented.	Continue with initiative
5.15 Engineering is Elementary	Partnership with Questacon to encourage all children—including those from underrepresented groups—to see the values inherent in STEM and to envision themselves as potential engineers, delivered through school teachers.	DEFENCE FORCE ALCOUNDO	Success will be measured as the initiative is implemented	Continue with initiative
6. Marketing				
6.1 STEM Campaign	Develop a brand campaign and deliver an Integrated marketing program over 5 years to build brand awareness and relevancy for	DEFENCE FORCE DECOMINAN	The objective of this campaign is to position the ADF as a STEM employer of choice and increase applications for BAU STEM OE, and GE roles across all	Continue with initiative

6.1 STEM Campaign	Develop a brand campaign and deliver an Integrated marketing program over 5 years to build brand awareness and relevancy for key future capability categories and drive recruitment across	DEFENCE FORCE RECOMMENDE	The objective of this campaign is to position the ADF as a STEM employ choice and increase applications for BAU STEM OE, and GE roles across services.
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# DEFENCE FORCE RECRUITING

Initiative	Purpose	Service	9	Comment on Success	Recommendation
	STEM roles.				
6.2 Indigenous Website Content Refresh	Update navigation, refresh existing Tri-Service Indigenous pages on Defence Jobs website and create Service specific pages.	DEFENCE FOR	ICE XX10HTHK	Objective is to create a better user experience, increase internal traffic to Indigenous pages, increase engagement and decrease bounce rate. DFR would like to see an increase in 'believability' reported in the Brand Health Quarterly Research Reports.	Continue with initiative
6.3 Navy Officer & Sailor Testimonial Video	To produce an Officer and Sailor testimonial-style video, using the 'See Yourself' campaign branding and messaging to complete the suite of recently filmed videos. The entire suite of videos (Navy, Army, ARES and Air Force videos) will be housed on Defence Jobs website.	<b>KAVY</b>		Objective is to provide engaging content on Defence Jobs through story telling – videos that show Indigenous military personnel sharing their experiences in the ADF and explaining 'how it really is'.	Continue with initiative
6.4 Navy Priority Roles	Creating a suite of testimonial-style videos for priority roles to be housed on Defence Jobs job role pages. Stills will also be taken to replace identified old images on the site. These assets will be used throughout all stages of the marketing funnel.			Objective is to produce a suite of materials that can be used to attract potential Navy candidates and move them through the marketing funnel to application.	Continue with initiative
6.5 Navy Category Videos	Create videos to promote Navy job categories. The videos will be housed on Defence Jobs website.	NAVY .		Objective is to have a video for each of the nine job categories and provide relevant and engaging content to the target audience on the Defence Jobs website.	Continue with initiative
6.6 Submariner Sitecore Content	Move submariner web pages from old platform to the new platform and provide new and engaging content for the target audience that is in line with the current findings and recommendations of the Submariner Exploratory Research.	<b>Ö</b>		Provide a better user experience by providing updated and relevant content, increase engagement on the site and ultimately increase submariner applications.	Continue with initiative
6.7 Submariner Training School Videos	Create an Officer and Sailor training video to show what is involved in learning to be a submariner. The content will be housed on Defence Jobs website and provide to DFRC's as a tool to show potential candidates.	<b>Ö</b>		Objective is to provide additional submariner content to educate and inform potential candidates and help them move from consideration to application.	Continue with initiative
6.8 Submariner Brochure	Create a brochure, similar format to Navy Officer, Sailor and Trades brochure that can be used to help convert considers into submariner applicants.	<b>Ö</b>		As part of a suite of material being created to help increase awareness, consideration and applications of submariner roles, DFR would like to see uplift in applications and anecdotal evidence that DFRC's are finding it easier to recruit applicants for submariner roles.	Continue with initiative
6.9 Air Force Aviation Refresh	Content refresh for Aviation category highlighting Air Force assets and diversity of personnel.		\$	To showcase Air Force assets in new ways and to align with Air Force recruiting objectives of recruiting more females, CALD and ATSI personnel to the Service.	Continue initiative
6.10 Ground Defence Officer	New campaign for Ground Defence Officer including Defence Jobs imagery and testimonial.		Ø.	With targets increasing for this role, DFR Attraction has captured Ground Defence Officer content and developed a Social Media campaign to attract people into this role.	Campaign currently in market on Social media
6.11 Air Traffic Controller – Roll out	With the 2 Air Traffic Controller interactive videos now live on Defence Jobs, a roll out plan is required to drive more traffic and awareness to these videos.		\$	To drive traffic to these videos and ultimately increase applications for Air Traffic Controllers.	Continue initiative
6.12 Digital Out of Home – Brand extension	There is a strong media recommendation to continue to place creative in Digital Out of Home channels. Air Force currently does not have strong Brand creative for this channel.		-	Increase perceptions that the Air Force is an attainable career option.	Continue initiative



nitiative	Purpose		Service		Comment on Success	Recommendation
5.13 Chef campaign	Targets for Chef in the Air Force are increasing year on year. There is a requirement to refresh the content on Defence Jobs and Social media to continue to appeal to the target audience.			-	Improve awareness/understanding that Air Force offers a variety of fulfilling career options and drive the audience to apply for a role as a Chef in the Air Force.	Continue initiative
5.14 ADFA Open Day Competition	This is a social led competition that encourages people to apply to win a VIP experience at ADFA Open Day.	<b>RAYY</b>		\$	The ADFA Open Day competition intents to drive awareness of ADFA and also encourage people to attend the Open Day 2018.	Continue initiative
6.15 Gap Year 2020	Planning is underway for the Gap Year 2020 Campaign. This includes post campaign analysis of the 2019 Campaign.	<b>D</b> MANY	-	-	Raise awareness of the range of roles available in the Gap Year program for 2020.	Continue initiative
5.16 Army Brand Extension	Extending the suite of the Army Brand material to a further 3 heroes (Female Aircraft Technician, Male RAEME GSO, Female Military Police who is also a mother) to showcase an additional 3 important Army roles and broaden the suite of material for ongoing marketing of Army careers across a variety of channels.		۲		Make the Army more salient and appealing by increasing awareness of Army careers and inspiring consideration of Army. Positioning Army life and careers as attainable and building emotional connection with Army.	Continue initiative
6.17 ARES Filming	Following 4 Army Reservists in priority roles, while on exercise, working at their local unit, and working at their civilian job. The intent is to create 4 personal story videos, assets for social media, refreshed content for the Defence Jobs website and multi- purpose imagery.		c <mark>a e</mark> s		The objective of this project is to capture content aimed at increasing the appeal of the Army Reserve, by exploring what Reservists actually do, the opportunities that are available them and the commitment required.	Continue initiative
6.18 RFSU Filming	Producing new video content to promote each of the RSFUs and careers in the Army to Indigenous Australians. The videos will be housed on Defence Jobs and potentially used as localised media placements.		-		Demonstrate to Indigenous people that a role within the ADF is not only attainable but is a rewarding career, overall driving applications by Indigenous candidates to the Army.	Continue initiative
6.19 Kapooka	Developing a range of content focusing on debunking common myths and misconceptions about Kapooka, specifically the 'Soldier Training Video' which is one of the most viewed videos on the website.		-		Developing refreshed content to sit on the Army Soldier Training page on Defence Jobs that accurately and succinctly explains what to expect out of soldier training when you join the Australian Army.	Continue initiative
6.20 RMC Digital Refresh	Using the recently developed RMC assets to create a RMC section on Defence Jobs.				The objective of this project is to make the RMC section easier to find and optimise the layout to be more concise and better structured to meet the needs of the target audience.	Continue initiative
6.21 Category Videos	Developing updated category videos for DJs from existing footage across the 9x categories		-		Increase perceptions that the Army provides career opportunities across a broad range of categories, and that within that category there are multiple job opportunities.	Continue initiative
6.22 ARES Brigade Brochures	DFR are producing 5 Brigade brochures (4Bde, 5Bde, 9Bde, 11Bde and 13Bde) to highlight the 4 key attractors to the Army Reserve, using imagery from recent ARES shoots and promoting jobs by location.		4		The objective is to produce a consistent template approach for all Brigade brochures to address inconsistences with the current brochures.	Continue initiative
6.23 Dynamic Banners	DFR are developing a suite of editable Dynamic banners and	<b>MANY</b>	-	ŝ	The dynamic digital banner platform will allow DFR to be more flexible to address ad hoc marketing requests in a timely manner, have a consistent use of the service and portfolio brands across platforms, be more relevant and personal to our target audience, allow for creative testing more easily and quickly, (in time) bring the management of simple banner updates in house at DFR.	Continue initiative



Initiative	Purpose	Service	Comment on Success	

Initiative	Purpose		Service		Comment on Success	Recommendation
7. Social Media						
7.1 Social Media	Each month we run a range of Social Media activity across Facebook, Twitter, Instagram, LinkedIn, Snapchat and YouTube. Each month we produce organic content for these channels focusing on priority categories and roles. Additionally, our campaign content will focus on a specific service for a set period of time. For Air Force in July/August our focus is Combat/Security, ATC and Engineering and Trades. In August/September our focus will shift to Navy and priority Submariner roles. Throughout this period we will also be running content relating to RMC, ADFA and DUS.		DEFENCE FORCE MICHUTON		Social Media plays multiple roles, some of our content is focused on raising awareness of the ADF, services or categories, some aims to provide prospects/candidates with information and some aims to drive the action of applying. As Social Media affects the full funnel we have different measures of success for all activity. Success is generally measured by reach, video views, link clicks and application starts/completes.	On-going – continue with initiative
8. Digital						
8.1 Virtual Reality 2018	Develop three service specific VR concepts for our centre kits. Initiative/s would be focused around business priorities such as submariners, engineering, pilots etc.	<b>NAVY</b>	4	-	It's important that we provide prospects with an engaging and interactive way of visualising ADF opportunities beyond brochures and web copy. The VR is a great opportunity to do this at events and Info Sessions and these new concepts will complement the existing platform which has had great success.	Continue initiative
3.2 Virtual Reality Enhancement	Enhance the existing experience and ability to track users through post activity contact. This will provide candidates with an enhanced experience as well as allow DFR to better track conversions resulting in VR usage.	<b>NAVY</b>		-	Whilst feedback from users and staff regarding VR has been great, we need a better way to track usage beyond the Post Activity Report to ensure DFR can track candidates who engage with VR at events and how this impacts application and enlistment.	Continue initiative
3.2 EOI Enhancement	Working with Regional and SRT teams to provide enhancements to the existing online form which meets business needs.	DEFENCE FORCE ALL MUTTING		it in the office	The EOI process is not being run consistently throughout all DFRC's with paper and a bespoke web form recently being discovered by HQ. By improving the official EOI process and aligning all staff it will not only improve candidate experience but also our ability to track conversions and measure event success	Continue initiative
3.3 Live Info Sessions	Provide capability and support to DFRC's so that Information Sessions can be streamed live for those who are unable to attend in person. Platform would likely allow viewers to interact by asking questions remotely for presenters to answer.	DEFENCE FORCE ALLMITTIC		e Archanniko	Greatly enhance our ability to provide prospects with information at a national level rather than only local. For those in Northern and Western region this is even more important based on high levels of rural prospects.	Continue initiative
8.4 DFRC Video Capability	Currently DFRC's have little to no way of playing ADF approved content within the centre and as such often have irrelevant daytime TV shows playing or nothing at all. As a way of improving the candidate experience in centre, we will look at ways of allowing video streaming capability.	DEFENCE FORCE ACCOUNTS		e Accarolitha	It's important that candidates feel motivated and mentally stimulated while in centre, rather than leaving feeling like they've been sitting in a doctor's waiting room for 4-6 hours.	Continue initiative



# DEFENCE FORCE RECRUITING

nitiative	Purpose	Service	Comment on Success	Recommendation
3.5 ADF Active terative Updates	Ongoing iterative updates to the application as well as content creation such as articles, videos and podcasts.	DEFENCE FORCE ALLANDANC	A recent report by Operations highlights the significant difference regarding PFA completion with those using ADF vs those who do not. It's essential to keep supporting this platform.	Continue initiative
3.6 Event Finder	Sitecore Event Finder replacement of the legacy lvvy platform. This new version will integrate with Messenger (once completed) and ensure candidates receive improved online registration.	DEFENCE FORCE SCENARIOS	Significant improvements to user experience for candidates registering to DFR events, as well as for backend reporting. Once Messenger is completed, integrating the two for consolidated messaging will further enhance our communication and tracking.	Completed
3.7 Job Capture Tool	Rolled over from previous FY. Allows users on Defence Jobs to quickly and easily compare jobs against each other without having to read up on each one to work it out.	🎍 🔶 🕸	Improve user experience by allowing a job comparison cross service in one area, rather than moving back and forth through job pages. This will help to better prepare candidates at You Sessions.	Continue initiative
8.8 Myths of ADF	This project commenced FY17/18 and will continue into the new FY. This initiative consists of a chat-bot human interface which is designed using the physical traits of a large group of ADF members (and therefore a reflection of the ADF and in turn the Australian population). This bot will answer questions and dispel myths associated with life in the ADF. Development of the interface will likely be done by a third party.		Once completed this project will see an improvement to prospect and candidate knowledge through its Q&A style interactions. We also expect to see a decrease in the number of calls to CRMC for standard questions which can be answered by an AI based bot.	Continue initiative
8.9 Talent Community	Digital is currently working with Host/Havas and third party supplier LiveHire to determine if a Talent Community which keeps prospects 'warm' rather than losing them entirely would be beneficial. Costs associated below for this line item are based on LiveHire estimate though a bespoke version would likely be achievable at a cheaper cost.	BEFENCE FORCE	Rather than losing prospects (particularly women) who are interested in ADF roles but not committed to an application, we would like to keep them 'warm' via a talent pool whereby we can continue communication with them until they're ready.	Continue initiative
8.10 On-Line Application Tool (OLAT) Chat	Provide candidates (or priority only to begin with) the ability to chat to a member of staff during the OLAT process should they have any questions, in order to decrease drop-off rates. If successful future phase could include this functionality throughout Defence Jobs.	DEFENDE FORCE DECEMPTING	Due to limited resourcing available at Havas and other projects underway which relate to this (Myths and Talent Pool) it is unlikely this project will be completed in FY18/19.	Continue initiative
9. Research				
9.1 Brand Health Research	Conduct a large scale exploratory research project to establish single and tri-service brand health, and uncover residual audience perceptions that may influence recruitment	DEFENCE FORCE ACCOMPTING	The Brand Health study will establish single and tri-service brand health, and uncover residual audience perceptions that may influence recruitment – with the aim of informing longer term Attraction strategy (3-5 year plan)	Appoint agency and manage research project
9.2 Campaign evaluation research	Continue with existing tracking evaluation program and work with Department of Finance/Hall and Partners to transition to the new whole-of-government campaign evaluation framework	DEFENCE FORCE MECHANTING	Campaign evaluative research is conducted on an ongoing basis to assess the impact of campaigns and inform placement and planning for future phases – reports are received quarterly	Continue with initiative
10. Strategy, repor	rting and monitoring of initiatives			
10.1 Application Requirements by Job	DFR has mapped for the Attraction team exactly how many applications are required across every category of role for all	DEFENCE FORCE ALCONTIN	The identification of exact application requirements enables Attraction to focus effort and resourcing into specific areas at specific points in time so that	Continue Program

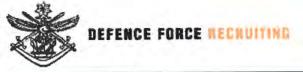


# DEFENCE FORCE RECKULTING

Initiative	Purpose	Service	Comment on Success	Recommendation
	three Services.		all pipelines can be monitored for health and quality at all times.	
10.2 Work Smarter not Harder	In 2016/17 DFR identified diversity conversion ratios across female and indigenous categories for all three Services. The focus that followed was on identifying where DFR could improve conversion of diversity candidates through improved candidate care, efficiency and focus.	DEFENCE FORCE	Each DFRC identified their baseline conversion ratios and worked to a target ratio. The idea was to improve the engagement with candidates who might otherwise exit the pipeline. The first year of focus resulted in significant improvements in conversion for all diversity areas.	Continue with Program.
10.3 Pipeline Analysis Tool (PAT)	MPG has developed the Pipeline Analysis Tool (PAT) to assist in predicting the impact of various initiatives, so that DFR can assess at a quantitative level whether a particular initiative is likely to have a positive, negative or neutral effect on the pipeline.	DEFENCE FORCE MCCMUTHO	Once benchmarking is complete and refined, the PAT will be an invaluable tool for DFR to use to anticipate the likely impact of a proposed initiative.	Continue to use the PAT and review at the end of Financial year.
10.4 Econometric Modelling and Attribution	This project is designed to deliver data driven insights into how our media spend has directly attributed to an application which includes online (search, display, online video) and offline channels (TV, OOH, Radio). This then allows the attraction team to accurately predict the outcome of strategic media investments to get the right balance of applications for each service to hit the target	DEFENCE FORCE	Delivered by Aug 31st (6 monthly updates required)	Continue initiative
10.5 Marketing Effectiveness Dashboard	The Marketing Effectiveness Dashboard will be delivering an ongoing dashboard that shows media performance metrics in real-time or weekly updates to allow DFR to optimise campaigns while they are in market.	DEFENCE FORCE AND	Delivered by August 31st (Ongoing iterative updates required)	Continue initiative
10.6 Data Management Platform (DMP)	The DMP will be an area to capture all cookies and audience data related to our media activity. This will allow DFR to own its data and we can then provide this to publishers to buy unique audiences. This ensures that DFR is able to profile its audiences across all publishers and does not lose this during transitions between providers.	DEFENCE FORCE AND AND A	Currently being briefed in	Continue initiative
10.7 Cost Per Recruit Dashboard and Marketing Financial Modelling	These dashboards will be used to determine return on attraction spend as it relates to specific categories and eventually down to a job level. This will allow DFR to determine the required budget necessary to deliver 100% of targets across all services. This will also encompass a future furcating mechanism that predicts the budget needs over the next 5-10 years factoring in inflation and ongoing marketing cost increase.	DEFENCE FORCE (A Children)	Currently waiting on outcome of Econometric Modelling before briefing in	Continue initiative
10.8 Data Driven Decision Making/ Predictive Analytics	Data Driven Decision Making and Predictive Analytics will provide the ability to predict candidate outcomes or behaviours based on historical data of candidates who have similar media habits or demographic traits. We will use this to ensure we can target our messaging to prospective candidates at the right time with the right wording to convert them into candidates. This will be particularly useful for high priority roles where competition is very high for their attention and costly.	DEFENCE FORCE	Currently being brief in	Continue initiative - Awaiting Prioritisation
10.9 Candidate Priority Tool	MPG has developed the Candidate Priority Tool to assist in predicting the potential of various candidates, so that DFR can assess at a quantitative level whether a particular candidate is likely to enlist.	DEFENCE FORCE ALCONOMINA	Once benchmarking is complete and refined, the tool will be an invaluable tool for DFR to use to anticipate the likely enlistment of a candidate.	Continue to develop and review at the end of the financial year.

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# FOI 028/19/20 Item 1 Serial 10



Initiative	Purpose	Service	Comment on Success	
10.10 Diversity Weekly	Weekly update to all centres on current recruitment efforts, roles that have a strong female propensity and directing centres to increase assessments in those areas.	DEFENCE FORCE HETCHITHE	Goal of reaching 650 by June 30.	

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# FOI 028/19/20 Item 1 Serial 10

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Recommendation	
Continue with this initiative	

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CHIEF OF NAVY AUSTRALIA MINUTE

CN/2019/OUT/142

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# 2019 NAVY STATEMENT OF REQUIREMENT TO DEFENCE FORCE RECRUITING (DFR)

1. In 2017, my predecessor introduced Navy's first Statement of Requirement (SoR) to DFR to provide a consolidated, comprehensive and clear statement of Navy's recruiting priorities and expectations. Updated annually, and complementary to the Director General Navy People (DGNP) Navy Recruiting Directive, my latest requirements are forwarded at the Enclosure. Importantly, key changes between the 2018 and my 2019 SoR are summarised in the Annex.

2. DFR continues to play a critical role in Navy's future success as we undertake a prolonged period of significant growth. In the current environment, I consider workforce to be the most strategic risk to the delivery of both current and future Navy capability. While, I am cognisant retention is a critical enabler to workforce growth and Navy is working hard on this; and is seeking a reduction in separation rates, recruitment success must fundamentally underwrite Navy's growth needs and the evolving characteristics of future military employment. This is exemplified in the diversity space where female separations rates today are less than male rates, however, recent DFR achievement in recruiting women is insufficient to assure my COSC directed target of 25% by 2023 and falls well short of my recently promulgated target of 35% by 2035.

3. Following on from the 2018 SoR, the 2019 SoR reinforces my diversity objectives, specifically the need to increase female and Indigenous participation rates within Navy. I have also reflected my requirement to exceed 5% Indigenous participation by 2025.

4. The declining trend in diversity achievement and under performance against the required number of applications indicate a concerning trend in DFR's Navy candidate pipeline. Whilst I have been encouraged by the increase female recruiting rate for officers this FY, the health of Navy's recruiting pipeline is fundamental to success. Of note, a significant proportion of projected overall Navy workforce growth will be in technical workgroups, which are traditionally hard to fill roles and the area least represented by women, I seek your support to assure the issues are addressed and sustained.

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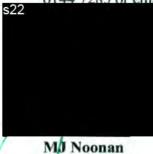
NAVY VALUES COURAGE

INTEGRITY

LUYALTY

FOI 028/19/20 Item 1 Serial 11

5. Navy will continue to work collaboratively with Defence People Group to improve recruiting outcomes and I encourage DFR to identify initiatives in which Navy can help deliver more agile and responsive opportunities. My POC is Director General Navy People, CDRE Tony Partridge: phone 02 6144 7285 or email tony.partridge@defence.gov.au.



VADM **d**N

14 Mar 19

# Annex:

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2019 Statement of Requirement - Key Point Update Summary

### **Enclosure:**

1. 2019 Navy Statement of Requirement to Defence Force Recruiting (BS1134480)

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ANNEX A TO CN/2019/OUT/142 /4 MAR 19

#### 2019 STATEMENT OF REQUIREMENT TO DFR – UPDATE SUMMARY

- Key changes within the 2019 Statement of Requirement encompass:
- a. updated workgroup recruiting priorities
- expansion of officer undergraduate pathway program as a mechanism to improve officer recruiting achievement
- c. increase in female recruiting achievement to facilitate meeting a Navy goal of 35% participation
- d. increase in indigenous recruiting requirements to set Navy on a pathway to exceed 5% participation by 2025 with a specific focus on improving Indigenous officer recruiting achievement
- e. the need to introduce new or extend current recruiting initiatives to improve diversity achievement as well as the requirement to monitor and report on the impact of introduction of diversity specific recruiting initiatives such as Recruit When Ready and Recruit to Area initiatives for women and Indigenous candidates
- f. introduction of the Officer Gap Year program and commencement of ab initio recruiting into the Cryptologic Networks and Navy Police Coxswain workgroups in FY19/20
- g. specific reporting requirements to monitor submariner recruiting forecasts.

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# 2019 NAVY STATEMENT OF REQUIREMENT TO DEFENCE FORCE RECRUITING

#### SUMMARY OF HIGH LEVEL REQUIREMENTS

- Support development of Navy workforce recruiting targets to produce a capable and diverse workforce.
- Ensure DFR attraction efforts and incentives are appropriately weighted to align with Navy's workgroup recruiting priorities.
- Ensure DFR attraction efforts and incentives are appropriately weighted to align with Navy's diversity objectives.
- Ensure DFR efforts are aligned to improve female recruiting achievement; particularly in technical workgroups.
- Ensure DFR efforts are aligned to support indigenous recruiting and improving indigenous recruiting for officers.
- Provide support, as requested, to the planning, implementation and ongoing review of Navy recruiting initiatives.
- Ensure DFR continues to develop Navy specific marketing and attraction campaigns to support my recruiting priorities and diversity objectives.
- Ensure DFR continues to develop and maintain marketing media that aligns with the Navy Brand.
- Ensure DFR promotes availability of flexible work opportunities within Navy after completion of initial military and employment training.
- Source and guide suitable candidates towards workgroups that best suit their attributes to maximise and enhance Navy's candidate supply.
- Apply ADF and Navy specific entry standards to identify suitable candidates and seek a Navy decision where recruiting priority candidates are below this level and there are no alternate suitable candidates available within the recruiting pipeline.
- Actively manage prospective Navy candidates throughout the entire recruiting process to minimise talent loss.
- Continue to seek opportunities to improve target achievement.
- Provide accurate and transparent reporting on DFR's attraction and recruitment effectiveness to confirm validity of extant processes.
- Provide feedback on Navy and DFR policy and procedures to continuously improve target results.

#### 2019 NAVY STATEMENT OF REQUIREMENT TO DEFENCE FORCE RECRUITING

#### INTRODUCTION

1. To support the Defence White Paper 2016 and the Integrated Investment Program, the Australian Government has funded considerable, sustained growth in Navy's uniformed workforce over the next decade and beyond. Navy's Average Funded Strength target in FY30/31 is 15,541, which will require an increase in Navy's strength of around 1,400 personnel over this period. This is the most significant increase in the size of Navy's workforce since the Vietnam War era. The surge to achieve this has already commenced.

- The growth in the workforce is directed towards three capability domains:
- Acquisition, operation and sustainment of new maritime platform capabilities, including the *Hobart* class DDGs, *Hunter* class FFGs, *Supply* class AORs, *Arafura* class OPVs, future *Attack* class submarines and maritime tactical Unmanned Aerial Systems.
- b. Improved seaworthiness outcomes across Navy and enabling Groups under Rizzo program reforms, to be delivered by enhanced seaworthiness regulatory, assurance and materiel support and maintenance organisations.
- c. Enhanced intelligence and cyber workforce capabilities to support Navy and the Joint Information Warfare (IW) domain, including training, force generation and assurance resources, more deployable IW teams, and contributions to strategic portfolio capabilities.

3. A key component of Navy's capital program is the Government's commitment to securing the future of domestic shipbuilding industry capacity through a continuous shipbuilding program. This will require areas of expertise and knowledge not widely available in Navy's current workforce, including engineering expertise in ship design, construction, and delivery, and logistics expertise in through-life support.

4. The workforce growth challenge over the period to 2030 will be met through coordinated action in four key areas:

- a. Sustained, stable increases to Navy's officer and sailor ab-initio recruiting targets over the period, with an absolute focus on getting the very best Australians to join the Navy, including those with expertise in non-military domains willing and able to make a contribution through mid-career entry avenues.
- b. Innovative approaches to improving retention outcomes across Navy's workforce, with the objective to increase the median length of service for officers and sailors in mid-career stages, thereby increasing experience levels across the force and reducing workforce churn.

c. Full implementation of the Total Workforce Model in Navy, to provide Navy's officers and sailors with greatly enhanced flexibility to balance their service commitments with their personal life and other interests, including enhanced conditions of service and career management for those not rendering full-time service.

d. Targeted programs to further shape and contemporise Navy's culture to support enhanced diversity and inclusiveness, including increased female participation in all workgroups and at all ranks.

### RECRUITING TARGET DEVELOPMENT

Support development of Navy workforce recruiting targets to produce a capable and diverse workforce.

5. **DFR role.** I request DFR remains an active contributor in the development of Navy workforce recruiting targets annually. I view the expertise provided by DFR on target audience behaviours, competing markets and recommendations on future attraction efforts, as critical enablers to achieving my required workforce. Involvement in recruiting target development will increase Navy's awareness of DFR process requirements and potential restrictions, and inform DFR of Navy's current and future workforce capability requirements, including the associated challenges that Navy faces in growing a technologically savvy and agile workforce. I request DFR's insight on the achievability of my targets, and for DFR personnel to work closely with my command, workforce and training organisations when identifying new methods to improve target results.

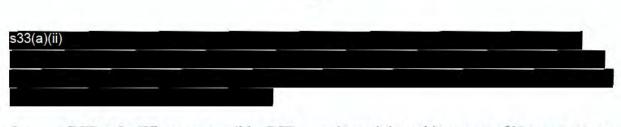
6. **Navy role.** Navy is to ensure that DFR is engaged in the target development process, allowing for earlier awareness and understanding of Navy's capability and training requirements. Target development will take into consideration, as my highest priority, total workforce numbers required to deliver capability and second to this, achievement of diversity across Navy and within workgroups.

7. DGNP will initiate the planning process and coordinate all stakeholder contributions. Targets will be released to DFR through the DGNP Navy Recruiting Directive (RD) by 1 January annually, in preparation for the next FY. At the same time, Navy will provide a forecast of targets for the following three years to allow for early positioning of DFR marketing and attraction activities. Navy will also instigate target reviews in June of each year to ensure targets remain aligned and contemporary to requirement.

# WORKGROUP RECRUITING PRIORITIES

Ensure DFR attraction efforts and incentives are appropriately weighted to align with Navy's workgroup recruiting priorities

# 8. s33(a)(ii)



9. **DFR role.** Wherever possible, DFR must incentivise achievement of Navy targets to ensure recruiting practices are aligned to my workgroup priorities. I seek DFR's subject matter guidance regarding innovative ways to assist in improving inflow to Navy's difficult to fill roles. I also expect that DFR will implement a broader strategy across the service delivery model to improve officer recruiting achievement; an area in which DFR has been consistently challenged. In particular, DFR should review education qualifications to identify individuals more suitable for officer entry when they are initially seeking sailor entry.

10. Over the next three years, I also ask DFR to increase focus on recruitment of sailors via the qualified entry trade and direct entry trade pathways. Prioritisation of these candidates via this entry pathway will be a key enabler \$33(a)(ii)

11. **Navy role.** Advice of Navy's recruiting priorities will also be included in the Navy RD to enable integration into DFR business processes. Any changes to these priorities and requirements will be advised by DGNP. Currently my highest recruiting priorities by employment workgroups and \$33(a)(ii) are:

Officer Workgroups	Sailor Workgroups
s33(a)(ii)	

12. I acknowledge that recruitment alone will not improve the health of these workgroups, and internal remediation plans have been developed to address or mitigate the hurdles. Additionally, Navy will review the process for credentialing qualified and direct entry sailor candidates in order to streamline and minimise review timeframes.

13. Entry Pathways. Navy will continue to review its entry pathways to ensure it maximises avenues to attract candidates towards hard-to-fill officer workgroups. This includes extension of the undergraduate program beyond engineering and medical officer and, where appropriate, consideration of suitable candidates who have not yet commenced university studies.

14. Navy continues to experience shortfalls at the mid-rank level; requiring innovative recruiting solutions, including ongoing use and refinement of Mid-Career Entry (MCE) as a means of short-term contract employment in the Permanent Navy and extension of the Scheme to apply greater flexibility in entry timeframes. Requirements for recruitment under the MCE Scheme have been identified in the DGNP FY19/20 RD. DGNP will also provide advice of additional MCE requirements to DFR at the earliest opportunity with the aim of

providing a minimum six month lead time for recruiting. It is anticipated that the targets will include roles across officer and sailor workgroups.

#### DIVERSITY OBJECTIVES

Ensure DFR attraction efforts and incentives are appropriately weighted to align with Navy's diversity objectives.

15. Navy recognises a balanced and inclusive workforce will achieve greater capability and form the basis for a sustainable Navy. Australia has a demographically diverse population and a diminishing 'traditional' talent pool. Consequently, to deliver capability, we need to focus on attracting Australians from all segments of society and recognise that the recruiting pool is made up of potential applicants of varying ages and differing life stages. Accordingly, my next priority is to enhance diversity.

16. **DFR role.** As recruitment specialists, DFR needs to ensure Navy is promoted as an inclusive employer that values the talents and contributions of people regardless of gender, cultural and linguistic diversity or sexual orientation, and that Navy recognises diversity as a strength to enhance our Service. I also expect DFR to promote career opportunities across the age spectrum.

17. **Navy role**. I have a well-established Diversity and Inclusion Directorate and a *Navy Diversity and Inclusion Strategy* which articulates my strategic intent. This Directorate will continue to work closely with the Directorate of Recruiting Management – Navy (DRM-N) to ensure Navy and DFR remain strategically and operationally aligned.

Ensure DFR efforts are aligned to improve female recruiting achievement; particularly in non-traditional technical workgroups.

18. **Female Recruitment.** One of my key objectives is to improve female participation rates. I acknowledge the previous success DFR has achieved in overall female recruiting and whilst I have noted improved officer female recruiting achievement in this financial year, I am concerned by the decline in overall achievement – both in real numbers and percentage. This declining trend presents as a risk to achievement of my diversity goals. There are certain areas, specifically the technical workgroups which form a significant portion of the growing Navy workforce, where target achievement is a critical pathway to achieving the COSC-directed 25% female participation by 2023 and my more ambitious target of 35% female participation by 2030.

19. **DFR role.** DFR needs to meet annual female targets designated in the Navy RD in order to ensure a more diverse workforce and to meet the directed participation rates and my 35% goal. Additionally, to facilitate gender balance in the most efficient and effective manner, I request that DFR:

a. examine and identify new recruitment initiatives to attract and increase the supply of female applicants applying for Navy occupations

- continue to encourage women to consider a wide variety of roles with a focus on non-traditional (STEM) roles in order to facilitate growth in technical trades; specifically for General Entry (GE) Marine and Electronics Technicians as these areas have the lowest rates of female participation
- development of a long-term strategic plan to increase attraction to the ET/MT workgroups to place Navy on the trajectory to meet female targets
- monitor and report on the impact (effectiveness of the initiative as an attraction tool and resultant recruiting achievement) of the two-year reduced Initial Minimum Period of Service (IMPS) initiative currently in place for designated Navy employment workgroups
- e. continue to provide support to Navy focused Defence Workplace Experience Program (DWEP) initiatives and activities; track DWEP participants through the recruiting pipeline
- f. monitor and report on the impact of introduction of Recruit to Area (RTA) and Recruit when Ready (RWR) initiatives on female recruiting achievement
- g. continue to provide assistance to Navy in the development of new recruiting initiatives.

20. **Navy role.** Having challenged Navy to achieve 35 % female participation, I acknowledge that improvement in retention is a significant factor and am implementing measures to improve retention. Notably, female separation rates today are presently better than male. I have also directed my Commanders and staff to invest effort in this area. To support recruiting, Navy will:

- provide support to DFR, including SRT-W, DFR Navy staff, access to resources including personnel, bases and fleet units where possible to facilitate DFR attraction activities, and early participation in Navy target planning processes
- b. further expand workplace experience opportunities such as female-focused technical trade camps and ensure DFR is provided with a list of female participants in Navy oriented DWEP Workplace Experience Programs
- c. continue to detail future female supply targets within the annual Navy RD; as these targets reflect the growth requirement to meet my diversity goals
- d. through DGNP, monitor female representation within and across Navy workgroups and consider opportunities for target allocation beyond six months (out to 12 months) in order to improve gender balance and meet my recruiting priorities.

Ensure DFR efforts are aligned to support indigenous recruiting pathway programs and improving indigenous recruiting for officers.

21. **Indigenous.** The ADF has Government-mandated targets for Aboriginal and Torres Strait Islander (Indigenous) participation (2.7%) which is part of the 'Closing the Gap' initiative to increase Indigenous participation and address historical disadvantage. In line with the ADF Indigenous Employment Plan (Nov 18), Navy is committed to progressively building full time Indigenous representation to 5% by 2025. Also, cognisant of the low level of representation in Navy's officer cohort, I have set Navy a target to increase Indigenous officer representation to 80 by 2028.

DFR role. To enable Navy to reach 5% representation by 2025, from a current state of 3.2%, I need DFR to achieve the Indigenous recruiting percentage targets as articulated by DGNP: currently set as 10% across sailor and officer entry for FY 19/20. To assist in meeting

continue to prioritise Indigenous candidates through the recruiting process a.

22.

these levels I ask that DFR will:

- focus on increasing the pool of Officer Entry (OE) Indigenous candidates and present b. an adequate number of officer dossiers for consideration per annum to facilitate the OE target achievement. To achieve this I expect DFR to:
  - i. investigate and implement initiatives to more actively promote officer careers to Indigenous talent in their secondary to early tertiary years
  - ii. identify OE candidates to Navy at earliest opportunity to enable Navy to consider options for bespoke and individualised officer entry pathways.
- pursue opportunities to use Defence Technical Scholarship Scheme funding to c. support Indigenous talent (potential applicants)
- d. monitor and report on the impact of introduction of Recruit to Area and Recruit when Ready initiatives for general entry sailors on Indigenous recruiting achievement
- pursue initiatives to increase the candidate pool for NIDP and report on the impact on e. the recruiting pipeline and target achievement of extending screen and select activities to include a decentralised approach for NIDP.

23. Navy role. Navy will continue to provide support to DFR efforts to produce required indigenous outcomes, including SRT-I, access to personnel, shore establishments and ships to facilitate DFR attraction activities, and early participation in Navy target planning processes. Navy will also:

- work with DFR to develop and implement officer entry initiatives a.
- pursue Indigenous community engagement activities to promote awareness of Navy b. as a career opportunity
- work to improve retention of Indigenous members c.
- d. expand and promote opportunities for sailors to pursue internal officer career pathways
- expand existing policies to accommodate sponsorship of Indigenous students at both e. secondary school and tertiary education establishments to provide flexible pathways to officer entry
- f. expand the existing NIDP to facilitate a development pathway to technical trades.

# SUPPORT TO FUTURE INITIATIVES

Provide support, as requested, to the planning, implementation and ongoing review of Navy recruiting initiatives.

24. Navy will continue to work closely with DFR in the development and implementation of recruiting initiatives.

25. **DFR role**. I view DFR's contribution to the development, implementation and review of new Navy recruiting initiatives as essential. As such, I request that DFR is actively involved in current and projected initiatives, which include:

- Officer Gap Year Program. Implementation and bedding down of the officer program.
- Bespoke recruitment. Navy will continue to engage DFR to further develop the best way to attract, identify and recruit applicants through the use of bespoke recruiting methods, such as MCE.
- c. Undergraduate recruitment. Navy will introduce the option to consider candidates for entry via this pathway who have not yet started university. This initiative will be targeted towards meeting hard-to-fill workgroup targets and aligned to applying maximum flexibility to improve Indigenous officer recruiting.
- d. Naval Police Coxswain (NPC). Introduction of ab initio recruiting for NPC to facilitate first intake through Recruit School from January 2020.
- e. Cyber PN and Reserve capability. Introduction of ab initio recruiting for Cryptologist Network sailors into the PN from July 2019. Also, identification of uniquely qualified personnel who are experienced in cyber and may have obtained requisite security clearances for consideration for enlistment or appointment in the Reserve or Permanent Navy.
- f. Submariner recruitment. Transition of Submarine Selection Course to a pre-entry selection screening during the DFR recruiting process.

26. **Navy role**. Navy will aim to provide DFR with sufficient warning (at least six months) of impending changes to employment workgroups, recruiting pathways or diversity initiatives so DFR can manage existing candidates' expectations or attract new candidates.

# ATTRACTION PRACTICES

Ensure DFR continues to develop Navy specific marketing and attraction campaigns to support my recruiting priorities and diversity objectives.

27. **DFR role.** I expect DFR to continue to work closely with Navy to ensure that all marketing and attraction campaigns remain updated and supported with specific and individualised projects that align with and support my recruiting priorities and diversity objectives. I seek for DFR to ensure that metrics regarding the success of campaigns are maintained and used to refine future marketing and attraction outcomes.

28. More specifically, attraction practices will need to continue to be focused towards the projected growth in the submarine workforce that will be required to facilitate transition to the future submarine force.

29. Navy role. Navy, through DGNP, will provide advice in the Navy RD on an annual basis detailing my immediate and longer term attraction priorities. Navy will assist DFR in identifying opportunities that support larger marketing and attraction campaigns, and in the development of new campaigns. Navy will continue to work closely with DFR to develop attraction and marketing initiatives that set the groundwork for long-term growth of the submarine force.

Ensure DFR continues to develop and maintain marketing media that aligns with the Navy Brand.

30. **DFR role.** DFR is expected to continue to promote Navy as a diverse, inclusive and technologically advanced organisation, based around the core values of Honour, Honesty, Courage, Integrity and Loyalty. I expect DFR to maintain regular consultation with and gain clearance through DRM-N to DGNP and Navy Strategic Communications (including Navy Brand) to ensure all media is suitable for Navy and aligned with my priorities and diversity objectives.

31. **Navy role.** Navy, through DGNP, will continue to identify opportunities for DFR to obtain the required media access to support marketing campaigns, advertisements and associated marketing material. The DRM-N (Recruiting Liaison Officer – Navy) will provide oversight and additional subject matter input when required, and facilitate approval of all media.

Ensure DFR promotes availability of flexible work opportunities within Navy after completion of initial military and employment training.

32. Whilst delivery of capability remains my most important priority, Navy recognises that flexible service options can be a key enabler to personnel retention and is likely to be a significant attractor to the diverse range of candidates that Navy seeks to recruit.

33. The ADF Total Workforce Model (TWM) is a 'whole of ADF' workforce framework designed to enhance capability by providing Navy with the flexibility to manage its workforce across a range of full-time and part-time service arrangements. By transforming the types of service available, a more agile, integrated, sustainable and capable force can be delivered. For Navy, it will provide flexibility by allowing individuals to change between patterns of service – full time and other than full time options – as their personal and professional circumstances change. When entering the Permanent Navy the options offered under the TWM are unlikely to be available due to employment workgroup training and initial sea service requirements. These potential opportunities will expand after completion of initial minimum periods of service.

34. **DFR role.** I expect DFR staff to have an awareness of the flexible workplace arrangements available within Navy and the flexible employment opportunities that the ADF

Total Workforce Model can provide. I expect DFR will promote the flexible work opportunities that may be available to candidates as their personal circumstances change in the course of their career.

35. **Navy role.** Navy will continue to maximise flexible service options and opportunities that are compatible with capability delivery. Navy will think innovatively about ways to use the increased flexibility offered within the TWM at both individual and organisational levels and will provide advice to DFR on what is to be communicated to candidates in this framework.

# **RECRUITMENT PRACTICES**

Source and guide suitable candidates towards workgroups that best suit their attributes to maximise and enhance Navy's candidate supply.

36. Now and into the foreseeable future, I will continue to need smart people to operate a Navy equipped with smart platforms (surface, sub-surface, air and information warfare) and our people need to be able to adapt and keep learning as we develop new capabilities.

37. Navy recruiting requirements will differ from those of Army and Air Force. The Navy is a highly technical workforce that deploys at sea for significant periods of time (and for many individuals, for a significant portion of their career). This working environment is not one with which most candidates are familiar and it can be quite difficult to explain to potential recruits. However, inducting inadequately prepared candidates can result in recruits or officers later declaring that they had not sufficiently considered the implications of a seagoing career before joining.

38. In order to reduce this risk, Navy candidates need to demonstrate a good awareness of the maritime environment and associated lifestyle implications before they commit to service in the Navy. I expect this to be managed through the recruitment/selection process to ensure candidates are well informed, motivated and are socially and emotionally capable to adjust to a career in the Navy.

39. **DFR role.** I expect DFR to provide Navy with the best and brightest and the most motivated men and women you can find. I expect that all DFR staff who interact with prospective candidates are conversant with my expectations for candidates. I expect DFR to continue to guide candidates towards jobs that best suit their attributes, and align with candidate preferences. I want DFR staff to be motivated to source candidates for Navy, and to have sufficient understanding of the Navy environment and Navy roles to enable them to provide sound advice on jobs that best suit each candidate's attributes. When determining suitability DFR must ensure prospective Navy candidates have:

- character traits compatible with Navy's values which includes an inclusive mindset, a willingness to work with diverse personnel and recognition of gender equality
- b. motivation and understanding of what it means to serve our Nation
- c. the aptitude to be trained

- d. the physicality (based on medical, psychological and fitness outcomes) to be conditioned for the role(s) they are interested in, and where there are concerns regarding a candidate's potential, and there are anticipated shortfalls in the recruiting supply of suitable candidates, I ask that DFR makes use of the waiver system allowing Navy to determine if the individual is suitable for service
- e. an understanding of the inherent nature of service including application to the Navy environment and the role the applicant is seeking to fill.

40. The ability to transfer sailors to other workgroups once they are recruited is very limited, so I ask DFR to ensure the expectations of the candidates are managed through the recruiting process. Options to transfer will not be available where individuals are recruited into critical or priority workgroups, and opportunities in other workgroups are limited.

41. To afford candidates the opportunity to gain first-hand information and make an informed decision about their preferred employment category, I expect DFR staff to access the respective Navy employment workgroup Point of Contact, particularly when direct access to a Navy Subject Matter Expert (SME) within DFR is not available. I also request that DFR provide feedback to DRM-N if DFR staff are having difficulty gaining contact through this mechanism.

42. **Navy role.** Navy, through DGNP, will continue to provide up-to-date information on all Navy roles, enabling candidates to make well-informed decisions on their career choices. Navy will continue to provide assistance to DFR recruiting activities via access to resources including personnel, major equipment, bases and fleet units.

43. Navy, through the Navy People Career Management Agency (NPCMA), will continue to review military personnel being considered for DFR postings to confirm they possess the qualities I expect for this important representational role, and are the most appropriate ambassadors for the variety of trades and professions resident in Navy. Navy will continue to provide appropriate gender (at least 25% women) and workgroup ratios amongst staff across the Recruiting Centres.

### ENTRY STANDARDS AND WAIVERS

Apply ADF and Navy specific entry standards to identify suitable candidates and seek a Navy decision where recruiting priority candidates are below this level and there are no alternate suitable candidates available within the recruiting pipeline.

44. The current standards for eligibility (medical, education, psychological profile, criminality, citizenship, checkable background for security clearance) and suitability provide an effective and suitable initial screen and will continue to be applied.

45. Notwithstanding, I remain supportive of any innovation that streamlines the recruiting process, increases throughput of suitable candidates, potentially broadens the pool of available candidates and facilitates selection of quality candidates. I am also broadly supportive of the removal of systemic barriers to entry, including changes which facilitate 'screening in' rather than 'screening out' candidates. It remains important, however, that DFR delivers candidates who are well suited to meet Navy's specific workforce requirements.

46. **DFR role.** I expect DFR to seek to recruit the highest quality candidates for all workgroups and methods of entry. I support the recent introduction of measures as a first step in applying merit-based selection methodology for GE candidates and request that DFR monitors and reports on the effectiveness of these measures. I also expect DFR to continue to develop supporting mechanisms within the Service Delivery Model to accommodate these merit-based selection processes.

47. DFR should continue to use the waiver process for candidates where it is required to assist in meeting my recruiting priorities and diversity objectives or where DFR is of the view that a candidate is in all other aspects an exceptional candidate. In the normal course of events I expect candidates who meet entry standards are progressed to entry ahead of those who require waiver. In relation to waivers, I also expect DFR to:

- undertake an assessment of national recruiting pipeline health to confirm that there are insufficient quality or suitable candidates to meet Navy's needs, prior to submitting waiver requests to Navy for consideration
- ensure that Letters of Offer are not issued to candidates, unless authorised by Navy, until waivers have been approved
- c. consider if there are alternative Navy roles for these candidates where a waiver may not be required, or their skills may align with a different role or entry pathway.

48. I expect all DFR staff and candidates to be fully conversant with the requirements/components of the Navy Fitness and RAN Swim Test requirements. Candidates must be questioned on their knowledge of the Swim Test and counselled accordingly during their assessment session.

49. **Navy role.** DGNP will endeavour to provide DFR with sufficient warning (at least six months) of impending changes to employment workgroups, that impact DFR recruiting entry or assessment standards. Complementary to the implementation of the J22 medical waiver initiative, Navy will actively review medical entry standards to ensure they remain appropriately aligned to employment requirements. Additionally, to minimise processing times for candidate assessments Navy will:

- aim to process waivers and conditional entry applications within three weeks, excluding complex cases
- b. aim to complete all service suitability checks within 30 days
- refine its procedures for assessing qualified and direct entry sailors to minimise processing timeframes
- endeavour to provide DFR 90% of all credentialing outcomes across the full range of trades within 30 days of receipt.

50. DGNP will continue to assess workgroup requirements and provide specific advice to DFR in regards to waiver considerations that may need to be applied to facilitate 'niche' recruitment, for example via the MCES.

# CANDIDATE MANAGEMENT

Actively manage prospective Navy candidates throughout the entire recruiting process to minimise talent loss.

51. **DFR role.** I ask that DFR endeavour to maintain regular contact with every Navy candidate from the point of application to the time they enter Navy or withdraw from the process. This contact is critical to show the candidate that Navy is genuinely interested in them. I have provided SRT resources to support this, and I request that they be used to achieve this effect with my diversity targets. Where additional support is required, Navy will consider innovative ways to support DFR recruiting processes, including the use of Permanent and Navy Reserve personnel for attraction and candidate care activities. I also need DFR to continue supporting candidates in the improvement of their physical fitness once they pass the PFA to better prepare them for recruit training.

52. DFR is also requested to commit to providing accurate and timely information to candidates and respond promptly to their enquiries. Additionally, I ask DFR to facilitate a timely, smooth recruitment experience for each candidate, including redirection of Navy candidates at the earliest opportunity to other Navy job roles if they are unlikely to be competitive for their original role.

53. Navy role. Navy will continue providing SRT support and is prepared to consider the allocation of additional resources based on DFR analysis and recommendations, and expects an increase in requirement for access to submariners and Navy female technical sailors to support recruiting initiatives.

#### TARGET MANAGEMENT

### Seek opportunities to improve target achievement.

54. Navy is limited in its ability to recruit above set targets and alignment to recruiting intakes remains a critical enabler to overall target achievement. However, there may be situations where flexibility can be applied to facilitate recruiting achievement where targets have not been set or exceptional candidates have been identified.

55. **DFR role.** DFR should synchronise the attraction, recruitment and target management practices to aim for 100% outcomes of Navy supply targets each year. I request that DFR seek opportunities to improve target result rates for my recruiting priorities and diversity objectives – particularly across technical workgroups for females. Where additional recruiting opportunities that will assist in meeting my priorities and objectives have been identified, I require DFR to use existing procedures, such as recoup requests and recruit-when-ready (for workgroups as identified by DGNP), and the initiatives covered in this SoR to enable prompt recruitment.

56. **Navy role**. Navy will support DFR through facilitating, wherever possible, requests to enable target achievement. DGNP will manage the workforce supply targets for Navy and authorise any amendments. DGNP will continue to maintain a live target results report on the Defence Protected Network as a common operating picture for all stakeholders. DGNP will

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ensure that any potential target volume and mix changes, or changes to intake dates are advised to DFR to align with DFR / Manpower Group contractual requirements.

#### **REPORTING PRACTISES AND CONTINUOUS IMPROVEMENT**

# Provide accurate and transparent reporting on DFR's attraction and recruitment effectiveness to confirm validity of extant processes.

57. **DFR role.** I request that DFR maintains transparent reporting practices that measure the success of Navy's attractiveness based on the outcomes of brand campaign and targeted marketing activities. In particular, I am interested to see whether investment in attraction efforts and brand activities are linked to target outcomes. In addition to current reporting requirements, I require:

- NIDP target achievement to be reported separately from GE achievement results
- twice yearly analysis of impact of reduced initial minimum period of service on female recruiting to be delivered at the Navy Induction Management Group Meetings (NIMG)
- quarterly reports and trend analysis on projected submariner achievement, the health of the submariner candidate pool and submariner applications (GE and OE).

58. **Navy role**. Navy will monitor DFR reports and provide support and resources wherever possible to assist in addressing any attraction and marketing or recruiting shortfalls.

Provide feedback on Navy and DFR policy and procedures to continuously improve target results.

59. **DFR role.** I request DFR regularly review and report to Navy on internal and interagency procedures, and identify opportunities for improvement. Navy will continue to provide feedback on GE and OE intakes. I ask that DFR conducts regular surveys of Navy candidates to ascertain levels of customer satisfaction with the recruiting process, and to identify opportunities to further enhance supply practices.

60. Additionally, where Army and Air Force seek to implement new initiatives, Navy would like to be afforded the opportunity to consider the same initiatives.

61. Navy role. Navy will be equally responsible for reviewing business practices for ongoing improvement. I expect Navy to be responsive to feedback from DFR, and to adapt to ensure optimal generation of workforce capability.

Vice Admiral M. Noonan, AO, RAN Chief of Navy

Mr A.P Fraser Deputy Secretary Capability Acquisition and Sustainment Group and A/Deputy Secretary National Naval Shipbuilding

For Information: Mr Peter Chesworth First Assistant Secretary National Naval Shipbuilding

Final Report: Independent Critical Peer Review of Naval Workforce Planning

References:

Α.	s47G
Β.	
C.	Email Advice from Mr Fraser of 29 May 2019 (17:19)

Dear Admiral Noonan and Mr Fraser

Please find attached our final report for the Independent Critical Peer Review of Naval Workforce Planning. We have also attached our review of the Submarine Workforce provided in December 2018.

It has been a pleasure to provide this service and we trust it will serve to assist CN in developing the revised workforce targets for which this work was commissioned.

	s22
Boyd Robinson, AM	David Shackleton, AO
Rear Admiral RAN	Vice Admiral Rtd
30 June 2019	30 June 2019
s22	s22
s47F	s47F
Attachments:	

- 1. Independent Critical Peer Review of Naval Workforce Planning Final Report
- 2. Submarine Workforce Interim Report December 2018

# INDEPENDENT CRITICAL PEER REVIEW OF NAVAL WORKFORCE PLANNING

**FINAL REPORT** 

Boyd Robinson, AM Rear Admiral RAN

30 June 2019

David Shackleton, AO Vice Admiral Rtd

30 June 2019

### **Executive Summary**

Australia has embarked upon an unprecedented recapitalisation of the Royal Australian Navy (RAN) during a period of increasing major power interest in the Indo-Pacific region. The RAN will be prominent in Australia's increased engagement in its wider region and will be required to operate its new Fleet at higher operational availability than in the past. Navy's workforce is essential for this endeavour and will need to be shaped and sized to meet this challenge.

Navy's trained force strength in March 2019 included s33(a) approved positions. This is s33(a) In terms of total authorised

strength, Navy's workforce in March 2019 was about 14,200, s33(a)(ii)

For Navy's trained force to reach 15,400 by 2024/2025, it will need to grow at around 550 personnel annually. This is necessary to operate the 2019 Fleet effectively, whilst preparing to operate the Future Navy. A focus on retention is needed to increase the workforce to provide sufficient midranking sailors and officers in the near term while reducing the cost of workforce turnover in the long term.

Junior officers and sailors manning the Fleet today will be the mid-level supervisors of the 2024 Navy. The requirement for sea experienced sailors and officers will be substantially higher from 2024 on, and this drives a need for improved retention along with modest growth in numbers from 2019 to 2024.

From 2024, the Navy will begin to grow more significantly to support the numbers of sailors and officers required to crew future ships. This growth will continue over the subsequent decade as the RAN builds and operates what are expected to be the most complex warships and most advanced conventional submarines in the world.

By 2029, Navy will need to be almost the size of the Future Navy with multiple ships in construction and training programs for new ships and submarines fully underway. Today's junior sailors and officers will be serving at sea as the Chief Petty Officers and Commanding officers of those advanced ships and submarines, and as the leaders of Navy's training workforce.

Improved training technology and methods will be needed to grow the workforce and support the requirement for time at sea on first and second sea postings that develops the individual's primary operational skill and experience. The previous assessment of submarine training needed to grow the workforce and operate the Attack Class submarines is germane.

Navy has a career long requirement for sustained time away from home and family to an extent not experienced by the other services. Sea service is hard on individuals and harder on their families. The Sea to Shore ratio is the balance between postings in ships and postings ashore.

Navy must therefore maintain an appropriate work/life balance (Sea/Shore ratio) in order to retain sailors and officers over the course of 20-30 years, where regular sea service along the way will be necessary. Without that balance, it will not be possible to retain the sailors and officers with the

experience required to operate a technologically advanced Navy. An interim sea:shore ratio will be needed to support workforce growth from today's undersized workforce. A long-term sea:shore ratio should be set at the same time to provide the recruiting targets needed for a larger and more resilient future Navy.

Navy's shore positions should be assessed for their utility in contributing meaningfully to the professional growth of its officers and sailors. To accommodate a growing workforce with increasing technical skills, a greater number of shore-based positions will be required well before the growth of crews and officers that will be forming in 2024. Key shore positions for officers and sailors should be identified and closely managed to ensure deep professional experience and knowledge is gained to support Navy's Aegis and submarine programs.

Assigning clear accountability for the achievement of Navy's training, retention and workforce growth will be important. Defence's organisational responsibilities for recruiting may need to be delegated to the Chief of Navy to provide Navy more freedom for responsiveness. It will require a Navy wide effort to find and keep its most talented people. CN may need to reassign accountabilities to individuals within Navy for achieving the desired workforce outcome.

A periodic review, and if needed, a re-baselining of Navy's workforce requirements would give Defence confidence in understanding the success of RAN growth both in numbers and experience. Regular reviews would also assist in the determination of recruiting targets and demand management within Navy and more generally across Defence.

The Royal Australian Navy is on a journey of change that will prove to be among the most demanding it has experienced. It must operate and maintain its aging fleet of ships and submarines at a higher than before operating tempo while preparing to transition to a future fleet of the world's most complex warships and conventional submarines. These new warships will be built in Australia with some unique design elements and equipment integration. This requires collaboration and a deep understanding across Government, Navy, Defence and industry to develop and maintain a Navy workforce with advanced skills capable of operating, maintaining and modernising these platforms and systems. This is a challenge not to be underestimated.

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# 1 Introduction

### 1.1 Engagement to Conduct a Review of the Workforce of the RAN

1.1.1 This report is the second of two independent reviews of the 2018-2019 Royal Australian Navy's Workforce. The first review focused on the RAN Submarine Force and was delivered in December 2018.

1.1.2 This review is primarily focused on the Surface Navy workforce requirements for a larger and more complex fleet of Air Warfare Destroyers and ASW Frigates. Both Classes of Surface Ships use the Aegis Weapons System which bring tremendous warfighting capability, and in turn, an increased need for the training and the retention of experienced sailors and officers.

1.1.3 While the two reports have been conducted independently and for very different workforces, themes of maintaining a clear focus on training, retention and growth along with the need for clear accountability for achieving that outcome within Navy are common to both reports.

# 1.2 Purpose

1.2.1 The reviewers were asked to examine and make recommendations concerning the naval workforce required to meet the RAN's current and foreseeable needs out to the year 2050, and beyond as considered appropriate. Recommendations to be proposed were required to:

- a. take into account an assessment of current and anticipated future demands based on force structure changes, levels of operational commitments, and other considerations as the review team considers appropriate; and
- b. suggest corrective action concerning the adequacy of Navy's workforce governance and its management and risk controls framework.

### 1.3 Timing of the Review

1.3.1 This review commenced on 25 February 2019 and was conducted under the combined direction of CN and Deputy Secretary National Naval Shipbuilding (DEPSEC NNS). The Terms of Reference for this review are provided at Annex C.

1.3.2 Final delivery was intended to be on 31 October 2019, however the schedule for Defence's Force Structure Plan has necessitated completion by 30 June 2019.

1.3.3 This report is therefore focussed on matters addressed within the time available and represents the final stage of the review.

### 1.4 Structure of the Report

1.4.1 Because of the truncation of our work, we have not presented recommendations associated with our findings. But we are confident that the evidence and findings in this report are robust enough to be worthy of consideration. This report comprises a synthesis of:

- a. an assessment of data provided by Defence and the RAN,
- b. findings from consultations conducted with officers having responsibilities for achieving the Navy's mission through its workforce, and

c. judgement on the part of the reviewing team as to matters they encountered during their task.

# 1.5 Future Independent Reviews

1.5.1 We suggest that periodic independent reviews will give Defence confidence in understanding the success of Navy's workforce programs in meeting its goals for the surface and submarine force. In turn, they would assist in maintaining more generally the balance across the Defence workforce, both uniformed and civilian.

# 2 Context and Assumptions for the Review

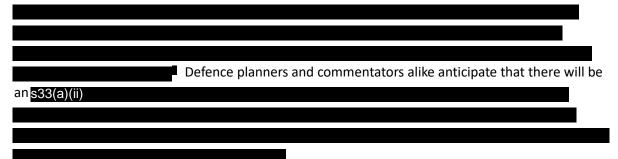
#### 2.1 Summary

2.1.1 Australia is embarking on an unprecedented recapitalisation of the RAN, in capability and in method of acquisition during a period of increasing major power interest in the Indo-Pacific region. The RAN will be prominent in Australia's increased engagement in its wider region and should anticipate that it will be required to operate its new Fleet at its designed operational availability. Navy's workforce is essential for this endeavour and must be shaped and sized to meet this challenge.

### 2.2 Strategic Context

2.2.1 The mission of the RAN is to fight and win in the maritime environment.<sup>1</sup> It is developed, structured, trained and supported to deliver combat power at and from the sea.<sup>2</sup> Navy's professional mastery, along with those of the other two armed Services, as increasingly supported by other Defence elements, is the critical foundation on which its contribution to all Joint operations are based.

# 2.2.2 Those in senior policy positions with whom we consulted were of the view that s33(a)(ii)



2.2.3 Our assessment from this advice is that the Government would expect that, with varying degrees of notice, the Navy will meet Government's requirements in terms of operational effect and for the duration it deems is needed when applying this element of national power. This requires the Navy to fully comprehend its obligations for maintaining availability and sustainability of its Fleet.

2.2.4 Navy's operational capability should be delivered through a competent and resilient workforce, made up of both uniformed and non-uniformed Government personnel, and industry. To do this, Navy will need to reconcile and balance the maintenance of its combat preparedness with the many important, and often conflicting, requirements of recruitment and retention, education and training, peacetime operations, sustainability and future capability development. Managing the strain on Navy's workforce will be a key success factor in these circumstances.

<sup>&</sup>lt;sup>1</sup> Royal Australian Navy, *Australian Maritime Doctrine (RAN Doctrine 1) 2010*, 2nd ed. (Canberra, ACT: Sea Power Centre Australia, 2010), 1.

<sup>&</sup>lt;sup>2</sup> Royal Australian Navy, 1.

<sup>&</sup>lt;sup>3</sup> This is true for the ADF at large.

2.2.5 To meet government objectives, the RAN is undergoing a significant recapitalisation. In addition to a range of supporting infrastructure and other projects, the Government has entered into contracts for the acquisition of:

- a. 12 regionally superior conventional submarines to be known as the Attack Class,
- b. 9 advanced large displacement frigates to be known as the Hunter Class,
- c. 2 large multi-purpose support ships to be known as the Supply Class, and
- d. 12 offshore patrol vessels to be known as the Arafura Class.

2.2.6 These new platforms, to replace existing Classes of ships, submarines and patrol vessels, will enter service progressively as the Government's continuous naval shipbuilding program gains pace. They will complement three modern guided missile destroyers<sup>4</sup> and two large landing ships,<sup>5</sup> and an amphibious ship<sup>6</sup> already in service. The design of each of these platforms and most of their combat and other systems are sourced from overseas and integrated during their construction<sup>7</sup> and later phases of delivery. This is a very demanding task for all concerned, as will be their support when in service.

2.2.7 Navy therefore faces a fundamentally different paradigm than previously where it took adhoc delivery of ships and submarines.

# 2.3 Purpose of Navy's Workforce

2.3.1 While it is self-evident that people are essential for the delivery of operational and other effects, we consider that a definition of the characteristics of Navy's workforce is important to enable an assessment to be made of its fitness for purpose. The following has been adopted for this review:

"The primary purpose of Navy's workforce is to operate and sustain its platforms and systems, continuously and successfully, in demanding and lesser operational circumstances, and to meet the professional needs of leading and managing the RAN and the broader ADF. Navy's workforce must be capable of contributing meaningfully to determining and delivering the capabilities required for Australia's naval needs."

### 2.4 Workforce Planning Assumptions

2.4.1 All planning is underpinned by assumptions, and for Navy's workforce planning, the following assumptions are incorporated into how this review has addressed associated issues:

- <sup>5</sup> Canberra Class
- <sup>6</sup> Choules
- <sup>7</sup> Ships of the Supply Class are being built in Spain.

<sup>&</sup>lt;sup>4</sup> Hobart Class. *Sydney's* introduction has been delayed so as to enable installation of modifications necessary for embarkation of upgraded Seahawk helicopters. Delaying its introduction has also permitted a delay in forming its crew, for which Navy is having difficulty in sourcing.

- The operational tempo<sup>8</sup> sets the requirement to be met by the workforce. Surge requirements above this level of activity should be considered in planning the workforce and will be informed by previous and current practice, and that which is forecast.
- b. The focus of the majority of Navy's workforce is on meeting and sustaining<sup>9</sup> its operational performance requirements.<sup>10</sup>
- c. The ranks of those in the operational workforce are primarily from AB to CPO, and LEUT to CMDR. Members of the RAN who are intrinsic to Joint capabilities that support naval and maritime operations are included in this criterion.<sup>11</sup>
- d. Other than by exception, officers and sailors of higher rank required by the RAN, the ADF and the Department<sup>12</sup> will ultimately be drawn from within Navy's operational workforce.<sup>13</sup>
- e. The Australian recruiting base will support generating and sustaining a permanent Navy workforce s33(a)(ii) at various levels of workforce turnover.<sup>14</sup>
- f. New entry personnel who are undergoing initial qualification training are not effective members of the workforce and will not be counted as such.
- g. Not all members of the workforce will be fit for duty or available for duty all the time.
   Appropriate allowance is made in planning the size of the workforce to incorporate personnel who are in the trained force but unavailable for duty.
- 2.4.2 These considerations determine the size of the uniformed workforce needed by the Navy.

#### 2.5 Other Assumptions and Factors

2.5.1 The following assumptions are also regarded as being inherent in Navy's workforce planning and, due to time constraints, except where highlighted in the report, have not been subject to rigorous examination:

- <sup>9</sup> Sustain includes maintain, logistically support, and provide the full scale of training.
- <sup>10</sup> This includes Joint functions which have an essential enabling role for the conduct of operations, including intelligence, security, medical and communications.
- <sup>11</sup> Joint functions for junior to mid-rank personnel include intelligence, security, medical and communications.
- <sup>12</sup> Such as CASG.
- <sup>13</sup> Adoption of this assumption might constrain Navy's ability to meet non-direct-Navy demands. There is a natural limit as to how many senior personnel can be generated from Navy's base who will have the characteristics expected of such senior ranks. This review does not deal with this matter in detail.
- <sup>14</sup> Although Navy has reached this level previously in periods other than global warfare, this figure was questioned by some as being realistically achievable in a time of national low unemployment.

<sup>&</sup>lt;sup>8</sup> Operational tempo is taken to include all aspects of preparation and conduct of operations requiring the presence of naval personnel and assets. It is driven by meeting minimum standards of training and readiness required to meet Government's strategic guidance for operations and tailored to meet directed tasks flowing from Government policy objectives.

- a. The introduction of new ships will be managed such that a capability gap is not created through premature retirement of the ships being replaced. This will require additional personnel through the transition period until it is completed.<sup>15</sup>
- The rank structures for officers and sailors are appropriately segmented, and provide utility for differentiating education, training and levels of experience to meet Navy's requirements.
- c. Education, training and experiential requirements are evaluated formally on a sufficiently regular basis to ensure they meet contemporary needs and those needs reasonably expected to be encountered in the foreseeable future.

#### 2.6 Supporting Tables of Data

2.6.1 Data tables supporting the main discussion of this review are contained in Annexes to the report. All data was sourced from DPG as provided to the review team by Navy.

<sup>&</sup>lt;sup>15</sup> Continuous naval shipbuilding means that managing such transitions will also become a normal state of affairs, requiring periodic workforce increases to ensure continuity of capability.

# 3 Key Findings

#### 3.1 Introduction

3.1.1 The following key findings summarise the body of this report. The detail associated with each can be found herein.

### 3.2 Key Finding 1: Navy's Current Workforce Needs to Be Stabilised

### 3.2.1 s33(a)(ii)

About 5% of

positions are manned by reservists, which has denuded the surge capacity available to support rapid manning of new capabilities pending future growth in the permanent force.

s33(a)(ii)			

3.2.3 Navy's current workforce needs to be stabilised. Losses need to be minimised and intensive management of experience and professional growth for each of its members should be implemented. Recruitment should be increased to match initial targets required for 2024 and 2029 and this should be matched by an expanded training throughput utilising improved technologies and methods.

# 3.3 Key Finding 2: Focus on Targets and Accountability for Achievement

3.3.1 Future planning of Navy's workforce should establish targets for its requirements in 2029, to inform an interim target of 2024, and recruiting targets be set to meet those requirements. Retention initiatives should be aligned with those intentions.

3.3.2 Defence's organisational responsibilities for recruiting are managed through Defence People Group, however Navy's circumstances are such that they warrant consideration of a delegation of recruiting management to Navy. This should permit Navy to be more agile and responsive to the needs of its workforce and help it retain clear focus on reaching targets for the Future Navy.

3.3.3 The size and competency of Navy's workforce is its central determinant in being able to deliver effective combat power. Certifying that there is no dilution of knowledge occurring, and that preparation of the workforce for the future is being undertaken for the warfare domain concerned, is an essential responsibility for a nominated officer. This review suggests that greater clarity of this aspect is necessary in that accountability for certifying the fitness for purpose of Navy's workforce for Navy's primary warfighting domains was not evident.

3.3.4 Navy's future senior leaders will emerge from its most capable commanding officers, for which the future demand is already known. Those individuals are expected to have exceptional characteristics associated with their profession and more broadly, and effort should be rigorously applied early in the careers of eligible officers in identifying and testing those people.

### 3.4 Key Finding 3: Management of Sea:Shore Ratios

3.4.1 Crew sizes in the past have been constrained in a manner that insufficiently recognises the differences in capability between the Classes of ships and submarines being replaced and those entering service. Other than ships deploying, crews are not being manned to their full complement. Collectively, these factors are contributing to working stress and fatigue by those serving at sea and management of personnel tempo at the individual level requires greater effort to be effective.

3.4.2 The nexus between shore and sea positions for Navy's workforce, previously used for ensuring a manageable rotation between sea and shore positions, is no longer effective and must be re-established as an explicit factor in workforce planning. Sea:shore ratios should be promulgated and progressively reinstated whilst all Navy's shore positions are evaluated for utility.

3.4.3 Navy has a long-term career long requirement for sustained time away from home and family. Sea service is hard on individuals and harder on their families. Navy must therefore maintain an appropriate work/life balance if it is to retain its sailors and officers over the course of 20-30 years with regular sea service along the way. Without that balance, Navy will not grow the essential experience it needs to operate a very technologically advanced Navy.

3.4.4 An interim sea:shore ratio will likely be needed to support growth from today's too small size. A long-term goal should be set at the same time in order to provide the recruiting goals needed for a larger and resilient future Navy.

3.4.5 Trials would be valuable to assess the benefit on personnel and Navy of having dedicated shore time for re-setting and individually managed periods of readying in order to prepare for seaservice, and therefore being fully ready on arrival at sea postings.

# 4 Workforce Demand in 2019

#### 4.1 Summary

4.1.1 The size and competency of Navy's workforce is its central determinant in being able to deliver effective combat power. Given that the Navy knows how to determine the education, training and experience its members should have, it follows that it should be able to determine how many people it needs to meet its responsibilities on an ongoing sustainable basis. This review has found that:

- a. Navy's workforce positions are approved after an appropriate review of considerations which validate their need.<sup>16</sup>
- b. Affordability, rather than actual demand, is the over-riding determinant of the size and composition of Navy's workforce.
- c. Navy's crew sizes are not determined adequately and incorporated in the initial stages of identifying the cost implications of acquiring ships, nor is there a process for adjustment of crew size post acceptance into service. For current Classes,<sup>17</sup> there is inadequate flexibility and resilience to meet unforeseen crew unavailability, to meet extended and unforeseen operational activities, and to maintain a prudent and necessary minimum level of on-board logistics and maintenance activity.
- d. Fleet command assessed that s33(a)(ii) , a figure we didn't find reflected in planning margins applied to overall numbers, typically being in the order o s33(a)(ii)
- e. There is no explicit recognition given in sizing Navy's workforce to the requirement to embed sufficient positions in Defence's shore environment that permit adequate respite from sea-service and eventual preparation for subsequent sea-service.
- f. An audit of the efficiency of the Navy training system should be commissioned to determine the extent there is avoidable waste, particularly in terms of any unproductive time people spend in the training continuum. Such an audit should also assess the latent capacity of the training and skills certification system, at various expected levels of workforce attrition, to increase throughput needed to stabilise and grow the workforce.

### 4.2 Authorised Workforce Strength

4.2.1 Navy's workforce guidance for March 2019 was 14,708,<sup>18</sup> of which 12,081<sup>19</sup> were approved positions for the Trained Force. Guidance is authorised to grow to 15,229 in FY 2025/26. By 2028, as the first crews are formed for the transition from the Anzac to the Hunter Class, and to take

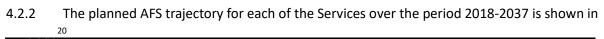
<sup>&</sup>lt;sup>16</sup> Royal Australian Navy, ANP2101 Navy Workforce Requirements Planning, 2017, 2.

<sup>&</sup>lt;sup>17</sup> Including the *Hobart* Class AWD and *Canberra* Class LHD

<sup>&</sup>lt;sup>18</sup> Defence Personnel Group, 'Defence Workforce Report May 2019', 1 May 2019, Table 2.

<sup>&</sup>lt;sup>19</sup> Data provided by DNWR from DPG sources. Total number of positions is not the same as approved strength as the latter includes personnel under training and Personnel Contingency Margin.

delivery of the first Attack Class submarine, the Navy has an approved AFS of 15,452, which we contend in this report is already below the level required to support Navy today.



s33(a)(ii)		

Figure 1: ADF - AFS Cumulative Workforce Change 2018-2037

4.2.3 Notwithstanding these authorised increases that we were advised have already incorporated guidance for new ships being acquired, in February 2019 DGNP opined that

as we explain in

this report.

# 4.3 Organisational and Policy Impacts on Workforce Planning

4.3.1 From the mid-1970s and implementation of the Tange Review,<sup>22</sup> through to the 2015 First Principles Review, Defence's organisation, and that of the Services have been subject to large scale reform with concomitant change. The degree of military and civilian integration has increased to achieve efficiencies as well as ensuring that the relevant expertise is present in disparate functional areas of its organisation to meet a wide range of demands. Changing Joint command arrangements has led to creation or enhancement of an increased number of Joint formations, for which each Service is required to provide appropriately qualified and experienced personnel from its workforce.

4.3.2 The nature and number of Navy's shore positions has changed significantly since the 1980s through implementation of large-scale outsourcing and/or civilianisation of activities, which had until then been undertaken by uniformed personnel as a continuation of similar activities conducted in ships. The outsourcing philosophy was based on achieving cost savings through commercialisation of routine shore-based activities coupled with a policy that military personnel should be primarily

<sup>20</sup> Data provided by DNWR from DPG sources

# s33(a)(ii)

<sup>22</sup> Tange, Sir Arthur, "Australian Defence: Report on the Reorganisation of the Defence Group of Departments," November 1973 employed on military specific activities. It impacted all job families in areas such as maintenance, catering, transport, supply chain management, health services and small craft support operations. These areas became unavailable and remain unable to offer shore respite postings for sea-going personnel.

#### 4.4 Balancing Sea and Shore Service

4.4.1 The importance of balancing sea service with shore respite remains a long-recognised characteristic of naval service. As well as providing respite from the arduous nature of life at sea, time ashore is required to provide people with the full opportunity to grow the depth of skills needed for higher rank and acceptance of greater responsibility. Navy's policy is that under normal circumstances a person should not serve more than three years consecutively at sea between a period of shore-service.<sup>23</sup>

4.4.2 The underlying need for providing respite from sea-service, however, is not evident in the way Navy's workforce has evolved. The large-scale reforms cited previously did not consider how the rotational needs of sea and shore movement was to be met.

4.4.3 Out of 12,081 positions in the Trained Force, Navy has 4,513<sup>24</sup> approved positions for sea going personnel, but the sea going force is primarily comprised of sailors of AB to WO, and officers from LEUT to CMDR, amounting to 4,499 positions.<sup>25</sup> The approved positions for these ranks are shown in Table 1, which incorporates all Work Groups and shows the numbers of each rank expected to be in a sea-going or shore position at any one time. The Sea:Shore row represents the corresponding number of shore-based positions for each position at sea.<sup>26</sup> Those of the ranks of AB to PO, and LEUT have the highest proportion and are shaded for emphasis.

	CMDR	LCDR	LEUT	WO	СРО	РО	LS	AB	Total
Navy Total	500	1054	1,220	234	1,064	1,543	2,604	3,573	11,792
Shore	468	896	904	212	798	1,043	1,426	1,596	7,343
Sea	32	<b>158</b>	316	22	266	500	1,178	1,977	4,449
Shore%	93.6%	85.0%	74.1%	90.6%	75.0%	67.6%	54.8%	44.7%	
Sea%	6.4%	15.0%	25.9%	9.4%	25.0%	32.4%	45.2%	55.3%	
Sea:Shore	14.63	5.67	2.86	9.64	3.00	2.09	1.21	0.81	

Table 1: Sea:Shore Positions - Primary Sea-Going Naval Ranks

4.4.4 Table 1 also correctly infers that any shortage of personnel in either a shore or sea position for those in the ranks most in demand, will require a choice having to be made as to which unit is penalised through meeting the demand elsewhere. A shortage at sea is the most critical to deal with because there is no ability of the unit to absorb losses in a crew that is already finely sized to meet 24-hour continuous operations.

- <sup>25</sup> SBLT are not included in this table as they are normally under training.
- <sup>26</sup> All data derived from that provided by DNWR using DPG information sources.

<sup>&</sup>lt;sup>23</sup> Royal Australian Navy, *ANP2110 Volume 1 - Postings*, n.d., 4–2.

We noted some variance in this number in published data as it includes deployable elements of the workforce that are not part of the permanent seagoing force

4.4.5 However, this problem is now extending into an expanded shore based operational environment where watchkeeping officers and sailors are required for some key positions necessitating a continuous presence such as those at sea. These circumstances conspire to ensure, that by the current workforce design, there is no resilience in those ranks to absorb any shortage. The imbalance between sea and shore positions serves to demonstrate further that Navy's workforce has not been designed to accommodate shore service as an explicit means of obtaining respite from sea service whilst also providing opportunities to gain professional experience necessary for further career advancement.<sup>27</sup>

4.4.6 In practical terms, the size of Navy's workforce is currently the simple total of the individual positions required for each sea and shore position, supplemented by a margin that allows for training and personal health and wellbeing events. Requirements such as providing for operational reliefs, and skills development and related employment ashore (particularly where these can best be provided in non-Navy groups) are not always considered. Any current statement of Navy's workforce shortage cannot therefore be regarded as portraying an accurate picture of supply against real demand and is potentially masking an operational limitation associated with such shortages.

## 4.5 Overall Workforce Demand

4.5.1 Navy's current workforce demand of 12,081 positions is partially driven by the need to support multiple elements of Defence.<sup>28</sup> Underpinning its ability to provide the naval advice needed to inform how Defence conducts its business, the Navy must be professionally expert in all naval matters. This places a corresponding demand on its workforce to have sea-going experience befitting a modern Navy appropriate for Australia in its geo-strategic status as a medium power.

4.5.2 Experience needs to be acquired at different stages of a person's career, and the quality of that experience needs periodic evaluation to ensure that it remains appropriate in the selection of Navy's future leaders. Measures therefore need to be in place to ensure there is no undetected dilution in the overall sea-going experiential quality of its officers and sailors through changes to career structures. Techniques are required to ensure the real experience of key personnel at sea is captured in a form that can assist experiential based selection for advancement or critical appointments such as Command. Navy has a software tool (Navy Management Diary) that could assist in this task.

### 4.6 Sea:Shore Ratios

4.6.1 All sea-going positions for Navy's workforce are attributed to Navy, but shore positions are located throughout Defence. In overall terms, as noted in paragraph 4.4.3, Navy has 4,513 positions nominated as being sea-going.<sup>29</sup>

4.6.2 Many Job Families have a significant sea service obligation during their first 10 years of service with fewer positions ashore than at sea. Where Navy finds itself unable to recruit or retain sufficient members at the junior levels, the priority given to sea postings will result in personnel having less shore time than they should expect. The problem compounds itself as those who are

<sup>&</sup>lt;sup>27</sup> Table 28 in Annex B summarises sea:shore service for Navy's middle ranks.

<sup>&</sup>lt;sup>28</sup> For more detail see Table 14 of 0.

<sup>&</sup>lt;sup>29</sup> For more detail see Table 15 of 0

affected by the shortfall and continue to serve at sea, who then become disaffected and consider whether they wish to continue with their career in the Navy.

4.6.3 An appropriate balance of sea:shore ratios must be struck if individuals in junior ranks, where sea service obligation is highest, are to gain the sea experience they need to become future leaders without their sea service becoming a deterrent to their ongoing service. The term 'sea:shore ratio' is used to portray a relationship between how many shore positions exist in relation to those at sea. It is a method of expressing simply a complex process which:

- a. synthesises multiple workforce demands to deliver sustainable operational capability,
- b. offers attractive career paths for its people and involves time in both sea and shore positions,
- c. provides a means for naval personnel to maintain a semblance of family normalcy that includes and supports respite from the rigours of sea service, and
- d. provides a basis to surge as necessary to meet unplanned operational commitments.

4.6.4 Notwithstanding their coarseness as a measure and requirements for detailed modelling, when formulated thoughtfully, these sea:shore ratios have proven effective in assisting professional judgements that guide decision making and planning. But the progressive removal of shore positions for junior ranks as part of commercialising shore-based support over the past 30 or so years has eroded the ability of workforce planners to apply appropriate ratios.

### 4.7 Sea-Shore Service – Officers

4.7.1 Navy's greatest demand for officers is at the Lieutenant level. They provide the workforce with trained and educated junior to mid-ranking leaders, who progressively combine increased experience and higher levels of training over their typically six years in this rank. Officers of this rank have usually completed a university degree and, coupled with training as a Midshipman and Sub Lieutenant, will have accumulated about 10 years of service when they reach eligibility for promotion to Lieutenant Commander. Commanding officers of minor and major warships are selected from the Maritime Warfare community, which forms the largest cadre of Navy's officers, and has a career structure requiring a greater period of sea service than other communities.

4.7.2 Navy has a positional demand for 1,220 Lieutenants, of which there are presently 316 sea service positions, and 904 shore positions. **533(a)(ii)** 



4.7.3 Navy's second highest demand for officers is at the Lieutenant Commander rank (see Table 26 in Annex B). Officers from this cadre are its main source of technical expertise and provide many mid seniority positions of leadership and command. Overall, Navy has a demand for 1,054 officers at this level, for which there are 158 sea positions, and 896 based in shore locations.

s33(a)(ii)		

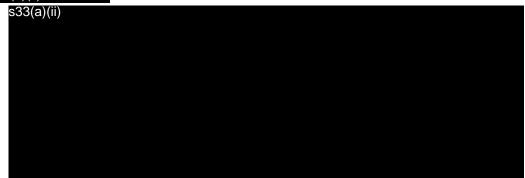
4.7.4 These officers are also a source of important knowledge and expertise across Defence and 30% of all positions for Lieutenant Commanders are in groups other than Navy.

### 4.8 Sea-Shore Service - Sailors

4.8.1 Navy's greatest demand for sailors is at the Able Seaman level. They provide the workforce for junior positions whereby they have learned the basic elements of their specialisation, and through experience and further training, form an important building block of Navy capability. Navy has a total demand for 3,573 Able Seaman, of which 1,977 and 1,596 are for sea and shore positions respectively (see Table 21 in Annex B).



4.8.2 A majority Able Seaman have an obligation for sea service and those functions with greater than \$33(a)(ii) are shown in Table 4.



4.8.3 Leading Seaman are selected from Able Seaman who have completed the required minimum of sea service and have qualified through the applicable training for the higher rank. Sailors at this level are first line supervisors who are progressing toward mastery of their specialisation and can direct and manage their juniors and advise their seniors on such matters. This is regarded as one of the hardest ranks in which to succeed because sailors within this rank are often required to lead, and sometimes discipline, those sailors who were formerly their peers.

4.8.4 Navy has a total demand for 2,604 Leading Seaman, of which 1,178 and 1,426 are for sea and shore positions respectively (see Table 22 in Annex B). Those specialist functions having s33(a) are shown in Table 5.

s33(a)(ii)	

4.8.5 Petty Officers are selected from Leading Seaman who have completed the required minimum of sea service and have also qualified through the applicable training for the higher rank. Sailors at this level are technically very skilled and provide key middle management expertise. They are an essential link in the leadership chain of command and provide the main point of selection and choices for those who will be selected for higher rank.

4.8.6 Navy has a total demand for 1,543 Petty Officers of which 500 and 1,043 are for sea and shore positions respectively (see Table 23 in Annex B). At this rank it is to be expected that through their diminishing number, and a wider range of shore positions suitable for their skills, a lower percentage would have a high ratio of **s33(a)(ii)** are shown Table 6.



4.8.7 Chief Petty Officers provide a great depth of technical knowledge and experience, and act as the point of enquiry when the most difficult matters need to be resolved. They are the Navy's subject matter experts in their respective fields and have often accumulated 15 years or more in their specialisation before reaching this level. Navy has a total demand for 1,064 Chief Petty Officers of which 266 and 798 are for sea and shore positions respectively (see Table 24 in Annex B). As is the case for Petty Officers, at this rank it is to be expected that through their fewer numbers, and a wider range of shore positions suitable for their skills, a lower percentage would have a high ratio of sea



#### 4.9 Assessment of Sea:Shore Tables

4.9.1 Navy's overall workforce demand, by design, is that sea duty requirements diminish as rank and experience commensurately increase. Where the design fails, is when fewer personnel are available to meet the sea-going demand and individuals are obliged to spend additional time at sea to ensure that Navy's operational demands can be met.

4.9.2 At the Warrant Officer and LCDR ranks and above, the balance of sea and shore service seems appropriate, but for AB, LS, PO, and LEUT, the proportion of sea-going service at those ranks is high when balanced against contemporary life-style expectations as evidenced by Navy's personnel surveys. The minimum amount of sea-time required for promotion is based on judgements of professional development; but there is no maximum amount of sea-time a person can spend in the current rank because promotion is dependent upon satisfying a range of criterion. In previous times, those with such depth of experience were a useful hedging presence against those less experienced,

but Navy's overall sea-going experience is, in fact, currently at risk because those who acquire it are not staying in the Navy. Solving this problem is important, but out of the scope of this review.

4.9.3 We received advice that promotions are based, more regularly now than in the past, on minimum sea-going requirements, and that this is driven by the growing need to satisfy Navy's demand for higher ranked personnel. Risk is thereby being introduced of an insidious decline in knowledge and skill, which will place pressure on professional standards and impose greater obligations of more senior people to manage that risk. Unchecked, this introduces high, and potentially uncontrolled, technical and operational risk.<sup>31</sup> The RAN has experienced the consequences of this outcome before, which led to the Rizzo Review in 2011.<sup>32</sup>

4.9.4 This would suggest that the duration of time in some ranks could be extended in order to satisfy minimum sea-service requirements and meet the lifestyle needs of individuals while simultaneously growing their broader skills. It is not to say that some sailors and officers might volunteer for continuing sea-service, but those who wish to take more shore time ought to have that opportunity.

4.9.5 Perhaps counterintuitively, the stress currently experienced by sea-going personnel as evidenced by the high number of Personnel Deficiency Reports (see paragraph 5.5.5) is a consequence of there being little to no resilience in the workforce, which comes from it being too small to meet the multiplicity of demands it must continuously satisfy. Navy's recruiting targets are assessed to have been considerably lower than they should have been for some years to ensure the healthy management of each element of its workforce.

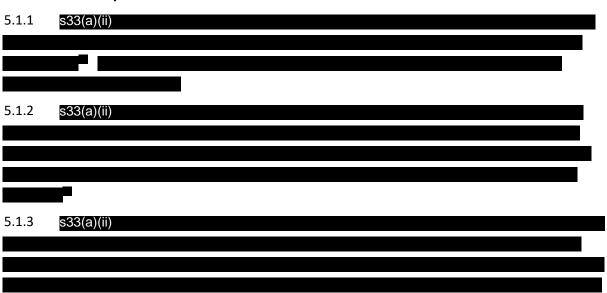
4.9.6 Retention incentives have become a common practice in overcoming workforce shortfalls, but such incentives do not necessarily address the cause of problems. A fundamental rethink of Navy's workforce structure and management is required to ensure the Navy of the future can be manned and operated effectively and sustainably. A larger Navy workforce will help reduce personnel turnover and should eventually lead to decreased costs for training and professional development.

<sup>&</sup>lt;sup>31</sup> The Fleet Commander has drawn Fleet's attention to the USN's experience where a systemic fault went unrecognised until catastrophes occurred. See: Commander Australian Fleet, 'Seaworthiness Directive 01/19 - Sustainable Employment of Fleet Units' (Royal Australian Navy, 25 January 2019).

<sup>&</sup>lt;sup>32</sup> Paul Rizzo, 'Plan to Reform Support Ship Repair and Management Practices' (Canberra: Department of Defence, 2011).

# 5 Workforce Supply in 2019

5.1 Summary



### 5.1.4 This review has found that:

a.	s33(a)(ii)
b.	
с.	
d.	
e.	
f.	

s33(a)(ii)			

### 5.2 Achievement of Adequate Posting Notice

5.2.1 In the period 2016 to 2018, as shown in Figure 2, approximately 60-70% of Navy's postings were promulgated with less than 100 days' notice, and about 50% of postings received 50 days' notice or less.<sup>35</sup>

5.2.2 Navy's policy is to provide as much notice as possible to those who will change positions in meeting its needs while attempting to accommodate wishes of the individual. Short notice is regarded as 3 months or less, and the current target for a posting in the same locality is 6 months, and 12 months where a geographic relocation is involved.<sup>36</sup> Were such notice to be honoured, it would provide the individual and their families, and other elements of the Service, adequate notice to make appropriate arrangements. Short notice postings should be regarded as the exception and 6 to 12 months should be the norm.

5.2.3 Navy's career managers advised that they are very sensitive to the issue of minimising posting turbulence and the impact it has on the life of an individual. Every attempt is made to meet the 6-month target. Notwithstanding, Figure 2 shows Navy's policy targets for the most part remain an aspiration. Short posting lead times may be a contributing factor of the poor rate of completion of Position Pre-requisites (PPR) training for sea service, for which about one-third was reported as not being achieved in 2018<sup>37</sup>.

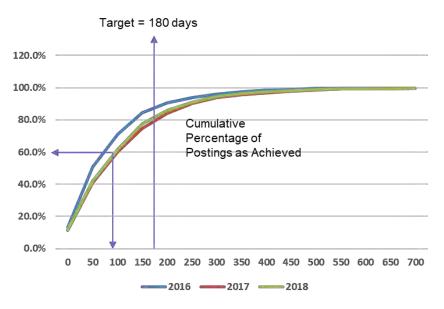


Figure 2: Posting Warning - Days of Notice Achieved 2016-2018

<sup>&</sup>lt;sup>35</sup> Histogram derived from March 2019 data provided by NPCMA using DPG resources

<sup>&</sup>lt;sup>36</sup> Royal Australian Navy, *ANP2110 Volume 1 - Postings*, Chapter 4.

<sup>&</sup>lt;sup>37</sup> Data provided by Director Fleet Executive, FHQ



5.3.3 Current ab initio recruiting targets are reported as largely being met, but as remarked elsewhere, we assess that these targets have been set too low for an extended period, and combined with high attrition rates, this has caused the significant hollowness which now exists in the force. This creates a significant challenge for systematically stabilising, recovering, and growing Navy's workforce.

5.3.4 Re-entry recruiting targets are not being met. These targets do not seem ambitious, indicating greater scope exists to entice trained personnel back to full-time service. Increasing the active reserve component of the total workforce is in Navy's interests as it will increase the prospect of re-entry.

#### s47E(d)



5.3.6 Retention of officers and sailors at the junior to mid-levels is demonstrably proving to be difficult. Multiple initiatives have been implemented to overcome this problem, and further are planned, but the shortage will take many years to remediate once effective measures of curtailing the attrition are implemented. Tracking of the effectiveness of remediation measures, including retention bonuses, has previously been inadequate but is essential to ascertain their true value.<sup>39</sup>

5.3.7 Junior sailors and officers who show the greatest potential should be identified, developed and tested so they can deliver that potential when the inevitable opportunities arise from 2024 onwards.

## 5.4 Managing the Operational Workforce

5.4.1 The Fleet operating cycle is structured to balance multiple factors associated with maintaining standards, conducting maintenance, meeting operational commitments, and ensuring its workforce is not required to meet extraordinary demands except where such circumstances exist. The Fleet Commander exercises close control over such matters and has promulgated clear

guidelines concerning Seaworthiness<sup>40</sup> and how the operational tempo (OpTempo) and personnel tempo (PersTempo) of the Fleet is to be managed. <sup>41</sup>

5.4.2 DGMAROPS, located at HQJOC, devises the Fleet Activity Schedule (FAS) to meet a myriad of requirements ranging from unit certification, CDF's Preparedness Directive, and directed tasks to meet Government objectives. In overall policy terms, ships are to be programmed so that they do not exceed 300 sea days over two calendar years (OpTempo) and should expect 290 days in their home port over the same period (PersTempo). The clear inference here is that the 300 and 290 days respectively have been established to balance known operating and sustainment obligations, sustain levels of unit competency, and provide relief from sea service to crew members.

5.4.3 A close inspection of the FAS<sup>42</sup> shows that these OpTempo and PersTempo policies are being applied and are scrutinised by the Fleet Commander. Submarine activities are more highly Classified, but we were advised that operating schedules are also meeting the extant dictum by CN that they must accommodate implementation of the 1:1.7 sea to shore ratio.

5.4.5 Over confidence in automation at sea coupled with a failure to provide effective shore support was a contributing factor to considerable workforce stress experienced in the Perry and Anzac Class frigates, and the Collins submarines. Each suffered through having a crew in the order of 10-20% less than needed. We were unable to establish a definitive reason for setting the crew of a

<sup>40</sup> Commander Australian Fleet, 'Seaworthiness Directive 01/19 - Sustainable Employment of Fleet Units'; Royal Australian Navy, 'Australian Fleet General Orders', n.d., Article 201.

<sup>41</sup> Royal Australian Navy, 'Australian Fleet General Orders', article 201.

<sup>42</sup> Period June 2008 to 30 June 2018

s47E(d)

Advice was offered that the Armada uses 58 personnel for engineering matters whereas the RAN uses
 42. Further investigation has not been possible.

Hobart Class DDG at 187, but it may not be a simple coincidence that this is about the same as the Perry Class FFG, which the DDG was noted publicly as replacing.<sup>47</sup>



## 5.5 Workforce Shortages and Implications for Sea-Going Units

5.5.1 Navy's posting policies recognise that training and, in some cases, re-qualification is necessary before joining a sea-going unit. Current practice is to gap shore positions while individuals undergo their preparatory training, and the losing unit is required to redistribute the responsibilities of the individual during their ensuing absence. In some instances, individuals do not return to their losing unit and the new incumbent is dependent upon local knowledge to gain the understanding required of their responsibilities.

5.5.2 Navy career managers attempt to minimise this difficulty and NPCMA takes 'hurt' statements into account. But NPCMA also has the authority, and uses it, to implement the decision regardless of how the losing unit views the matter.<sup>48</sup> There is obviously a balance to be struck in these matters, but the ability to gap operational positions for training purposes demonstrates a concomitant lack of ability to properly plan the needs of both the Service and the individual in a manner that doesn't work to the detriment of both.

5.5.3 Application of this policy similarly leads to dissatisfaction by the losing unit which then needs to redistribute an already full workload amongst other personnel. If the individual had been holding a senior role, it is particularly disruptive in terms of the applicable leadership and managerial function not being fully undertaken. Finding a means to remove this policy would work to the benefit of Defence collectively and should attract some priority.

5.5.4 Ships are also expected to gap crew members where they are required, for a range of reasons, to be absent for less than three months.<sup>49</sup> In ships of a by-gone era, lengthy refits and

 <sup>&</sup>lt;sup>47</sup> Department of Defence, *Defence 2000: Our Future Defence Force (Defence White Paper 2000)* (Canberra: Defence Publishing Service, 2000), 89. It was not known as the Hobart Class at that time.

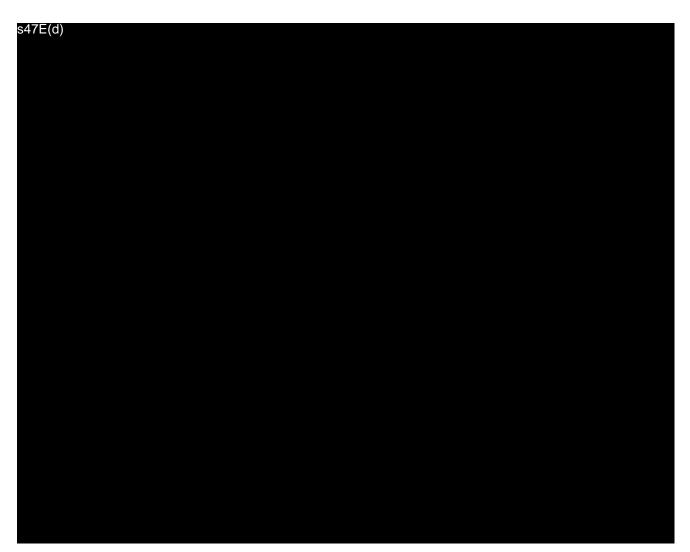
<sup>&</sup>lt;sup>48</sup> Royal Australian Navy, *ANP2110 Volume 1 - Postings*, 4–10.

<sup>&</sup>lt;sup>49</sup> Royal Australian Navy, 4–2.

maintenance periods, and generally higher crew numbers, gave opportunities for such absences to be absorbed with minor difficulty. Ships now have much higher levels of availability, and with the very tight crewing schema now adopted, it means there is no scope of absorbing losses for any protracted period.

5.5.5 Very short notice movements of personnel within Fleet Command to meet unforeseen critical vacancies in ships are managed within Fleet HQ. Within the manned positions in the seagoing force there has been some s47E(d)

s47E(d)



5.5.12 Service at sea is unrelenting and arduous, and long hours are the norm, but they should be measured to ensure risks to performance are not being hidden. Modern technology can now be used to track hours of work and Navy has developed an appropriate and proprietary software tool - the Navy Management Diary. We understand this tool is in use across the surface forces but its capacity to track time at work and the nature of the work and time is apparently not being utilised.



### 6 Current Workforce - Revised Demand

#### 6.1 Summary

6.1.1 Navy's workforce is designed to meet the needs of Navy and the broader Defence organisation. This review has determined that:

 The nexus between shore and sea positions for Navy's workforce, previously used for ensuring a rotation between sea and shore positions, is not an explicit factor in workforce planning. The sea:shore ratio has been dismantled through the demise of a significant number of positions ashore previously deemed suitable for Navy's personnel.

b. s33(a)(iii)

- c. Navy applies discipline in creating and managing workforce positions within permitted resources. But there is no periodic unconstrained, but disciplined, determination of what Navy's actual workforce should be. Navy should consider making such a determination at suitable intervals.
- The lack of having a Navy workforce baseline size leads to an incomplete understanding of compromises being made when priorities are applied and prevents adequate determination of recruiting targets and demand management generally.
- e. To provide an effective basis for planning, sea:shore ratios must be reinstated for applicable ranks and job families.
- 6.1.2 This review assesses that:
- a. s33(a)(ii)
- b.

6.1.3 These figures do not account for changes to crew sizes and numbers to man new ships and submarines in transition from building to entering service. But neither have we explored the extent of the scope offered by a larger base workforce to cater for the some of the other additional demands of transitioning new ships into service, such as test and evaluation.

#### 6.2 Background

6.2.1 Since implementation of the 1973 Tange Review, the Navy progressively transitioned from being a largely homogenous organisation, to being integrated and aligned with the broader Defence purpose. In doing so, it lost its ability to manage its workforce in general isolation from other pressures, and instead needed to adapt so it could make the required contribution to a wide range of functions across Defence. It must now incorporate those considerations in deriving both the size and composition of its workforce. At the core of its competency, Navy must be capable of producing knowledgeable officers and sailors who have the required sea-going and other experience to lead a technically very advanced Navy to meet the needs of Australia's Government.

6.2.2 Since the first Gulf War in the early 1990s, the ADF command structure has progressively become more tailored to meet the needs of Joint and Allied operations, and this has generated the need for naval personnel in multiple roles and levels to support that function, and are an additional demand over that needed for its own purposes. Navy's success in achieving its recruiting targets have varied, but its determination of those targets has not been fully informed by changing demand, such as that generated by evolving ADF C2 arrangements.

6.2.3 Defining how Navy's overall workforce size and composition should be constructed would benefit from having a clear policy. Management of demand and supply for Navy's workforce are related but must be kept separate. This is to ensure that planners do not become involved in the day to day work of managing careers, and the current personnel supply chain more broadly. Equally, the supply side managers must not be able to unilaterally reduce demand in order to meet supply needs.

6.2.4 The intended formation of a Navy Branch with responsibilities for establishing workforce demand is a positive step, but it is equally important to ensure that the customer-supplier relationship within Navy's functional structure is acknowledged as the proper basis for accountability. Those responsible for Navy's warfare domains are the customers, and should have things done for them, and not done to them, as can become the case where clarity of responsibilities is lacking.

6.2.5 Navy planning staff understand the need for analytical techniques and are applying considerable effort to build that capability. In the interim, it has been hampered by a generally poor standard of information technology support and the data manipulation capabilities available to it. Career managers are badly disadvantaged through inadequate information management capabilities.

6.2.6 Determination of Navy's workforce by forecasts of Average Funded Strength (AFS) are based upon expected evolution of the Navy over a 20-year period, with estimates updated annually. Those estimates then form an element of the overall Defence resource planning process. Missing in preparation of these estimates is an understanding of the required real size of Navy's workforce based on demand rather than cost. This prevents development of an accurate statement of the implications of not being funded to the level demonstrated to be the requirement.

## 6.3 Navy Workforce Requirement – Principles

6.3.1 During our review we identified various requirements, beyond the fundamental and direct need to man and support ships, necessary for operating and supporting a technically advanced Navy in a modern democratic society that should determine the size of Navy's workforce. Such requirements include allowing for flexible careers, providing for skills development outside of the Navy framework, and supporting and enabling Defence groups and activities. But these requirements are not aligned in a manner which permits a holistic understanding to be formulated. Calculation of Navy's total workforce requirement therefore remains elusive and difficult to defend as representing a justifiable burden to Defence's resources in pursuit of meeting Navy's responsibilities.

6.3.2 Practical and simple principles should be adopted so that a total workforce size can be determined. Such an approach would facilitate improved focus on the consequences of workforce shortages, as well as providing greater clarity in establishing recruiting targets and demand

management generally. The following three principles are proposed in determining the required size of Navy's workforce:

- Navy should conduct periodic assessments of its total workforce demand from first principles and without constraint. The interval can be as necessary but could link to the broader Defence strategic defence policy planning cycle.<sup>54</sup>
- b. Requests for new workforce positions between such reviews are to be subject to a rigorous assessment of validity against agreed functional needs and constraints.<sup>55</sup>
- c. A warfighting domain capability advisor, separate to existing functional managers, be appointed by CN to advise on the adequacy of workforce matters within that warfare domain.

6.3.3 Adoption of these straightforward principles will permit CN from time to time to propose or implement alternative workforce models to meet the contemporary needs of Navy and Defence and the broader community that provides Navy's recruiting base. Notwithstanding the requirement to establish the theoretical size of Navy's workforce, its day to day management will remain a continuous process of optimising workforce outcomes over time. This management of demand and supply should align the workforce with generating and sustaining the capabilities required by Government while managing within the limits of affordability and requirements for workforce sustainability.<sup>56</sup>

## 6.4 Navy's Workforce Structure

6.4.1 The principles adopted for calculation of the workforce should be applied to each workgroup in the total workforce. These job families are structured generally in a pyramid (see Figure 6) with early sea-going experience forming the experiential foundation for employment and career progression of most job families.

6.4.2 There is no reason for each workgroup to have the same sea and shore experience ratios between each rank level, which instead should be based on the positions and roles required to be filled by that workgroup. Calculations of Manpower Required in Uniform (MRU) have been applied previously to determine the total Service workforce, but in Navy's case, there has been an incomplete understanding of the relationship of shore and sea postings, and the importance of gaining incremental professional experience for career development. Those assumptions should now be tested and modelled in detail.

6.4.3 All Navy's permanent workforce is eligible for sea-service, but some groups have a greater requirement than others, generally driven by the nature of their task and responsibilities onboard ships. As an operational force, Navy should have enough capacity in its workforce to be highly

<sup>&</sup>lt;sup>54</sup> This is the primary purpose of this review and its report and its terms of reference could act as the basis for future assessments. Future reviews should consider interaction with similar navies for the purpose of benchmarking and sharing experiences.

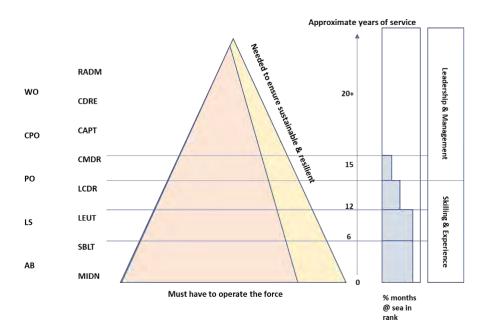
<sup>&</sup>lt;sup>55</sup> This is already done but positions that are not approved are not recognised in a suitable database for future re-evaluation.

<sup>&</sup>lt;sup>56</sup> Royal Australian Navy, ANP2101 Navy Workforce Requirements Planning, 1.

responsive, on a continuous basis, to a wide spectrum of demands, but without dislocating its broader responsibilities. The Navy workforce should have resilience achieved through:

- a. adequate crew numbers on board each vessel or under the control of the Commanding Officer or Squadron Commander,
- b. maintaining sufficient personnel in shore-based locations to meet those demands and to cater for the inevitable temporary absence of individuals in operational units, and
- c. guaranteeing a period of shore respite for those coming ashore after sea service free from any prospect of short notice disruption for unplanned sea service or training.

6.4.4 The pyramidal structure of each workgroup, as represented in figure 6, must be converted to a managed process which progressively leads to generating those very few people at the apex. The design of that process must also create a sustainably technically competent core of people in the central zone who provide the essential middle-management expertise and leadership upon which Navy and others are so dependent. Each workgroup requires a progression tailored to its professional developmental needs within Navy's total workforce framework.





6.4.5 In general terms, the workforce development career and experiential profile for officers is as depicted in Figure 7, and for sailors as shown in Figure 8.

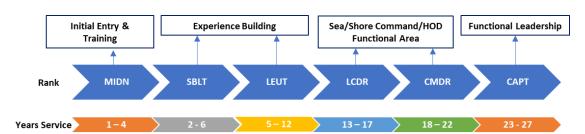
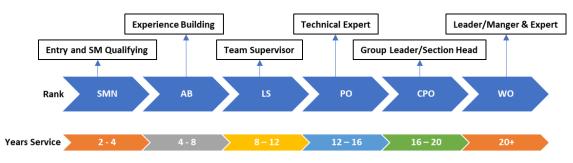


Figure 7: Nominal Naval Career Progression - Officers





6.4.6 A minimum period of sea-time, typically 1 to 2 years, has been determined as an essential precursor for promotion to each higher rank within most Job Families<sup>57</sup> and Navy's posting cycles will normally ensure that this criterion is not an impediment to those seeking advancement. Periods of sea time in the future should be supported by more detailed records of actual time devoted to practising core competencies for key rank advancements or key command appointments.

## 6.5 Determining Workforce Demand

6.5.1 Navy's trained force and the training force are managed separately but are integrated in terms of demand management. The training force varies as a proportion of Navy's total workforce, but it is nominally around 15%. An allowance in workforce planning is made to compensate for personnel who are unavailable for service, known as a Personnel Contingency Margin (PCM).<sup>58</sup> Advice from Fleet Command indicates that approximately 12% of its workforce meet the definition of PCM.

6.5.2 Shore positions requiring Navy personnel are established using approved methods, with the demand being managed within the overall personnel system. Calculating the continuous demand and matching the supply through formulation of recruiting targets and associated training arrangements for shore positions is assessed as being a manageable task. In this respect, shore

<sup>&</sup>lt;sup>57</sup> Exceptions include some medical specialisations and musicians.

<sup>&</sup>lt;sup>58</sup> The Personnel Contingency Margin is an allowance to cater for trained personnel who are either not employable or deployable in a given year and to provide workforce flexibility. It is calculated independently for each rank and workgroup and based on 5% of total shore positions, not including personnel on Advanced Training Requirements. See: Department of Defence, 'Monthly Workforce Status Report - Navy', 1 May 2019 Explanatory Notes Paragraph 7. Navy intends to discontinue use of this concept post 1 July 2019.

positions are simpler to manage than sea positions, but this has progressively become more difficult through Navy having to support Defence's full range of workforce demands.

6.5.3 As previously noted, the nature of Navy's shore positions changed significantly after the mid-1970s through implementation of large-scale outsourcing and adoption of contract support. Navy positions were abolished or converted on the basis that such measures would prove to be more efficient and cost effective. In overall terms however, design and implementation of that policy failed to recognise all dimensions of the critical linkage between Navy's shore positions and its sea-going workforce.

## 6.5.4 s33(a)(ii)

In 2014, the Auditor General reported that a lack of shore positions had demonstrably led to retention issues with Navy's largest employment category, the Marine Technicians, which has been on Navy's critical list for 20 years.<sup>59</sup> This review has similarly found that the lack of recognition of how important it is to have a connection between sea and shore positions for naval personnel is a central contributor to Navy's workforce problems. Other sections of this report provide further evidence of the consequences of this underlying and pervasive structural fault.

6.5.5 Without an unambiguous recognition of the linkage between sea and shore positions, there is no basis for proper planning of the sustainable workforce needed by Navy. Re-integration of sea and shore positions for the purpose of Navy's workforce planning is therefore essential, but this requires careful evaluation and identification of unintended consequences. The number of positions at sea are essentially fixed by the nature of ships' crews, wherein each position is determined based on the need to operate the platform and its systems. However, as previously noted, the current schemes of complement are not based on the implementation of rigorous analysis of the need.

6.5.6 In the naval workforce equation of a previous era, these sea positions could have been regarded as being of a fixed value, with shore positions being the variable and having a greater ability to absorb shortages. Defence's integrated organisational design now, however, means that there is similarly little ability to absorb shortages. Overall, if Navy cannot meet its workforce requirements, all elements of Defence requiring Navy personnel are likely to face shortages, but if an acceptable model can be devised, there would be much collective benefit through successful management of sea and shore positions.

### 6.6 Setting the Sea:Shore Ratio

6.6.1 In 2013, CN adopted a sea:shore ratio of 1:1.7 for estimating the size of the submarine workforce.<sup>60</sup> Its purpose was to recognise that for every position at sea, there needed to be 1.7 shore positions to ensure that individuals would be able to obtain a guaranteed period of sea-service

<sup>&</sup>lt;sup>59</sup> The Auditor General, 'Recruiting and Retention of Specialist Skills for Navy', 14.

<sup>&</sup>lt;sup>60</sup> See Part 1 of this Review – An Independent Critical Peer Review of Naval Workforce Planning – Submarines – dated 11 December 2018.

respite, and that mandatory re-certification could be conducted before an individual returned to submarine service.

#### 6.6.2 s33(a)(ii)

underway, including detailed modelling of its shore workforce needs. In the interim, implementation of the 1:1.7 ratio is delivering success in stabilising that workforce and assisting its necessary growth.

6.6.3 We suggest that, in lieu of an alternative, Navy adopt a 1:1.7 sea:shore ratio and uses it to calculate the workforce required to sustainably operate the Navy at large while detailed workforce modelling for all Navy's Job Families is conducted in parallel. This ratio should be applied in the first instance to those job families where the \$33(a)(ii)

At the same time, measures should be put in place to ensure that the sea (and shore) experience they do gain is appropriate for the needs of the Navy and avoids an insidious dilution of expertise taking place. **533(a)(ii)** 

6.6.4 The coarseness of section is self-evident in that not all ranks would necessarily need the same ratio to meet the needs of the Service and those of the individual. Some Job Families currently have ratios which require less sea-service, and where judged to be adequate, they should not be altered.

6.6.5 Alternative ratios can be determined, and calculations conducted as required. For Able Seamen particularly, where a large proportion may not serve beyond their initial engagement period, a lesser ratio may be appropriate and for a Chief Petty Officer a higher ratio would be sensible. But adoption of as a suitable planning basis to give credibility to the overall requirements of Navy's workforce pending detailed modelling will provide a sound basis to \$33(a)(ii)

### 6.7 Revising the Workforce Baseline

6.7.1 Table 9 shows the existing distribution of Navy's Trained Force positions across the Defence portfolio. The row highlighted in light green, signifies the number of positions that have a sea-going obligation. Hence, of a total of **533(a)(ii)**.

## s33(a)(ii)

6.7.2 In applying the **s33(a)(ii)** only to Job Families which have an existing lesser ratio for current demand,<sup>62</sup> an estimated demand is shown in Table 10.

s33(a)(ii) s33(a)(ii)

s33(a)(ii)		

## 7 Balancing Sea and Shore Service – A New Model

#### 7.1 Summary

7.1.1 An appropriately sized Navy workforce can best be employed in a balanced and sustainable manner by integrating sea:shore ratios within a managed three-phase process notionally referred to as: Ready, Resetting and Readying.

7.1.2 The increased technical specialisation and professionalisation of Navy and Defence has brought increased demands for its workforce to be experienced and competent. Damage is done or risks are incurred when personnel are not fit and certified for their job, or when they have been taken from an important job to undertake training needed for subsequent positions. This is true of both sea and shore positions. Turbulence needs to be minimised so that skills are increased, and organisational performance is enhanced, and separation rates decrease.

7.1.3 While changes in personnel should be geared to meet organisational needs, such changes should also be made with as much alignment as possible to the preferences and expectations of individuals. Doing otherwise can have long-term negative consequences for retention targets and may outweigh the avoidance of short-term pain.

### 7.2 Three Phase Posting Model

7.2.1 In practical terms, within the framework of sea:shore ratios, there are many factors to be accommodated to ensure everyone is prepared properly to undertake their professional duties. In preparing individuals for new jobs care is required that their current job, and hence output of their current unit, is not unduly impacted. Navy specifies in detail the pre-requisite training required for each seagoing position but failure to maintain the relevance and currency of these specifications has impacted their fulfilment and their utility. Operational units should not be placed in positions where its members are not ready for any task those units might be called upon to meet.

- 7.2.2 Collectively, these factors can be regarded as three phases in a cycle that should:
- a. provide competent personnel for operational tasks,
- b. allow personnel completing a period of sea service to take respite ashore with geographic stability while employed in meaningful work, and
- c. provide dedicated time for personnel posted back to sea going positions to complete necessary pre-requisite training.

7.2.3 The practice currently applied by Navy disrupts shore respite to overcome urgent personnel shortfalls in ships and merges shore respite with pre-requisite training, creating disruption to shore based outcomes. This has resulted in ad-hoc or less than ideal arrangements to prepare personnel for forthcoming postings where the losing unit is disadvantaged. Navy also frequently draws on personnel posted ashore to meet urgent and unforeseen workforce shortfalls in operational units, thus adding further to the turbulence in shore commands and other units.

7.2.4 Adding tension to this circumstance is the changed attitude of personnel, particularly younger people, who do not accept that their lives should be unreasonably subject to unplanned change when they are posted to shore positions (in the Resetting Phase). They consider they should

have geographic stability for an uninterrupted period approximately equivalent to that which they have spent at sea or on operations. Unless circumstances exist where operational demands override almost all other considerations, the expectation of locational longevity is entirely reasonable.

7.2.5 Adoption by Navy of a more explicitly coherent three-phased sea: shore management structure will provide each Navy element associated with preparing and employing Navy's workforce an ability to meet their own needs, while accommodating the upstream and downstream requirements of the workforce supply chain. More certainty is thereby provided to planners and greater assurance is possible that people will be fit for purpose. Less turmoil and greater satisfaction should be experienced by those who are the focus of this effort. Such factors should contribute markedly to improving personnel attitudes toward their retention of service in the Navy.

## 7.3 Ready-Resetting-Readying Model

7.3.1 Army uses the terms Ready, Resetting and Readying to separate the three posting phases. Navy workforce planners are considering the Army model, and its progressive adoption through a prototyping process and adaptation to meet Navy's needs is regarded by this review as being entirely sensible.

- 7.3.2 Suggested definitions for each phase of a Ready-Resetting-Readying model are as follows:
- a. **Ready**. A person is fully trained, certified and medically fit to meet all the responsibilities expected of them at the commencement of posting to a seagoing or otherwise operationally deployable unit. It also refers collectively to the total numbers of such personnel required at any time to man to 100% all seagoing and operational units, and to provide for a level of unforeseen critical deficiencies that arise from time to time in these units.
- b. **Resetting**. This uniquely applies to personnel on completion of a posting in an operational unit afloat or ashore. It is a period not less than that served when the person was assigned to the operational unit, and it commits the Navy to utilising the person in a shore position where meaningful employment is undertaken, where geographic stability is achieved, and where a minimum period can be served without being liable for operational service.<sup>63</sup> It also refers collectively to the total numbers of personnel serving ashore on respite from sea service.
- c. **Readying.** This uniquely applies to personnel who are preparing to serve in an operational unit afloat or ashore. Readying follows, but is not part of, Resetting.
  - i. The period of Readying is entered at an appropriate time after the Navy notifies the individual they are being assigned to an operational unit. The notice should accommodate all the required training and recertification time needed by the individual, but such tailoring means it is a period of variable duration.
- <sup>63</sup> Current Navy policy directs that all personnel must always be fit for sea service and available. This policy will need to be modified under the Resetting construct to apply only for cases of enhanced national security threats or dire national emergencies where a high level of ADF assistance to civil authorities is required.

- ii. On commencement of Readying, individuals are to have been replaced or agreement reached for their departure without replacement, and they are posted from the losing unit. It is suggested that a posting to COMTRAIN is appropriate for managing those in the period of Readying.
- iii. From the time of completion of the required preparation, the individual is available to join the intended unit, or act as an operational relief should that be required by Navy.

7.3.3 The conceptual and practical implementation of integrating the three phases of Ready, Resetting and Readying and sea:shore ratio management is summarised in Figure 9.

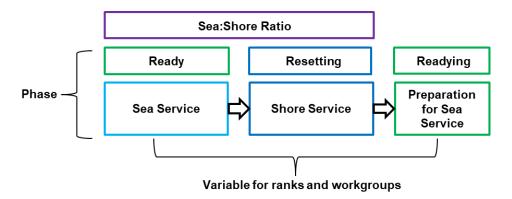


Figure 9: Three Phases of Sea:Shore Ratio Management

7.3.4 A period of transition will be necessary, but adoption and promulgation of a minimum sea:shore ratio coupled with implementation of mandatory Resetting and Readying periods are assessed as being critical for Navy to stabilise its workforce and then build for the future. Embracing this method, however, should not be seen as a panacea for managing all of Navy's workforce because it is possible that some Job Families will remain under stress for extended periods. For multiple reasons outside Navy's control, application of the three-stage method may not prove to be possible at all for some Job Families which will require direct continuous management to prevent them becoming critical.

# 7.4 Application of the Total Workforce Model

7.4.1 A new approach to assist with maintaining the required level of uniform personnel in the ADF is the ADF Total Workforce Model (TWM). This model has several Service Categories<sup>64</sup> that provide an ability of Service members to mix and match part-time and full-time service to meet the needs of the Service. It provides for a very flexible approach to workforce management allowing uniformed personnel to gain experience in the private sector and bring that experience back into a naval environment.

7.4.2 CN has expressed a view that such a model provides Navy with a much-needed way to provide worthwhile employment to members of the Navy when they are not engaged on sea-going

<sup>64</sup> Service Categories 1 to 7. Categories 3 to 7 have Service Options (SERVOP) ranging from part time to full time service.

responsibilities. This particularly applies to giving meaningful employment to the more junior members of the Navy, especially technical sailors, whose continuing skills development can benefit from such experience. We were made aware of several industry placements for Navy personnel where mutual satisfaction was being achieved. Expansion of these ad hoc arrangements should be part of providing meaningful shore employment for sailors during their resetting period.

7.4.3 Navy relies heavily on its active reserve to supplement the permanent workforce, with about 5% of the trained force comprising reserves on CFTS and ongoing day-based service.<sup>65</sup> While it can be argued that this is the purpose of the Total Workforce Model, we would suggest that using reserves as a long-term substitute for a permanent personnel shortage has removed the surge capability that should be available in this model, and reduces the number of shore positions available for respite. A better use of reserves might be as a surge capability for manning new capabilities that are created at short notice such as the Maritime Task Group HQ.

7.4.4 Presently, most Navy reserves are recruited via transfer from the permanent service. This approach has grown because of practical difficulties associated with training ab initio reserve recruits to a level appropriate for sea service in today's technically complex seagoing environment. Additionally, the nature of sea service is such that long periods of absence from the individual's primary employment are required.

7.4.5 Increasing the active reserve component of the total workforce is in Navy's interests, and better incentives are required to ensure those separating from permanent service remain engaged as reserves. These people are then a source of temporary surge and a probable recruiting base to return to permanent service. Incentives should be considered for those who commit to remain in the active reserve with a medical (MEC) status appropriate for rapid transfer to permanent service. Some version of Sercat 4 might be a means for Navy to maintain a pool of people with individual readiness at the level required for short notice and short-term sea service.

<sup>&</sup>lt;sup>65</sup> In the current year (2018-19), 1,598 reservists have completed 79,746 days service which equates to 332 full-time personnel. This reserve workforce, along with the average 300 reservists serving continuous full-time represents more than 5% of the overall Navy Trained Force.

## 8 Assessing Workforce Effectiveness and Trends

#### 8.1 Summary

8.1.1 Lead indicators have not been used effectively to support demand management. Entry groups of officers and sailors are not tracked to determine whether planning assumptions on recruiting numbers and training throughput are being realised.

### 8.1.2 We were unable to identify an s33(a)(ii)

. To advise on such a manner requires an officer being empowered formally to transcend all other arrangements and not be limited by organisational boundaries or functional filters.

8.1.3 We were advised by the career managers that they are using Microsoft Excel spreadsheets as their primary tool, and they would value highly a better means to interrogate DPG's workforce data for micro and macro career management purposes. Navy's training course schedule, a critical element for synchronising steps in posting cycles, is not fully integrated with the tools available to career managers and this adds manual tasks in what could be a more efficient and effective management system.

8.1.4 One consequence of having inferior tools meant that our questions to workforce planners concerning the future provision of major fleet unit commanding officers could only be answered in a general manner. <u>s33(a)(ii)</u>



8.2.1 s33(a)(ii)

8.2.2 Given that future demand can be predicted with some accuracy for every Navy workgroup, the application of such forecasting using historical and updated rates of attrition would provide valuable lead working indicators as to whether its future demand was capable of being satisfied. In turn, remedial measures could be taken at interim stages to avoid emergence of the entirely predictable problem, potentially leading to prevention of the need for retention bonuses dealing with an extant critical situation. Such forecasting similarly leads to a more accurate assessment of

#### s33(a)(ii)

the recruiting targets for each workgroup, which should be practically linked to known demand and rates of attrition. Past recruiting targets for Navy do not appear to have been determined by a clear understanding of what the future workforce demand will be.

8.2.3 Lead indicators would have demonstrated, for instance, that crewing requirements for eight Anzac Frigates would place a known demand on personnel in the respective Job Families who had the necessary qualifications and experience to meet their responsibilities. By working backwards, planners should have been able to measure the profile of each workgroup at multiple points to ensure it could meet a future demand. Working back to the point of entry, recruiting targets could have been determined based on the best estimates of rates of attrition of all causes to meet the ongoing future requirement to continuously crew the frigates.

8.2.4 We accept that other demands on Navy's workforce can arise, but without the core planning capability of forecasting and application of the discipline it requires, future demand cannot be dealt with effectively, nor can changed requirements be evaluated with precision. Computer modelling offers considerable power in manipulating data and should be used.

8.2.5 Notwithstanding the current absence of such tools, forecasting should be capable of being implemented through a combination of assisted and manual processes to give Navy confidence that the future demand of its workforce is being adequately determined on a continuous basis. In part, the workforce shortages that now exist can be seen to have been caused to a large degree by recruiting too few people.

8.2.6 Lead indicators should be established at appropriate milestones in the career development profile of all Job Families to bring greater discipline and focus in the management of those Job Families.

## 8.3 Managing People as a Fundamental Input to Capability (FIC)

8.3.1 Navy has established functional arrangements for leadership and management of each FIC to ensure necessary matters are incorporated properly in requirements and monitored on a whole-of-life basis. We were advised that the responsibility for integrating those FICs rests with the various project and program managers of CASG; a situation that calls for close cooperation flowing from clear delineation of responsibilities on the part of both Navy and CASG. Our examination of a range of policy documents shows that Navy has progressively revised its overall management and methods of governance with increased reliance on assurance when this is more appropriate than simple regulatory compliance.

8.3.2 Our review has revealed a disconnection of workforce matters from broader capability management arrangements. Navy's formation of a new branch under HNPTAR to manage workforce planning is a logical arrangement that will define more clearly the future workforce demand. The relationship between that new branch and HNC's organisation will be a critical success factor.

8.3.3 Notwithstanding these necessary arrangements, our review has also highlighted the question as to whether CN has the practical ability to view Navy's primary warfighting capabilities (for which the workforce is the critical element) in a holistic manner. **533(a)(ii)** 

8.3.4 We were unable to discern who had the day-to-day and total end-to-end responsibility for advising CN on whether each of these capabilities are fit for purpose. Formal boards and committees exist but we understand they report capability status to CN by exception. No single senior officer appears to have this responsibility for each defined warfare capability.

8.3.5 To advise CN in such a manner requires appointment of an officer authorised to transcend all other arrangements and not be limited by organisational boundaries or functional filters. Such a leadership role should be accompanied by audit responsibilities to propose and monitor remedial action as needed to bring the highest level of professional attention to the capability in question.





## 9 Navy Workforce for Continuous Shipbuilding and Sustainment

#### 9.1 Summary

9.1.1 Navy uniformed personnel have a crucial role in continuous shipbuilding and in-service sustainment. This part of the Navy workforce needs to be shaped and sized to support the planned steady drumbeat of build and introduction to service of new ships and submarines.

9.1.2 In general terms, this review has found that:

- Navy should maintain a hierarchy of positions in CASG that provide appropriate skills development in officers and sailors to meet the specific output needs of CASG while also providing meaningful shore employment for applicable job families to assist maintaining the integrity of the sea:shore posting model.
- Navy can best meet the need for placing appropriately qualified personnel in the shipbuilding domain by implementing a specialised acquisition stream for suitably experienced officers. A formal acquisition qualification will provide structure to the current ad-hoc process and ensure that uniformed officers employed as project and program managers are educated, trained and given adequate experience for their roles.
- Navy should engage closely and collaboratively with CASG to determine the number and nature of Navy positions in CASG as part of managing Navy's overall shore-based workforce. Navy should challenge the validity of the FPR Smart Buyer approach for Navy sustainment and workforce skills development.

#### 9.2 Materiel Sustainment

9.2.1 Materiel sustainment of ships, submarines and associated weapons and systems is crucial to maintaining a highly capable naval force and requires appropriately trained and experienced naval personnel in ships and shore support units. Navy has a long history of dependence on Defence civilians and external contractors for its logistics support. But a series of efficiency reviews and organisational changes have decreased the numbers of Defence civilians and uniformed naval people involved in shore support. Cost of ownership pressures have also led to smaller crews that have intentionally and in many cases accidentally, reduced the amount of maintenance carried out on board by the ship's crew.

9.2.2 There is much to effective sustainment that is not obvious and as such is often underfunded, under-manned, under-skilled or simply ignored. Warships contain a complex array of machinery, equipment and systems that need disciplined and constant logistics management and support to remain operationally effective. This logistics support includes configuration management, spares management, and planned maintenance which should be conducted at sea as well as alongside. Equipment upgrades and complex maintenance also requires involvement of uniformed sustainment personnel ashore.

9.2.3 Navy positions in CASG System Program Offices (SPO) have been reduced as part of implementing the First Principles Review (FPR) smart buyer reforms whereby Defence personnel

would not plan technical work but rather provide an oversight role.<sup>67</sup> While we understand the implementing process for these reforms acknowledged the need to provide the ability to grow people for governance and assurance roles, the reforms appear to have been made in isolation from Navy's requirement for shore positions. We were made aware of the situation in DDG SPO where a significant number of Navy people have been embedded with the primary support contractor to develop skills required for sustainment management. This may not be a prudent way of developing skills needed by Navy when contractors themselves rely upon Service knowledge and needs to deliver the necessary goods and services.

9.2.4 Navy positions in CASG appear to be based on the CASG demand which in turn reflects the sustainment ideology and workforce financial allocations of the day. Navy should engage more actively with CASG to determine the number and nature of Navy positions in CASG as part of managing its overall shore-based workforce. Navy should challenge the validity of the FPR Smart Buyer approach for Navy sustainment and workforce skills development.

## 9.3 CASG Integrated Workforce

9.3.1 APS and Navy members of the CASG workforce (supported by DSTG) provide the long-term knowledge and expertise needed by Defence to manage the acquisition and sustainment of maritime platforms and systems. As the nature and capability of ships and submarines evolve within the continuous shipbuilding construct, so too will the requirement for a range of highly qualified and experienced professionals from the ADF, APS and industry – and academia.

9.3.2 People from each group will need to be interchangeable as needs change and experience grows. While initial impetus for the rapid build-up of the Defence shipbuilding workforce might be supported heavily by contractors, transition to a higher proportion of APS and Navy people in CASG is required to build Defence's corporate expertise.

9.3.3 Navy has embedded uniform personnel in CASG to ensure critical seagoing expertise is provided at all stages of ship acquisition while continuing to support sustainment and upgrades of current platforms and systems. Ensuring these personnel have appropriate skills and experience can be achieved through a Navy acquisition career stream and an appropriately sized contribution of uniformed personnel to sustainment activities.

9.3.4 Seamless transfer of selected ADF personnel to the APS within the overall CASG workforce is a useful if not essential component of building and retaining relevant skills and experience within Defence. Without knowing the extent of the Secretary's authority in appointing former ADF members as APS, and without being aware of any particular regulatory or other impediment, we suggest such targeted appointments to the APS are required to retain appropriate people in the unique and highly skilled area of ship and submarine acquisition and sustainment.

## 9.4 Acquisition Career Stream - Officers

9.4.1 Navy can best meet the need for placing appropriately qualified personnel in maritime acquisition projects by implementing a specialised acquisition stream for suitably experienced

<sup>&</sup>lt;sup>67</sup> David Peever, 'First Principles Review of Defence - Creating One Defence' (Canberra: Department of Defence, 2015), 6.

personnel. Establishing a formal acquisition qualification will provide structure to the current ad-hoc process and ensure that uniformed officers employed as project and program managers are educated, trained and given adequate experience for their roles.

9.4.2 While not the only consideration, improving the career pathways of qualified engineering and logistics officers is a necessary element of this initiative. There is a need for an acquisition secondary career qualification for Navy personnel if Navy is to be represented appropriately in crucial acquisition activities and for these activities to be supported effectively with inherent relevant operational experience.

9.4.3 While Navy does contribute uniformed people to most maritime acquisition and sustainment activities, this appears to not occur with any forward planning or pre-qualification. Navy has however, used various schemes to qualify officers for employment in specialised shore positions, particularly for post sea-charge/sea command officers.

9.4.4 In 1990 the RAN Officer Career Study Report (ROCS) recommended 'Materiel' as a 'functional' post seagoing career element. Since ROCS was implemented, both Navy and Defence have experienced many reviews with the common theme of civilianising and outsourcing much of its shore-based support activity. This has particularly been the case for acquisition, engineering services and logistics, to the extent where Navy now has few officers qualified or experienced in ship acquisition, and even less in its subset of shipbuilding.

9.4.5 In view of the magnitude and longevity of the Government's *Naval Shipbuilding Plan*, a formal scheme to qualify naval officers in acquisition, including the particular skills of shipbuilding management, is sensible if not essential. Partial implementation of this concept is occurring through the assignment of a few naval engineering officers to exchange positions with the USN to learn about ship construction. Formation of the Naval Construction Branch within Ships Division of CASG, and the posting of Commodore as its head, shows an intent to provide officers into a shipyard environment whereby they will exercise responsibilities for local construction matters.

9.4.6 We suggest that entry into a formal scheme should generally occur post sea charge/post sea command and include a structured education, training and experiential development and employment path for those intended to become acquisition managers. We note that uniformed officers are also required in acquisition projects in other roles such as logistics and engineering analysis and assurance. Such roles, along with similar roles in sustainment Systems Program Offices (SPO), can form part of the experiential component of acquisition streaming.

## 9.5 Acquisition Career Stream – Sailors

9.5.1 Scope exists to employ technical and logistics sailors in shipbuilding activities as part of their shore respite postings. A large part of this employment may be hands-on work for a Defence contractor in a shipyard. We have been made aware of such employment occurring today, but it appears ad hoc and opportunistic. Nevertheless, it is valuable work and shows that this is a viable shore employment arrangement for sailors.

# Annex A Tables and Supporting Data – Current Commitments

A.1	Summary
1.	Tables and supporting data for current commitments are shown in this Annex.
1. \$33(a)(ii)	

s33(a)(ii)	

s33(a)(ii)		

s33(a)(ii)	

s33(a)(ii)		

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### Annex B Tables and Supporting Data – Sea:Shore Positions

#### B.1 Introduction

1. Table 10 in Section 6 of the report summarises adjusted sea:shore ratios applied to those ranks which have the greatest demand for sea-going service with the purpose of:

a. enabling guaranteed periods of respite from sea-service,

b. providing for a planned period of requalification and training before returning to sea; and

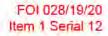
c. embedding resilience in the workforce to permit operational units to be less encumbered by managing workforce shortfalls.

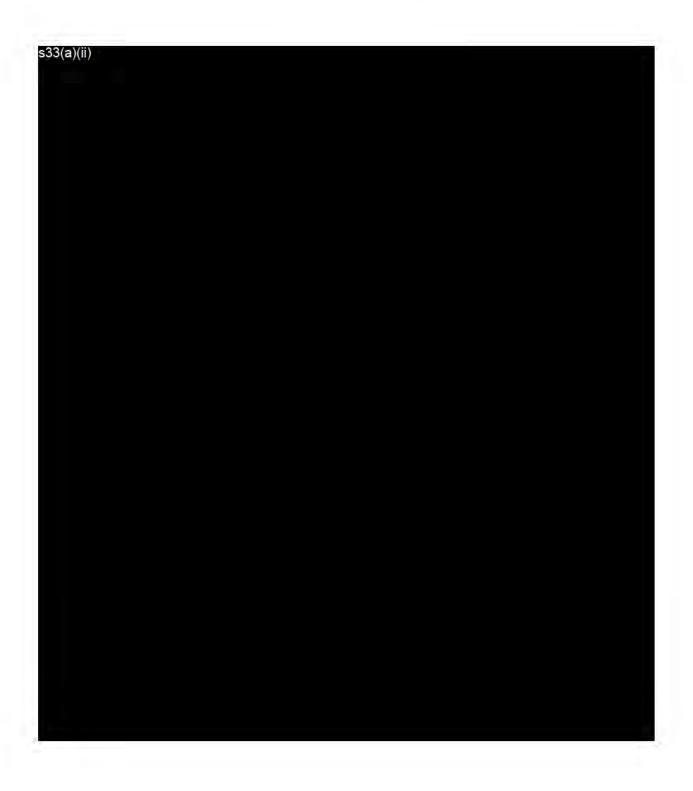
2. These changes would contribute to forming a workforce capable of sustainably delivering operational demands.

3. This review has also recognised that an increase in the crews of some ships is warranted to relieve workforce stress. In the absence of an authoritative validation of those shortfalls however, the review has not made its own estimate of the requirement.

4. The following tables characterise the existing sea:shore ratios and are derived by the number of positions at sea and shore for those ranks and Job Families. The minimum sea:shore ratio required for all ranks has been set at 1.7, and changes as applicable are shown in each table. Detailed modelling of workgroup requirements will be necessary to support a more thorough examination of these proposed figures.

s33(a)(ii)	





s33(a)(ii)	

s33(a)(ii)		

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### Annex C Terms of Reference

# Navy Workforce Review Terms of Reference (Terms of Reference)

#### Naval Workforce Review Team

1. VADM David Shackleton (rtd) and RADM Boyd Robinson RAN are appointed by Chief of Navy (CN) and Deputy Secretary National Naval Shipbuilding (DEPSEC NNS) to form an independent Naval Workforce Review Team.

2. These terms of reference supersede previous terms of reference for the review team, promulgated in March 2018.

#### Purpose

3. The review team is to examine and make recommendations concerning the naval workforce required to meet the RAN's current and foreseeable needs out to the year 2050, and beyond as considered appropriate.

#### **Recommendations to be Provided**

4. Recommendations proposed by the review team should:

- a. take into account an assessment of current and anticipated future demands based on force structure changes, levels of operational commitments, and other considerations as the review team considers appropriate, and
- b. suggest corrective action concerning the adequacy of Navy's workforce governance and its management and risk controls framework.

#### **Consultation and Examination**

5. The review team is to consult as widely as necessary and be provided with access to relevant documentation up to and including the Classification of Secret.

#### Timing

6. The review is to commence on 25 February 2019 and complete with a final report on 25 October 2019. An interim report is to be provided to CN and DepSec National Naval Shipbuilding by 31 July 2019.

#### **Progress Reviews and Reports**

7. The review team is to meet monthly with HNC and HNPTAR.

8. An interim report is to be provided to CN and DepSec National Naval Shipbuilding by 31 July 2019 and briefings are to be held as required with CN and DepSec NNS.

9. The team will brief senior Defence Committees as required on interim and final findings.

#### Administrative Support

10. The review team will be provided with appropriate support from Navy, DPG and the Naval Shipbuilding Taskforce.

#### Annex D Consultation

1. Consultation took place with the following people as listed alphabetically by surname.

2. In this phase there were at least 73 meetings (counted by attendance) supported by numerous email and phone communications as well as less formal meetings.

3. We thank all for their candid responses to our questions and insights provided into the task we have undertaken.

Rank	First	Last	Position
CAPT	Adam	Allica	Director Navy Continuous Innovation
CMDR	Nick	Baker	SO1 Seaworthiness Governance
CAPT	Melanie	Barnes	DDGSPOD
LCDR	Chris	Barry	DNWR DD Analysis
CMDR	Charles	Bourne	Career Manager MWO
CDRE	Matthew	Buckley	DG Maritime Operations
Mr	Gordon	Campbell	DD Navy Sustainment
CMDR	Simon	Coates	DNWR Modelling
CMDR	Sue	Cunningham	DD Navy Establishment - Reserves
CMDR	Jodie	Dezentje	DNWR DD Workforce Requirements Planning
CDRE	Rob	Elliott	DGMSS
Mr	Andrew	Florance	DNWR Data Support
MAJ GEN	Natasha	Fox	Head People Capability
CDRE	Shane	Glassock	DGMARSPT
RADM	James	Goldrick	Former Commander BPC
CMDR	Scott	Hamilton	Director Navy Information Management Systems
RADM	Mark	Hammond	Deputy Chief of Navy
CAPT	Phillip	Henry	Director Navy People and Governance
CAPT	Phillip	Hiatt	Director Fleet Seaworthiness
CMDR	Mick	Hicking	COS AMWC
CDRE	Steve	Hughes	COM SURFOR
LCDR	Danny	Jensen	DNPCMA Data Support
Mr	Steve	Johnson	DepSecNNSB
VADM	David	Johnson	VCDF
RADM	Trevor	Jones	Former Deputy Chief of Navy
CAPT	Anthony	Klenthis	Director Navy Workforce Requirements
САРТ	Greg	Laxton	Director Fleet Support Unit
CDRE	David	Mann	DG Surface and Aviation
САРТ	Mike	McArthur	COM AMWC
САРТ	Grant	McClennan	Director Fleet Engineering
CMDR	Geoff	McGinley	DD Navy Workforce Management
CMDR	Anita	Newmarich	DD Navy Workforce Management

Rank	First	Last	Position
VADM	Mike	Noonan	Chief of Navy
CMDR	Brendan	O'Hara	DD Plans
CDRE	Simon	Ottaviano	DG Logistics-Navy
CMDR	Jennifer	Parker	COS NPCMA
CDRE	Tony	Partridge	DGNP
CMDR	Robyn	Phillips	Career Manager Sailors
CDRE	Bob	Plath	COS Fleet Command
CMDR	David	Rendell	DD Artificial Intelligence Program
LCDR	Benjamin	Robinson	Retention Manager (Navy Governance)
CAPT	Mick	Sander	Specialist Ships Branch Engineering Advisor
CMDR	Simon	Schiwy	DD Logistics Capability - Littoral
CAPT	Paul	Scott	Director Navy Workforce Management
WO	Scott	Shipton	CWO Surface Forces
Mr	Mike	Smith	CN Special Projects
CAPT	Mike	Spruce	Director Fleet Executive
CAPT	Michael	Turner	Capability Manager
CAPT	Letitia	Van Stralen	Director Navy People Career Management
CMDR	Dave	Wilson	Career Manager Reserves
CAPT	Bernard	Yorke	Director fleet Logistics
CAPT	Eric	Young	Chief of Staff to CN

# Annex E Abbreviations

Term	Meaning
ADF	Australian Defence Force
ADFA	Australian Defence Force Academy
ADFTWM	ADF Total Workforce Model (Previously Project Suakin)
AFS	Average Funded Strength
AJAAC	Australian Joint Acoustic Analysis Centre
ANP	Australian Navy Publication
APS	Australian Public Service
ATR	Advanced Training Requirement
CASG	Capability Acquisition and Sustainment Group
CCSM	Collins Class Submarine
CDF	Chief of the Defence Force
CJOPS	Chief of Joint Operations
CLC	Capability Life Cycle
СМ	Configuration Management
CMR	Capability Manager's Representative
CMRB	Capability Manager's Release Board
CN	Chief of Navy
COMSUB	Commander Submarines
COMTRAIN	Commodore Training
COMWAR	Commodore Warfare
DCN	Deputy Chief of Navy
DGNP	Director General Navy People
DGSM	Director General Submarines
DNWR	Director Navy Workforce Requirements
DSMWD	Director Submarine Workforce Development
DSWP	Defence Strategic Workforce Plan
FAS	Fleet Activity Schedule
FC	Fleet Commander
FIC	Fundamental Inputs to Capability
FOC	Final Operational Capability
FPR	First Principles Review
FSM	Future Submarine
FSU	Fleet Support Unit
FTE	Full Time Equivalent
HFSP	Head Future Submarine Program
HMS	Head Maritime Systems
HNC	Head Naval Capability
HNE	Head Naval Engineering

Term	Meaning
HNPTAR	Head Navy People Training and Resources
IIS	Introduction into Service
ILS	Integrated Logistics Support
IOR	Initial Operational Release
JEWOSU	Joint Electronic Warfare Operational Support Unit
LOTE	Life of Type Extension
MAPS	Manpower Analysis and Planning Software
MEC	Medical Employment Classification
MLO	Maritime Logistics Officer
MRU	Manpower Required in Uniform
MSD	Maritime Systems Division
MWO	Maritime Warfare Officer
NPCMA	Navy Personnel Career Management Agency
NSAB	Naval Shipbuilding Advisory Board
NSWP	Navy Strategic Workforce Plan
OCD	Operational Concept Document
OSI	Operation and Support Intent
PCM	Personnel Contingency Margin
Perisher	Submarine Command Course
PPR	Posting Position Prerequisite
RAN	Royal Australian Navy
RANC	Royal Australian Naval College
RANTEA	RAN Test and Evaluation Authority
RANTEWSS	Royal Australian Navy Tactical Electronic Warfare Systems Section
RNLN	Royal Netherlands Navy
ROCS	Review of Officer Career Study
SMCC	Submarine Command Course
SF	Special Forces
SM	Submarine
SMDDO	Submarine Deliberately Differentiated Offer
SPO	Systems Program Office
SWDP	Submarine Workforce Development Plan
SWFGS	Submarine Workforce Growth Strategy 2014-2025
T & E	Test and Evaluation

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# INDEPENDENT CRITICAL PEER REVIEW OF NAVAL WORKFORCE PLANNING

**INTERIM REPORT** 

**SUBMARINES** 

Boyd Robinson, AM Rear Admiral RANR David Shackleton, AO Vice Admiral Rtd

11 December 2018

#### **Executive Summary**

Our review of the Navy workforce required to operate and support a force of 12 regionally superior sovereign design submarines has highlighted store issues reflected in key findings and recommendations:

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At 1 July 2018 the submarine workforce was 780, which has met the target size required to maintain five Collins crews and operate the submarine force in a sustainable manner. While this is a remarkable achievement considering the starting base in July 2013 was just 497 personnel, sector.



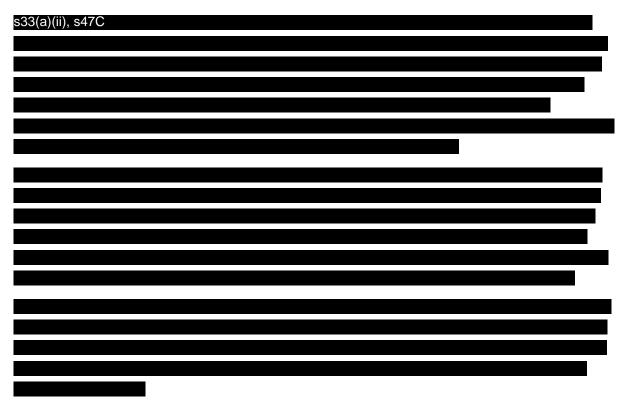
We believe one of the fundamental changes required is for officers of the submarine arm to be inducted, trained and retained in the submarine arm as a full naval career. The professional demands on these officers are such that they must be regarded differently from members of the wider Navy for their unique skills and experience. §47C

For almost 50 years Navy has drawn its requirement for junior submarine officers from the broader Navy officer corps. In that context, having the right numbers of the right officers in the submarine arm was influenced by a variety of interests, not all of which helped grow the submarine arm in a controlled or professional manner. Prior to that, in the early period of the Oberon Class Submarine, officers were recruited 'off-the-street.'

Navy is again directly recruiting for submarine officers to complement direct recruiting that occurs for submarine sailors. Officers already serving in the Navy can continue to volunteer for submarine service. <u>s33(a)(ii)</u>

Direct recruiting should be seen as a

positive change, but not one where Navy must lower standards to meet its targets. Direct recruiting needs to be supported through improved methods of suitability testing as a means of reducing training wastage.



Submarine qualified engineering officers do not presently have a pathway to reach the rank of Commodore, which is a disincentive for officers who might choose submarine service as a rewarding career. **s33(a)(ii)** 

#### s33(a)(ii)

Navy is addressing this matter, but it requires urgency in its resolution.

As stated earlier, Navy plans to grow the uniformed submarine workforce to 940 by January 2025 to ensure effective support for six Collins Class submarines. After that the workforce will s33(a)(fi)

This number was developed by s33(a)

It is being confirmed by a detailed examination by Navy

of positions required ashore to support the future force.

Doubling the size of the submarine force, especially for officers and senior sailors, is a significant challenge that will require far-reaching changes to organisation and management of training, training systems, and a tight control of postings of all submarine qualified personnel – regardless of their specialisation. §47C

Navy must establish lead indicators to determine where timely leadership pressure and effort is required to maintain an effective workforce and senior sailors, and Warrant Officers particularly, must be educated and trained to be the mentors of their junior sailors and to guide young officers in their development.

High-fidelity simulators will increase the level of competence of individuals to support faster achievement of initial at-sea qualification. Even with sophisticated simulation, sea experience is required to complete the qualification process. Providing necessary sea experience for the increasing number of trainees entering the growing workforce \$33(a)(ii)

Navy life, as is the case with each of the Services, is demanding. But allowing individuals to balance their professional and personal lives is essential to meeting the expectations of modern (and typically young) Australians who have multiple career choices. Members of the submarine arm and, critically from a retention perspective - their families, will not unquestioningly accept that they must unconditionally sacrifice their own aspirations for the duration of their navy service - even in an all-volunteer force. Navy leaders who make this assumption will be completely misunderstanding the values and life goals of not only their people, but also broader expectations of work-life family balance that other careers offer.

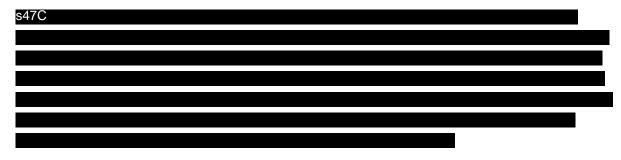
Retention measures, as has been proven to be the case in other segments of the Services, must take into account the aspirations of individuals at different stages of their lives and careers. Being treated as an individual is the key to most of these issues. Financial retention measures have made a difference in stabilising and then growing the submarine workforce. But money is not the long-term primary solution. A simple and effective non-financial measure has been enforcing rules associated with respite from sea service.

Other retention initiatives can include advanced training, secondments to other like-type submarine organisations and, as appropriate, fast track promotions – all of which are part of active and personal career management. Nevertheless, continued application of targeted financial retention measures may be required to ensure achievement of the high rate of growth of the workforce going forward.

The transformation to a 12-boat force also demands new thinking in how submarine crews are formed, trained and supported, and how new submarines are crewed during the initial acceptance phase. Navy is developing a crewing approach for new ships referred to as "crew zero". This involves forming a standing acceptance crew, based in Adelaide, to bring each new submarine out of the build phase and through acceptance trials before handing over to the commissioning crew. Crew Zero will then move on to bring the second boat and subsequent boats out of build thus de-risking what is a critical activity for successful acceptance into service. Within the crew zero construct however, Navy must ensure that the actual commissioning crew takes full ownership of their submarine. Clear arrangements will need to be in place for timely transfer of 'ownership', possibly through the Director General of Naval Construction.

s47C

In parallel with expansion of Australia's submarine arm there is a growing understanding and requirement for greater expertise in submarine warfare across the entire ADF. The investment in Poseidon P8 aircraft by the RAAF and ADF intelligence capability are indicators as to just how important being expert in the field of submarine warfare is to Australia's strategic security posture. Much of that expertise will reside with and be developed by members of the submarine arm.



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#### Introduction

#### 1.1 Engagement to Review Naval Workforce Plans

1.1.1 This review commenced in March 2018 under the guidance of General Manager Submarines (GM Subs) with concurrence of the Chief of Navy (CN). Our terms of reference, as agreed between GM Subs and CN are at Annex. A. A list of those with whom we consulted in our review is at Annex. D.

#### 1.2 Context

1.2.1 This first part of the workforce review has focussed on submarines so that an interim report could be provided that might assist Defence implement an appropriate workforce plan to support a 12-boat submarine force. Having an understanding the nature and extent of analysis required for submarines will help define an approach to reviewing the planning for the surface workforce of the RAN should the Chief of Navy wish to pursue that task.

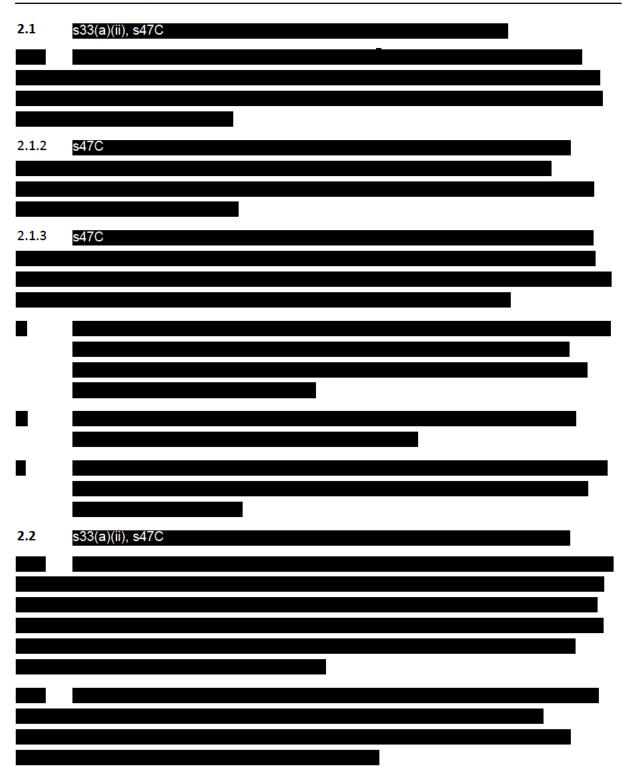
#### 1.3 Purpose

1.3.1 The purpose of this report is to evaluate the status of Navy workforce planning and achievement for the current and future submarine force. While APS members in CASG, and elsewhere, are essential to achieving the overall submarine capability, this aspect of the submarine workforce has not been reviewed in any detail.

1.3.2 Matters of supporting detail are contained in the relevant Annex.

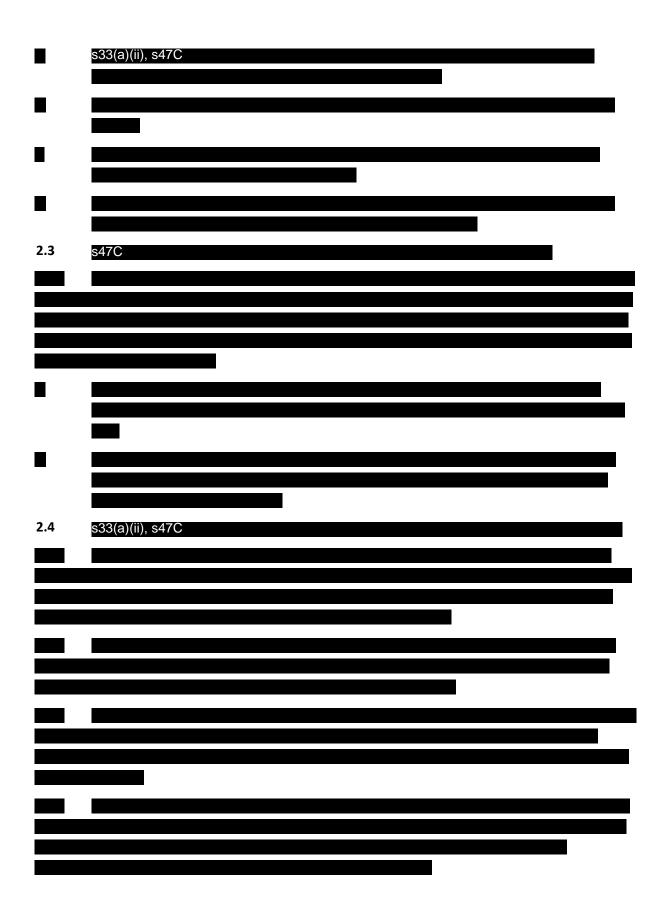
1.3.3 Our general methodology is described at Annex. B.

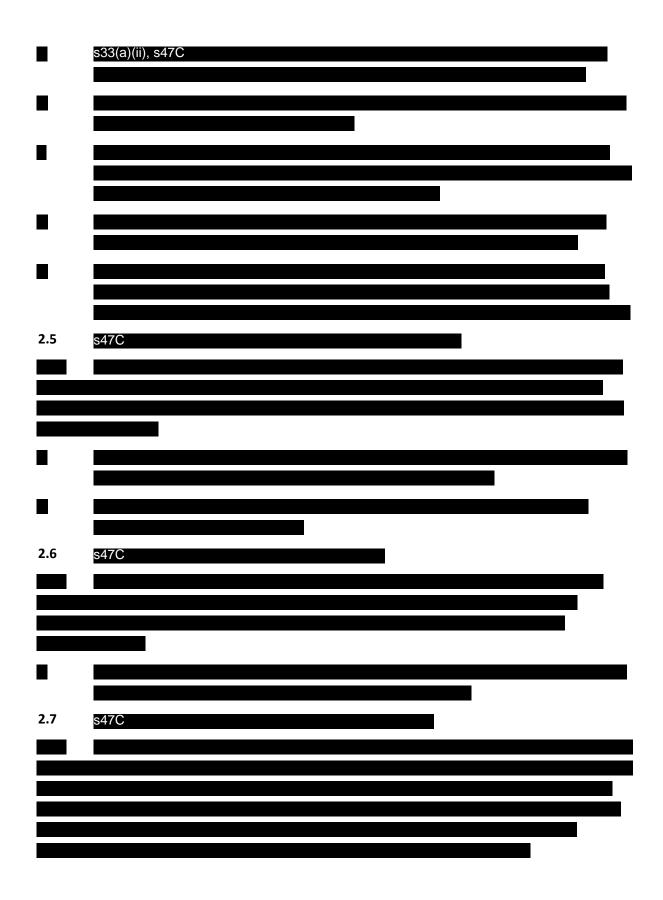
## 2 Key Findings and Recommendations

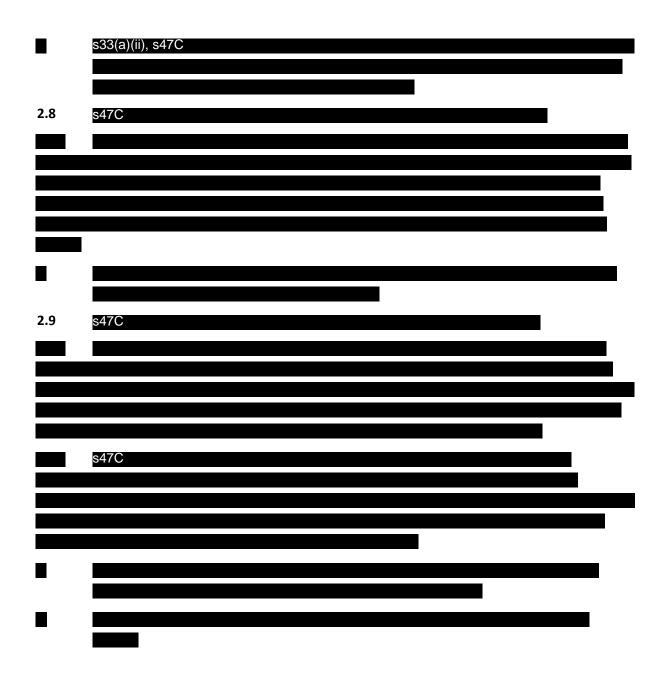


<sup>1</sup> The Submarine Workforce Growth Strategy is supported and implemented by Plan Delphinus. It defines where the new positions are created within Defence's organisation.

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## 3 Transition from Collins to Future Submarine

#### 3.1 Summary

3.1.1 The Future Submarine Program is the largest funded Defence capital program in Australia's history. As a consequence, the importance of Australia's submarine capability to the security of the nation will increase significantly beyond that provided by the Collins Class submarine. Its national significance is underscored by the decision to grow a sovereign capability to modify a new design to meet Australia's needs. Australia has previously not had this capability and it is one confined to relatively few nations. Much international assistance is necessary and being provided by trusted sources to meet this challenge.

#### 3.2 Strategic Context

3.2.1 Government has determined that Australia requires regionally superior submarines. They are to have a high degree of interoperability with the United States to provide an effective deterrent, which includes making a meaningful contribution to anti-submarine operations in our region. The core roles of Australian submarines are: anti-submarine warfare; anti-surface warfare; intelligence, surveillance and reconnaissance and support for Special Forces.

3.2.2 By their nature, submarines are covert and require comprehensive intelligence support to maximise their impact. Their secretive nature also contributes to it being problematic for those without a background in submarines to comprehend the extent of the difficulties and risks that must be overcome in order to achieve mission success. A balance of confidentiality and open assessment must be struck to ensure the resource demand is expressed clearly and used wisely.

3.2.3 Submarines necessarily require a specialised and highly professional work force and need extensive support from multiple Government organisations and appropriate allies, academia and industry. Each element requires development and investment over the long-term to maintain a strategic advantage and build regional superiority. Collectively, such an arrangement can be regarded as the Australian submarine enterprise, and it will be markedly different to that which existed both conceptually and in practice for the Collins class capability. The challenge to create such an enterprise is great, and the cost is commensurate. A whole-of-government arrangement is now being applied to building the national institutional capability necessary to ensure success.

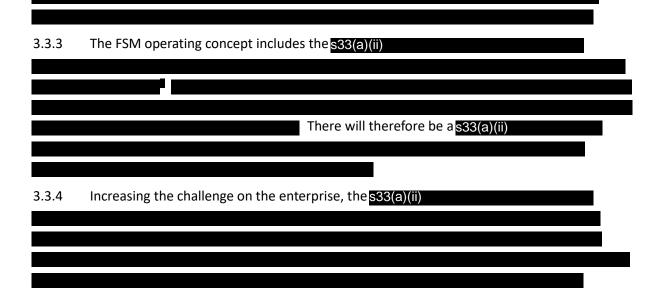
3.2.4 To deliver the capability required, the submarine workforce (ADF and APS) must grow progressively from operating and supporting six Collins Class submarines (CCSM), to building, operating and supporting 12 future submarines (FSM) and the submarine enterprise. Industry and academia must be harnessed, and potential members of the submarine arm given positive encouragement, to build a rewarding career in a modern and professional element of the RAN.

#### 3.3 Transition from Collins to Future Submarine

3.3.1 The current squadron of six CCSM are home ported in HMAS *Stirling* where they are supported by a variety of functional elements and managed through the Submarine Squadron Headquarters. Of the six, three boats are expected to be available consistently for tasking and a

fourth either available or in short-term maintenance. The remaining two submarines will be in longer term maintenance, typically conducted in Adelaide.<sup>2</sup>

3.3.2 The area surrounding *Stirling* is home to most of the members of the submarine force and their families, but the primary area of recruiting takes place in eastern Australia. This provides challenges for how the Arm will manage a significantly expanded workforce that will come through doubling the number of submarines. **§47C** 



<sup>2</sup> The CN 10 Product Statement for submarines sets the materiel status required to be delivered by CASG

<sup>3</sup> This refers to the intent to operate submarines on s33(a)(ii)

- which is not a consideration of this

review.

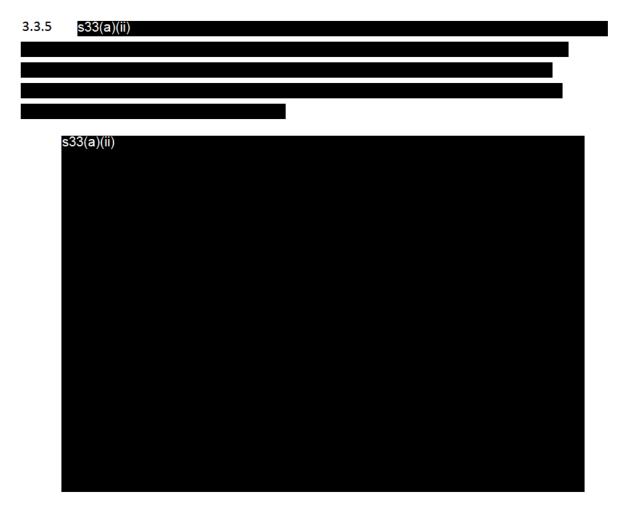


Figure 1: Collins Class Transition to Future Submarine 2030-2055<sup>4</sup>

4 Calendar years.

#### 4 Governance of the Submarine Arm

#### 4.1 Summary

4.1.1 Navy's transformation from a Collins focussed capability to one based on the FSM will require a myriad of important and time critical capability management decisions over many years.



#### 4.2 Overview

4.2.1 Submarines are a strategic capability requiring a management arrangement that reflects their purpose and uniqueness. Submarines are arguably the most complex capability maintained in Navy and they need to be managed in a manner commensurate with Government expectations of their availability and professional standards. **s33(a)(ii)** 

4.2.2 The scale and pace of change to take place in the operational submarine force and the Defence submarine enterprise over the next 20 years and beyond is as great as any organisation can undergo. The whole-of-government strategy being adopted has brought with it the position of Deputy Secretary National Naval Shipbuilding in the Department of Defence and considerable change is to be expected in other government departments, industry and academic institutions to achieve success.

4.2.3 Navy is a central element in all of this endeavour and the transformation of the submarine arm and its significant growth will be highly challenging in many dimensions. While there are many contributors and collaboration will be essential, strong leadership is needed.

#### 4.3 Governance Considerations

4.3.1 Management of the delivery and risks associated with evolution of the submarine force is necessarily shared across Navy, multiple groups in Defence, as well as in industry – and increasingly - academia. Transformational change of the Navy's submarine arm is taking place, which requires its leadership to both shape and adapt to the needs of a wide range of participants from government, industry and academia – the Australian submarine enterprise.

4.3.2 Strong leadership in CASG is being provided through the clear accountability of GM Submarines to Deputy Secretary CASG and through Deputy Secretary National Naval Shipbuilding to the Secretary and CDF. Navy's accountability framework is less clear in that there is no single point of responsibility. Instead it is delivered through an arrangement of matrixed responsibilities that ultimately provide advice to CN.<sup>5</sup>

4.3.3 Navy's Director General Submarines (DGSM), a command qualified submariner in the rank of Commodore, is Head of the Submarine Profession. As a member of the RAN's Capability Division and based in Defence HQ (Navy) Canberra, DGSM is responsible for:

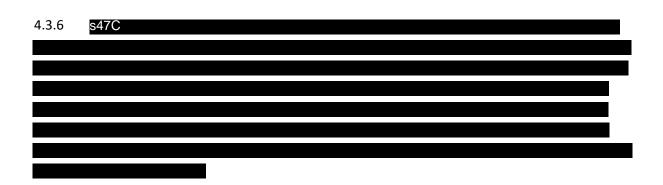
- a. Advice to others as CN's submarine Capability Manager's Representative (CMR).
- b. Advice to HNC (Rear Admiral) for operational capability requirements associated with all Fundamental Inputs to Capability (FIC), including workforce demands.
- c. Managing funding lines and monitoring CASG achievement of sustainment outcomes for CCSM via the Materiel Sustainment Agreement CN10.
- d. Advice to HNPAR (Rear Admiral) for all submarine workforce personnel policy matters, having consulted with Director General Naval People (DGNP), Commodore Training (COMTRAIN) and others as necessary.
- e. Close consultation with the Head Future Submarines (HFSM) in CASG (Rear Admiral) to ensure there is a tight linkage between CN's requirements and those to be delivered through the FSM Project (SEA1000). This liaison also includes ensuring continuity of inservice capability of the CCSM to meet extant requirements.
- f. Acting as the advisor to HNC and others across Defence for joint capability matters on antisubmarine warfare.

4.3.4 DGSM has no formal responsibilities to the Fleet Commander (Rear Admiral) who has responsibilities for collective training and operational standards. The conduct of specialised submarine operations rests with Chief of Joint Operations (CJOPS) via a specialist SM staff and DGSM has no direct authority in this chain of command.

4.3.5 Notwithstanding these arrangements, as the RAN's senior submariner who manages Australia's international submarine relations on behalf of CN,<sup>6</sup> DGSM is expected to provide a channel of senior and highly experienced operational advice to CN. We note however, that **SS3(G)** 

<sup>&</sup>lt;sup>5</sup> See ANP1001 Navy Governance Direction and ANP2800 Seaworthiness Governance for Naval Capabilities

<sup>&</sup>lt;sup>6</sup> It is beyond the scope of this review to remark on DGSM's role in managing classified agreements and arrangements for which advice is provided to CN and others concerned.



# 5 Consolidating the Collins Class Workforce

# 5.1 Summary

5.1.1 Achievement of growth in the submarine workforce against targets, in numerical terms, has broadly been successful and is summarised in Figure 2. DGSM is managing the current workforce intensively and is confident of achieving the required annual workforce growth, albeit with shortfalls in some categories **533(a)(ii)**, **547C** 

#### 5.2 Submarine Workforce Growth Strategy 2014-2025

5.2.1 CN promulgated the Submarine Workforce Growth Strategy 2014-2025 (SWGS) in 2014<sup>7</sup> with a clear intent to complete the recovery of the CCSM uniformed workforce to a sustainable level and to provide a solid base from which to grow the FSM workforce. SWGS requires the workforce to grow from 497 in July 2013, to 940 by June 2025.



Figure 2: Submarine Workforce Growth 2015-2025 – Required and Achieved

#### 5.3 Recruiting

5.3.1 Recruiting results for the submarine arm in the period 2013-2018 are shown in Table 1 below and \$33(a)(ii)

are addressed in more detail in section 6 on page 23.

<sup>7</sup> Chief of Navy Submarine Workforce Strategy 2014-2025 dated 15 October 2014 page 1



# Table 1: Recruiting Target Achievement 2013-2018

# 5.4 Retention

5.4.1 The crew of Collins was originally designed so that most personnel were in two watches for the entire time at sea.<sup>8</sup> The intention was to minimise manning, but the outcome was that crew members quickly became fatigued and little time was available for the essential additional tasks which must be accomplished to be operationally effective. An unintended further consequence was that the experiential learning possible through being at sea in unpredictable circumstances was constrained through limiting the numbers who were embarked.

5.4.2 A major contributing factor to the workforce fragility has been the demand for sea-time. An already small number of people were frequently confronted with an inability to balance their professional and personal lives with family and necessary training, and to hold non-seagoing jobs either in the submarine community, or elsewhere. The paradox being that one of the current principal drivers for a high operating tempo is to train and develop the increased workforce, with the unintended result being that retention of the current workforce can be adversely impacted.

5.4.3 In 2009 the Collins scheme of complement was increased from 48 to 58 to help alleviate the workforce issues impacting on submarine availability.<sup>9</sup> Along with a shore-based Submarine Support Group, the added flexibility of the increased crew has significantly reduced the number of 'Operational Reliefs' (temporary replacement of a sea going crew member) required from shore positions. This was a good initiative.

5.4.4 Retention of submarine trained officers and sailors has accordingly been the subject of important initiatives, most notably the deliberately differentiated workforce package developed to provide incentives for that purpose. Although the package incorporated a monetary provision of up

<sup>&</sup>lt;sup>8</sup> The term means that individuals are either at their operational position 'on watch'; or sleeping, eating or otherwise resting when 'off-watch'. In some circumstances those off-watch are required to support those on-watch, thereby losing their opportunity to be rested. This cycle is highly unsuitable for ensuring that individuals can satisfactorily meet high standards of concentration for extended periods.

<sup>&</sup>lt;sup>9</sup> Environmental factors such as managing CO2 and total air quality means that each CCSM is limited to embarking a maximum of 60 personnel.

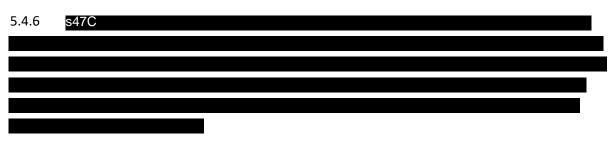
to \$50,000 and was dependent upon the length of sea service, its predominant features were non-financial. In overall terms they included:

- a. enhanced career management strategies including respite postings,
- b. improved career enhancement opportunities,
- c. leave remediation measures to reduce leave balances,
- d. block leave periods for submariners,
- e. increased recruitment to ensure a fully staffed Submarine Support Group, and
- f. a Submarine Capability Payment to stabilise existing workforce and attract new members.

5.4.5 Anecdotal evidence in the submarine arm is that retention measures introduced through the 2014 initiative have been successful and are viewed as providing confidence to members that their service is valued. Table 2 shows separation rates over the period 2013 to 2018 and includes a comparison to the overall separation rates for officers and sailors across the Navy. The figures for 2018 show that officer and sailor separation rates for the submarine arm are lower than those for the Navy as a whole.



Table 2: Separation Rates 2013 – 2018



# 5.5 Assessment of Submarine Suitability

5.5.1 The submarine workforce is characterised by skills and competencies unique to its operating environment. Serving in a submarine is generally more demanding than serving in a

surface ship and for this reason service in the submarine force is on a voluntary basis. Navy has recognised that it will not meet its future workforce targets through traditional methods of internal transfers from other work groups or communities<sup>10</sup> and this will require a much greater reliance on external recruitment and more positive methods of attracting potential submariners. Direct recruiting, especially of officers, is expected to increase the probability that the submarine force can meet its workforce targets and represents a fundamental change to the current approach of lateral transfer adopted for the past 50 years.

5.5.2 For both officers and sailors, submarine *volunteers* are now identified at time of recruitment, although this is a relatively new policy for officers. Actual submarine *suitability* testing however, presently occurs later in the training continuum. For an ADFA officer entry this can occur during their academic studies but is often after considerable investment in training and development has already been incurred.

5.5.3 For submarine sailors in warfare workgroups, suitability testing occurs on completion of recruit training, but for technical, communications and logistics sailors it may not occur until completion of workgroup specific training, which can be up to a year after entry into the RAN. Considerable investment may therefore be lost if a sailor fails the rigorous submarine suitability testing and training because there is not always opportunity for these sailors to complete their specialist training and qualification in the surface fleet.

5.5.4 These weaknesses have been recognised and Navy is making changes to this approach so that submarine suitability testing can occur before basic recruit training commences and before officers join ADFA or RANC. This will greatly assist planning and achieving forecast throughput of trainees. It is also expected to have a positive impact on retention of those who join as submariners.

# 5.6 Monitoring Workforce Status – Need for Lead Indicators

5.6.1 In 2016 Navy implemented the Submarine Personnel Proficiency Framework Business Rules to assist with implementing SWGS. These rules define different levels of personnel capability and readiness to meet Service needs (levels 1 to 8). The Framework is accompanied by a 'Submarine Workforce Dashboard' which tracks in detail the monthly status of the submarine force measured against Key Performance Indicators (KPI).

5.6.2 Navy's cohort of submarine officers and sailors are tracked by competency and progression through training stages to meet overall workforce targets. This method permits tracking of individuals regardless of their method of entry and ensures targets for known requirements are capable of being followed over time. So far however, \$33(a)(i)

5.6.3 Understanding the minimum number of recruits required each year to provide the annual minimum of qualified submarine officers and sailors needed to sustain the workforce can be a key lead indicator. These annual numbers should be monitored, and shortfalls extrapolated to likely future workforce deficiencies. This could provide a capability impact predictor of sorts and provide a

<sup>10</sup> Navy Strategic Workforce Plan 2018-2023 page 6

stimulus for pre-emptive management intervention. The rank by rank structure of the submarine workforce for CCSM (the workforce pyramid) is explained Annex. C.

5.6.4 Navy workforce planning by its nature is a long-term activity supported by sophisticated modelling tools to forecast demand at various stages of the career continuum. s33(a)(ii), s47C

5.6.5 The dashboard is in the course of re-design to be more useful, but it is underpinned by comprehensive data drawn from Navy resources and PM-Keys via the DPG. Notwithstanding the substantial data being collated by COMSUB and DGSM, its collection is dependent upon a small number of personnel with such expertise, and hence appears to be fragile in terms of being continuously able to support ongoing decision making. Extrapolating the data for this review proved to be time consuming and complex because it is recorded in numerous data locations and formats under control of different people whose assistance was required for its interpretation and analysis.

# 6 Command Qualified Officers

#### 6.1 Summary

6.1.1 s33(a)(ii), s47C

# 6.1.2 s33(a)(ii)

# 6.2 Background

6.2.1 Sea-going experience is the key factor in ensuring the submarine arm is professional and submarine command qualified officers are its sea-going leaders. Of those most important in the submarine workforce for having a functioning sea-going operational capability, these officers are the most critical. Their preparation for command assessment occurs throughout their formative years (as summarised generally in Table 3) and is intended to equip them adequately for the Submarine Command Course (SMCC).<sup>11</sup> **S33(a)(ii)** 

Rank	Posting	Sea	Shore
SBLT	<b>Communications Officer</b>	24	
LEUT	Navigation Training		3
LEUT	Navigating Officer	24	
LEUT	SM Warfare Training		6
LEUT	Shore Posting		12
LEUT	Sonar Officer	12	
LEUT	Operations Officer	12	
LCDR	Post SMWO		24
LCDR	XO	24	
LCDR	Post XO		24
CMDR	Command	24	
	Months	120	69
	Ratio	63.5%	36.5%

#### Table 3: Idealised SM Warfare Career Progression

6.2.2 SMCC is a highly demanding practical examination at sea in a complex operational context. SMCC has been validated as meeting the needs and high standards of the RAN, but failures by

<sup>&</sup>lt;sup>11</sup> SMCC is colloquially known as 'Perisher'.

officers from the RAN and the Royal Netherlands Navy (RNLN) are not uncommon.<sup>12</sup> High failure rates can usually be attributed to inadequate formal preparation and experience before undertaking the examination. s33(a)(ii), s47C

6.2.3	s33(a)(ii)
6.3	s33(a)(ii)
6.3.1	As a long run average, <mark>s33(a)(ii</mark> )
S	33(a)(ii)
5	

Figure 3: RAN Submarine Command Course Results 2008-2017



<sup>12</sup> SMCC is undertaken by RAN officers in conjunction with the Royal Netherlands Navy (RNLN) utilising a conventional submarine in service with that Navy. It is based upon the course originally developed by the Royal Navy (RN) and attended by both the RAN and RNLN until the RN became an all-nuclear submarine force.

# 6.3.3 s33(a)(ii), s47C

6.3.4 The current pipeline of officers who are eligible to complete this pathway is shown in Table 4, **533(a)(ti)** 

s33(a)(ii)	
<b>T</b> . I. I.	

 Table 4: Submarine Warfare Officer - Pipeline 2018

# 6.3.5 s33(a)(ii)

#### s33(a)(ii)

6.3.6 <u>\$33(a)(ii)</u> 6.3.7 Achievement of this demand will be <u>\$33(a)(ii)</u>

s33(a)(ii)		
555(a)(II)		

Figure 4: SMCC Demand 2019 - 2055

# 6.4 - Project Aegir

6.4.1 DGSM proposed, and DCN agreed in August 2018 to implement Project Aegir<sup>14</sup> to drive improvement in managing the demand and provision of SM Warfare Officers.<sup>15</sup> DGSM is the Project Director. The project includes investigation of new recruiting initiatives and increasing the numbers of officers in the CCSM crew. Overall it is intended to change how submarine officers are selected for

# <sup>13</sup> s33(a)(ii)

<sup>15</sup> Independent Review into Submarine Command Development dated 02 March 2018 recommended establishment of such a project. DGSM has leadership of this activity.

<sup>&</sup>lt;sup>14</sup> DCN Directive 7/18 to DGSM dated 24 August 2018. (In Norse mythology, Aegir is the god of the sea, both worshipped and feared by sailors.)

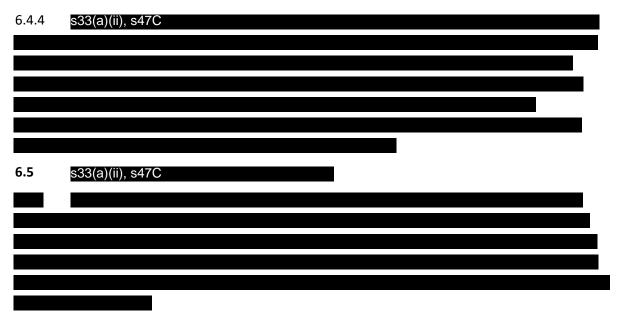
and prepared for SMCC, thereby increasing the number of submarine command qualified officers to that required in the 2030's and beyond as shown in Figure 4.

6.4.2 The difficulty of s33(a)(ii)

makes this

a particularly difficult challenge to meet.

6.4.3 Those who do not achieve submarine command remain a source of highly qualified and experienced officers who still have an important role in the Service. These officers can have meaningful careers, including in the area of acquisition as addressed at paragraph 9.3 of this report. Retention and requalification of these officers is an important part of developing the overall submarine workforce required to build and introduce into service a new class of submarine and management of the submarine enterprise.



6.5.2 Submarine command training and qualification is very expensive in terms of the numbers of naval and other assets, such as helicopters, ships, maritime surveillance aircraft and other submarines, that need to be assigned to support the training course. **s33(a)(ii)**, **s47C** 



# 7 Growing the Future Submarine Workforce

7.1 Summary

7.1.1 s33(a)(ii), s47C

7.2 Size of the Future Submarine Workforce

7.2.1	s33(a)(ii), s47C	
7.2.2	s33(a)(ii), s47C	

7.2.3 Navy's managed growth of the submarine workforce has so far given it confidence it can meet its recruiting and training targets to man the CCSM force, but it already recognises that changes have to be made in growing the workforce necessary to transition from six to 12 submarines.

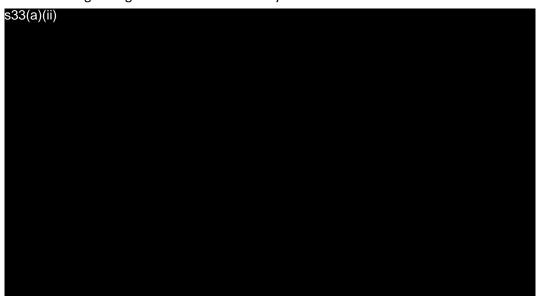


Figure 5: SM Workforce Growth 2025 – 2050

10		
16	$a^{2}(a)(ii)$	~ 170
	s33(a)(ii)	. S470

7.2.4 The growth required in the period 2019 to 2035 and capacity of the submarine training system to meet the demand is shown in Figure 5. The green line represents the smoothed workforce demand. The blue dotted line shows that through utilising existing training methods with a separation rate of  $\frac{33(6)}{10}$  the estimated nett workforce that can be generated will be around  $\frac{333(6)}{10}$  personnel.

7.2.5 This problem is recognised, and improved methods are being developed which are estimated to enable a throughput to reach service personnel should it be needed. The net supply is sensitive to s33(a)(ii) and Table 5 demonstrates the estimated difference and s33(a)(ii)

is incurred.

s33(a)(ii)			

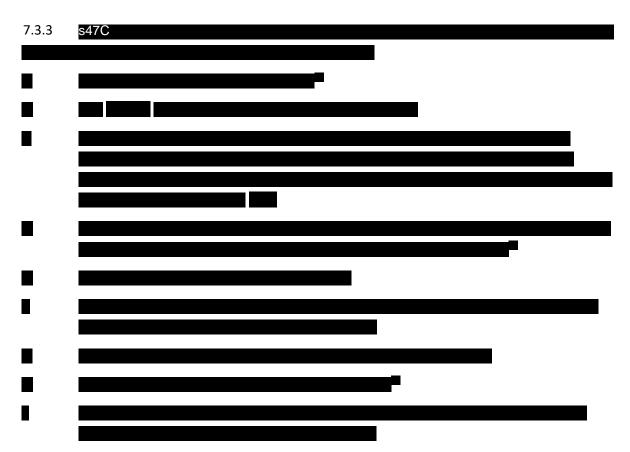
**Table 5: Net Workforce with Separation Rates** 

7.2.6 Development of a structure based on actual positions required in the future force is still in its infancy, hence the primary means of determining the size of the future workforce is application of the sea to shore ratio. Nevertheless, Navy planners have shown by thorough analysis of the positions required to man and support the CCSM that using the sea to shore ratio provides a good estimate of the workforce required. CCSM experience has shown that maintaining this ratio is the key to managing recruiting and retention of the workforce.

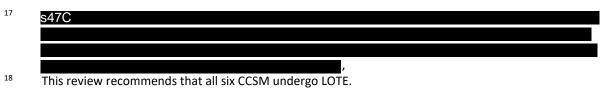
# 7.3 Planning Considerations

7.3.1 The increase from six to 12 boats is unlikely to result in a simple linear doubling of numbers of those in job families and ranks. This is because other factors associated with formation of a submarine arm which, relative to that of the CCSM, will have a much greater role in the ADF's strategic and warfighting capability is also involved. This is discussed further at paragraph 7.3.8.

7.3.2 The transition from CCSM to FSM will be protracted but will be managed to ensure that sufficient boats are available to meet operational demands, and the workforce is able to train and conduct necessary preparations to man the FSM. This will be a complex task that will require careful planning to adapt the skills of the workforce because each version of the FSM is likely to incorporate some modifications not installed in its predecessor.



7.3.4 Navy is undertaking an in-depth review of the organisation structure of the submarine arm to inform and refine its workforce demand for the future. Amongst other outcomes, there is expected to be an increase made to the Submarine Support Group to facilitate the provision of short notice operational reliefs.<sup>22</sup> The practice of drawing operational reliefs from any available source of shore posted individuals, including those who had been promised a stable period of respite from the demands of sea service has been a major source of discontent that was directly related to increased separation rates.



<sup>&</sup>lt;sup>19</sup> This assumption is currently being reassessed in that it is regarded as an inefficient way to manage the personnel involved.

- <sup>20</sup> Current planning is assuming that the <sup>333(a)(ii)</sup> ratio adopted for CCSM crewing will be adequate but is subject to further analysis.
- <sup>21</sup> The overall Navy 2023 target for female participation is 25% (currently around 21%). Current submarine female participation rate is around 10%.
- <sup>22</sup> Short notice operational reliefs are generally expected to cover a temporary vacancy in a critical position in a submarine's crew that cannot be met by normal posting action. The notice provided for the relief can be from mere hours to several days.

7.3.5 Experience with the submarine force of enforcing a policy of shore respite has demonstrated improvement in retention figures and achieving that outcome points to the importance of ensuring that work-life balance is achieved by RAN personnel. Analysis of historic data on the use and need for operational reliefs will support a more efficient approach to calculating the number of personnel required as operational reliefs. A further benefit of this work will be greater confidence that shore positions utilised by members of the submarine arm will have real value to the submarine enterprise and will add credibility to workforce planning estimates.

7.3.6 The composition of Defence and industry elements of the submarine enterprise are presently evolving but experienced submarine qualified officers and sailors will need to be embedded in this enterprise. Current experience with management of the FSM project also shows that multiple officers of Captain and Commodore rank will need to be part of the intended continuous cycle of designing and constructing submarines for the RAN.

7.3.7 Career planning for submarine engineering officers must improve for this requirement to be met. These officers do not have a sustainable career structure and currently have no pathway designed into their career planning arrangements to reach the rank of Commodore – a significant deterrent for any officer considering a long-term career in the Navy. s47C

7.3.8 The following factors will also contribute to the demand for experienced submariners across Defence that should be considered during development of SWDP 2050:

- a. The increased technical and professional sophistication of the submarine force to ensure that it is regionally superior will place demands on its further development, and the workforce skills of those associated with supporting the force. Education and suitability standards will need to be verified against that needed to exploit very advanced technologies and concepts.
- b. The realisation of a theatre ASW capability by the ADF will bring greater demands for ASW expertise in both Navy and associated ADF elements such as RAAF and the intelligence community.
- c. Generating the requirements and management of the differing configurations of the FSM will require a continuing presence of skilled senior sailors and officers for that undertaking.
- d. International considerations may serve to increase the degree of interaction between the RAN and other navies to meet mutual interests.

# 7.4 Guaranteeing Respite from Sea Service

7.4.1 The submarine arm needs a formal framework around providing guaranteed shore respite periods while still being able to meet unforeseen and urgent vacancies in sea going positions. Navy is developing an approach to operational management of the workforce in structural terms of three

components of Ready, Resetting and Readying. This method has been used to apparent good effect by Army for many years.

7.4.2 Adoption of a policy to meet the concept of Ready, Resetting and Readying, has yet to be approved by Chief of Navy, but modelling is occurring. **s33(a)(ii)**, **s47C** 



7.4.3 A first impression of this methodology might be that it will involve additional people and the associated cost of a larger workforce. But the analysis above is based on the workforce already agreed as required for long term sustainment of the Collins Class. The important difference is that this methodology brings a discipline to the application of the sea to shore ratio as it has always been intended – to provide respite from the demands of serving at sea. As discussed elsewhere in this report, predictable and stable time ashore is a crucial aspect of retention of personnel.

# 7.5 Increasing Training Throughput

7.5.1 Current training arrangements require that an individual, on completion of all prerequisite submarine training, spend a period of s33(a)(ii) at sea in a training role before they can be awarded their full submarine qualification. Throughput for this element of training is constrained by the availability of accommodation for trainees on board a submarine and this limits the growth of numbers of qualified personnel. Accommodation varies depending on operational commitments, but there is typically space available for s33(a)(ii).

7.5.2 Evaluation of simulation and associated methods used by the surface force to overcome a long-standing shortage of bridge warfare qualified officers is expected to lead to adoption of a similar system for submariners. In summary, high fidelity simulators can put an individual, officer or sailor, through demanding circumstances to ensure a particular standard has been met before joining a submarine. Such a person should, with less supervision than a trainee requires at present, then be capable of becoming fully competent. In other words, they will receive an endorsement of competency through filling junior billet positions and achieve award of their submarine qualification upon satisfactory performance in that role. Table 5 shows how s33(a)(ii)

7.5.3 The RAN is drawing upon the experience of other navies in regard to this approach, but its application is currently viewed with optimism as a means of reducing the training continuum to a more manageable result without a loss of skills. There is no suggestion however, that simulation is regarded a substitute for sea-going experience. Rather, simulation permits people to be ready to serve at sea and prepares them to achieve higher standards.

# 7.6 Flexibility through the Total Workforce Model

7.6.1 A new approach to assist with maintaining the required level of uniform personnel in the ADF is the ADF Total Workforce Model (TWM). This model has several Service Categories<sup>23</sup> that provide an ability of Service members to mix and match part-time and full-time service to meet the needs of the Service. It provides for a very flexible approach to workforce management allowing uniformed personnel to gain experience in the private sector and bring that experience back into a naval environment.

7.6.2 CN has expressed a view that such a model provides Navy with a much-needed way to provide worthwhile employment to members of the Navy when they are not engaged on sea-going responsibilities. This particularly applies to giving meaningful employment to the more junior members of the Navy, especially technical sailors whose continuing skills development can benefit from such experience.

7.6.3 This model has much potential in the submarine enterprise to make best use of submarine experienced uniform and civilian personnel to meet the changing profile of construction and sustainment. The CEO of ASC indicated that he supports embedding naval people in his organisation if they can be productive with little or no additional training or experience. We are also aware that Navy has an active programme with s33(a)(ii) to provide productive employment and skills development for submarine communications personnel.

# 7.7 Submarine Workforce Development Plan (SWDP) 2050

7.7.1 Submarine Workforce Development Plan (SWDP) 2050 is being developed to replace SWGS 2014-2025 and become the workforce roadmap to the year 2050, providing the basis of building the workforce to both operate CCSMs, and fully transition to the FSM.<sup>24</sup> SWDP 2050 will be aligned with the Defence Strategic Workforce Plan (DSWP) and will comply with the Australian Standard for Workforce Planning (AS 5620).

7.7.2 Updates are intended as circumstances evolve, but continuous intensive management will be required to ensure outcomes are reached. SWGS provides the basis for SWDP 2050 with a planned milestone to achieve an actual submarine workforce of 940 by January 2025 to enable transition to a two-class structure.

<sup>&</sup>lt;sup>23</sup> Service Categories 1 to 7. Categories 3 to 7 have Service Options (SERVOP) ranging from part time to full time service.

<sup>&</sup>lt;sup>24</sup> Draft Submarine Workforce Development Plan dated May 2018. This Plan has not been approved and is in its formative stages.

7.7.3 A submarine command qualified Captain, added to the staff of DGSM in early 2018, is embedded in the Navy People Branch where he is able to participate in workforce development matters, including the conduct of applicable research to inform decisions. Research on submarine workforce matters is now being conducted in sufficient detail to provide the necessary support.

# 8 Forming the First FSM Crew

#### 8.1 Summary

8.1.1 Navy is developing an approach referred to as "crew zero" that will form a standing acceptance crew, based in Adelaide, to bring each new submarine out of the build phase and through acceptance trials before handing over to the commissioning crew. The kernel of this crew should be formed in 330

# 8.1.2 s33(a)(ii), s47C

# 8.2 Crew Zero Concept

8.2.1 The transformation to a 12-boat force demands new thinking in how submarine crews are formed, trained and supported, and how new submarines are crewed during the initial acceptance phase. **s33(a)(ii)**, **s47C** 

Experience with the Collins building program as changes to the schedule were encountered contributed to serious family disruption and was the source of considerable dissatisfaction of crews and their families. Family dislocation should be avoided wherever possible.

8.2.2 While the first of class commissioning crew may pave the way with developing operating procedures, each subsequent new submarine crew is essentially re-learning the same lessons as the crew of the first vessel. Navy is developing an approach referred to as "crew zero" that will form a standing acceptance crew, based in Adelaide, to bring each new submarine out of the build phase and through acceptance trials before handing over to the commissioning crew.

8.2.3 This "crew zero" will then move on to bring the second boat and subsequent boats out of build thus de-risking what is a critical activity for successful acceptance into service. s47C

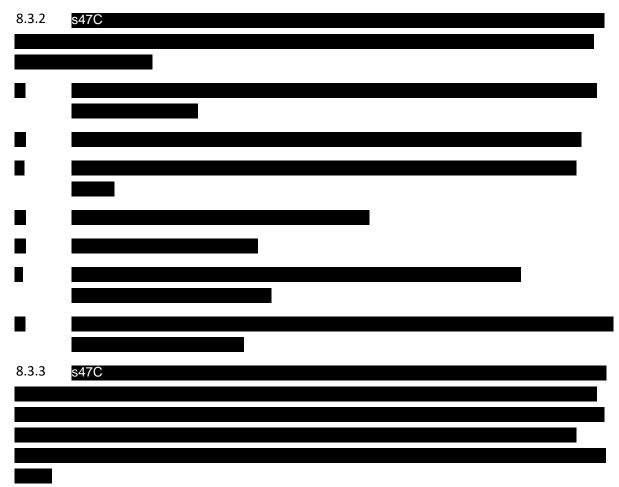
# 8.2.4 Crew zero will create an environment for the rapid development and retention of Navy familiarity and understanding of new capabilities as they are being built. It will provide a consistent approach to testing and acceptance thus reducing risk associated with this critical activity. To implement the crew zero concept, Navy planners envisage a standing workforce establishment at Osborne, SA and Henderson, WA. Key personnel would undertake postings of not less than three years duration to ensure knowledge is retained across more than one delivery cycle.

# 8.2.5 s47C

# s47C

# 8.3 Submarine Squadron Arrangements

8.3.1 The RAN's submarine squadron structure has evolved from an RN model established to support the Oberon Class in the 1960s. Introduction of the Collins Class, and the self-reliance needed by the RAN to support its uniqueness, has logically led to further changes, resulting in the present arrangement. With the introduction of FSM, simultaneous operation of CCSM, and the likely conduct of a difficult LOTE program, current squadron arrangements need to be assessed for their adequacy.



# 9 Acquisition and Sustainment Workforce

### 9.1 Summary

9.1.1 The CASG submarine workforce needs to grow progressively over the next 15 years in a manner that matches a steady demand state and supports appropriate skills development. It is an integrated workforce comprising APS, Navy and embedded contractors. **s47C** 

# 9.2 CASG Integrated Submarine Workforce

9.2.1 APS and Navy members of the submarine workforce in CASG (supported by DSTG) provide the long-term knowledge and expertise needed by Defence to manage the acquisition and sustainment of platforms and systems of both the CCSM and FSM. As the submarine enterprise continues to evolve, so too will the requirement for a range of highly qualified and experienced professionals from the ADF, APS and industry – and academia.

9.2.2 People from each group will need to be interchangeable as needs change and experience grows. While initial impetus for FSM acquisition planning is supported heavily by contractors, transition to a higher proportion of APS and Navy people in CASG is required to build Defence's corporate expertise. Within this construct, peak loads for design, construction planning, and construction management of the FSM will be met by short term engagement of contractors.

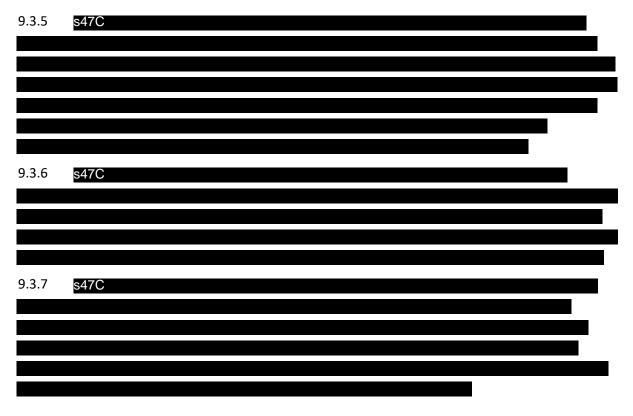
9.2.3 Navy has embedded uniform personnel in CASG to ensure critical seagoing expertise is provided at all stages of the FSM design and build while continuing to support CCSM sustainment and upgrades. s47C



#### 9.3.2 s47C

9.3.3 While Navy does contribute uniformed people to most maritime acquisition and sustainment activities, this does not appear to occur with any forward planning or pre-qualification. Navy has however, used various schemes to qualify officers for employment in specialised shore positions, particularly for post sea-charge/sea command officers.

9.3.4 In 1990 the RAN Officer Career Study Report (ROCS) recommended 'Materiel' as a 'functional' post seagoing career element. Since ROCS was implemented, both Navy and Defence have experienced many reviews with the common theme of civilianising and outsourcing much of its shore-based support activity. This has particularly been the case for acquisition, engineering services and logistics, to the extent where Navy now has few officers qualified or experienced in ship acquisition, and even less in its subset of shipbuilding.



<sup>25</sup> Along with experienced civilian submarine engineers in CASG, supported by highly skilled engineers and scientists in DSTG.

# Annex. A Terms of Reference for a Naval Workforce Review

The Naval Workforce Review Team (VADM Shackleton and RADM Robinson) is tasked by CN and GM Subs to review workforce planning in accordance with the following terms of reference:

- a. Review and assess Navy, Australian Public Service and industry, workforce plans for ships and submarines, including but not limited to:
  - (i) mapping workforce strategies against current project schedules and expected life of type operation and sustainment requirements;
  - (ii) recruitment and retention strategies to meet current and future workforce requirements;
  - (iii) skill profiles and training strategies to meet current and future workforce requirements; and
  - (iv) alignment with Navy Strategic Workforce Plan and Submarine Industrial Workforce plan.
- b. Recommend a reporting methodology to track workforce growth, development and performance against workforce strategy and key performance indicators.
- c. Review and assess current workforce related policies and procedures, and recommend changes to ensure future workforce outcomes are able to be achieved, including but not limited to;
  - (i) Leveraging Navy Workforce Models (Futura tool);
  - (ii) Ship Zero Concept; and
  - (iii) Viability of introducing Navy 'acquisition stream' concept and policy impacts.
- d. Recommend key topics and actions that should be included in a five-year action and implementation plan (2018-2023) detailing key activities required to be undertaken, including key milestones, to deliver future workforce requirements;
- e. For the duration of the engagement, and as directed by Defence, attend Navy Workforce Planning, associated Interdepartmental, Naval Shipbuilding Coordination, Band 2 Workforce, and Skilling meetings;
- f. Brief committees, boards, and senior leaders on the work and findings of the Naval Workforce Review Team as required; and
- g. Provide an interim report of findings on 25 July 2018 and a final report on 30 October 2018.

# Annex. B Review Framework

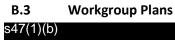
B.1 Broad Methodology	
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s47(1)(b)	





s47(1)(b)	
B.3	Workgroup Plans



s47(1)(b)		

# Annex. C Submarine Workforce Structure

### C.1 Career Progression

1. At each stage of their careers, regardless of their specialisation, submariners are required to complete a minimum period of sea-service of 12 months and serve in rank for a minimum period of typically four years before they are eligible for promotion. In general terms, it takes 16 to 20 years before a sailor or officer reaches the top of their career as summarised and shown in Figure 7 and Figure 8 respectively.<sup>27</sup>

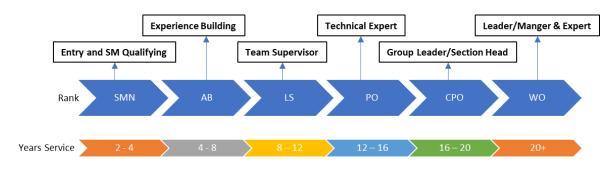


Figure 7: Career Progression and Years of Service - Submarine Sailors

2. Sailor career plans are promulgated in detail in Navy's ANP documents and provide clarity of mandatory and optional training necessary to meet the needs of the Arm. Sea time requirements are expressed as a minimum, but in general our consultation indicated that they are typically being exceeded by members of most workgroups. The detail summarised in these diagrams are amplified later in this Annex.

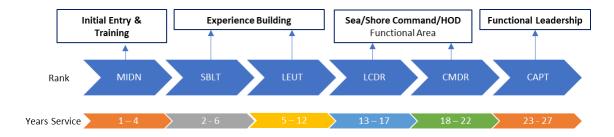


Figure 8: Career Progression and Years of Service - Submarine Officers

# C.2 Workforce Sea to Shore Ratios

3. Plan DELPHINUS is the implementation plan to achieve the outcomes required by SWGS 2014-2025, by when the submarine workforce is required to have reached 940 and will act as the springboard for the workforce necessitated by introduction of the FSM. Details in the following

diagrams and paragraphs are drawn from the underpinning data incorporated in Plan DELPHINUS as well as from SWGS 2024-2025.

4. To provide necessary respite from sea service that was having a negative impact on retention, SWGS directed implementation of an overall sea to shore ratio of This revised ratio (previously as been received positively by the members of the submarine force and enforcement of its application is believed by Navy to have contributed to improved retention rates. Importantly, this is a non-financial incentive and is therefore not subject to the risk of a monetary entitlement becoming permanent in order to ameliorate unsatisfactory conditions of service.

5. The concept of an 'overall sea to shore ratio'<sup>28</sup> is used by Navy as a methodology for calculating how much time at sea and ashore a member should expect to have while serving in the submarine force. The present calculation works thus:

- a. Each CCSM requires s33(a)(ii) positions for it to operate safely, but the crew size has been s33(a)(ii) as required.
- b. The total workforce required to man<sup>s33(a)(ii)</sup>
- c. This figure is multiplied by a ratio judged necessary to meet shore respite from sea-service. Prior to 2014, this was and judged to be unsatisfactory. The ratio of sea been set for 2019.
- d. Using the  $\frac{533(a)}{(ii)}$  ratio, this total for  $\frac{533(a)(ii)}{2}$
- e. Added together, the workforce target submarine strength fo <sup>\$33(a)(ii)</sup> was calculated and approved as 940 \$33(a)(ii)

# 6. s47C

7. When he compared RAN, Royal Navy, US Navy and French Navy data in 2014,<sup>32</sup> RADM Moffitt considered the French Navy's most recent review of submarine sea to shore ratio of the most accurately estimated, sustainable and attractive benchmark for enhancing attraction and retention. The RAN's current method of calculating the sea to shore ratio compares those at sea

<sup>30</sup> Chief of Navy Submarine Workforce Strategy 2014-2025 dated 15 October 2014 page 4. By using the former ratio of <sup>\$33(a)(0)</sup> this figure would have been <sup>\$33(a)(0)</sup>

<sup>&</sup>lt;sup>28</sup> Chief of Navy Submarine Workforce Strategy 2014-2025 dated 15 October 2014 page 5

<sup>&</sup>lt;sup>29</sup> CN judged that the implications of submarine mid-cycle docking and full-cycle docking meant that it was appropriate to plan to meet s33(a)(ii) See Chief of Navy Submarine Workforce Strategy 2014-2025 dated 15 October 2014, page 6

<sup>&</sup>lt;sup>31</sup> Using a<sup>s33(a)</sup><sub>m</sub> ratio would have produced a total workforce figure of <sup>s33(a)</sup>

<sup>&</sup>lt;sup>32</sup> Interview with RADM Moffitt, quoted page 42 P Davidson and SG Dalton (2018), *Independent review into submarine command development*, Department of Defence, Canberra.

with those ashore, which is not the same adopted by the RN, USN or French Navy, which instead compare the sea-going force to the total submarine force.

8. If the RAN were to adopt this method, the intended s33(a)(ii)

. The advantage of making this minor adjustment is that useful comparisons can be more readily made while workforce policies can still be implemented. Nonetheless, it suggests the present ratio is comparable with other navies with similar characteristics in relevant areas.

Ratios are not the only consideration in regard to managing the sea to shore balance because the responsibilities of individuals change as their rank and experience evolve, and junior personnel need greater sea-going experience earlier in their careers to act as a foundation for growth in expertise. Notwithstanding, it has proven to be an effective management tool to this point.

9. The overall change to the submarine workforce to be grown as aggregated by officers and sailors in their primary areas of specialisation over the period 2014-2025 is shown in Figure 9.



Figure 9: Plan Delphinus - Growth by Specialisation

10. An important balance needs to be maintained through growing the workforce and ensuring that does not dilute its experience. The principles of ensuring that sufficient sea-time is accumulated by officers and sailors at each level in their career must be managed, and generally follow the schema as shown in Figure 10



Figure 10: General Schema of SM Career Progression

11. The approximate sea-shore balance to be achieved by officers and sailors to the rank of Commander (CMDR) and Chief Petty Officer (CPO) are broadly shown in Figure 7 and Figure 8, but in practice are planned by career managers to approximate those as shown in Figure 11 and Figure 12.



Figure 11: Approximate Cumulative Sea-Shore Years - Sailors



Figure 12: Approximate Cumulative Sea-Shore Years - Officers

12. By the time a Chief Petty Officer takes up their posting in a submarine, it can typically be expected that they have accumulated nearly 10 years sea experience of a total career of 20 years, and a Commander will have accumulated about 12 years from a total of 22, respectively being approximately 50% and 54% of their service.

# 13. The MWOSM structure remains in s33(a)(ii)

Remedial steps are being implemented and the intended career pyramid (as Plan Delphinus is fully implemented) for that cohort of officers is shown in Figure 13.



Figure 13: MWOSM Structure - Longer Term Goal

14.	Whiles33(a)(ii)		
		-	

this is under review by Navy. s47C

s33(a)(ii), s47C			
	s33(a)(ii)		





Figure 15: Weapons Electrical Engineering Officers - Post Delphinus

### Annex. D Consultation

1. Consultation took place with the following people as shown in this alphabetically arranged list. In this phase there were at least 78 meetings supported by numerous email and phone communications as well as less formal meetings.

2. We thank all for their candid responses to our questions and insights provided into the task we have undertaken.

Last	First	Position	
Ablong	Marc	Acting Deputy Secretary Strategic Policy & Intelligence	
Arnold	Lisa	AS Workforce Strategy CASG (DPG Liaison)	
Bairstow	Warren	Commander Patrol Boat & MHC Group	
Barrett	Tim	Chief of Navy	
Borsboom	Jacqueline	Director Policy & Engagement	
Brown	Tim	DG Submarines	
Chandler	John	DG Upgrades & Boats	
Chesworth	Peter	FAS Naval Shipbuilding Taskforce	
Dalton	Stephen	Research Officer Submarines	
Day	Rochelle	MSD Workforce Management Support	
Divall	Greg	Group Business Manager	
Fox	Natasha	DG Workforce Planning	
Francis	Mark	MSD Lead & Ships Capacity Planner	
Gould	Stephen	DG Plan Suakin/Total Workforce Management	
Greig	Justine	Deputy Secretary People Group	
Griggs	Ray	Vice Chief of the Defence Force	
Grunsell	Adam	Head Maritime Systems	
Hammond	Mark	Deputy Chief of Navy	
Harris	John	MSD Capacity Planner	
Johnson	Stephen	General Manager Submarines	
Johnson	Timothy	Department of Jobs and Small Business - Defence Liaison	
Jones	Justin	Commodore Training	
Kavanagh	Darron	Director Future Force Lifecycle Engineering	
Kearnan	Sheridan	FAS Industry Division	
Klenthis	Anthony	Director Navy Workforce Requirements	
Lawrence	Colin	Head Navy Engineering	
Lewis	Duncan	Director General ASIO	
Macdonald	Ben	Director Logistics Support - Navy	
McGowan	Tim	Assistant Director General	
McIntosh	Mark	Director RAN Trials	
Mead	Jonathon	Fleet Commander	

Last	First	Position
Miko	Mike	DG Logistics - Navy
Miller	Michelle	Former DG Navy People
Morgan	Cath	MSD Workforce Manager
Navin	John	Assistant Director Littoral Ships
Neil	Scott	Department of Education and Training - Defence Liaison
Noonan	Mike	Chief of Navy
Partridge	Tony	DG Navy People
Quinn	Peter	Head Navy Capability
Robards	Paul	Implementation Officer DSWP
Robb	Nathan	Director Logistics Capability Development
Sammut	Gregory	Head FSM
Smith	Chris	Commodore Surface Forces
Spedding	Philip	DG Navy Program Support & Infrastructure
Stanford	Philip	Director SM Workforce Development
Stuart	Paul	SM Workforce Planner
Wehmeier	Stacey	Director Project Control Services
Whiley	Stuart	Chief Executive Officer Submarines
Wolski	Brett	Head People Capability
Wyeth	Jeff	SEA1000 HR Support
Yorke	Greg	PD Plan Acrux

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#### Annex. F Abbreviations

Term	Meaning	
ADF	Australian Defence Force	
ADFA	Australian Defence Force Academy	
ADFTWM	ADF Total Workforce Model (Previously Project Suakin)	
AFS	Average Funded Strength	
AJAAC	Australian Joint Acoustic Analysis Centre	
ANP	Australian Navy Publication	
APS	Australian Public Service	
CASG	Capability Acquisition and Sustainment Group	
CCSM	Collins Class Submarine	
CDF	Chief of the Defence Force	
CJOPS	Chief of Joint Operations	
CLC	Capability Life Cycle	
CM	Configuration Management	
CMR	Capability Manager's Representative	
CMRB	Capability Manager's Release Board	
CN	Chief of Navy	
COMSUB	Commander Submarines	
COMTRAIN	Commodore Training	
COMWAR	Commodore Warfare	
DCN	Deputy Chief of Navy	
DGNP	Director General Navy People	
DGSM	Director General Submarines	
DNWR	Director Navy Workforce Requirements	
DSMWD	Director Submarine Workforce Development	
DSWP	Defence Strategic Workforce Plan	
FC	Fleet Commander	
FIC	Fundamental Inputs to Capability	
FOC	Final Operational Capability	
FPR	First Principles Review	
FSM	Future Submarine	
FSU	Fleet Support Unit	
FTE	Full Time Equivalent	
HFSP	Head Future Submarine Program	
HMS	Head Maritime Systems	
HNC	Head Naval Capability	
HNE	Head Naval Engineering	
HNPTAR	Head Navy People Training and Resources	
IIS	Introduction into Service	

Term	Meaning	
ILS	Integrated Logistics Support	
IOR	Initial Operational Release	
JEWOSU	Joint Electronic Warfare Operational Support Unit	
LOTE	Life of Type Extension	
MAPS	Manpower Analysis and Planning Software	
MEC	Medical Employment Classification	
MLO	Maritime Logistics Officer	
MSD	Maritime Systems Division	
MWO	Maritime Warfare Officer	
NSAB	Naval Shipbuilding Advisory Board	
NSWP	Navy Strategic Workforce Plan	
OCD	Operational Concept Document	
OSI	Operation and Support Intent	
PCM	Personnel Contingency Margin	
Perisher	Submarine Command Course	
RAN	Royal Australian Navy	
RANC	Royal Australian Naval College	
RANTEA	RAN Test and Evaluation Authority	
RANTEWSS	Royal Australian Navy Tactical Electronic Warfare Systems Section	
RNLN	Royal Netherlands Navy	
ROCS	Review of Officer Career Study	
SMCC	Submarine Command Course	
SF	Special Forces	
SM	Submarine	
SMDDO	Submarine Deliberately Differentiated Offer	
SPO	Systems Program Office	
SWDP	Submarine Workforce Development Plan	
SWFGS	Submarine Workforce Growth Strategy 2014-2025	
T & E	Test and Evaluation	

#### Annex. G List of SWDP 2050 Supporting Plans

## 1. A summary of existing plans, and those to be developed to achieve the SWDP 2050 objectives are shown below.

Navy Submarine Workforce Objectives	Delivery Method	Activity	Start	End
Grow the Submarine Workforce to that required for the 2050 structure and beyond	Plan DELPHINUS	Implement approved growth in AFS to the required target set in Section 2, SWDP	2014	2050
Develop a workforce organisation that can sustainably crew and support the submarine fleet	Plan TBADevelop and implement the new submarine crewing methodology		2020	TBC
	<b>Plan TBA</b> (Organisation)	Develop workforce organisation options for CN/Govt. approval and Implement a revised Submarine Capability organisational model	2020	TBC
Transition the submarine workforce from the Collins to the FSM	Plan TBA	Identify all issues and implement appropriate actions to manage the transition, including appropriate skilling to deliver continuous	2020	TBC
Develop the workforce to support the continuous shipbuilding (submarine) program	(Transition)	shipbuilding		
Identify the enabling workforce that represent workforce needs within the broader Navy and Defence organisation which require augmentation to support the expanded submarine force	Actions	Identify the broader workforce needs and raise the requirements with the appropriate authority within Defence for delivery	-	-

FOI 028/19/20 Item 1 Serial 13



Australian Government

Department of Defence Defence People Group

Minute

SUAKIN/OUT/2019/

HPC		(R1-1-C005)
DGNP		(BP29-1-164)
DGAPC		(BP29-4-048)
DGCMA		(BP29-4-163)
DGPERS-AF	1 3	(BP29-2-174)

For information:	
DGWP	(BP35-4-089)
DGFNW	(BP29-1-167)

#### **EMBEDDING A FLEXIBLE SERVICE CULTURE (EFSC) – CLOSURE REPORT**

1. The main effort of the EFSC project for the three Services and Joint and Non Service Groups concluded on 30 Jun 19. Enclosed is a report provided by Synergy Group that summarises the activities undertaken and outcomes achieved during the course of the project. Importantly, it identifies a number of challenges that remain to be addressed.

A three month extension to the project has been approved to support specific activities being undertaken in support of Navy s22

- Further communication aimed at raising awareness of the Total Workforce Model (TWM) and positively affecting attitudes and behaviours leading to the optimal adoption and application of the TWM.
- b. Understanding ForceNet's existing functionality and utility, ensuring that individuals are aware of that functionality, ensuring relevant workforce management processes make best use of existing functionality, and if required, enhancing functionality that may be deficient.

Creating common processes across the three Services for engaging ADF Reservists.

Simon Gould, DSC BRIG DG Suakin

s22

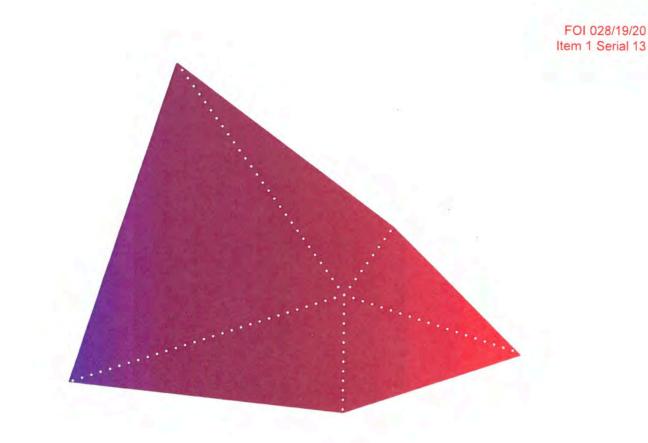
BP33-4-012 Tel: (02) 6127 2267

Jul 2019

#### **Enclosure:**

1. Embedding a Flexible Service Culture – Closing Report (Synergy Group)

HOF)



## Embedding a Flexible Service Culture – Closing Report

SUMMARY OF ACTIVITIES UNDERTAKEN AND OUTCOMES ACHEIVED



PREPARED FOR: DG ADF TOTAL WORKFORCE MODEL – PROJECT SUAKIN

11 JULY 2019

### Contents

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# 1. Executive summary

### Executive summary

Synergy was engaged by Defence People Group in September 2018 to support the development and implementation of a communications and change campaign to improve the understanding and adoption of the Total Workforce Model (TWM) across the Australian Defence Force (ADF).

This report details the work undertaken by Synergy in providing this support, the outcomes achieved, and the continuing challenges that must be overcome by the ADF to successfully embed the flexible service culture enabled by the TWM.

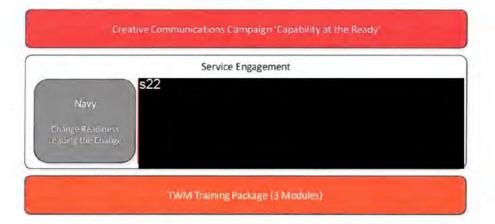
#### SCOPE OF WORK

Synergy was engaged to develop persuasive communications products (akin to marketing products), learning packages, key messaging and delivery support, aligned to each Services' role and culture, to:

- 1. Ensure awareness and understanding of the TWM across ADF;
- Ensure ADF personnel and Defence leaders confidently understand how the TWM contributes to delivering capability; and
- Ensure ADF leaders and specialists are skilled in the application of the TWM within their areas of responsibility.

#### SUPPORT PROVIDED

The support provided by Synergy was delivered through three integrated streams of work:



<u>Creative Communications Campaign</u> - This stream developed and delivered a creative communications campaign and supporting TWM informational materials to enable awareness and understanding of the TWM across the ADF. The work resulted in the 'Total Capability at the Ready' campaign, comprising the development



and delivery of Service-specific materials (posters, banners, Service news 'advertisements', web content) promoting flexible service through the TWM. This campaign was further supported by development of a suite of communications collateral to support every day conversations between ADF personnel (members, commanders and supervisors, career managers etc.) about the TWM.

<u>TWM Training Packages</u> - This work resulted in the development of standard ADF training packages to support. improved understanding and adoption of the TWM. Three training modules were developed and tested: Module 1: TWM Overview (for all ADF members), Module 2: TWM for Commanders and Supervisors (focussing on leading adoption and use), and Module 3: TWM for Career Managers (focussing on enabling and encouraging adoption and use).

#### OUTCOMES

s22

Improved acceptance and adoption of the TWM is expected to change the Service Category (SERCAT) composition of the ADF, with increased use of SERCAT 6 service arrangements and increased availability and use of the 'contingent' workforce represented by SERCATs 3-5.

It is difficult to draw a direct conclusion as to the impact of the EFSC project in the short timeframe it was active, but it is interesting to note that the composition of the ADF workforce changed during the period, with increases in SERCAT 3 and 5 (up 1,627) and SERCAT 6 (101) exceeding the overall decrease in SERCAT 7 (209).

There was also a significant decrease in the number of SERCAT2 members during the period following a 'clean up' of these pools to remove members that no longer have an obligation to render service. As a result, SERCAT2 members now represent 12.7% of the ADF workforce (down from 15.5% in August 2018).

The Service Engagement work stream resulted in the facilitation of nearly 100 workshops across the ADF with nearly 2,700 members attending. This engagement was expected to increase the level of confidence and commitment to application of the TWM, however engagement resulted in the identification of significant issues that are perceived to prevent the ready adoption of the TWM at this time.

Synergy measured the change readiness and positive sentiment toward adoption of the TWM of those attending the workshops. It was found that change readiness and commitment increased as a result of the workshop engagements, signalling a high level of interest and perceived benefit in the adoption of the TWM.



Embedding Flexible Service Culture - Closing Report

p. 5

#### ONGOING CHALLENGES TO TWM ADOPTION

Whilst the EFSC Project achieved significant engagement from members across the Services and assessed that there was strong change readiness for adoption of the TWM by those members, there remain significant challenges to the effective adoption of TWM.

Whilst each Services has challenges in their own context, the issues were consistent across the ADF:

- Insufficient, dedicated resources to manage the implementation of TWM in Service personnel agencies
- Poor integration of TWM into Service cultural and workforce reform programs
- Insufficient active sponsorship / ownership of TWM adoption in Service personnel agencies
- Inefficient Career Management Agency Processes and Support to enable the TWM
- Misalignment between TWM policy intent and the Service business rules supporting its application
- Poor management of contingent workforce supply and visibility
- Misalignment of funding mechanisms with flexible service arrangements
- Need for continuing cultural and leadership support
- Concerns regarding the management and administrative burden of the TWM
- The need for continuing TWM education, training and communications

s22

#### CONCLUSION

The Services need to make significant investments in time and resource to address the challenges preventing TWM adoption.

It is important to note, however, that the majority of the challenges / barriers identified are ones that are within the control and ability of Services to address relatively quickly – CMA structures, processes, and business rule changes, budgeted funding mechanism changes, workforce intelligence improvement for the contingent workforce, and improved education and training.

It is apparent from the workshop feedback that the perceived cultural challenges to TWM adoption will be, to a substantial degree, eased by the implementation of business rules and processes that will make the adoption and use of the TWM easier.



## 2. Scope of Engagement

SYNERGY WAS ENGAGED TO DEVELOP AND DELIVER COMMUNICATIONS ACROSS THE ADF TO PROMOTE UNDERSTANDING AND ADOPTION OF THE TWM

### Background

The Australian Defence Force (ADF) mission is 'to defend Australia and its national interests' and to achieve this it must have a workforce capable of protecting and serving Australia now and into the coming decades. This means retaining high-quality, experienced people, and successfully competing for the specialist expertise and skills that will be required into the future.

The Total Workforce Model (TWM) was developed to meet this challenge – to attract and retain the people needed by the ADF to meet its mission. The TWM is designed to enable the ADF to draw on the skills and experience of its entire workforce in a more agile and integrated way.

The TWM provides opportunities for flexible service that will improve attraction and retention, while also providing the ADF with improved access to latent capacity that may exist in the Reserve workforce and amongst those who have previously served.

Through Project Suakin, legislation, policy, procedures and systems were developed to support adoption of the TWM by the Services. Throughout the period of development, it was recognised that successful adoption and realisation of the benefits of the TWM required genuine cultural acceptance of flexible work arrangements across the ADF Groups and Services.

In December 2017, a Senior Defence Committee was advised of the progress of the implementation of the TWM, directing that a discrete campaign be developed and implemented to address the challenges identified to support longer term cultural change.

As the Services lacked the skills and capacity to achieve long term cultural change, Suakin engaged Synergy in September 2018 to support the development and implementation of a communications and change campaign to improve support understanding and adoption of the TWM across the ADF.



### Scope of Work

Synergy was engaged to provide persuasive communications products (akin to marketing products), learning packages, key messaging and delivery support, aligned to each Services' role and culture.

Lines of effort were set as follows:

- Ensure awareness and understanding of the TWM across ADF by developing in consultation with Services communications products and executing communications campaign and other effects as required.
- Ensure ADF personnel and Defence leaders confidently understand how the TWM contributes to delivering capability, while allowing ADF members to access the flexibility inherent in the model over their career. This involves training selected personnel and appointment holders to equip them with the skills necessary for ongoing culture & behaviour change.
- Ensure ADF leaders and specialists are skilled in the application of the TWM within their areas of responsibility. This involves training and mentoring personnel such as:
  - Commanders and staff at FEG and Formation Level
  - Command Teams at Unit and Sub-Unit Level
  - Personnel Capability designers and planners
  - Organisational designers and planners
  - Workforce designers and planners
  - Career management staff

#### TARGETED MEASURES OF SUCCESS

In cooperation with the three Services and Suakin Branch, Synergy was to support an increased application of the TWM as indicated by each Service achieving:

- Increase in numbers of SERCAT 6
- Increase in numbers of SERVOP D
- Increase in number of SERCAT 7 personnel transitioning to SERCAT 3 & 5
- Decrease in number of personnel transitioning to SERCAT 2 from SERCAT 7
- Increased number SERCAT 3 & 5 personnel backfilling vacancies created by SERCAT 6
- >90% of Commanders at FEG and unit (equivalent) level feel they are confident in how the TWM works / can work for them in delivering capability, whilst providing flexibility for their people and greater integration of permanent and reserve members skills.
- >90% of Career Managers feel that they are confident in applying the TWM in providing career advice and managing the supply of ADF people to meet demand.

## 3. Approach

AN INTEGRATED APPROACH WAS ADOPTED TO PROMOTE CONSISTENT MESSAGING AND UNDERSTANDING OF THE TWM ACROSS THE ADF

### Approach to Delivery

In line with the Suakin RFQTS resourcing envelope, the work was delivered in the following integrated streams:



#### CREATIVE COMMUNICATIONS CAMPAIGN

This stream of work developed and delivered a creative communications campaign and supporting TWM informational materials to deliver the first line of effort:

"Ensure awareness and understanding of the TWM across ADF by developing in consultation with Services communications products and executing communications campaign and other effects as required".

The campaign development included the development of communications concepts, socialising and testing of the concepts to identify which resonated most strongly with members and, subsequently, the development of Service-specific materials (posters, banners, Service news 'advertisements', web content) that delivered the ADF agreed concept and messaging for TWM.

Creative communications support was extended into the development of a suite of communications collateral to support every day conversations between ADF personnel (members, commanders and supervisors, career managers etc.) about the TWM.

The following section of this report provides more detail of the campaign development and delivery.



#### SERVICE ENGAGEMENT

The Services **S22** were each assigned a key communications / change lead to work with the Service people capability areas to engage with Service personnel, commanders and managers.

Whilst each Service had a communications lead, all leads worked together in ensuring TWM messaging and activity was consistent across the Services, providing one ADF voice regarding the importance and benefits of the TWM in enabling capability.

Activity in this stream focussed on the second and third lines of effort:

Ensure ADF personnel and Defence leaders confidently understand how the TWM contributes to delivering capability, while allowing ADF members to access the flexibility inherent in the model over their career. This involves training selected personnel and appointment holders to equip them with the skills necessary for ongoing culture & behaviour change.

Ensure ADF leaders and specialists are skilled in the application of the TWM within their areas of responsibility. This involves training and mentoring personnel such as:

- Commanders and staff at FEG and Formation Level
- Command Teams at Unit and Sub-Unit Level
- Personnel Capability designers and planners
- Organisational designers and planners
- Workforce designers and planners
- Career management staff

Activity in this stream focussed on the following key areas:

- Engagement with Service personnel areas (policy, workforce planning, career management etc.) to ascertain level of understanding and support of TWM implementation
- Development of Service-specific communications campaigns to promote awareness and adoption of TWM within each Service
- Coordination with Service personnel and strategic communications areas for the development and approval of Service TWM messages and collateral, including creative concept development and testing, creative campaign clearance, 'At the Ready' exemplars, posters, brochures and news articles
- Development and delivery of workshops to Service personnel in bases across Australia to assess and improve levels of change readiness for TWM adoption
- Development and delivery of workshops to Service commanders and supervisors in bases across Australia to assess and improve understanding and leadership commitment to TWM adoption
- Development and delivery of workshops to Service career management agency personnel to assess and improve understanding and promotion of TWM adoption



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• Support in the development and testing of standard training materials to enable the understanding of TWM for personnel, commanders and supervisors and career managers

The following section of this report provides detail by Service on the activity undertaken, outcomes and observations made.

#### TWM TRAINING PACKAGES

The final stream of work focussed on the development of standard ADF training packages to support improved understanding and adoption of the TWM.

Three training modules were developed and tested in collaboration with the Suakin team:

- Module 1: TWM Overview (for all ADF members)
- Module 2: TWM for Commanders and Supervisors (focussing on leading adoption and use)
- Module 3: TWM for Career Managers (focussing on enabling and encouraging adoption and use)

The following section of this report provides details on the next steps for deployment of the training materials.



## 4. Activity and Outcomes

SIGNIFICANT ENGAGEMENT HAS OCCURRED ACROSS THE ADF TO PROVIDE A BETTER UNDERSTANDING OF THE TWM AND THE BARRIERS THAT REMAIN FOR ITS EFFECTIVE ADOPTION

### Creative Communications Campaign

Central to the provision of Creative Communications support for the EFSC project was understanding of the human needs at the core of adoption or resistance to the TWM and our understanding of the audience to extract key insights in these motivators or resistors.

The key objective of the Communications Campaign was to embed a flexible service culture across the ADF, through an increase of awareness, and positive attitude toward, the TWM.

#### CHANGING BEHAVIOUR

Behaviour and culture change are long-term processes that require a focussed approach in identifying key audience groups and the associated behaviours that need to be targeted and changed. As a result, small, agile phases of change are most effective rather than by trying to tackle all opportunities at once.

To influence change, behaviours to be affected amongst members interested in adopting flexible service, need to be tailored around the act of forwardly thinking about their future in serving flexibly, rather than immediately undertaking it.

Owing to the transition period and the ways in which we are able to affect change, we recognise the fallacy in attempting to motivate and influence individuals (and their families) to rapidly attempt adopt flexible service, especially in light of the importance of both the ability or need of the Services to dictate where Flexible Service is possible. We did however, understand there is opportunity in provoking thought about flexible service and an individual's future requirements.

#### UNDERSTANDING AND ACCEPTANCE OF THE TWM

From review of the ADF TWM Year Zero Evaluation and our early engagement with Service personnel areas and members, we gained two key insights that informed the development of our communications concepts and campaign:

- There is a pervading sense amongst the Services that those undertaking flexible service are not "true" service men and women; and are not following the values of duty and service to Defence, the country, and the team that permanent, full time members do.
- There is a need for stability within our workforce and modern organisational psychology and insights extol the virtues of capability and performance improvement through flexible work and service to enable innovative, future-ready work.



#### CREATIVE CONCEPT - TOTAL CAPABILITY

To ensure the communications campaign was underpinned by a creative concept that was meaningful for members and more likely to changing behaviours and attitudes to the TWM, two creative concepts were developed and tested with Navy, **\$22** personnel.

Two Creative Concepts were tested "Never Not" and "Total Capability", both of which explored the themes of members always being ready to enable ADF capability, regardless of what SERCATs they service under.

The "Total Capability" concept was favoured by 80% of those tested and is based upon the intent to begin to craft the language around what capability looks like in the modern world. The campaign aims to represent current, serving members of the Services in the adapted pattern of service as part of the communications material as well as in their in-service pattern to demonstrate how highly capable members are at the ready for the benefit of the nation - even though we may traditionally view them as not being able to deliver capability.

By removing highly capable serving men and women from their traditional Defence roles and placing them in their civilian context enables the Services to recognise the ability of TWM as an enabler of high-performance capability. This is represented through the language use in direct conversations, the materials developed to convey these messages through traditional channels, as well as the way the imagery is crafted.

#### COMMUNCATIONS CAMPAIGN

Recognising that effective cultural and behavioural adoption of the TWM requires a focussed approach over a sustained period time, the 'Total Capability At the Ready' concept has been designed to work most effectively at iterative sprints by failoring campaign initiatives to support the Service and ADF priorities.

Messaging needs to be tailored and adjusted to suit the need or focus area at the time, with exemplars that are representative of a retention requirement for the service as required.

To promote the benefits of the TWM to both members and COs / Supervisors, Exemplars will need to be shown both as individuals and as members of their units – providing the clear message that flexible service provides opportunities for members to meet their personal and obligations whist delivering capability to the ADF.

It is recommended that the TWM 'Total Capability' campaign be rolled out in four successive sprints over the next two financial years:

	2019	20	20	2021
Phase	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun
1. TWM Campaign Launch				
2. TWM - Supporting Unit Capability		-		
3. TWM - Enabling Flexible Service			(C	
4. TWM - Addressing Critical Categories				

Each sprint should be of six months duration and focus on specific themes or target areas for TWM adoption.

Suggested phases are as follows:

- Campaign Launch launch of the TWM communications campaign, a common ADF message tailored by Service by colour and exemplar (materials produced and detailed in the following section). Campaign includes messaging from Chiefs / Deputy Chiefs of Services, exemplars of members providing flexible service (posters and news articles) and collateral to support TWM discussions in the Services.
- 2. TWM Supporting Unit Capability use of the 'Total Capability' concept showcasing exemplars providing flexible service in the unit / team environment. Communications include member and their team, interviews / endorsements for flexible service from COs, supervisors and managers to demonstrate the value of TWM from capability enablement perspective.
- 3. TWM Enabling Flexible Service use of exemplars that showcase service in different categories former SERCAT7s now serving in SERCATs 3-6, current SERCAT7who have previously served in SERCAT3-5. Communications demonstrate ability to move between SERCATs over a member's career.
  - TWM Addressing Critical Categories use of exemplars that showcase how TWM has been used to fill critical categories. Communications demonstrate how effective use of TWM has filled critical vacancies outside of traditional SERCAT7 transfer mechanisms.

Further phases could focus on other ADF / Service workforce issues supported by TWM, such as workforce diversity, re-engagement from SERCAT2, re-engagement of personnel with previous service etc.

#### PHASE ONE - CAMPAIGN LAUNCH

Campaign materials have been developed and delivered to support Phase 1 of Total Capability At the Ready, with all products having been developed in conjunction with the Service career management agencies and the s22 drawing on consultation and testing with across the ADF.

Materials developed and delivered include campaign posters, banners, Service news articles, Service news pictures, website banners, and Chiefs of Service videos.



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The campaign is complemented with functional documentation, or Business-As-Usual (BAU) products to promote what is current or focused, for the Service.

The BAU products were designed for an internal audience in direct support of facilitated cultural change activities, as well as Command or Staff-Managed career discussions. Therefore, these products are focussed heavily on functional material that both captures interest through easy to read layout and design, but further informs at the individual and team level. The material has been tailored to include service requirements while remaining coherent and distinct as a TWM/S package.



The branding of the BAU products are designed to have longevity, living both complementary to, and independently of, the campaign materials. Designed with a flexible visual identity, it guides all communication to a cohesive look and feel.



### Service Engagement

Central to the engagement with the Services **S47F** was the development and delivery of workshops to Service personnel across Australia to assess and improve levels of change readiness for TWM adoption. Workshops fell into one of three types, depending on the audience and Service:

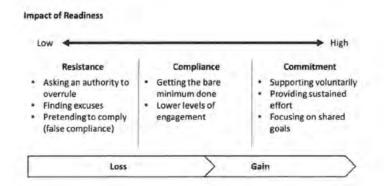
Workshop Type	Audience	Objective	
Building Readiness Workshops	All staff	Increasing depth of knowledge of the TWM, how it can apply across a career, how it contributes to capability	
Leading Readiness Workshops	Command and management	Increasing depth of knowledge of the TWM with focus on challenges of applying the model in the unit environment and overcoming barriers	
CMA Workshops Career Management Agency personnel		Increasing depth of knowledge of the TWM, with focus exploring how to address challenges identified through the other workshops	

The workshops had the key objectives of:

- Increasing the understanding of the TWM and building confidence in how it can be used to deliver improved workforce capability for Services; and
- identifying challenges and opportunities that impact the effective, practical, implementation of the model in the Services and explore options for leveraging the opportunities and overcoming the challenges.

The CMA workshops had the additional objectives of exploring the CMA related challenges identified through the Building Readiness and Leading Readiness workshops and identifying ways of overcoming those challenges.

The workshops used Mentimeter (a digital engagement platform), to provide the opportunity for participants to use their smartphones to vote on certain questions including the measure of participants' level of understanding and readiness to engage and employ TWM. The questionnaire rated readiness on a 7-point Likert scale, with scores representing whether people are in a state of resistance, compliance or commitment. The behaviours that can be apparent in each of these states, with mindsets being one of loss (the change is taking something away) to one of gain (there are opportunities in the change).



Svnerg

#### NAVY

Service engagement workshops were conducted in 5 locations across Australia.

Workshops were facilitated by Synergy staff and involved the participation of representatives of the Navy Personnel areas.



The following workshops were conducted:

Workshop Type	Attendees
Leading Readiness Workshop	<ul><li> 28 workshops</li><li> 310 members</li></ul>
NPCMA Workshop	8 workshops     120 members

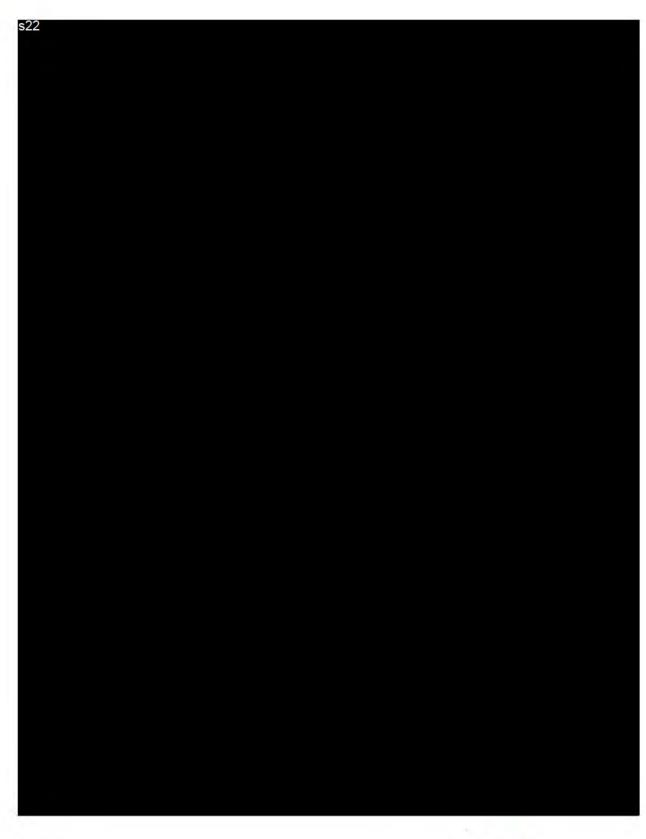
#### Workshop outcomes:

All workshops improved participants' understanding of the SERCATs. Overall, the workshops have improved readiness from 4.2 to 6.1 for change with the scores increasing from the Leading sessions. (Note: readiness was rated on a 7-point scale).

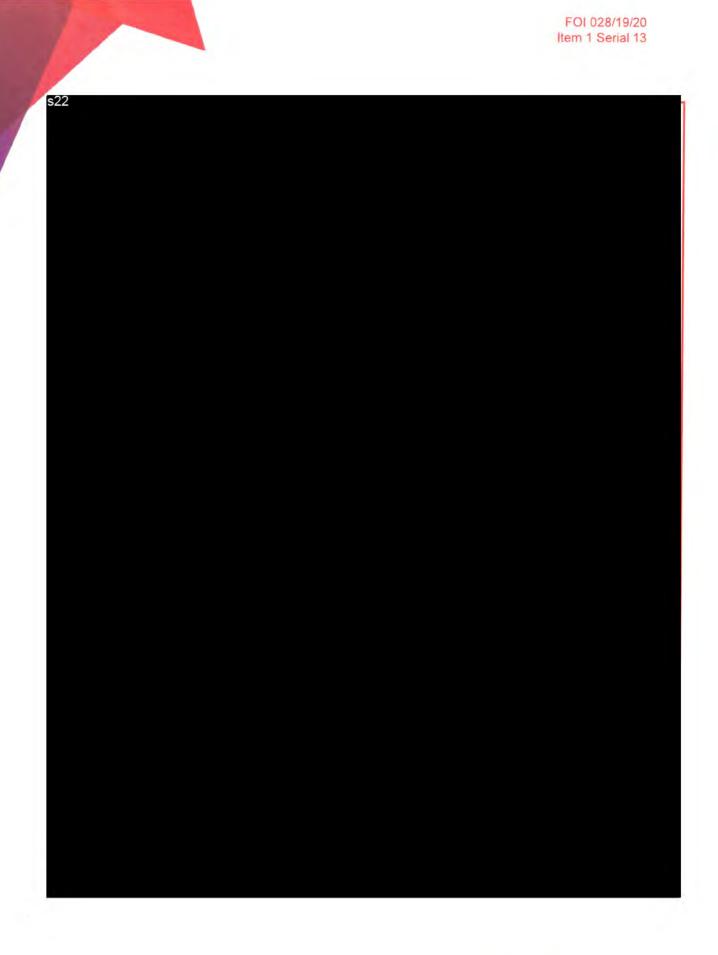








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Polling of confidence at the end of workshops using a scale of 1 to 10 resulted in the following response and indicated a high level of confidence in the use of the TWS:





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### TWM Training Packages

Three training modules have been developed to enable and sustain the understanding and adoption of TWM in the ADF. The modules are branded as Defence / Defence People Group training modules and do not reflect Service-specific branding or nomenclature.

#### Module 1 - TWM Overview

This module covers the basic overview of the TWM for all personnel within the ADF including what the TWM is and why the ADF needs it. It enables end users to understand how they can use the TWM to enhance their career pathway options and address ADF capability priorities.

#### Module 2 - TWM for Commanders

This module covers the detailed information and scenario training required for Commanders to manage their workforce to enhance capability using the TWM policy including working with their Service Career Management Agency.

#### Module 3 - TWM for Career Managers

This module covers the requirements for a Career Manager to understand detailed TWM processes required to manage service personnel.

The modules have been piloted and incorporate key feedback for the pilot sessions.

Feedback from the piloting sessions reinforced concerns expressed in Service Engagement Workshops that the business rules and processes that are required to enable Commanders and Career Managers to effectively and efficiently use the TWM have not been developed and implemented by Services.

These are detailed in the following section.



### Outcomes

#### ACHIEVEMENT OF TARGETED MEASURES OF SUCCESS

#### Movements in Workforce Composition

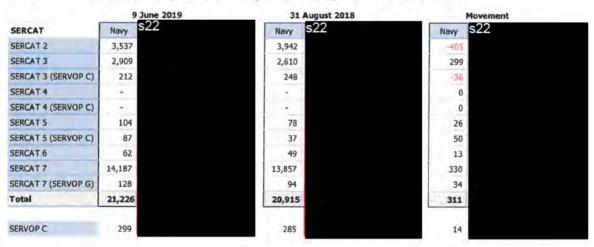
- Increase in numbers of SERCAT 6
- Increase in numbers of SERVOP D
- Increase in number of SERCAT 7 personnel transitioning to SERCAT 3 & 5
- Decrease in number of personnel transitioning to SERCAT 2 from SERCAT 7
- Increased number SERCAT 3 & 5 personnel backfilling vacancies created by SERCAT 6

#### Increased Engagement, Understanding and Confidence

- >90% of Commanders at FEG and unit (equivalent) level feel they are confident in how the TWM works / can work for them in delivering capability, whilst providing flexibility for their people and greater integration of permanent and reserve members skills.
- >90% of Career Managers feel that they are confident in applying the TWM in providing career advice and managing the supply of ADF people to meet demand.

#### MOVEMENT IN WORKFORCE COMPOSITION

The movement of headcounts by SERCAT during the EFSC project period was as follows:



The movement in numbers reflects a positive trend in the increased use of TWM flexibility, with increase in SERCAT 3 and 5 (up 1,627) and SERCAT 6 (101) exceeding the overall decrease in SERCAT 7 (209).

This points to an improved effort to build and improve management of the contingent workforce available through SERCAT 3 and 5.



Embedding Flexible Service Culture - Closing Report

It's noted the Services have seen a significant decrease in SERCAT2 members and this is understood to be the result of 'cleaning up' these pools to remove members that no longer have an obligation to render service.

As a result of these changes, SERCAT2 members now represent 12.7% of the ADF workforce (down from 15.5% in August 2018).

The ability for the Services to easily track and report on specific movements across SERCATs is limited and the implications of this are noted in the following section.

#### INCREASED ENGAGEMENT, UNDERSTANDING AND CONFIDENCE

Engagement workshops undertaken across the Service S22 areas indicated wide understanding of the TWM, the benefits it can provide to Defence, COs and supervisors, and ADF members, and how it can be used.

These workshops also revealed the Services still have a significant amount of work to do in developing and implementing the business rules, processes and workforce structure changes required to effectively and efficiently implement the TWM. These were discussed in workshops and are detailed in the following section of this report.

As a result, it was determined that the 90% confidence target for Commanders and Careers Managers would not be achieved in the timeframe available and scope of the EFSC project.

It was determined therefore that engagement workshops should seek to **assess the change readiness of participating ADF personnel for adoption and use of the TWM**, polling attitudes at the commencement and completion of the workshops. Readiness was assessed on a scale of 1 to 7.

Workshop Type	Change Readiness Score (Commencement)	Change Readiness Score (Completion)	
Building Readiness Workshop Awareness Sessions	s22	s22	
Leading Readiness Workshop	Navy 4.2 s22	Navy 6.1 <b>s22</b>	

Generally, workshop scores improved at the completion of engagement sessions, however we found that in several workshops, scores reduced from the initial polling at the beginning of the workshop to the final polling at workshop completion. On further questioning, we found that this outcome reflected the realisation for some attendees that, as they learned more about the model, the application of TWM will be more challenging than originally anticipated. **These challenges are detailed in the following section.** 



## 5. Challenges to Embedding the TWM

SIGNIFICANT CHANGES REMAIN TO BE MADE BY THE SERVICES TO ENABLE THE TWM TO REALISE THE BENEFITS INTENDED

### **Overall observations**

As indicated in the ADF TWM Year Zero Evaluation conducted in 2017 and in line with expectations at the commencement of the EFSC project, the Services are at very different stages in adoption of the TWM.

The various states of maturity and adoption of the TWM can be in part attributed to the following key factors:

#### LACK OF DEDICATED RESOURCING FOR TWM ADOPTION

None of the Services have committed dedicated resources to the adoption and use of TWM.

### INTEGRATION OF TWM INTO SERVICE CULTURAL AND WORKFORCE REFORMS

It was noted that Services have integrated the adoption and use of the TWM into their other cultural reform programs to different degrees and this has had a direct impact on the maturity and cultural adoption of flexible service.



S22. Navy has been slower to incorporate TWM into broader cultural reforms. It is anticipated that may change shortly with Project Verto and the establishment of a significant Strategic Future Workforce Planning capability.

#### s22

SPONSORSHIP / OWNERSHIP OF TWM ADOPTION IN SERVICE PERSONNEL AGENCIES

Adoption of TWM in the Service personnel areas has been heavily reliant on direct, local sponsorship and personal ownership within those areas.



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As a result, commitment to the action and resourcing required to respond to the COSC-endorsed Service Communications Campaigns has been uneven, with some Services failing to manage and action the plans.

Likewise, Navy has been subject to varying levels of commitment to TWM adoption with current workforce management demands taking precedence over TWM adoption.





s22

### **TWM Adoption Challenges**

Engagement and Change Readiness workshops facilitated with all the Services S22 in the identified that a number of challenges remain in the effective adoption of TWM.

Whilst each Service articulated the challenges in the context of their own structures, business rules and processes, the themes were consistent:

- Career Management Agency Processes and Support (Navy, S22
- Misalignment of Policy Intent and the Service Business Rules (Navy S22
- Workforce Supply and Visibility (Navy, \$22
- Funding Mechanisms (Navy, S22
- Culture and Leadership (Navy, s22
- Management and Administration Burden (Navy, S22)
- TWM Education, Training & Communications (Navy, s22

Detailed commentary about these Service-specific issues are detailed in the attached Service workshop reports.

#### CAREER MANAGEMENT AGENCY PROCESSES AND SUPPORT

Universally it is felt that the Career Management Agencies of all Services have failed to adequately reshape their structures, business rules or processes to facilitate the adoption and support of the TWM. Workshop discussions have indicated a sense that:

- CMA resources and structure need to be reviewed to enable TWM operationalisation
- CMA business rules and guidance do not currently align with TWM adoption and use
- CMAs have not implemented agile or responsive processes to enable the adoption of the TWM
- Tools need to be developed to support CMA personnel in supporting / advising on the TWM e.g. an IEstimator tool to support members in understanding impacts to pay, superannuation and other conditions of service as a result of a change in SERCAT
- The career management model employed in Navy \$22 meeds to be reviewed to consider what level of career management is to be applied to members across the Service Spectrum
- CMA staff need to be advocates for the TWM and equipped to explore options and discuss possibilities with COs and members
- Roles and responsibilities of those in CMA and Units needs to be reviewed and clarified, with a view to
   devolving responsibility wherever possible

### MISALIGNMENT BETWEEN POLICY INTENT AND SERVICE BUSINESS RULES

It was reported that the business rules in the Services do not align with the TWM policy Intent:



- Delegations and accountability structures need to be reviewed to enable TWM use
- The existing performance management system needs to be updated to apply to people on different work arrangements
- The Services need to find a way to remove the barriers between its workforces, recognising the experience, skills and knowledge that comes from a diverse and differentiated workforce.
- s22
- Many Service business rules need to be reviewed to ensure they support implementation of the TWM

#### WORKFORCE SUPPLY AND VISIBILITY

All Services S22 lack information to effectively manage and deploy a contingency workforce of SERCAT 3 and 5. Challenges associated with this situation are:

- Consideration needs to be given to how Reserve / contingent workforce pools are to be established, maintained and managed
- Both Units and CMAs need improved visibility of available resources in the contingent workforce and required jobs to effectively implement the TWM
- Improved visibility and Investment in maintaining the currency of the contingent workforce (SERCAT 2-5) is required to make them a viable alternative to permanent members (who have training properly funded).

#### FUNDING MECHANISMS

The different funding mechanisms for permanent and reserve ADF personnel remains a key barrier to effective TWM adoption:

- Clear guidance is required on how units can more easily access / transfer funding for the workforce
   across the Service Spectrum
- s22

#### CULTURE AND LEADERSHIP

The need for ongoing leadership and commitment to cultural change remains a key challenge to the adoption of the TWM:

 Ongoing communication and advocacy for how the TWM can be utilised in the Service's various work environments is critical to overcoming cultural barriers



- Leaders at all levels need to be active advocates for the TWM and the opportunities it provides; demonstrating how it can work and being honest about true constraints that will limit options for flexibility in certain situations
- Successful implementation of the TWM requires a change in how we view work in the ADF and how we assess work value
- The Services need to find a way to remove the barriers between its workforces, recognising the experience, skills and knowledge that comes from a diverse and differentiated workforce - a 'One Service' concept where permanent and reserve members are equally valued and recognised

#### MANAGEMENT AND ADMINISTRATION BURDEN

In several workshops there was a concern raised that COs and supervisors need to take on additional management and administrative burden if they have a team with members providing flexible service.

The extent of this administrative burden, real or perceived, needs to be assessed. Additional resources may need to be provided to offset the additional management overhead of reserve / part-time personnel

#### TWM EDUCATION, TRAINING AND COMMUNICATIONS

Participants in workshops expressed the view that more education, training and communications were required to embed the TWM in the Services:

- Implementation of TWM will require new skills from commanders and new ways of working for all
- Members across the Services are seeking information about the TWM that is easy to access and easy to understand
- The Services need to establish and maintain clear messaging on the TWM, how it is being implemented and the value it will deliver
- Career Management Agency members must be 'professionalised'. They need to be advocates for the TWM and equipped to explore options and discuss possibilities with COs and members

The Services need to make significant investments in time and resources to address the challenges to TWM adoption described above.

It is important to note, however, that the majority of the challenges / barriers identified are ones that are within the control and ability of the Services and can be addressed relatively quickly - CMA structures, process realignment, business rule change, budgeted funding mechanism change, workforce intelligence improvement for the contingent workforce and improved education and training.

It is apparent from the workshop feedback that the perceived cultural challenges to TWM adoption will be, to a substantial degree, eased by the implementation of business rules and processes that will efficiently enable TWM use.



# **Attachments**



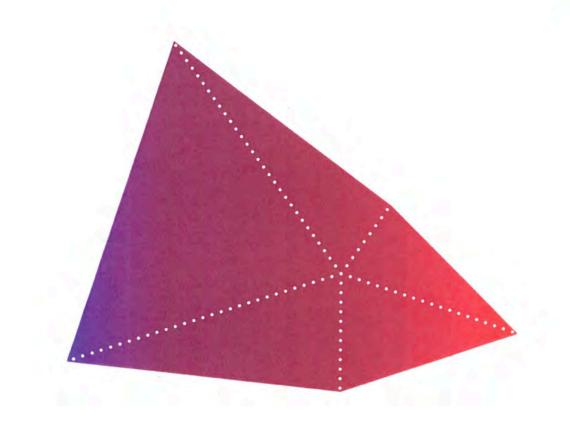
#### ATTACHED TO THIS REPORT ARE THE FOLLOWING DOCUMENTS

Attachment A - EFSC Creative Communications Closing Report

Attachment B - Navy Change Readiness Workshops Summary







## Embedding a Flexible Service Culture – Creative Communications Closing Report



PREPARED FOR: DG ADF TOTAL WORKFORCE MODEL

FOI 028/19/20 Item 1 Serial 13

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EFSC - Creative Communications Closing Report

## **EFSC** Project

### Why are we here?

The Embedding a Flexible Service Culture (EFSC) project was established to change awareness of, attitudes to, and behaviour towards, the use of the Total Workforce Model, so that serving flexibly is valued by ADF personnel and those with previous service in the ADF.

The aim was to increase the acceptance of the offer and use of flexible service within the Services so as to retain and / or build Defence capability.

The project's purpose was to influence personnel and key stakeholders to apply the TWM/S, through the Services' execution of a flexible service framework. The Synergy team was to provide persuasive communications products, learning packages, key messaging and delivery support, including improved re-engagement processes developed into an operational plan, that are aligned to each Services' role and culture, across the following lines of effort:

- Develop and deliver a creative communications campaign. Increase awareness and understanding of the TWM/S
  across ADF by developing, in consultation with Services, communications products and executing
  communications campaign and other effects as required.
- Ensure ADF personnel and Defence leaders confidently understand how the TWM/S contributes to delivering
  capability, while allowing ADF members to access the flexibility inherent in the model over their career. This
  involves training selected personnel and appointment holders to equip them with the skills necessary for ongoing
  culture & behaviour change.
- Ensure ADF leaders and specialists are skilled in the application of the TWM/S within their areas of responsibility. This involves training and mentoring personnel such as: Commanders and staff at FEG and Formation Level; Command Teams at Unit and Sub-Unit Level; Personnel Capability designers and planners; Organisational designers and planners; Workforce designers and planners; Career management staff.

These lines of effort were delivered in three streams:



This report is a summary of the Creative Communications Campaign stream of work and details the approach, insights gathered, conceptual framework for the effective implementation of the endorsed internal campaign as well as guidance moving forward to assist in the ongoing need to embed Flexible Service within the ADF.

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## Creative Communications

## Our Approach

Central to the Creative Communications approach to the work was to understand the human needs at the core of the issue and use our understanding of the audience to extract key insights.

Our role in this context was to embed a flexible service culture within the ADF, through an increase of awareness, and attitude towards, the Total Workforce Model.

The behavioural change component of the task is at the heart of the creative concept, and broad-spectrum communications approach; as such we tailored our solution to achieve measurable outcomes in an iterative manner.

### Changing Behaviour

Within this task, we understood that the ways in which **behaviour change** occurs, alongside culture change, is a long-term **process** that requires a focussed approach identifying key audience groups and associated behaviours that can be targeted and motivated effectively along the way, in small, agile phases – rather than by trying to tackle all opportunities at once.

We identified that the best possible avenue for success for the first phase of communications, through the services, and within the service's primary enablers: Career Managers, and Commanding Officers; while noting that members, more broadly, who would consider and undertake the opportunities that flexible service could offer, are a supplementary target audience throughout the phases.

Further, the behaviours to be affected amongst members interested in adopting flexible service, would be tailored around the act of **forwardly thinking about their future in serving flexibly, rather than immediately undertaking it**. Owing to the transition period and the ways in which we are able to affect change, we recognise the fallacy in attempting to motivate and influence individuals (and their families) to rapidly attempt adopt flexible service, especially in light of the importance of both the ability or need of the Services to dictate where Flexible Service is possible; however, there is opportunity in provoking thought about flexible service and an individual's future requirements.

### Motivation as a Driver of Behaviour

Motivation and influence are key drivers for change in our strategic approach. We base the ways in which we delve into the influence of consumer behaviour on the Fogg Behaviour Model.

Behaviour will only happen when three elements occur simultaneously. These three behavioural change elements are the following:

Motivation - People must be sufficiently motivated to change their behaviour.

Ability - They must have the ability, or opportunity to undertake the behaviour.

Trigger - They must be triggered, or prompted, to do the behaviour.

If one of the elements is missing, behaviour change won't happen.

B = MAT (Behaviour = Motivation + Ability + Trigger)

The ability for our campaign concepts to achieve behaviour change will utilise our understanding of the principles of Behavioural Economics in a communications framework, alongside an empathic view of our audiences, the insights we have gathered from the workshops, as well as the broader environment in which the ADF operate.



### Awareness and Understanding of the TWM

The Year Zero TWM baseline study revealed that some senior officers felt that the implementation of the model itself had not been undertaken in a strategic manner with many of the barriers to adoption unaddressed:

At the time of the baseline study, the TWM Implementation had not reached completion, which was perceived to undermine the realisation of the benefits of the new model. Senior officers with familiarity and knowledge of Project Suakin and the model felt that some critical elements were yet to be enabled and implemented (for example SERCAT 6 and SERVOP D). This was frustrating for some, who perceived that the TWM is still conceptual rather than a realistic model that is delivering outcomes.

A lack of communications around missing components was perceived negatively, with some assuming there was a hidden reason why they are not being told. This negative perception of an incomplete model was further heightened by the unknown delays to implementation for specific services, **\$22** 

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Although it is still early, it is apparent that there is a real risk of disconnect between the stated objectives of the TWM and how it is understood by the total ADF workforce.

One of the core issues for capability drivers within the ADF for the Career Managers, COs and overall workforce planning is the visibility and ability to recognise and identify existing skill sets and talents within current SERCATs, where highly capable members could be identified to fill skills gaps within teams quickly, and effectively, while they render a flexible pattern of service.

Many members feel they do not completely understand the need or purpose of the TWM and the drivers that lie behind the changes.

The implementation of TWM coincided with other competing messages around recruitment and there was (and remains) a degree of cynicism among many regarding the rationale lies behind both recruitment and workforce policies. For many members it is felt that the TWM has not noticeably changed the way the work and service are managed in the ADF.

Members identify both positive and negative experiences with existing flexible work and service arrangements in the ADF. In the instances where people have flexible service themselves or as part of a team, it is normally described as being a positive experience for the person and their team.

Speaking to members, the word "flexibility" is primarily and strongly associated with flexible working arrangements. Many of these flexible working arrangements rely on the relationship between the member and their commanding. officer(s).

Flexible service is a less common concept for many, and, in some instances, members believe it to be impractical and unworkable. This is, in part, due to a lack of real awareness and understanding of how it could work. Where opinions are more positive, success of flexible service is still believed to be heavily dependent on breadth and type of roles and responsibilities rather than being something that could be universally applied in actuality.

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### Insights

Understanding the current attitudes towards the TWM provided us with key insights that informed the development of the communications strategy and concepts:

#### INSIGHT 1

There is a pervading sense amongst the Services that **those undertaking flexible service are not "true" service men and women**; and are not following the values of duty and service to Defence, the country, and the team that permanent, full time members do.

#### INSIGHT 2

There is a need for stability within our workforce and modern organisational psychology and insights **extol the virtues of capability and performance improvement through flexible work and service** to enable innovative, future-ready work.



## Developing a concept that lives on

It is a fundamental need in the development of the creative concepts that they be designed with infinite flexibility in mind. This is done to allow the Services to adapt and adopt the conceptual idea to best suit the needs, opportunities and burning platforms that will resonate with the individual audiences, while also benefiting the broader picture across the ADF – and ensuring a holistic, complete TWM brand identity that resonates collectively.

The way in which we have designed the concepts is to allow the option to utilise scenarios in multiple ways, that resonate with real, authentic service experiences as well as enable the enhancement of diversity and inclusion throughout.

This is especially important in considering the gender diversity needs of the ADF, and the ways in which we can foster opportunity within the adaptable service space that reduces, or increases focus, where applicable.

The flexibility of our concepts will allow cohesive messages to live within their respective channels amongst the services to promote these platforms; while still building upon the complete brand picture across the value of developing high performance capability.

## **Guiding Policies**

By understanding our audience, the behaviours that we aim to influence, as well as insights from our research, we begin to map our guiding policies that will impact the way in which we communicate and serve as our "line in the sand" by which we are guided.

To be successful, we know our campaign and communications need to:

Be Human

This sense pervades across both the way in which we communicate the usage of TWM, but in how we facilitate the narrative. Based upon our insights, and workshops across the services, we have noted the requirement and need to highlight the human experience within a flexible service context. We need to ensure that we relate the narrative to an empathic human perspective and avoid distilling the context of flexible service into purely formulaic, corporate and/or financial derivatives.

Be Real

Ensuring that we ground our communication in real human experiences, language that resonates with people and avoid communicating in a way that feels as if our people are numbers in a list, or part of a machine

Be Rational

The most effective opportunity we have is to speak clearly, succinctly and in a rational sense that clearly articulates the benefits of the TWM for the respective audience through real, human stories

While influence is driven through an emotional trigger, or provoked experience, we know the importance of balancing this with a rational and human "reason to believe" – namely, the substance to our engaging elements that complete the picture and affect behaviour change. We need to balance the motivation, with the rational day-in-the-life experience.

### The Way In

We will get COs, Career Managers and Members who are currently unaware, or disenfranchised by their perception of TWM, to proactively plan for high performance capability through a flexible pattern of service by selling the benefits, and the value of the TWM, and flexible service, as an enabler of high performance, maintaining capability and implementing innovation for the teams.

The aim is to position the ADF, and the services individually, as an employer of choice and one that offers modern, innovative practices to ensure a highly engaged, effective, and viable workforce for the future.

Noting that the TWM is not a one-size-fits-all opportunity, but one offered at the discretion of the services based upon the needs of the team, and the services.

Reason to Believe = We will tell the stories of real, effective scenarios, by real people who currently serve, or have served.

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## The semantics of "flexibility"

Within our research and investigation, the word "flexible" has driven negative connotations time and again towards the barriers for effective culture change. In addition, the perception of the sense of flexibility seems to fly in contrast to the values of service.

Flexibility is often described as being something that may work in Canberra or in an office environment with an assumption that the whole planning process is easier to manage in such environments.

"Flexibility", and "Balance" are words that can denote instability, and the propensity to break, or where sacrifices need to be made, in the case of the latter.

Further to this, there is a constant clash with the concept of Flexible Work (an already effective tool within ADF), and Flexible Service.

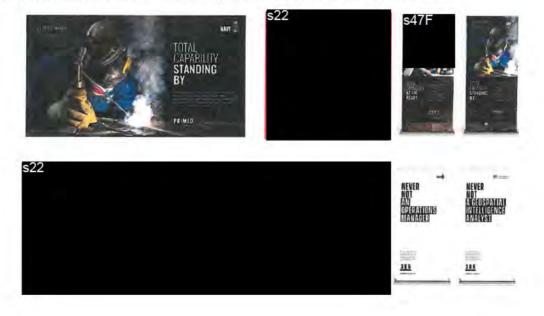
We proposed an amendment to the language towards a more effective, and positive "Adaptable Service".

Adaptability is at the core of the ADF's value proposition and to each team, and member's own record of service. It stands for the effectiveness of the future of the ADF and works more holistically across how the ADF adapts to the ever-changing landscape of work across Australia, the needs of teams, and members. We believe that "Adaptable Service" can be a highly effective value proposition for Total Workforce Model going forward and shape the language towards how a different pattern of service can complement the future viability of the ADF as a strategic benefit to the nation through the retention of highly effective enablers of capability.

### Creative concepts to support TWM

To ensure the communications campaign was underpinned by a creative concept that was meaningful for members and more likely to changing behaviours and attitudes to the TWM, two creative concepts were developed and tested with Navy, **\$22** members and personnel.

Two Creative Concepts were tested "Never Not" and "Total Capability", both of which explored the themes of members always being ready to enable ADF capability, regardless of what SERCATs they service under.





### User testing results

Testing workshops were held in six locations across Australia with 207 participants.

The demographic split across this audience groups totalled:



The results showed 80% of participants were in favour of the **Total Capability** concept, affirming that to change behaviour and stigma across the ADF, real examples of real stories will provide the initial behavioural nudge.

Compelling feedback from the testing results showed the concept resonated as a positive campaign, with a clear and inclusive message of inspiring real-life examples. The concept holds the prospect to showcase how all SERCAT and SERVOP levels contribute and open new possibilities in the way service is carried out.

The effectiveness of common communication channels was explored in testing by way of a rating system scaling 0 (less effective) - 10 (most effective); results determined no channel scoring above 6. Therefore, the roll-out of internal communications has been designed to remain flexible to spread across several mediums.

## Total Capability At The Ready

This concept is based upon the intent to begin to craft the language around what capability looks like in the modern world. The campaign aims to represent current, serving members of the Services in the adapted pattern of service as part of the communications material as well as in their in-service pattern to demonstrate how highly capable members are at the ready for the benefit of the nation - even though we may traditionally view them as not being able to deliver capability.

By removing highly capable serving men and women from their traditional Defence roles and placing them in their civilian context enables the Services to recognise the ability of TWM as an enabler of high-performance capability. This is represented through the language use in direct conversations, the materials developed to convey these messages through traditional channels, as well as the way the imagery is crafted.



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## Communications Campaign

Culture and behavioural change are long-term processes.

Effective cultural and behavioural adoption of the TWM requires a focussed approach that identifies key audience groups and the associated behaviours that need to be changed in small, agile phases – rather than by trying to tackle all opportunities at once.

The 'Total Capability At the Ready' concept has been designed to work most effectively at iterative sprints by tailoring campaign initiatives to support the service and ADF more broadly in their individual journey to successfully implementing TWM. Messaging can be tailored and adjusted to suit a need or burning platform at the time, with exemplars that are representative of a retention requirement for the service as required.

For the concept to work successfully, it will be important to develop materials that represent a broad spectrum of Exemplars at various stages of their careers, at various ranks, locations and skill sets in both their civilian and service patterns.

To promote the benefits of the TWM to both members and COs / Supervisors, Exemplars will need to be shown both as individuals and as members of their units – providing the clear message that flexible service provides opportunities for members to meet their personal and obligations whist delivering capability to the ADF.

It is recommended that the TWM 'Total Capability' campaign be rolled out in four successive sprints over the next two financial years:

	2019	2020		2021
Phase	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun
1. TWM Campaign Launch	-			
2. TWM - Supporting Unit Capability		-		1.5
3. TWM - Enabling Flexible Service				·
4. TWM - Addressing Critical Categories				

Each sprint should be of six months duration and focus on specific themes or target areas for TWM adoption.

Suggested phases are as follows:

- Campaign Launch launch of the TWM communications campaign, a common ADF message tailored by Service by colour and exemplar (materials produced and detailed in the following section). Campaign includes messaging from Chiefs / Deputy Chiefs of Services, exemplars of members providing flexible service (posters and news articles) and collateral to support TWM discussions in the Services.
- TWM Supporting Unit Capability use of the 'Total Capability' concept showcasing exemplars providing flexible service in the unit / team environment. Communications include member and their team, interviews / endorsements for flexible service from COs, supervisors and managers to demonstrate the value of TWM from capability enablement perspective.
- TWM Enabling Flexible Service use of exemplars that showcase service in different categories former SERCAT7s now servicing in SERCATs 3-6, current SERCAT7who have previously serviced in SERCAT3-5. Communications demonstrate ability to move between SERCATs over a member's career.
- TWM Addressing Critical Categories use of exemplars that showcase how TWM has been used to fill critical categories. Communications demonstrate how effective use of TWM has filled critical vacancies outside of traditional SERCAT7 transfer mechanism.

Further phases could focus on other ADF / Service workforce issues supported by TWM, such as workforce diversity, reengagement from SERCAT2, re-engagement of personnel with previous service etc.

Details of these phases are outlines below.

Communication effects	Timing	Approach	Products/tools
Leadership Message from each service Chief	June 2019	Messages from each service chief should be direct to staff - either via email or video. The message for each service will include the overarching narrative but will be tailored to address the barriers unique to that service.	TWM narrative Key messages which address the barriers for each service TWM video
Campaign Launch	July 2019	TWM communications and supporting materials distributed	TWM BAU products TWM campaign products
Service news Written articles	Fortnightly from June 2019	Written articles to represent the exemplar and their journey, along with information from their supervisor to advocate for their capability, team input and support.	Edited news articles Exemplar posters Exemplar career roadmaps
Command philosophy The audience being exposed to a consistent theme, from top downwards, that aligns with the Service Chiefs TWM	From June 2019 onwards	Communication schedules developed for overarching TWM messages. Tailored plans developed for each service that align to key times of the year.	Chain of command emails Presentation tailored for each service
Adopt TWM language TWM language is fully embraced within each services communication	From June 2019 onwards	Referring to the TWM style guide, work with Defence Force Recruiting to include TWM narrative in their communication and recruitment channels	FAQs to be used across channels including ForceNET DFR communication includes TWM narrative, emphasising flexibility and capability within the ADF
Phase Two – TWM Supporting	Unit Capability (	(January – June 2020)	
ldentify exemplars (members, COs, supervisors, units) demonstrating capability delivery through TWM	September 2019	Service CMA identify exemplars, work with units to confirm cases	Seek approvals through chain of command
Exemplar photo shoots / interviews / preparation of campaign collateral	October – December 2019	Materials to support Phase 2 developed - written articles, exemplar and team posters etc. to represent the exemplar, their supervisor and unit to advocate for their capability, team input and support.	Interview exemplars and supervisors / units Schedule photo shoot (in unit) Design and produce materials
Phase 2 of campaign aunched	January 2020	New exemplars launched	News articles Exemplar posters Exemplar web banners

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Identify exemplars demonstrating service	March 2020	Service CMA identify exemplars, work with units to confirm cases	Seek approvals through chain of command
provision through multiple SERCATs			
Exemplar photo shoots / interviews / preparation of campaign collateral	April – June 2020	Materials to support Phase 3 developed - written articles, exemplar posters etc. to represent the exemplar and their career journey through different SERCATs.	Interview exemplars Schedule photo shoot Design and produce materials
Phase 3 of campaign launched	July 2020		News articles Exemplar posters Exemplar web banners
		the second se	
Phase Four – TWM Addressing	Critical Categor	ies (January – June 2021)	
Phase Four – TWM Addressing Identify exemplars (members, COs, supervisors, units) demonstrating TWM use to fill critical categories	September 2020	<b>ies (January – June 2021)</b> Service CMA identify exemplars, work with units to confirm cases	Seek approvals through chain of command
Identify exemplars (members, COs, supervisors, units) demonstrating TWM use to	September	Service CMA identify exemplars, work with	chain of command
Identify exemplars (members, COs, supervisors, units) demonstrating TWM use to fill critical categories Exemplar photo shoots /	September 2020 October –	Service CMA identify exemplars, work with units to confirm cases Materials to support Phase 4 developed - written articles, exemplar and team posters etc. to represent the exemplar, their supervisor and unit to advocate for their	chain of command Interview exemplars and supervisors / units
Identify exemplars (members, COs, supervisors, units) demonstrating TWM use to fill critical categories Exemplar photo shoots / interviews / preparation of	September 2020 October – December	Service CMA identify exemplars, work with units to confirm cases Materials to support Phase 4 developed - written articles, exemplar and team posters etc. to represent the exemplar, their	chain of command Interview exemplars and supervisors / units Schedule photo shoot (in
Identify exemplars (members, COs, supervisors, units) demonstrating TWM use to fill critical categories Exemplar photo shoots / interviews / preparation of	September 2020 October – December	Service CMA identify exemplars, work with units to confirm cases Materials to support Phase 4 developed - written articles, exemplar and team posters etc. to represent the exemplar, their supervisor and unit to advocate for their	chain of command Interview exemplars and supervisors / units Schedule photo shoot (in unit) Design and produce

## Campaign Materials - Phase 1

Campaign materials have been developed and delivered to support Phase 1 of Total Capability At the Ready, with all products having been developed in conjunction with the Service career management agencies and the various \$22 statement agencies agencies and the various \$22 statement agencies and the various \$22 statement agencies agenc

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Right-to-left, phase one campaign materials:

Exemplar one: LSMT Rodney Turnbull, Exemplar two: LEUT Matthew Templeton, Exemplar three: LSCIS Carly Maxwell, Service exemplar roadmap template







The campaign is designed to sit alongside functional documentation, or Business-As-Usual (BAU) products to promote what is current or focused, for the service. This suite of material is intended to facilitate the ease of communication for Career Managers and COs to disseminate the functional benefits, and technical aspects of Flexible Service through the ADF.

## **BAU** products

The BAU products were designed for an internal audience in direct support of facilitated cultural change activities, as well as Command or Staff-Managed career discussions. Therefore, these products are focussed heavily on functional material that both captures interest through easy to read layout and design, but further informs at the individual and team level. The material has been tailored to include service requirements while remaining coherent and distinct as a TWM/S package.

The branding of the BAU products are designed to have longevity, living both complementary to, and independently of, the campaign materials. Designed with a flexible visual identity, it guides all communication to a cohesive look and feel.

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#### THE BRAND IN ACTION

The intention and use of products are to promote and support the change to move towards the implementation and consideration of Flexible Service from a CO, Career Management and member perspective. The BAU products have been designed to support TWM/S through:

- Workshops
- FWA/FSA discussions.
- Transition seminars
- CO slides
- Career management training etc.

The campaign materials have been designed to promote and encourage the knowledge of, and consideration towards, Flexible Service as an option to members when life's circumstances change and the opportunity of Flexible Service aligns with the ability of the service to be able to facilitate a change in service pattern for the member in order to retain their capability. Campaign materials are internal promotional assets, designed with the intent to initiate conversations and could be used as:

- Posters
- Digital displays and videos
- Newspaper articles
- Forcenet advertising
- DPN advertising.
- Pull-up banners

### Photography Guidance

#### POST PRODUCTION TREATMENT

The post-production treatment of photography for the campaign should feature blue and grey tones with slight glows of yellow, heightened contrast and a subtle grainy feel (or noise), where appropriate. This is representative of the style associated with Defence campaigns to ensure that the campaign feels less like magazine gloss photography, and more at home within a Defence context so as not to feel as if our exemplars are not a part of ADF. The treatment of the photography is a further important aspect of the campaign's ability to subtly address some of the cultural drivers at play.

#### PHOTOGRAPHY COPY

The copy to support the exemplar images should align with the present core principles of the service, outlining the broad benefit of TWM/S and the way in which the service is adopting it for a larger vision, purpose or strategic intent.

There are opportunities for variation in the messaging to address the core functions (eg. how TWM/S is developed for a contemporary workforce, or high performing capability). Depending on the messaging to support the exemplar image, there is also an opportunity to be strategic with the call to action per mediums. For example, where represented for a digital medium, the copy should drive the user to a contact address or URL to initiate a conversation, where a version for print media might feature a simplified search term or keyword (e.g. search the DPN for TWM).







## Next Steps

Embedding Flexible Service within the ADF is an on-going initiative that can only be successful with the continued, deliberate activation of activities that aim to make measurable change at both an organisational level within the ADF, as well as at a communications stage.

By ensuring the members are engaged, heard and their fears, concerns and dis-set is addressed, endorsed by senior leadership and embedded into an ever-evolving Total Workforce model, cultural change will begin to shape the future of the ADF as a contemporary employer of choice.

Ensuring the future of the communications campaign's effectiveness by continually adapting, evolving and growing the suite of material while holding true to the conceptual grounds upon which it was established and the needs of the target audience, will ensure the messages are relevant, realistic and meaningful.

It is important to align the civilian pattern of service directly through to the Defence pattern of service visually with each exemplar to ensure that there is true clarity of concept and that the behavioural shifts will begin to occur as individuals begin to view adaptable service as an enabler of high performance, and those undertaking adapted patterns of service as highly capable serving members, at the ready.

APR.)	<ul> <li>Increasing depth of knowled</li> </ul>	it executive teams – CO, XO, SNCO • Incre lge of the TWM with focus on challenges of applying • Focu nment and overcoming barriers throu	TWM with focus on challenges of applying • Focus on identifying challenges and exploring how to address challenges identifying through the other workshops			
	Conducted 28 workshops in 5	Readiness to engage and employ TWM				
	Audience: COs, XOs, SNCO, Supervisors Conducted 7 CMA workshops	All workshops improved participants' understanding of the SERCATs. Overall, the workshops have improved readiness from 4.23 to 6.13 for change with the scores increasing from Leading sessions. (Note: readiness was rated on a 7-point scale)	Change Readiness Scores - Leading for Change Workshops			
Theme	Challenges in employing TWM: 6	<b>key themes identified</b> Key message				
CMA Processes & Support	Career Management – system is not agile or resp Policy and procedures that support practical ap		HARDS' LOAK CASE HARDS' LOAK HORE'S HARDS' H			
Workforce Supply		to insufficient supply of SERCAT 3 – 5. ills and experience – disconnect between supply and demand. vergent abilities and expectations across SERCATs; location	Leadership Support for TWM			
TWM Education, Training & Communications	role and ensuring members are appropriately s		+HANSS' prest fast concreate than S' concreation that S' product that Statutes that S' product that Statutes that			
Policy – Navy Business Rules		reviewed to ensure they support implementation of TWM. ent practices perceived as preventing application of the model nected with this create additional barriers.	KEY THEMES - CHALLENGES IN EMPLOYING TWM TWM Education, Training and Communication			
	Unit executive need to think differently. Need t outputs and increased capability.	o consider how TWM can assist teams and unit to deliver	CMA Processes Management and			
Management and Administration		vithout this support, SERCAT options will never be embraced. aging people will need to be learned to effectively manage	Administration			
Cultural and Leadership	member moves to SERCAT 6 there is a loss of ca	del can and can't be applied; overcoming the view that if a pability, or others have to cover the work; change in how we e to work in an environment with varying requirements and uses the concern that a SERCAT 3 or 5 may not be	Policy / CMA husiness rules			

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#### Recommendation

Finding 1: Implementation of TWM will require new skills from commanders and new ways of working for all.

1.1 Work with Navy Training Command to identify courses for TWM CO training package inclusion. (e.g. promotion courses, key trade courses, Pre-Command) Review TWM training and provide relevant service examples and input.

1.2 Update and review Navy Internet sites with TWM tools

1.4 That the Capability Establishment Review (CER) process be reviewed to consider how it supports implementation of TWM, and how it can be used as an education/skill building process to support units in understanding how they can deliver capability in different ways.

Finding 2: It is important to recognise the administrative burden that comes with implementation of TWM, reduce it where possible and resource it appropriately.

2.1 That analysis is conducted, as units implement TWM, to identify those areas where additional work effort is required. Streamline process.

Finding 3: Delegations and accountability structures need to be reviewed

3.1 That a review of delegations and accountability structures for workforce related decisions impacted by TWM. Consider LCMC and NPCMA

Finding 4: Consideration needs to be given to how the existing performance management system will apply to people on different work arrangements.

4.1 That the performance management system be reviewed to consider how it will apply to people on different work arrangements. Consider effects of system.

Finding 5: For the TWM to be operationalised through Navy, the infrastructure within NPCMA needs to be reviewed and updated to allow the full spectrum to be used. Project Verto has been set developed to address issues outlined in this section.

5.1 Project Verto to develop project plan outlining scope of work

Finding 6: CMA resources and structure need to be reviewed to enable TWM operationalisation.

6.1 That NPCMA and Project Verto review structure of CMA - develop / test model.

Finding 7: Transition / Transfer processes need to be streamlined and have increased transparency.

That NPCMA conduct a review that identifies all processes related to transitioning / transfer of members across the Service Spectrum, with a priority list identified for action to streamline. In creating this priority list, consideration should be given to impacts of any proposed policy change. Reserve Cell and Entrys and transition cell have been identified. Current processes do not enable a seamless approach to transfers.

7.2 Navy develop a tool such as MAPs that enables all parties to the transition/transfer process (LCMC, CMA, and CO) to track its progress and see who it currently sits with for action.

Finding 8: The career management model needs to be reviewed to consider what level of career management is to be applied to members across the Service Spectrum. From SERCAT 7 to SERCAT 3.

8.1 Navy review its career management model(s) and how they apply across the TWM Service Spectrum.

Finding 9: Roles and responsibilities between CMA, LCMC, ROR and Divisional officer system needs to be reviewed and clarified, with a view to devolving responsibility wherever possible

9.1 That Navy review roles of responsibilities. Assign role and educated divisional officers on their role to educate members and be an advocate for TWM.

Finding 10: The structure and associated resource requirements of CMA needs to be reviewed to enable it to more effectively support delivery of people capability across Navy.

10.1 Under Project Verto - That NPCMA conduct an organisation design activity, to operationalise TWM. Development of Change management strategy and communciations to support restructure.

Finding 11: NPCMA members must be professionalised. They need to be advocates for TWM and equipped to explore options and discuss possibilities with COs and members.

11.1 NPCMA develop CMA professionalisation and training packages to educate Career Managers and transactors on their role. Provide ongoing support to CMA.

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		Flexible Service Culture Project: Navy Change Readiness Workshops   Overview – Summary	FOI 028/19/20
	#	Recommendation	Item 1 Serial 13
F	inding	g 12: Understanding, communicating and advocating for how TWM can be utilised in Nav's various work environments is	s critical to overcoming cultural barriers
1 1	2.1	That Navy develop case studies (exemplars) that demonstrate how TWM can be utilised within various work environn inform application guides in policy documents; in training materials; and as support tools for implementation of TWM	ments such as on a ship, training establishments. The case studies can then be used to 1.
j 1	2.2	Navy identify real examples of TWM being applied from various work environments, to support the case studies refer	renced in Recommendation 5.1 and to use in communications News articles, Forcenet
हिं Fi	inding	g 13: Navy's senior leaders, need to be active advocates for TWM and the opportunities it provides	
1	3.1	Navy use and promote a TWM Information Pack for Commanders that provides messaging and support materials to e that would be a living document, changing as TWM initiatives are implemented across Navy, and would include inform	enable them to be effective advocates. This Information Pack is a communications tool mation such as talking points, case studies, FAQ, and links to TWM resources.
ication e	inding lign the	g 14: Navy needs to find a way to remove the barriers between its workforces, recognising the experience, skills and known emes with NGN.	owledge that comes from a diverse and differentiated workforce.One Navy concept -
une 1	4.1	Continue to increase awareness by using good examples of member using adaptive service. Increase awareness of h	now TWM can be used to support teams and build capability.
uo Di	4.2	Review the TWM modules provided by SUAKIN, identify what work needs to be done to tailor them for Navy and ther year.	
Je gu	inding	3 15: Establish and maintain clear messaging on TWM, how it is being implemented and the value it will deliver.	
Iraini	5.1	That messaging outlined in the Navy TWM Communications Plan be used as a guide for all communications.	
tion,	5.2	That the Navy TWM Communications Plan be reviewed and updated, in conjunction with the Retention plan and Proje	ect Verto
Education El	inding	g 16: Career Managers are not trained to do job.	
NML 1	6.1	That NPCMA Project Verto develop CMA professionalisation and training packages to educate Career Managers and	transactors on their role. Provide ongoing support to CMA.
Fi	inding	17: Clear guidance on how units can access funding for workforce across the Service Spectrum is critical to enabling imp	plementation of TWM. Currently Unit executive are not aware on how they can use.
	7.1	Fact Sheet development with clarification on how the CFO guidance is to be implemented in Navy; ensure that comm language; and consider whether any decision support tools will be needed to assist units in applying the updated proc	unications relating to the undated process are provided in simple, easy to understand
And Fi	inding	18: Consideration needs to be given to how workforce pools are to be established, maintained and managed across Nav	vy. Discussions between workforce management and workforce planning.
	8.1	That Navy consider designing a number of models for the management of contingent workforce pools that could be te (training establishments)	ested by units to determine which will be most effective in various environments.
fi Fi	inding	19: Workforce supply needs to be addressed with Units and CMA need improved visibility of available resources and job	bs to effectively implement TWM.
Š 19	9.1	That Navy identify a working group to clarify how it wants to utilise ForceNet to support the matching of people to job functionality, awareness and training.	bs, and to participate in the SUAKIN activity to identify improvements in ForceNet
19	9.2	That Navy identify how it will maintain information about its SERCAT 2/3/5 members and what information needs to b	be collected to support the sourcing of people with the right skills and experience.
19	9.3	A communication plan be developed to reengage and increase awareness of TWM and future opportunities for SERCA	
a Fi	inding	20: Policy guidance is required on how TWM can be applied across its full spectrum	
20	0.1	That Navy review and develop formal policy guidance (Navy business rules) regarding the application of TWM	
20 səlnt	inding	21: There are many areas of policy that need to be reviewed to ensure they support implementation of TWM.	
	1.1	That NPCMA (managed by Project Verto) develop a prioritised list of policies that require review from a TWM context, implementation plan be developed, identifying necessary resourcing to staff the review activities.	
21	1.2	That Project Verto provide oversight of the policy review activity, to provide links to other TWM initiatives, keep track required, and communicate key updates to Navy using a variety of communication mediums.	s of progress against the agreed plan, identify where application support materials are



JOINT DIRECTIVE 35/2014 (AL2)

Australian Government

**Department of Defence** 

#### JOINT DIRECTIVE BY CHIEF OF DEFENCE FORCE AND SECRETARY, DEPARTMENT OF DEFENCE ON IMPLEMENTATION OF PROJECT SUAKIN

#### INTRODUCTION

1. The ADF Total Workforce Model (TWM) is about creating a framework to enhance Defence capability through the supply of people to the Australian Defence Force. The ADF TWM is designed to contribute to capability by giving Defence the strategic flexibility to manage the workforce in a range of permanent and part-time service arrangements. The model positions the ADF workforce to support the fully integrated One Defence vision of the First Principles Review. It will enable the ADF to utilise its workforce more effectively, by drawing on the Services Permanent, Reserve and APS force assigned workforce components more flexibly, and encouraging greater mobility between them.

2. The ADF TWM delivers a tri-service model that builds on and enhances existing ways of serving, introducing two new ways of serving and making changes to others. For individuals, it will provide flexible career options that ADF members can seek as their circumstances change. Strategically, by transforming the nature of service, a more agile, integrated, sustainable and capable force can be delivered, whilst seeking to mitigate future risks of skill shortages and changing security threats.

#### PURPOSE

3. The purpose of this Directive is to provide direction to the Services, Defence People Group (DPG) and supporting Groups and Divisions on their roles and responsibilities in developing the structures, procedures, processes and policies required for the implementation of the ADF TWM by 31 Oct 16.

#### BACKGROUND

4. The ADF TWM has Chiefs of Service Committee and Secretary and Chief of Defence Force Advisory Committee endorsement as a strategic people reform project to position Defence to meet future workforce challenges, by establishing a contemporary and flexible workforce structure and supporting policies. Phase 2 of the project commenced on 01 Jul 14 under the lead of DPG. The primary focus in Phase 2 is to support and enable the Services to introduce new service arrangements and to work with the Services and Groups to develop an organisational change program to embed the desired behaviours and attitudes that will support the uptake of the ADF TWM. The configuration of the ADF TWM is illustrated in Annex A.

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5. The foundation of the ADF TWM is the introduction of the Service Spectrum, which will enable Defence to access a range of Service Categories<sup>1</sup> (SERCAT) and Service Options<sup>2</sup> (SERVOP). The Service Spectrum will provide a cohesive structural mechanism to facilitate member contribution to Defence capability. It will be supported by an enhanced employment service offer, including improved communications with all members through an internet e-portal, improved transfer processes and flexible work practices. The model will be aligned with current and emerging policies, and cultural shifts in the Services and the broader community. In so doing, Defence can move from interim 'localised' flexible employment arrangements and single Service initiatives to a more enduring solution, built into the organisation's structure.

#### IMPLEMENTATION

6. **Outline.** Phase 2 of Project Suakin, under the lead of Head People Capability (HPC), will initiate, test and deliver the activities supporting the implementation of the ADF TWM. Phase 2 will consist of two sub-phases representing the transition of implementation requirements from DPG to the application of the model by the Services:

- a. Phase 2a. The main effort of Phase 2a is the implementation led by HPC to staff legislative change and update Regulations; develop policy, processes, tools, systems and manuals so that the ADF TWM is ready for the Services to implement. The project team will work with the Services and supporting Groups to refine the policy and products to support the necessary reform. This will be done through a testing process, whereby all products of the ADF TWM are tested within each of the Services and updated as appropriate, to ensure they are 'fit-for-purpose'. Phase 2a will be completed when the necessary design, drafting, building and testing of the structure, policy, process and technology are finalised, enabling the Services to begin implementation of the ADF TWM. Phase 2a is planned to be complete by 30 Jun 16.
- b. Phase 2b. The Services can begin implementation of the ADF TWM to suit the unique and particular requirements of their organisation to meet their directed capability outcomes. The Services will be responsible for effecting the cultural, behavioural and attitudinal change required and the development of organic policy and implementation activities required to bring the ADF TWM to fruition within their Service. HPC will retain management oversight of the ADF TWM, providing subject matter advice to the Services throughout implementation and thence evaluation of the effectiveness of the ADF TWM. This includes initiating necessary improvements. Phase 2b will commence on 1 Jul 16 when the Services are able to begin transition towards the implementation of the ADF TWM by 31 Oct 16.

<sup>&</sup>lt;sup>1</sup> A SERCAT groups members into like service arrangements that share mutual obligations and conditions of service and will be used to describe their service arrangement. All members are categorised in a single SERCAT at all times, and a SERCAT may be combined with a SERVOP.

<sup>&</sup>lt;sup>2</sup> SERVOPs provide the Services with the means of grouping members who provide capabilities where differentiated arrangements are required to achieve capability. These differentiated arrangements could include entry standards, skill sets, remuneration, duty patterns or any other conditions that may be approved from time to time by a Service Chief, in addition to that invoked by the SERCAT. A SERVOP may be applicable to more than one SERCAT and may not be used in isolation of a SERCAT.

- Principles. The following ADF TWM implementation principles will be adhered to:
- Application of the ADF TWM will be based on principles, minimising prescription and rules, providing simple, practical guidance or recommendations for optimal application.
- b. The ADF TWM will be applied such that it provides Defence with the agility and flexibility required to meet its capability needs. Flexibility is viewed through two lenses: Defence has strategic flexibility to meet capability obligations through an agile workforce model; and the member has flexibility in terms of career opportunities.
- c. Wherever possible there should be no detriment to members when service arrangements transition to the ADF TWM. Where appropriate, conditions of service should be comparable for those rendering service under similar arrangements.
- d. The ADF TWM will enable access to the 'total force' through effective and efficient use of all uniformed components. ADF TWM application decisions should enable Defence to make use of all members across the Service Spectrum.
- e. Application of the ADF TWM should be scalable, sustainable and cognisant of the needs of the both the Services and ADF members. The ADF TWM may be applied by the Services to meet their individual needs; the Services can use some or the entire framework as appropriate to their circumstances.
- f. Workforce costs will be met from within extant budget allocations; application of the ADF TWM will be cognisant of single Service constraints and will be cost efficient.
- g. Implementation and application of the ADF TWM will recognise and complement the reform work already underway within the Services and Groups that supports the ADF TWM intent.

8. **Project Deliverables.** The following will be delivered in accordance with the Milestones described at Annex B:

- Introduction of the Service Spectrum through the Service Categories with matching conditions of service and remuneration that are aligned with Service obligations for each SERCAT/SERVOP (Milestones 1, 2, 3, 6, 7, 8 and 10);
- Introduction of flexible service arrangements for members of the permanent/regular forces (SERCAT 6) (Milestones 3, 8 and 10)<sup>3</sup>;
- c. An enhanced ability for the Services to provide conditions for a reserve member to render a specific pattern of part-time Reserve service (SERCAT 5) (Milestones 1, 7 and 10);
- d. Introduction of SERVOPs, where differentiated categories are required (Milestones 1, 7, 8 and10);

<sup>&</sup>lt;sup>3</sup> SERCAT 6 (limited to a days/fortnight pattern of service) will be implementable from 1 Jul 16. A SERCAT 6 (interim solution) will be implemented no later than 31 Oct 16. The interim solution will be based on current PTLWOP policy, extending SERCAT 6 to include patterns of service other than days per fortnight. The 'mature state' remuneration arrangements applicable to SERCAT 6 may require DFRT consideration; the mature state solution will be finalised and implemented as soon as practical, expected to be in 2017.

e. Development of decision support tools to allow the Services to plan and manage their workforce under the ADF TWM (i.e. Service Spectrum Options Generator and Workforce Financial Decision Support Tool) (Milestone 4);

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- f. Enhanced transfer processes and tools to enable easier movement of personnel between the SERCATs and SERVOPs (Milestone 6);
- g. An e-portal (ForceNet) that enables members to record their skills and qualifications; provide visibility of workforce capability to the Services to enable access to that capability, and provide an information source for members to maintain personnel details and be kept up-to-date with Service news, outputs and policies (Milestone 9);
- h. A position paper that provides direction on the establishment of a Total Workforce Budget (TWB) that facilitates flexibility in workforce funding management and reporting and optimises the flexibility inherent in the ADF TWM (Milestone 5); and
- Changes to HR systems (current and future) and service delivery areas that enable implementation of the administrative, pay and conditions policies of the ADF TWM (Milestones 7, 8 and 10).

#### RESPONSIBILITIES

9. Head People Capability (HPC). HPC is accountable for the execution of Project Suakin to ensure its scope and milestones are within the directed guidance. HPC is assisted by a Two Star/Band Two Steering Group for oversight of the project. The role of the Two Star/Band Two committee is detailed at Annex C.

10. **Director General Suakin.** Day to day responsibility for leadership, operation and delivery of the project deliverables rests with DG Suakin who has been allocated resources through SCAC. A One Star/Band One Internal Reference Board provides Project Suakin with Service oversight, guidance and support to test and validate emerging and developed concepts. The role of the One Star/Band One board is also detailed at Annex C.

11. Services. Each Service is a key stakeholder in the success of the implementation of the ADF TWM. In order to maximise the co-design of the ADF TWM key stakeholders are required to contribute, through all stages of the project development cycle, to the design of outputs and supporting infrastructure enabling the model. This includes policy formulation, procedural development, production of tools and testing outputs from an early stage, up to completion of user acceptance assessment.

#### TASKS

#### 12. DG Suakin Branch, DPG

#### a. Phase 2a:

- (1) Establish a project management executive to lead the project, monitor and correct direction, oversee and maintain the project plan and ensure the synchronisation of project and related activities to realise project milestones and outputs.
- (2) Establish and operate a project team to perform the project activities.

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- (3) Engage with the Services, PPEC and Defence Legal to draft legislation to introduce flexible service into the ADF.
- (4) Ensure that the ADF TWM specific requirements are included in the development and revision of Defence and ADF level regulations and policy.
- (5) Support the Services in the development and revision of their policies for their implementation of the ADF TWM.
- (6) Develop the Evaluation Framework and a plan for measuring and reporting the effectiveness of the ADF TWM.
- (7) Coordinate the testing of key elements of the ADF TWM to support a smooth introduction into service, including all SERCATs and SERVOPs.
- (8) Develop a User Guide in order to provide a central repository for information regarding the ADF TWM.
- (9) Contribute to the development of the ForceNet e-portal to ensure functionality supports the operation of the TWM.
- (10) Develop tools to support decision making in:
  - (a) determining the degree of flexibility that could be applied in meeting workforce demand; and
  - (b) providing a cost comparison and methodologies for workforce supply.
- (11) Finalise the development of the Total Workforce Budget (TWB) policy with CFOG and Services for COSC approval;
- (12) Inform DPG and CIOG of the ADF TWM change requirements in the Customised Defence Instance (CDI), i.e. the current version of PMKeyS, via a System Change Request (SCR).
- (13) Inform the Defence One Project on the requirements of the ADF TWM.
- (14) Liaise with each Service's change program to assist the Services effect behaviour and attitudinal change.
- (15) Identify any essential additional resources for Project Suakin in Phase 2(b) to ensure it is able to be supported into the future.
- b. **Phase 2b:** Transfer ownership and evaluation responsibility for the ADF TWM to Workforce Planning Branch within DPG as a business as usual task.

#### 13. Chief of Navy, Chief of Army, Chief of Air Force

#### a. Phase 2a:

- Establish an implementation team including the provision of a point of contact at the O5/O6 level.
- (2) Actively support Project Suakin in the development and implementation of ADF policy options through to final agreement and documentation through the Defence Administrative Policy (DAP) framework.
- (3) Amend current single Service policy for the implementation and operation of the ADF TWM.
- (4) Test the application of the ADF TWM in accordance with the Test and Learn Schedule at Annex D to ensure a smooth introduction into the Service.
- (5) Identify the most suitable and effective business as usual mechanism to integrate the Service Spectrum within the Service, including the identification of essential additional resources.
- (6) Review, align and demonstrate Career / Personnel Management practices that support operation of the Service Spectrum.
- (7) Adopt a personnel planning approach using the decision support tools supporting the ADF TWM.
- (8) Contribute to and review the ADF TWM User Guide developed by Project Suakin.
- (9) If agreed for implementation by COSC, support the development of and be prepared to implement a TWB.
- (10) Utilise the ForceNet e-portal to support TWM communications and career management effects.
- (11) Contribute to project governance arrangements through membership of the Two Star/Band Two Steering Group and the One Star/Band One Internal Reference Board.

#### b. Phase 2b:

- Begin to transition to the ADF TWM from 1 Jul 16, with the necessary mechanisms and accountabilities in place to ensure the accurate allocation of members to SERCAT and SERVOPs.
- (2) Amend current single Service policy for the implementation and operation of the ADF TWM as necessary.
- (3) Take responsibility for the ADF TWM within the Service, post implementation.

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(4) Complete the transition to the ADF TWM by 31 Oct  $16^4$ .

#### 14. Vice Chief of the Defence Force Group

- a. Head Cadet, Reserve and Employer Support Division
  - (1) Phase 2a:
    - (a) Continue development and implementation of ForceNet with a priority to support Suakin outcomes, specifically:
      - Host information to enable members to begin the transfer process:
      - (ii). Provide access to record and utilise members' skills and qualifications; and
      - (iii). Provide an information source for members to maintain personal details and be kept up-to-date with Service news, outputs and policies.
    - (b) In consultation with DPG, CIOG and CFOG and by 17 Apr 16, enable the transfer of responsibility for the on-going development and maintenance of ForceNet to DPG and CIOG.
    - (c) Contribute to Project Suakin governance arrangements through membership of the Two Star/Band Two Steering Group and the One Star/Band One Internal Reference Board.
    - (d) Support the development of ADF policy options for the ADF TWM through to final agreement and documentation through the DAP process.

#### b. Commander Joint Health Command

- (1) **Phase 2a:** 
  - (a) Support and validate policy development to ensure alignment of the Service Spectrum with health care entitlements to inform subsequent JHC liabilities.
  - (b) Contribute to Project Suakin governance arrangements through membership of the Two Star/Band Two Steering Group and the One Star/Band One Internal Reference Board.

#### c. Head Defence Legal

(1) Provide legal advice and guidance to Project Suakin as required.

<sup>&</sup>lt;sup>4</sup> Less SERCAT 6 (mature state solution). The 'mature state' remuneration arrangements applicable to SERCAT 6 may require DFRT consideration; the mature state solution will be finalised and implemented as soon as practical, expected to be in 2017.

#### 15. **Defence People Group**

#### a. People Policy, Culture and Development Division

#### (1) **AS PPEC**

- (a) Develop changes to impacted policy, processes and regulations including PACMAN, MILPERSMAN, Defence Instructions and the Defence Regulations, to enable the implementation of the ADF TWM.
- (b) Adopt a 'design and review principle' to consider and fit any changes to personnel policy, to take account of the ADF TWM.
- (c) Support testing of the ADF TWM to review and validate personnel policy.

#### b. People Capability Division

#### (1) **DG Workforce Planning**

- (a) Phase 2b:
  - (i) If agreed for implementation by COSC, participate in the design and development of the TWB;
  - (ii) During FY 17-18, assume on-going responsibility for the ownership and evaluation of the effectiveness of the ADF TWM;

#### (2) Dir Transition Support Services

(a) Provide **support** to coordinate new transfer and transition policies and processes to support the ADF TWM.

#### c. People Solutions Division

#### (1) AS Personnel Modernisation

(a) Facilitate the development of a System Change Request (SCR) to articulate necessary changes to the CDI to support the introduction of the Service Spectrum in accordance with the Project Suakin timelines. Once approved, action the changes as outlined in the SCR.

#### 16. Chief Information Officer

- a. Ensure Defence One can enable the operation of the Service Spectrum and the ADF TWM.
- b. Ensure that all changes made to the CDI to accommodate the ADF TWM are incorporated into the design and development of all future releases of Defence One.
- c. On transfer from CRESD, assume responsibility for the technical maintenance of ForceNet and management of ForceNet support contracts.

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#### d. Dir People Systems and Innovation Branch

(1) On transfer from CRESD, take responsibility for ownership of ForceNet business operations.

#### 17. Chief Finance Officer

- a. Assess the financial implications of the ADF TWM, by:
  - (1) Assessing the affordability within the Department's budget allocations,
  - (2) Provide cost estimation, including where appropriate, the use of external technical costing services;
  - (3) If agreed for implementation by COSC, lead the development of, and be prepared to implement the TWB; and
  - (4) Assess compliance implications in relation to the *Public Governance*, *Performance and Accountability Act 2013* and Whole of Australian Government Budget Policy.

#### COORDINATION

18. **Schedule.** The table at Annex B outlines the outputs and associated milestones for the implementation of the ADF TWM. The development and coordination of products is the responsibility of Project Suakin. The Services will be consulted during the development process, culminating in One Star endorsement.

19. Prior to receiving endorsement, the products will be ready for testing with the Services. At completion of a test, an evaluation will be completed (Annexes D and E). The purpose of evaluating the test is to provide confidence that the products, once fully implemented, will deliver the intended effects. Project Suakin will have the responsibility of conducting the evaluations after each test is conducted, in consultation with relevant stakeholders.

20. **Evaluation Framework.** The ADF TWM is designed to generate and sustain ADF capability through the optimisation of personnel and organisation Fundamental Inputs to Capability (FIC). The implementation of the ADF TWM is designed to deliver the following four effects:

a. Sustaining capability by attracting and retaining the right people;

- b. Supporting diversity and inclusiveness within the Services;
- c. Providing more flexible service paths; and
- d. Enabling organisational agility by designing flexibility into current and future workforce structures.

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21. The purpose of the ADF TWM Evaluation Framework (Annex E) is to assess whether the intended effects have been realised and have contributed to the generation and sustainment of Defence capability. The evaluation framework is focused on two levels of evaluation, being short-term and long-term. The short-term evaluation will be conducted prior to full implementation. The long-term evaluation will be conducted no sooner than 12 months after the beginning of Phase 2(b).

#### OVERSIGHT AND ACCOUNTABILITY

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MD Binskin AC

Air Chief Marshal

5 May 2016

Chief of the Defence Force

22. HPC is the point of contact for amendments to this Directive.

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Dennis Richardson Secretary Department of Defence

/June 2016

#### Annexes:

- A. ADF TWM and Service Spectrum Definitions
- B. Key Project Milestones
- C. Project Suakin Two Star/Band Two and One Star/Band One Committees' Roles and Responsibilities
- D. Test and Learn Schedule
- E. ADF TWM Evaluation Framework

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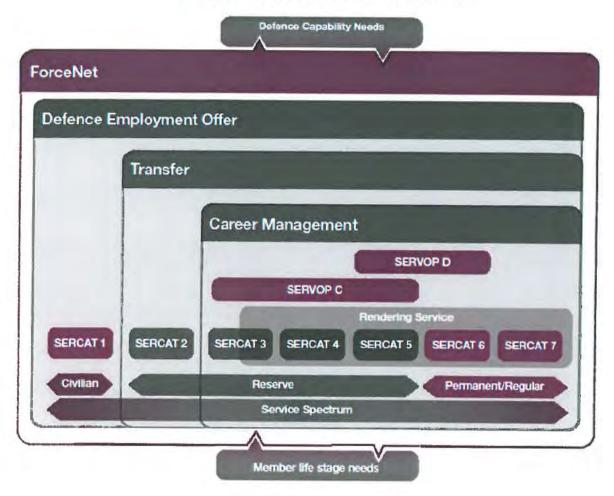
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**Distribution List:** Vice Chief of the Defence Force Chief of Navy Chief of Army Chief of Air Force Associate Secretary Deputy Secretary Defence People Chief Information Officer Deputy Secretary Capability Acquisition and Sustainment Commander Joint Health Command / Surgeon General Chief Finance Officer Head People Capability Head People Policy Culture and Development Head People Solutions Head Cadet, Reserve and Employer Support Division Head Defence Legal

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ANNEX A TO SEC/CDF DIRECTIVE 35/2014 DATED MAY 16

## **Total Workforce Model**



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# SERVICE SPECTRUM – DEFINITIONS AND DESCRIPTORS

ELEMENT	DEFINITION	DESCRIPTOR
SERCAT 1	Employees of the Australian Public Service who are force assigned.	SERCAT 1 consists of employees of the Australian Public Service who have been seconded or attached to the ADF and are force assigned.
SERCAT 2	Reserve members who do not render service and have no service obligation. They are liable for call out.	Members in SERCAT 2 represent the standby component of the ADF and do not render service. SERCAT 2 members represent a latent capability that the Service Chiefs can call upon as required to provide voluntary service. Members in SERCAT 2 are subject to call out provisions.
SERCAT 3 Reserve members who are available for voluntary service, or are rendering service, with the level of service obligation applied at a Service's discretion. They are liable for call out.		Members in SERCAT 3 have indicated their availability to serve, or are rendering service to meet a specified task, generally within a financial year. Individual readiness requirements and associated conditions of service may be applied at a Service's discretion. Members in SERCAT 3 may be afforded career management oversight (e.g. receive performance appraisals, career development and training) and may be posted to fill an establishment position.
voluntary service to provide capability at short notice, with the level of service obligation applied at a Service's discretion. They are liable for call out		The nature of service in SERCAT 4 is primarily characterised by the provision of capability at short notice (typically though SERVOP C), with the length of that notice defined by the individual Services. Service in SERCAT 4 imposes additional obligations on members (e.g. individual readiness compliance, higher training commitment), and in turn attracts commensurate remuneration. Members in SERCAT 4 may be afforded career management oversight (e.g. receive performance appraisals, career development and training) and are normally posted to fill an established position.
SERCAT 5 Reserve members rendering a specified pattern of service within or across financial years, with the level of service obligation applied at a Service's discretion. They are liable for call out. The network of service in SERCAT 5 is characterised by having stability in terms of a specific service in SERCAT 5 is characterised by having stability in terms of a specific service and the number of days to be served, in return for a commensurate commitment from to render that service. Individual readiness requirements and associated conditions of service applied at a Service's discretion. Members in SERCAT 5 are afforded career management of receive performance appraisals, career development and training) and are normally posted to the service in the service in the service is discretion.		The nature of service in SERCAT 5 is characterised by having stability in terms of a specific pattern of service and the number of days to be served, in return for a commensurate commitment from the member to render that service. Individual readiness requirements and associated conditions of service may be applied at a Service's discretion. Members in SERCAT 5 are afforded career management oversight (e.g. receive performance appraisals, career development and training) and are normally posted to fill an established position.
SERCAT 6	Permanent/Regular members rendering part-time service, who are subject to the same service obligations as SERCAT 7.	The nature of service in SERCAT 6 is characterised by the provision of a flexible service arrangement by members of the Permanent/Regular Force. A flexible service arrangement is defined as anything other than continuous full-time. The period or pattern of service may vary depending on the needs of the Service and the member (e.g. days per fortnight, weeks per month or months per year). Members in SERCAT 6 are subject to the same service obligations as other members of the Permanent/Regular Force, including the inherent liability to serve on a full-time basis if required to do so. Some conditions of service (e.g. salary), may be pro-rated such as remuneration elements that are not linked to the underlying liability to serve full-time. Members in SERCAT 6 are afforded career management oversight as SERCAT 7 (e.g. receive performance appraisals, career development and training) and are posted to fill an established position.

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ELEMENT	DEFINITION	DESCRIPTOR
SERCAT 7	Permanent/Regular members rendering continuous full-time service.	The nature of service in SERCAT 7 is characterised by the rendering of continuous full-time service by members of the Permanent/Regular Force. SERCAT 7 represents the maximum service obligation and in return, members in this category receive commensurate conditions of service. Members in SERCAT 7 are afforded career management oversight (e.g. receive performance appraisals, career development and training) and are posted to fill an established position.
SERVOP C Reserve members rendering Continuous Full-Time Service (CFTS). The nature of service Reserves, for a define to those provided to re-		The nature of service in SERVOP C is characterised by the rendering of CFTS by members of the Reserves, for a defined period of time. Members in SERVOP C are afforded conditions of service similar to those provided to members in SERCAT 7, dependent on the period of service. SERVOP C may be applied to members serving in SERCATs 3-5.
SERVOP D	Permanent/Regular or Reserve members who are rendering service to Defence and working for a civilian employer under a formal shared service/employment arrangement.	The skills and experience of a member rendering service in SERVOP D are shared between the member's Service and an industry partner. The Defence and civilian employer (industry partner) arrangement is set out in an agreement between the Service and that industry partner. SERVOP D may be applied to members serving in SERCATs 5 and 6.

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## ANNEX B TO SEC/CDF DIRECTIVE 35/2014 DATED MAY 16

SEC/CDF Directive Milestone	Key Program Milestones	Due date
SERCAT 1-5, 7 and SERVOP C ready for Service implementation (M1)	Service Spectrum is ready for implementation	30 Jun 15 (in progress)
SERVOP D design endorsed (M2)	Service Spectrum is ready for implementation	31 Dec 15 (in progress)
SERCAT 6 (interim) design endorsed (M3)	Service Spectrum is ready for implementation	31 Mar 16 (in progress)
Service Spectrum Options Generator, Workforce Financial Decision Support Tool delivered (M4)	Decision Support Tools	31 Dec 15 (delivered 1 Nov 15)
Total Workforce Budget Policy (M5)	Total Workforce Budget Policy finalised	31 Dec 16
Transfer Framework delivered (M6)	Transfer framework finalised for Milestone I	30 Jun 15 (delivered 1 Nov 15)
	Transfer framework finalised for Milestone 8	31 Mar 16
	Defence Regulations updated to support the ADF TWM	31 Mar 16 (in progress)
	MILPERSMAN updated	31 Mar 16 (in progress)
Defence policy supports SERCAT 1-5, 7 and SERVOP C (M7)	Remuneration and conditions of service have been updated to support the ADF TWM (PACMAN)	30 Jun 15 (in progress)
	User Guide supports the implementation of the ADF TWM	30 Jun 15 (delivered 1 Nov 15)
	Reserve Assistance Program Implemented	30 Jun 15 (Pilot implemented)
	SERCAT 6 enabling legislation	31 Dec 15 (Royal Assent 10 Sep 15)
	Defence Regulations updated to support the ADF TWM	31 Mar 16 (in progress)
Defence policy supports SERCAT 6 and SERVOP D (M8)	MILPERSMAN updated	31 Mar 16 (in progress)
	SERCAT 6 policy, remuneration and conditions of service support the ADF TWM (PACMAN)	30 Jun 16 (in progress)
	User Guide version 2.0 supports the implementation of the ADF TWM	31 Mar 16
ForceNet supports ADF TWM (M9)	ForceNet supports the implementation of ADF TWM	31 Mar 16 (implemented 25 Feb 16)
CDI to support ADF TWM- (M10)	Defence HR systems support the ADF TWM	30 Jun 16

# KEY PROJECT MILESTONES

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### ANNEX C TO SEC/CDF DIRECTIVE 35/2014 DATED MAY 16

## PROJECT SUAKIN TWO STAR/BAND TWO AND ONE STAR/BAND ONE COMMITTEES' ROLES AND RESPONSIBILITIES

1. The governance of this Joint Directive will be reviewed and approved by the Suakin Two Star/Band Two Steering Group and One Star/Band One Internal Reference Board.

2. The Suakin Two Star/Band Two Steering Group is responsible for strategic guidance and authorisation of the ADF TWM project and is responsible to the Chiefs of Service Committee (COSC) for oversight of the project, particularly in the area of coordination with the Services and Groups. The Steering Group role is principally:

- a. Coordinating and monitoring Project Suakin to provide oversight of project reporting to the COSC aligning to the short and long term evaluation report findings;
  - Ensuring that Suakin's objectives and effects are aligned with Defence capability requirements;
  - That DPG strategic direction and Suakin's work is coordinated with related work in the Services and other Groups;
- Providing on-going directional adjustments to Suakin in response to influences from across Defence, including changing requirements or priorities generated from the COSC and strategic reviews;
- e. Gaining commitment from the Services and Groups for the delivery of their components of the effects; and
  - Ensuring that the members' principals are fully briefed on pertinent issues and risk prior to meetings of the COSC.
  - 3. Suakin Two Star/Band Two Steering Group members:
  - a. Head People Capability (Chair)
  - b. Deputy Chief of Navy;
  - c. Deputy Chief of Army;
  - d. Deputy Chief of Air Force;
  - e. Commander Joint Health Command;
  - f. Head Cadet, Reserve & Employer Support Division;
  - g. First Assistant Secretary People Policy Culture & Development;
  - h. Assistant Secretary, Personnel Systems Modernisation;
- i. Chief Finance Officer, Associate Secretary, and

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j. Director General Suakin.

4. The Suakin One Star/Band One Internal Reference Board fulfils two important functions:

- a. Provides the Suakin project with Service oversight, guidance and support to test and validate emerging and developed concepts; and
- b. Provides the Suakin Two Star/Band Two Steering Group with confidence that the ADF TWM concepts have had workability and commonsense checks through a process of senior stakeholder oversight.
- 5. Suakin One Star/Band One Internal Reference Board members:
- a. Director General Suakin (Chair);
- b. Director General Navy People;
- c. Director General Personnel Army;
- d. Director General Personnel Air Force;
- e. Director General Career Management Army;
- f. Director General Workforce Planning;
- g. Director General, Business Relationship Management;
- h. Director General Health Co-ordination;
- i. Deputy Head Cadet Reserve and Employer Support Division;
- j. Assistant Secretary Pay and Administration; and
- k. Assistant Secretary People, Policy & Employment Conditions.

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## ANNEX D TO SEC/CDF DIRECTIVE 35/2014 DATED MAY 16

### TEST AND LEARN SCHEDULE

1. A key implementation principle of Suakin is to test and learn through involving all stakeholders throughout the development cycle. Dates listed below are the earliest available times a test of the Suakin outputs can commence. Each output does not need to be tested discretely, rather, outputs are bundled to maximise testing opportunities.

OUTPUT	MILESTONE DATES	READY FOR SERVICE TESTING	
POLICY			
Defence Regulations (SERCAT 1-5, 7 and SERVOP C)	Updated Defence Regulations – 30 Jun 16	SERCAT Test outcomes will inform policy	
MILPERSMAN (SERCAT 1-5, 7 and SERVOP C)	Terminology finalised – Mar 15 MILPERSMAN TWM content finalised – 1 Jul 16	SERCAT Test outcomes will inform policy	
Flexible Service Arrangements Legislation (SERCAT 6)	Legislation Commencement Date - 1 Jul 16	No Test Required	
Defence Regulations (SERCAT 6)	Updated Defence Regulations - 30 Jun 16	SERCAT Test outcomes will inform policy	
MILPERSMAN (SERCAT 6)	Terminology finalised – Mar 15 MILPERSMAN TWM content finalised – 1 Jul 16	SERCAT Test outcomes will inform policy	
CAREERS			
Review, align and demonstrate Career / Personnel Management practices that support implementation of the whole Service Spectrum	Service Responsibility	Service Responsibility	
Testing of the Career / Personnel Management practices that support implementation of the whole Service Spectrum	To be aligned with Services implementation schedules	Nov 16	

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### FOI 028/19/20 Item 1 Serial 14

TRANSFER Transfer Framework	Design completed (SERCATs 1 - 5 and 7) -Jun 15	Mar 16
Development	Transfer Application form – Service Spectrum – Mar 16	
	Design Transfer guide materials and interview framework – Nov 15	
	Updates to User Guide version 2.0 – Mar 16	
SERVICE SPECTRU	M	
Service Spectrum Intent Finalised	2 Star endorsement – Feb 15	No Test Required
SERCAT 1	SERCAT Intent, Criteria and Conditions of Service developed - Mar 15	Mar 15 No Test Required
	System changes identified and approach formulated to reflect new labels within current systems - 2016	
SERCAT 2, 3,4,5 and 7 and SERVOP	SERCAT Intent, Criteria and Conditions of Service developed - Oct 14	Nov 15 No Test Required
C	SERCAT Agreement - Nov 15	
	System changes identified and approach formulated to reflect new labels within current systems - May 16	
Other elements of SERCAT 5	Process for allocating RSD across multiple financial years – Jun 16	Testing SERCAT 5 - Nov 15
	SERCAT Agreement - Nov 15	
SERCAT 6	SERCAT Intent, Criteria and Conditions of Service developed – Mar 16	Testing SERCAT 6 - Mar 16
SERCAT 6 remuneration	SERCAT 6 mature design completed via stakeholder workshops	31 Dec 16
1.1	Superannuation -TBC	
	SERCAT 6 58B allowances, conditions of service and housing changes implement - TBC	
SERVOP D Design	Standard SERVOP D MOU developed – March 2015	Mar 16
	SERVOP D Intent, Criteria and Conditions of Service developed – Mar 16	Services ready to apply, as opportunities are identified and in accordance with implementation plans

ADF TWM User Guide	Framework Drafted – Nov 14 Version 1- Incorporating SERCATs 1-5, 7 and SERVOP C and Decision Support Tools – Jun 15 Version 1.1 – Nov 15 Version 2- Incorporating SERCAT 6 and SERVOP D – Mar 16 Version 3 – Incorporating updates as required – Aug 16	Tests align with version timeframes
Health Support Allowance	Approvals – Jan 15 Revised Health Support Allowance implemented – Jun 16	No Test Required
Reserve Capability Payment	Approvals – Jan 15 Reserve Capability Payment implemented – Feb 16	No Test Required
WORKFORCE TOO	3	
Service Spectrum Options Generator (SSOG)	SSOG process incorporated into User Guide - Nov 15	Test in accordance with Service and HQJOC test activities
Workforce Financial Version 1 Completion – Mar 15 Decision Support Fool		Test in accordance with Service and HQJOC test activities
Total Workforce Budget policy to support flexibility	Commence consultation – Dec 14 To COSC– Nov 16	Ongoing consultation with CFOG and Services

### ANNEX E TO CDF DIRECTIVE 35/2014 DATED MAY 16

# ADF TOTAL WORKFORCE MODEL EVALUATION FRAMEWORK

### **OVERVIEW**

1. The evaluation approach is underpinned by the ADF TWM Evaluation Framework. The purpose of the ADF TWM Evaluation Framework is to develop clear and measurable success indicators, in consultation with stakeholders, to ensure the outputs are fit for purpose.

2. The evaluation framework is focused on two levels of evaluation, being short-term and long-term. The short-term evaluation will be conducted prior to full implementation. The long-term evaluation will be conducted no sooner than 12 months after the beginning of Phase 2(b).

3. Short Term Evaluation – All components of the ADF TWM will be tested with the Services and relevant stakeholders prior to release. Following each test, an evaluation process will occur. Suakin Branch will have the responsibility for conducting the evaluations after each test is conducted, in consultation with relevant stakeholders.

- 4. The purpose of the short-term evaluation is to answer the following questions:
- a. How efficient and effective was the test looking through the lenses of people, business process, technology and finance?
- b. What changes need to be made prior to full implementation?
- c. Did the test achieve its objectives, using indicators specific to each test, which will assess whether the outcomes delivered through the test contribute to the long-term capability of Defence?
- 5. The remaining test activities of the short term evaluation plan are listed at Annex D.

6. Long-Term Evaluation – While the short-term evaluation approach seeks to monitor effectiveness and capability build throughout implementation, the ability to evaluate ADF TWM contribution to long-term capability will require Suakin to be fully embedded within the Defence environment.

7. Table 1 below provides examples of the outcome effects and indicative measurements to be used to assess the degree of success or otherwise that the implementation of the ADF TWM has had for Defence and the Services.

8. Given the nature of the TWM, it is acknowledged that there is difficulty in drawing a direct cause-effect relationship between the long-term achievement of the effects and the implementation of the TWM. This is due, in part to the large number of initiatives occurring in Defence that will also influence the same effects and the fact that individual member life circumstances are beyond the control of Defence.

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Effect	Indicators	Long-term Measurement Areas
Sustaining capability by attracting and retaining the right prople	Enhancing competitiveness as an employer in attracting and retaining the right people with the requisite skills	<ul> <li>Increased targeted transfer from Permanent force to a Reserve service obligation (SERCAT 3 - 5)</li> <li>Reduced turnover of Permanent force members who are in critical or high turnover trades</li> <li>Improved retention of Reservists with a commitment to future service (SERCAT 3-5)</li> <li>Demographic profile of recruitment pipeline</li> </ul>
	Connection of members with Defence and each other through an e-portal	The use of ForceNet across Defence to facilitate more effective information management i.e. member information and skills are easily accessible and maintained
Supporting diversity and inclusiveness within the Service	Providing options for Defence to offer and members to offer and access a spectrum of service arrangements including full time and part-time	<ul> <li>Increased gender diversity across all levels of the Services, specialisation and geography</li> <li>Take-up of SERCAT 5 and SERCAT 6 arrangements (part- time work)</li> <li>Identifying and routinely delivering capability in a flexible way</li> <li>Increased utilisation of members with different skills</li> <li>Increased Culturally and Linguistically Diverse (CALD) and Aboriginal and Torres Strait Islander (ATSI) representation</li> </ul>
Providing more flexible service paths	Providing better opportunities to members for meaningful work, skill development, and continued progression through changing life and career stages	<ul> <li>Demonstrated recognition of non-traditional career paths</li> <li>Number of people working across the range of SERCATs</li> </ul>
	Maximising the flexibility of the Service Spectrum	<ul> <li>SERCAT distribution of actual members who fill positions classified as a SERCAT 7</li> <li>Increased consideration of utilising the SERCATs in a flexible way</li> </ul>
	Sharing skilled individuals between Defence and industry to grow and sustain larger talent pools	<ul> <li>Evidence of greater access to a broader talent pool across Defence industry</li> <li>Increased retention rates of members with critical skills</li> </ul>
Enabling organisational agility by designing flexibility into current and future workforce structures	Use of the full Service Spectrum to fulfil capability requirements	<ul> <li>Use of part-time (Reserve and Permanent) members to meet capability needs</li> <li>Use of Reserves to support operations</li> <li>Use of the latent talent pool in SERCAT 2 and 3 to provide capability</li> </ul>

### List of Amendment

AL.	Date	By whom	Reason
1.	25 Mar 15	SO(A) to CDF	To encompass changes endorsed by 16 Feb 15 COSC
2.	May 16	SO(A) to CDF	Update principles, milestones, tasks and schedule

### CHIEF OF NAVY INTENT

### A Thinking Navy, A Fighting Navy, An Australian Navy.

Global competition has changed our reality across all the domains in which the Australian Defence Force operates. We live in an increasing complex geo-political environment, within a dynamic Indo-Pacific region. The maritime domain is central to the security and prosperity of our Nation. As resources become increasingly scarce, and the competition greater, all elements of national power must work together to achieve the desired outcomes for our Nation, and those of our friends. Fuelled by technological advances and availability of information, the future is increasingly unpredictable.

Navy has a crucial role to play to support our government and we must continue to evolve and prepare for a myriad of operational possibilities. This is the basis of our 2022 Headmark. Clarity and alignment in our understanding of our Headmark will effectively guide our day to day actions.

Plan PELORUS provides Chief of Navy's Senior Advisory Committee's direction to Navy for the next four years to achieve our Headmark. It will be revised regularly to enable delivery on our five outcomes.

To achieve our Headmark, the highest priority must be our workforce reconstitution and developing resilience in our workforce - people create capability. Then we must question the status quo, innovate and take action, so that:

### **HEADMARK 2022**

Workforce

We will be fully

crewed at sea

and staffed

ashore, able

to train for

future demand,

and prepared

for continued

growth.

In 2022 our Navy is ready to conduct sustained combat operations as part of the Joint Force.

This is a significant undertaking when you define each element of the statement.

Battleworth

We will provide

Sea Air and

Cyber Worthy

platforms to the

Chief of Joint

Operations

Persistent

We will be able

to maintain a

long-term

presence

away from our

homeports.

Sustained

Our resources

are optimised

to enable

conduct of all

our activities

and our future

commitments

**Near Region** 

Engaged across

the Indo-Pacific;

we meet all

domestic

requirements

and work closely

with our friends

and partners in

the near region.



# NAVY'S MISSION

TO FIGHT AND WIN AT SEA

# **OUR VALUES**

Honesty

Courage

as empowered, professional war

fighters. We know that success will

increasingly depend on the quality

of our thinking and our agility in

decision-making.

# **CHIEF OF NAVY'S CULTURAL INTENT**

### A FIGHTING NAVY

Respected, as an agile, resilient, and lethal fighting force, we understand and are committed to, our nation, our mission, and each other.

# Acting together with purpose,

## **OUR OPERATING CONTEXT**

Lethal

We will be able

to deny, deter

and defeat our

adversaries

in the face of

evolving threats

and challenges.

We are integrated

with the joint

force and operate

effectively with

our Allies and

like-minded

partners.

It is an important time to be part of our Navy - The world is changing, our region is evolving, great power competition is cultivating regional instability and the Indo-Pacific will be the global focal point for the next century. The Indo-Pacific is driving the world economy and Australia is intrinsically involved with every aspect of this region. This presents both opportunities and challenges for our Nation and our Navy.

We need to know and understand our region, our friends, and our threats - Navy must continue to operate our forces throughout our region alongside our Allies and like-minded partners. Our forces must be equipped, trained and sustained away from homeports so they are ready and able to take decisive action if threatened. This requires our Navy to have strong and trusting relationships with our neighbours and allies, and be able to integrate into multinational task forces for common purpose.

Defence is a national enterprise - The national enterprise essential for delivering our future force is immature, and the value of this endeavour is not yet well understood. Infrastructure, industry, workforce, and scientific development all are essential to deliver our joint future force and all areas require investment in terms of both money and the will power of government, the ADF and the Nation.

People first and mission always - Navy's biggest challenge and greatest opportunity over the next four years is our workforce. Our Navy must grow while competing for intellectual, ethical, skilled and professional people in a highly competitive job market. Our people need to give us a combat edge; they need to be empowered, motivated and resilient. By valuing their contribution, supporting them in difficulties, and by inspiring them to excel, we will ensure that we retain our best and brightest.

Past success guarantees nothing when the paradigm shifts - The rate of disruptive technological development and adoption across our region will increasingly challenge our ability to maintain a capability advantage. Australia will face new threats in an increasingly congested maritime domain. The information domain will be increasingly challenged, and the speed of information, the power of data and rise of artificial intelligence, will all shape our new reality. We must adapt and respond across our enterprise or we will be left behind.

## **OUR SIGNATURE BEHAVIOURS**

PEOPLE	PERFOR
Respect the contribution	Challenge a
of every individual.	Be cost
Promote the wellbeing and development of all Navy people.	Fix problem:
Communicate well and regularly.	Drive decision

Loyalty

# **A THINKING NAVY**

# AN AUSTRALIAN NAVY

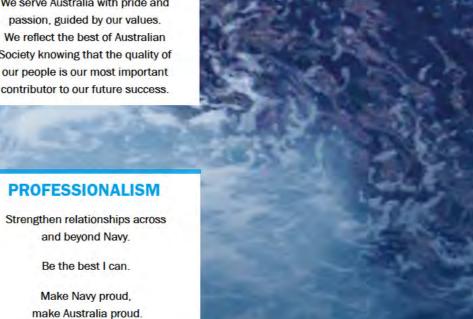
We serve Australia with pride and passion, guided by our values. We reflect the best of Australian Society knowing that the quality of our people is our most important contributor to our future success.

## RMANCE

and innovate. conscious.

ns, take action.

Drive decision making down



Plan PELORUS Navy Strategy 2022

NAVY VALUES COURAGE

INTEGRITY

LOYALTY

HONOUR

HONESTY

### OUTCOME ONE

PROVIDE MARITIME FORCES FOR CURRENT OPERATIONS, EXERCISES, ENGAGEMENTS AND FUTURE CONTINGENCIES.

The Fleet Commander is responsible for providing the right forces at the right time, capable of fighting and winning at sea, and is to support the Chief of Joint Operations to employ our forces to their potential.

We will continue to meet government direction by generating battleworthy naval task units, groups and forces, and a scalable and rapidly deployable Command and Control capability. Throughout this period, we will continue to introduce into service new capability; quickly embedding and operationalising these capabilities into the joint force. Furthermore, existing capability will be renewed through a number of mid-life upgrades to ensure we remain the operational benchmark in our region.

There will be an increasing focus on persistent operations in the near-region to shape and understand our operating environment, support our regional partners, and ensure our national influence and access. This will be enabled through integrated operations with Air Force and Army, increased activities with Allies and like-minded partners in our region.

### **OUTCOME TWO**

### PLAN AND DELIVER FUTURE MARITIME SYSTEMS.

Head of Navy Capability is responsible for ensuring that Navy's capability meets current requirements, evolves with changes in threats and technology, and achieves the joint ntegrated effect necessary, with an aim to continuously deliver and sustain an agile and lethal naval capability.

The Capability Life Cycle will evolve to embed seaworthiness, drive greater integration with the joint force and leverage rapid changes in technology. Our approach and mindset will continue to transition from project acquisition to program execution. We will evolve and continuously improve our lethality and undertake a dedicated development program. This, in part, will be enabled through a focus on embedding innovation and innovative thinking throughout Navy.

We will continue to mature our partnership with industry to de-risk the building, delivery and sustainment of our future capability. This will include remediation of our supply chain to improve security and maximise the use of Australian expertise; and develop sustainable sovereign industry capability.

### OUTCOME THREE

ASSURE THE SAFETY, SEAWORTHINESS AND AIRWORTHINESS OF OUR SYSTEMS.

Head of Navy Engineering is responsible for the provision of advice regarding all ADF maritime technical matters and ensuring the ADF policies and practices relating to the Safety, Sea and Air Worthiness Assurance Frameworks are applied.

We will continue to implement the Seaworthiness Management System across Navy and Defence and embed the underlying culture required to ensure we maximise the likelihood of achieving specified operational effects by being risk savvy. This will include implementing the system across the entire Capability Life Cycle to ensure our future platforms are seaworthy by design. As the primary preventative control, we will continue efforts to remediate configuration management of all systems and platforms.

We will also update our safety due diligence framework and develop a holistic assurance framework covering all aspects of safety, seaworthiness, airworthiness and cyberworthiness. This framework will be embedded across Navy.

### OUTCOME FOUR

EFFECTIVELY LEAD AND MANAGE OUR PEOPLE AND CULTURE

Deputy Chief of Navy is responsible for ensuring that our workforce has the right people, at the right place, at the right time, with the right training and that our people are ready, willing and able to serve where and when required.

Workforce is our highest priority. We will review the size of our workforce to ensure that it is capable of sustainably operating our future force and we will ensure that the organisational structure is optimised to support it. We will focus on resolving our workforce hollowness through a range of cultural, leadership, communication, strategic planning and retention initiatives. This will include an evolution of NGN as Next Generation Navy.

We will increase our training throughput as we grow our force. We will build our cognitive diversity, and with it, improve our organisational and individual resilience. We will invest in improving the leadership skills of our entire workforce and in doing so, we will renew our identity as an Australian Navy, fit to fight and proud to serve.

### OUTCOME FIVE

PROVIDE THE REQUIRED ENABLERS AND OVERSIGHT TO ACHIEVE NAVY OUTCOMES.

Deputy Chief of Navy is responsible for ensuring Navy has the resources, enablers and partners required to achieve all directed current and future activities, sustain the force in being and acquire and introduce our future capability into service.

We will build on the fine reputation built by our predecessors, maintaining the trust of our Nation. We will be worthy of their trust and investment by developing an integrated performance and risk framework that is meaningful, adds value to our situational awareness and ultimately enables effective decision-making at the right level. We will know our risks and monitor the effectiveness of our controls to allow us to prioritise our scarce resources. This will be supported through a re-baselining of the sustainment models and the Integrated Investment Program cost profiles.

A key focus will be on building robust networks across One Defence to ensure that enablers are providing the service that we need to achieve our outcomes. We will continue to invest in our relationships with Allies and like-minded partners, working together for shared goals with respect for the rules based international order.

# PLAN PELORUS - NAVY STRATEGY 2022

### RENEW

**Review NGN and Leadership development** Next Generation Navy

Continue routinely deploying Task Groups in support of **Government Direction** 

Commence enhanced regional engagement in SWPAC including operations from Manus Island

Providing Navy input to Force Structure Plan

Renewing / sustaining existing capability

Commence continuous shipbuilding

# 2019

- Canberra Class Final Operational Capability
- Decommission HMA Ships *Newcastle, Melbourne* and *Success*
- SEAPOWER 19 Conference
- **Revising Navy Governance Framework**
- Implementing Navy Business Performance System

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- Introducing 360 degree reporting for Leading Seamen
- Workforce and strategic planning review complete
- Revised focus on One Defence Service Levels Agreements
- Developing metrics to measure resilience
- Navy facilities and basing strategy released
- Seaworthiness embedded into CASG and Industry
- Developing Navy Innovation Framework
- Formalising additional regional bilateral and multilateral arrangements
- Reviewing Navy Critical Infrastructure
- Organisational Review based upon revised workforce
- Developing and resourcing Navy Guided Weapons Program strategy
- Submarine transition Strategy completed
- Navy Autonomous Systems Strategy complete
- Enterprise approach to Combat Management Systems

# SUSTAIN

**Embedded Cyber Capabilities** Cyberworthiness across all Platforms Organisational Re-design complete Majority of Facilities Refreshed Persistant South East Asia and South West Pacific presence

### **A FIGHTING** NAVY

- Hobart Class Final Operational Capability
- Supply Class Final Operational Capability
- Arafura Class Initial Operational Capability
- HMAS *Coonawarra* development completed
- · Decommission HMA Ships Leeuwin and Melville
- MH60 Romeo Final Operating Capability

A THINKING

NAVY

# GROW

**Issue PELORUS update** Ongoing Base Infrastructure redevelopment/refresh Sydney LIA consolidation Integrated operations in near-region

Pacific Large Hulled Vessel in service

Commission HMA Ships Stalwart and Arafura

# TRANSFORM

- NGN Executed
- Grow to 100% approved Workforce
- Holistic Leadership Framework in place
- Re-baseline Integrated Investment Program Funding
  - Navy Structured and Resourced for
    - Continuous Shipbuilding Plan Mercator released

# 2020

- Hunter Class prototyping commenced Helicopter Aircrew Training System Full Operating Capability
- Commence Ship Zero concept
- Commence Decommissioning ACPB
- Commission HMAS Supply
- Commence Hydrographic Industry partnership
- Workforce Growth Strategic plan developed
- Establish holistic Autonomous Capability
- Hunter class transition plan agreed
- Remediation of Fleet Configuration Management
- Navy Engineering integrated with CASG
- Full Capability Life Cycle Assurance Function Developed Sustainment and funding review
- Navy is culturally prepared for Defence enterprise reform activities
- Supply Chain illumination programs established Guided Munitions Plan developed
- Increased Maritime Domain Awareness through classified information sharing
- Sustainable Deployable Command and Control capability and Maritime Operations Centre Cyber Assurance Framework implemented in Fleet

### **Review NGN Effectiveness**

2021

Review Workforce Growth Strategy, targets and progress

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SEAPOWER 21 Conference

Decommission HMAS Sirius

- Continue Warfighting capability development
- Integrated operations and activities across our region
- Semi-permanent presence across our region
- Flexible training throughput to support larger Navy
- Operations across region are unified with and supporting of regional partners
- Navy Infrastructure upgrades approved and funded
- Enterprise approach to Combat Systems established

Continue Workforce Growth

2022

- Integrated with Army and Air Force
- Sustainment budget adequate for future known operations
- Commence construction of Attack class
- Commence construction of Hunter class
- FFH Capability Assurance Program commenced
- Rolling lethality upgrade program in place
- Joint Force intergration program in place
- Enterprise approach to Integrated Warfare Systems

IN 2022 OUR NAVY IS READY TO CONDUCT SUSTAINED **COMBAT OPERATIONS** AS PART OF THE JOINT FORCE

# Provide States of States o

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### NOTING BRIEF FOR CDF

Navy Cryptologic Workforce Initiative Assessment Framework for an Individual Retention Bonus

Group: Navy	Reference: CN/OUT/2018/106
For Information: VCDF, CA, CAF, DEPSEC SP&IG, DEPSEC DPG	Due Date: N/A

### Purpose

1. The purpose of this brief is to provide an overview on the Navy Cryptologic (CT) Workforce – Individual Retention Bonus (IRB) scheme.

### Recommendations

- 2. It is recommended that CDF:
  - a. Note the CT Workforce is the Signals Intelligence backbone of Navy's Intelligence capability and vital to the growth of Navy's Cyber and Information Warfare capability. s47E(d)
     s47E(d)

NOTED / PLEASE DISCUSS

b. Note I have approved the payment of a CT Individual Retention Bonus (IRB), totalling \$5.35M, to eligible members of the CT workforce in one up front payment in FY 17/18, as a short-term synchronised measure, while a CT Deliberately Differentiated Package (DDP) is developed to sustain future capability.

NOTED / PLEASE DISCUSS

CDF comment: MINDP ADV read.

s22	Sir - HPC has been ongaged through	4	MINDP ADV regd
T.W. BARRETT VADM CN	the doublement. of this interim measure. DDP is plogressing.	s22 MD Binskin, AC ACM CDF	
16 Mar 18		<b>28</b> Mar 18	

Prepared by: CAPT P. Scott Cleared by: CDRE T. Partridge -- DGNP

(02)6144 7285

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### Background

3. The CT workforce provides the core Signals and Communication Intelligence, and soon to be Cyber, capability in the RAN. The current CT workforce comprises of the CT Linguist (CTL) and CT Systems (CTS) sailor work groups. The CT workforce is currently suffering from significant Retention issues, \$33(a)(ii) \$33(a)(ii)

Key points		
s33(a)(ii)		

5. While Navy has significantly increased recruiting targets to address both recovery and forecast growth of the CT workgroup, we must retain experienced practitioners to lead, mentor and train the increased trainee liability, and continue to meet operational support requirements.

6. A Workforce Initiative Assessment Framework (WIAF) addressing the current *Critical*, trending *Perilous* condition of the CT workforce, has been completed and endorsed by HPC. The WIAF has recommended the payment of an IRB, totalling \$5.35M in a one-off payment in this FY, as a critical short-term initiative. The IRB is synchronised with the development and implementation of a CT DDP. The DDP is being developed in consultation with DPG for decision by Q4 2018 and implementation of agreed non-financial retention initiatives in Q1 2019.

DCN announced this initiative at ASD 06 Mar 18.

### Conclusion

8. The CT IRB is a positive remediation strategy to assist in halting the increasing separation rate of the CT WF, while longer term remediation actions are developed and implemented through the DDP.

### Consultation

9. The following organisations/officers have been consulted during the CT WIAF development:

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- a. HPC (RADM Wolski),
- b. DGSMO (CDRE McCormack),
- c. DGNIW (CAPT Dryden),
- d. CFO-NAVY (Mr Donoghue), and
- e. DGNCC (CAPT Stephenson).

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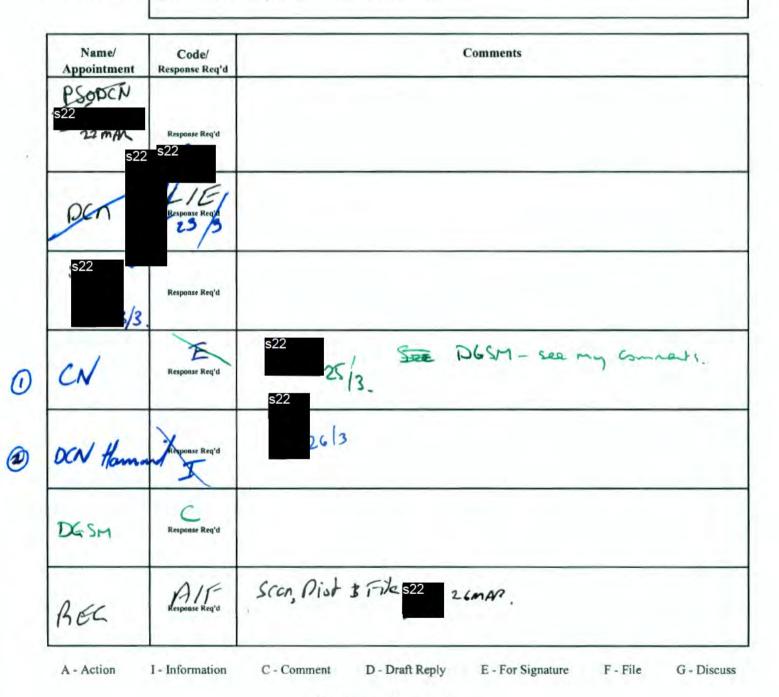
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OCN ID: R33792297 Object ID: R33152254 Date Registered: <sup>22 Mar 18</sup> Registered By: CN Secretariat

362 - 180226 - Brief for CN (through HNPTAR & HNC) - Submarine Workforce Growth Document Title Strategy Progress - EOFY 16-17 R33792297

Task Tracker:

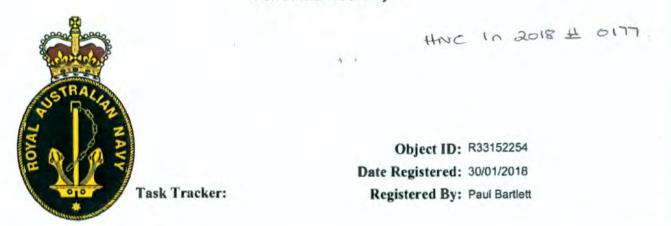


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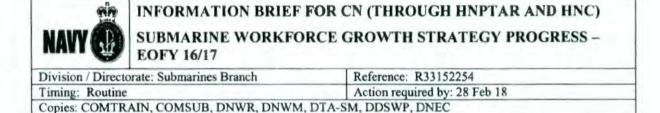


Document Title

Name/ Appointment	Code/ Response Req'd	Comments
DGSM	s22	Sir, please Sign the brief where indicated. (D) Sir, changes made as requested. CMDR WESTCOTT will be in tomorrow if you have any questions. Please sign brief where indicated
DGNP	C Respoase Reg'd	s22
HNC s22	Haponse Req'd	3.
HND	C Asponse Regid	
CN	C Response Reg'd	
	Response Req'd	
	Response Req'd	

A - Action I - Information C - Comment D - Draft Reply E - For Signature F - File G - Discuss

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### **Recommendations:**

That you:

 note the progress against the Navy's Submarine Workforce Growth Strategy (SWGS) as of 31 Dec 17.

NOTED/ PLEASE DISCUSS

### **Key Points**

1. The Submarine Workforce Dashboard (Attachment A), which includes definitions of the metrics, reports progress against the strategic targets for FY 17/18. Respective Working Groups are driving performance and reporting achievement against the KPI targets to the Submarine Workforce Steering Group on a quarterly basis.

2. At End of Calendar Year (EOCY) 2017, the submarine workforce was 80.3% (a shortfall of 185<sup>1</sup>) of the 2025 SWGS workforce requirement of 940 qualified personnel to ensure operation, sustainment and exploitation of the current capability, and enable transition to a two class force structure. Overall the submarine workforce continues to experience suitable growth, building on progress achieved since FY 13/14. 533(a)(ii)

3. Towards the end of the reporting period, several billets of HMAS Collins were activated under Plan Delphinus 2.1, preceding the standing up of the sixth crew to support Collins' exit from Full Cycle Docking (FCD) in mid-2018. All billets for Collins crew were activated in January 2018. The Submarine Force will continue to operate six crews until HMAS Waller enters FCD in mid-2018

4. Since EOFY 11/12 the Submarine Workforce has achieved an overall net growth of 224<sup>2</sup> submariners with Table 1 below providing a summary of key Submarine Workforce metrics since FY 11/12.

Performance Metric	FY12/13	FY13/14	FY14/15	FY15/16	FY 16/17	FY 17/18 (to 31 Dec 17)
Total Strength	504	552	589	660	735	755 (FY tgt 775)
Net Growth	-7	48	37	71	75	20 (FY tgt 40)

As of 31 Dec 17 the Submarine Arm consisted of 755 qualified personnel.

As of 30 Jun 12 the Submarine Arm consisted of 511 qualified personnel.

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Submariners Qualified	52	92	73	104	90	43 (FY tgt 92)	
Wastage Officers	10.3%	5.6%	8.6%	7.0%	5.4%	6.7%	watch
Wastage Sailors	15.2%	13.4%	10.5%	7.8%	7.0%	7.3%	-11-

### Table 1 - Key Submarine Workforce Performance Metrics EOFY11/12 to EOCY 2017

- Progress against SWGS KPIs for FY 17/18 is described below: 5.
  - Net Growth. The FY 17/18 target for net growth is 40. Midway through the a. reporting period, the net growth stand at exactly the midpoint. This is exactly where we need to be. Following the growth of the workforce during FY 2015/16 and FY 2016/17, the net growth target was reduced from 50 to 40 in 2nd 3rd order to provide more post-SMSQ sea consolidation opportunities and assist with clearing the backlog of qualified personnel waiting to complete advanced training at sea (e.g. MST for MTSM sailors).

order (PV progress (PV progress for example)

- b. Average Funded Strength. AFS allocated in FY 17/18 is meeting workforce growth requirements. In FY 17/18 additional AFS for 37 new positions was allocated to the Submarine Workforce in accordance with Plan Delphinus. A further increase of approximately 35 AFS is expected in FY18/19.
- Provisioning. Overall performance in Provisioning (43<sup>3</sup>) exceeded the EOCY C. target (33).
- Reserve. The total strength of qualified personnel and the ratio of personnel at d. sea to those ashore continued to trend upwards towards Benchmark ratio of 1: 1.7. The ratio at the EOCY 2017 of 1:1.63 exceeded the target of 1:1.45.
- **Proficiency**. Overall performance in the growth of qualified personnel available for sea service  $(P1^4, P2^5 \text{ and } P3^6 \text{ personnel at the rank of AB}$ e. CMDR, excluding WOs) stood at 704 and did not achieve the EOCY of 710. While still experiencing positive growth, this figure is consistent with the slight decrease in Net Growth (KPI 1A) and increase in Officer's Wastage rate (KPI 3.3.1)
- f. Allocations. Performance in allocations (82%) met the EOCY target of 82%. with the monthly target of (81%). Monthly targets have been met for each of the six months so far, giving confidence that the EOFY 17/18 target of 85% should be met.
- Wastage (Officers). Overall performance across the first six months of g. FY17/18 averaged 6.7%. This exceeded the target of 5% wastage in every

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<sup>&</sup>lt;sup>3</sup> 39 SMSQ + 2 Re-Entries + 1 TOC/PQ + 1 lateral entry

<sup>&</sup>lt;sup>4</sup> P1 = Submariners available for immediate sea service

<sup>&</sup>lt;sup>5</sup> P2 = Submariners unfit or unavailable for sea service < 12 months

<sup>&</sup>lt;sup>b</sup> P3 = Submariners unfit or unavailable for sea service > 12 months.

A workforce of 780 qualified personnel which will sustainably meet force-in-being requirements.

month of the year so far. Targets will be reassessed by the annual Submarine Workforce requirements Group (SWGR) in May 18 to determine if 5% remains an appropriate target.

- Wastage (Sailors). Overall performance to the EOCY 2017 (7.3%) met and h. exceeded the target (8%). In contrast to Officers wastage, sailors' wastage rate has been below (i.e. exceeded) the set targets for the last 41 consecutive months.
- i. . Initial Training. The number of personnel commencing submarine training (39) equalled the EOCY target (39). Recruiting and transfers have matched requirements for the first half of the FY, however pre-SM training failures (eg MWOs) and recruiting shortfalls will indicate that achieving the target for the EOFY will prove challenging. Performance during the second half of this FY will inform targets for FY18/19.
- j. Shore Training Capacity. By the EOCY 2017, TA-SM had achieved 87.5% of its technical training capacity, with 154 enrolments for a capacity of 176 course positions. Although undersubscription to some courses remains an issue, this is a positive improvement of previous years. What is being done to meet the capacity requirements
- At Sea Training Capacity. Actual at sea training days achieved (184 days) k. did not meet the EOCY 2017 target (201 days), commencing at the start of the FY. This figure reflects the reduced availability suffered in the first half of is this accurately reflected i Gles benchmark reporting for availability? 2017 due to defects.

### Analysis

6. Over the last six months of 2017, the submarine workforce has experienced net growth exactly in line with the targets set for FY 2017/18 by the Submarine Workforce Requirements Group. For the previous two FYs, the submarine workforce growth exceeded the net growth target of 50 per year by some margin, achieving a net growth of 77 in FY 15/16 and 75 in FY 16/17. In order to not exceed AFS, the targets were revised in 2017 to assist in managing those awaiting consolidation posting and to better manage the experience levels of the workforce.



7. While overall workforce growth is occurring, s33(a)(ii)

DGSM has engaged \$47F from 47G to undertake a study into the MWO This is in SM career continuum with a view to improving retention and the SMCC success rate. This  $\approx \frac{1}{522}$ report is being submitted to DCN on 5 Mar 18.

8. In Q3 2017, DNWM conducted a survey into the effectiveness of the SM-CAP in support of an interim review by the Defence Force Remuneration Tribunal. Although too early to definitively claim that the SM-DDP is an enduring solution to submarine manpower shortfalls, the evidence that it is having a positive effect is undeniable. Across the two year

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that the SM-DDP has been in effect, the submarine force has experienced unprecedented net growth, enabled by increased provisioning and reduced wastage across officer and sailor ranks.

### **Growth Outlook**

9. The stronger than expected growth achieved has resulted in a qualified workforce size \$47C (755) which is 6-12 months ahead of the requisite SWGS growth curve. As a result the net growth target for FY 16/17 was reduced by 10%. Attachment B provides an overview of Submarine Workforce growth achieved since FY 13/14, with forecasted growth and provisioning rates required to achieve the SWGS end state by 2025. The workforce remains on track to achieve Milestone 3<sup>7</sup> by 30 June 19.

s47C

10. In the first half of 2018 a sixth submarine crew will be progressively stood up in tranches to support the egress of *Collins* from FCD in mid-18. Navy will operate six submarine crews until mid-2018 when *Waller* will enter FCD and at which time the crew requirement will be reduced to five. The sixth crew will not be required again until early-2020 to support the egress of *Waller* from FCD in mid-2020. When not required, sixth crew positions are temporarily reallocated to shore organisations in accordance with Plan *Delphinus*. S47E(d)

### **Key Risks**

11.	s33(a)(ii)		

12. Success in meeting SWGS requirements will directly contribute to providing a potent and enduring submarine capability to government. Failure to meet submarine workforce growth targets will deny Navy the ability to operate, sustain and fully exploit the current capability, exposing it to a continued unacceptable level of risk. It will also risk the delivery of Future Submarine (FSM).

### Resources

13. There are no immediate additional financial or workforce resource implications directly associated with this information brief. All elements of the SM-DDP and SM-CAP will continue to be resourced using existing Defence portfolio funding. Sufficient additional phased AFS, to underwrite future growth and achieve the SWGS end state, has been allocated to Plan *Delphinus*.

### Sensitivities

14. Submarine capabilities and vulnerabilities continue to be subject to scrutiny.

<sup>&</sup>lt;sup>7</sup> A workforce of 780 qualified personnel which will sustainably meet force-in-being requirements.

### Consultation

13. DNWR, DNWM, NPCMA, COMSUB, DTA-SM and DDSWP (SMRT) have been consulted in the preparation of this brief.

### Attachments:

A. Submarine Workforce Dashboard FY 17/18 (As of 31 Dec 17)

CDRE, RAN DGSM	Well 1). Been will be I chose the for Well 1). Been will be I chose the for W. N Solved Al more the for for W. N Solved Al more the for for will be a plans to the the for build be all
21 Feb-18 Contact Officer: CMDR B.E.M. Westcott	Phone: 02 6144 7187
A.S. Partridge CDRE, RAN DGNP	supported. We continue to e the demand requirement and incincial terrets of the DDP. I emains both a challenge and focus.

HNC Comments	bool progres.	5.	
<b>P.M. Quinn</b> RADM, RAN			
HNC 24 Man Peb-18			

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ATTACHMENT A TO DGSM CN BRIEF R33152254 DATED Feb-18



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			SMWF Dashboard Definitions
Net Growth	1A	Net Growth	Net Growth of uniformed Submarine Workforce continually meets workforce growth requirements. Measured against monthly and annual targets to achieve Benchmark strength for force structure.
Resource	1	AFS	AFS allocated continually meets progressive workforce growth requirements. Measured against annual AFS target.
Recruit	2	Provisioning	Provision of quality personnel entering Submarine Arm continually meets demand. Measured against monthly and annual Direct Recruiting (KPI 2.1), General Service Transfer (KPI 2.2), Re-entries (KPI 2.3) and Lateral Transfer (KPI 2.4) targets for officers and sailors across all Primary Qualifications and Categories.
	3	Reserve	Total strength of qualified personnel supports force structure at Interim Ratio or Benchmark Ratio (1:1.7) of positions at sea and ashore for Officers (KPI 3.1) and Sailors (KPI 3.2) acros all Primary Qualifications and Categories.
	3.1	Proficiency	Total strength of CMDR-AB qualified personnel (excluding WO) available for sea-service (Proficiency level 1, 2, 3) exceeds total demand. Measured against monthly and annual targets for Officers (KPI 3.1.1) and Sailors (KPI 3.1.2) across all Primary Qualifications and Categories.
-	3.2	Allocations	Total strength of qualified personnel posted to submarine capability supports demand. Measured as a percentage of qualified personnel posted to submarine capability positions vice wider Nawy or Defence positions against annual targets for Officers (KPI 3.2.1) and Salor (KPI 3.2.2) across all Primary Qualifications and Categories.
	3.3	Wastage Officers	Total loss of personnel at rates that support requisite net growth. Measured as percentage against monthly and annual Resignation/Return to General Service - Officers (KPI 3.1) and
	3.3	Wastage Sailors	Discharge/Return to General Service - Sailors (KPI 3.2) targets across all Primary Qualifications and Categories.
	4	Initial Training	Total number of quality personnel commencing Initial Training meets demand. Measured against monthly and annual Officers (KPI 4.1) and Sailors (KPI 4.2) targets across all Primary Qualifications and Categories.
Train	4,1	Shore Training Capacity	Total course availability meets demand. Measure of all monthly and annual Initial Training (KPI 4.1.1) and Advanced Training (KPI 4.1.2) positions available across all TA-SM courses (Capacity) against the number of enrolments (Enrolments). Monthly value is number commencing a new course/program.
	4.2	At Sea Training Capacity	Total number of available training bunk days in Australian and Allied submanines meets demand. Measure of number of sea days available to TA-SM for conduct of Initial Training (KPI 4.2.1) and Advanced Training (KPI 4.2.2) across all Primary Qualifications and Categories (Capacity) against the number of trainees embarked for training (Actual).
SMWF	1	Submarine Experience	Average number of full months posted to a submarine for Officers (KPI 3.1.1) and Sailors (KPI 3.1.2) across all Primary Qualifications and Categories.
Key Health Indicators	2	Leave Debt	Average number of days accrued for Officers (KHI 2.1) and Sailors (KHI 2.2).

	M1	ABMT Trained/Training Workforce	Number of ABMTs in the Trained and Training Force.
BTL SMWF Key Health Indicators	M2	MMO SM Provisioning Achievement	Number of MWO SMs provisioned (SMSQ + Re-entries) to the Submarine Workforce against the FY HNPTAR provisioning target.
a colorida a	S1	SMSQs A w alting Post SMSQ Consolidation	Number of newly qualified SMSQ personnel ashore awaiting a sea consolidation posting.
WORKFORCE GENDER BREAKDOWN	G1		Percentage of the entire workforce (Trained Force and Training Force, including Senior Officers and WO) by Officer and Sailor. Greater detail, including breakdown by category and Training Force (P4-6) may be found in the DNWFA-N Monthly SM Workforce Status reports

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# MINISTERIAL SUBMISSION

## **Australian Government**

### **Department of Defence**

### Minister for Defence – For action Minister for Defence Personnel – For information

Copies to: Secretary, CDF, VCDF, Associate Secretary, DEPSEC SP&I, HNC, FASMECC

## WORKFORCE CONSIDERATIONS FOR NAVY'S HYDROGRAPHIC, METEROLOGICAL AND OCEANOGRAPHIC CAPABILITY

Critical Date: N/A

Reason: Routine

### **Recommendations:**

- That you note, to meet Defence White Paper 2016 direction for the future hydrographic capability, a transition plan will be implemented over the next 15 years that requires a progressive rebalance of the existing hydrographic workforce, withdrawal of Navy's current hydrographic capabilities and introduction into service of new capabilities and systems.
- 2. That you note Navy has commenced an initial strategy to rebalance the hydrographic workforce to address immediate capability needs and to posture the force for future capabilities. This rebalance will ensure Government's policy for Defence presence in northern Australia is adhered to in the Cairns region.
- 3. That you note HMAS *Cairns* will continue to play an important strategic role in supporting Navy capability with the future basing of four OPVs and the Strategic Military Survey Capability vessel.

Minister for Defence....

### **Key Points:**

1. The direction set in the Defence White Paper 2016 lay the foundation for the future hydrographic, meteorological and oceanographic capability. This will involve the progressive transition of the existing workforce, withdrawal of current capability and introduction into service of new capabilities over the next 15 years. This activity will involve workforce in the Cairns, Sydney basin and Canberra regions.

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Noted /Please discuss

Noted / Please discuss

Date 12/05/2018

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PDR: MS18-002234

2. s33(a)(ii)

- 3. An initial phase of the hydrographic workforce rebalance prepares Navy for future hydrographic organisational requirements and maintains a near stable workforce presence in Cairns over the next two years, meeting Navy's capability needs and the 'Defence Presence in Northern Australia' policy requirement.
- 4. The net effect of the initial rebalance is 16 hydrographic specialists will be relocated from the Cairns region. However, these positions will be offset by increasing the Navy workforce of other enabling organisations in Cairns such as technical maintenance, administration, logistic, port services and command elements. Further, the opportunity presented by this rebalance allows for two additional personnel to be allocated to the Navy Indigenous Program managed through HMAS *Cairns*. Full implementation of the initial rebalance strategy will be completed by 2021/22.
- 5. HMAS Cairns will continue to play an important strategic role in supporting Navy capability into the future commensurate with the basing of four OPVs and the Strategic Military Survey Capability vessel in the future. During the 15 year transition period Navy is examining a number of options that will assist in the transition of the capability to the future state. These will be advised in detail in the SEA2400 Phase 1 submissions to Government over the coming years, commencing with SEA2400 Phase 1 First Pass planned for quarter 3, 2019.

*Cleared by:* **MJ Noonan, AO** VADM, RAN CN (02) 6265 1020 31 July 2018

Contact officer: CDRE Stephen Hughes Contact officer phone: s22

### Sensitivity:

Yes. The size of Navy presence in Cairns is an issue of strong local community and political interest. Any adjustment in Navy's presence in the region could be adversely seen as a weakening of commitment. This proposed rebalance addresses this risk by maintaining the net workforce in Cairns.

### **Financial Impacts:**

There are no direct financial impacts. However, second order impacts will include cost for relocation of uniformed personnel within the normal posting cycle and facilities refurbishment for Maritime Geospatial Warfare Unit at HMAS *Penguin*. This will be funded from within Navy.

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### **Background:**

- 6. An initial hydrographic workforce rebalance strategy postures Navy for the future hydrographic organisation. The initial workforce rebalance required a number of Navy positions to be relocated from Cairns to other locations including Sydney, Wollongong and Canberra. Key elements of the initial transformation include the disbandment of one of three HS crews in October 2018 to allow the redistribution of workforce to support expansion of Deployable Geospatial Support Teams, resourcing of expanded maritime military geospatial intelligence services and other key workforce deficiencies.
- Consequent to verbal advice provided to you on 20 June 2018, my predecessor, VADM Barrett, placed a hold on the plan to allow a review of options that better addresses Government's policy for maintaining Defence's presence in northern Australia.
- 8. This review has affirmed the capability need; however, modified the implementation process with support from a broader Navy enterprise workforce solution to maintain the Navy workforce presence in the Cairns region. The outcome achieves the primary capability outcomes and maintains a near stable workforce presence over a two year timeframe as per the table below.

	Jan-18	Jul-18	Oct-18	Jan-19	Mar-19	Jul-19	Oct-19	Jan-20	Mar-20
Cairns Hydro at Sea/LADS	s33(a)(ii)								
Cairns Hydrographic Meteorological Group									
Cairns Maritime Geospatial Warfare Unit									
Cairns Other (eg Base)									
Net Caims									

9. In future iterations of the workforce plan for the Cairns region, any other adjustments to the hydrographic workforce required will be offset by growth from the Offshore Patrol Vessel workforce and other Navy elements to support the Cairns regional outcomes, including sustainment and forward deployed operations.

**Related Briefs:** 

N/A.

### **Consultation:**

Yes. Strategic Policy and Intelligence Group has been consulted and support the rebalance.

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### PROJECT BASS (IMPLEMENTATION OF THE REVIEW OF THE RAN RESERVE) OUTCOMES

On 2 Oct 16, DCN accepted and endorsed for implementation the 45 recommendations emanating from the *Review of the RANR*. The recommendations were designed to position Navy to enhance its management and employment of the capacity and capability of our Naval Reserve (NR) workforce. Project *Bass* was established to manage the implementation of the Review's recommendations with guidance provided through a one star Project Management Steering Group (PMSG). Progress updates were posted to ForceNet in Mar 17, Jun 17, Dec 17 and Mar 18 and Jun 18.

### **Key Outcomes**

Plan PELORUS (Navy Strategy 2018) sets the strategic direction for Navy and specifies the aspirations for Navy's workforce. The outcome envisioned by Project *Bass* was to fully integrate NR workforce capability management in line with CN's strategic intent for the NR, which is axiomatic for shaping the Reserve force to meet Navy Strategy 2018.

Implementation of the recommendations under Project *Bass* commenced on 4 Oct 16. The final PMSG was held on 11 Jul 18. At that meeting, the PMSG agreed that Project *Bass* has completed its implementation of the Review and that ongoing integration of the Reserve workforce under the ADF Total Workforce Model (TWM) will transition to Navy People Branch.

Project *Bass* has produced a framework upon which Navy will fully leverage the opportunities for Reserve employment to extract greater value from the skills and capacity held in the part-time workforce employed in SERCATs 2, 3 and 5. Outcomes achieved by the project for each recommendation are summarised in the attached table.

Implementation has shaped the Reserve workforce around capability delivery to meet Navy's expanding commitments. Project *Bass* has established the foundations for:

- a. Better strategic determination of Reserve workforce requirements and management of its capacity and capability (including the components of demand and supply) to support the delivery of Navy capability. The outcome is that the Permanent force has assumed greater responsibility for raise, train and sustain of the Reserve.
- b. The prioritisation of Reserve workforce contribution and alignment of its roles and functions around capability delivery in accordance with the *Naval Reserve Workforce Capability Statement,* including continuing workforce refinement and structural shaping to meet Plan PELORUS.
- c. Enhanced management and development of the Reserve workforce and greater stewardship over the Reserve as a fully integrated component of Navy's Total Force, including greater harnessing of its inherent skills and experience gained through civilian employment.

The project also reviewed Navy's requirement for raising SERCAT 4, which is characterised by the provision of Reserve capability at short notice. The outcomes of the SERCAT 4 Review will now be considered by the Navy Capability Committee.

### **Lessons Learned**

The principal lesson from the project is the need to maintain the momentum for change and for ongoing education of Navy's workforce on the TWM. The process towards delivering integrated management of Navy's Total Force must build on the foundations laid by Project *Bass*. Essentially, this requires greater awareness of the flexibility of the TWM to fully harness the capacity and capability of Navy's total workforce.

Aspects that further enhance workforce utilisation and improve retention include:

- a. Achieving a more seamless transition process for members moving between SERCATs 2 to 7. Under the TWM, members are provided with flexible service options across full- and part-time service arrangements. Retention can be improved by enabling members to move more seamlessly through the Service Spectrum in response to changing career needs and the needs of the Service. This supports organisational flexibility across SERCATs, and the use of contemporary workforce management practices as the means to fully harness Permanent and Reserve workforce capabilities.
- Enabling and delivering on flexible career pathways and flexible training delivery. As members' patterns of service change so too will their chosen career pathways. Facilitating flexible careers and flexible delivery of core training will be integral to delivering the TWM.
- c. Greater understanding of the TWM by Commanders, supervisors and workforce mangers is needed to ensure optimal management of the full-time and part-time components of the Total Force. This will also facilitate decision-making on the most cost-effective/optimal mix of permanent and reserve personnel in delivering Navy requirements.

A major challenge for Navy is that, as a part-time volunteer workforce, a large proportion of the NR is unable to commit the level of voluntary service to meet the demand skilled labour. A stronger understanding of members' career progression patterns and challenges, such as major barriers in rendering service, will help Navy identify contemporised workforce management practices, such that personnel would be more likely to contribute to Navy capability and advance further in their careers.

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**F. Kresse** Captain RANR Director Navy Reserve Workforce Integration

5 Sep 18

The following table details the deliverables achieved Project Bass. The table addresses the outcomes of the implementation.

Reference	Recommendation	Comments	Outcome
Recommendation 1 Paragraph 4.18a	DGNP incorporate into enduring policy strategic guidance and direction on the development, management and employment of the Naval Reserve workforce, including the guiding principles that underpin the TWM.	In consonance with CN's strategic guidance on the NR (CN/OUT/2016/587 dated 1 Jul 16), Navy policy and plans need to incorporate strategies on the development, management and employment of the NR workforce to optimise its inherent potential and contribution to current and future Navy capability.	The NR Workforce Capability Statement was endorsed by DGNP on 6 Sep 17, and brings into effect CN's strategic intent. The Navy Workforce Strategic Plan 2018-2023, as the key document shaping Navy's future workforce, now incorporates direction on how Navy will harness the skills and capabilities of the part-time workforce by leveraging the Service Category spectrum to deliver the integrated workforce required in 2018 and beyond. ANP 2110 Vol 1 incorporates Navy TWM policy. ANP 2102 Navy Workforce Management incorporates policy on managing Navy's total force.
Recommendation 2 Paragraph 4.18b	The Navy People Branch undertake strategic workforce planning and management of the Reserve to align its roles, functions and structure to meet Navy Strategy 2018.	The Navy Workforce Strategic Plan encapsulates the policy on long-term workforce management. As the key document shaping Navy's future workforce, the Plan incorporates direction on leveraging the Service Category spectrum to deliver the integrated workforce required in 2018 and beyond. NPB Directorates are actively managing the NR workforce to ensure it is more capable of contributing to current and future Navy capability requirements.	The NR Workforce Capability Statement released on 6 Sep 17 defines Navy's strategic requirements for the Reserve workforce and the capability effect delivered. Plan Acrux Workforce Review has mapped all NR positions to Navy's Functional Architecture to align functions and roles. NR workforce is being shaped around Navy requirements. NR workforce requirements planning has commenced through employment of the Acrux decision Support Tool (DST) and supported by HORIZON 2.0 database.
Recommendation 3 Paragraph 5.23a	DCN ensure sufficient resources are allocated to Navy People Branch for effective implementation and sustainment of the TWM.	A determination on workforce requirements and resourcing options to fully deliver TWM remains outstanding. DNPCMA to develop a DCN Decision Brief and accompanying Establishment Variation Proposal for resourcing career management associated with the full implementation of the TWM.	NR FRC positions 12512 and 611614 in DNWM and DNWR providing additional capacity to manage NR workforce requirements and strategic reporting. PN positions 624722 and 624720 in DNPPG to support TWM implementation.
Recommendation 4 Paragraph 5.23b	DGNP review the practicality of utilising the capability of ForceNet to enable 'call-out' of Standby Reservists.	In Jan 16, DCN directed all Active Reserve members (SERCATs 3 and 5) to register and maintain an active user account on ForceNet. On 27 Aug 17, DCN agreed the need to extend the requirement to SERCAT 2 (DCN/OUT/2017/459 R31129460).	Navy Directive 16/17 – Compulsory Registration on ForceNet for the Naval Reserve on Transfer to the Naval Reserve promulgated on 27 Aug 17 now requires the compulsory registration on ForceNet of members in SERCATs 2, 3 and 5. The policy has been incorporated into ANP 2110 Vol 1.

Recommendation 5 Paragraph 5.23c	Navy People Branch incorporate the use of ForceNet as a workforce management capability enabler and key communications medium between Career Managers, employers of Reservists and Naval Reserve personnel.	Navy Directive 16/17 – Compulsory Registration on ForceNet for the Naval Reserve on Transfer to the Naval Reserve mandates registration on ForceNet for all NR and greater use is being made of ForceNet as a workforce management tool. Further, managers are able to gain access to the search tool on ForceNet once they complete Australian Privacy Principles training on CAMPUS.	ANP 2110 Vol 1 Version 1.1 now incorporates policy and direction on the use of ForceNet as a communication medium and people/career management tool. In addition, through the ForceNet Program Board, COS NSC has undertaken to develop Navy-wide policy on the use of ForceNet as a strategic communications medium.
Recommendation 6 Paragraph 6.19a	DCN/HNPTAR consider reconciling and adjusting the balance of roles and functions between Navy's full-time and part- time elements to ensure the Active Reserve has a sharper focus and purpose as an integrated, capability- based and operationally focused component of Navy's total workforce.	Phase 2 of Plan <i>Acrux</i> established Navy's Functional Architecture and completed the position mapping of all PN and NR positions, including the identification of resource options available through the TWM. The Decision Support Tool (DST) developed by Acrux allows forecasting of the shore-based workforce to 2030 based on possible future scenarios. ANP 2102 <i>Navy Workforce</i> <i>Management</i> requires more deliberate workgroup manager oversight over the NR establishment.	The DST will be used to assess the 'Work Flexibility' of specified positions delivering discrete functions, which highlights whether the nature of the work suits alternative fill options other than SERCAT 7, including PN and NR personnel undertaking different patterns of service. The outputs support analysis of functional demand and inform workgroup managers as to the flexibility of filling positions.
Recommendation 7 Paragraph 6.19b	DGNP actively manage and refine the Standby Reserve to ensure it is capable of contributing to current and future Navy capability requirements as a strategic reserve in the event of a call-out.	The NR Contact Confirmation Project validated contact details for all NR personnel and established a baseline SERCAT 2 workforce. Under <i>Defence</i> <i>Regulation 2016</i> , Section 22, NPCMA is currently reviewing the termination service of members who have not rendered any service in 10 years or greater.	DNPCMA is actively managing and refining the SERCAT 2 workforce to ensure it is a more capable strategic reserve.
Recommendation 8 Paragraph 7.31a	DGANCR and DGNP jointly review the need to retain the FRC O6 position of <i>Director Naval</i> <i>Reserve Capability and Workforce</i> <i>Integration</i> in Navy People Branch once the initial period of implementation of the recommendations emanating from this Review is complete.	Steering Group on 11 Jul 18 agreed the need for an O5 FRC position beyond the disestablishment of DNRWI on 31 Dec 18 to support NPB in NR workforce integration.	An O5 FRC position to be established upon disestablishment of DNRWI on 31 Dec 18.
Recommendation 9 Paragraph 7.31b	DGNP raise a proposal for the establishment of an enduring FRC O4 position in DNWM to enhance	LCDR FRC position as SO Workforce Manager Reserve Integration was established in DNWM to focus on the NR strategic remit.	The LCDR position PN612512 has responsibility for NR Workforce KPI Reporting and is currently filled.

	the capacity for integrated workforce management.		
Recommendation 10 Paragraph 7.31c	DGNP increase the annual allocation from 100 to 150 Reserve days against Position 588254 (CMDR Workforce Research and Analysis in DNWR) to enhance Navy's future workforce requirements planning for the Naval Reserve workforce capability as part of the optimum force mix.	DNWR preference was to establish a LCDR FRC position in DNWR to focus on Reserve workforce capability requirements. Position was established as SO2 Workforce Integration with responsibility for Organisational Design supporting implementation of the RAN Review.	The LCDR position PN611614 was filled on a temporary basis and recently disestablished.
Recommendation 11 Paragraph 7.31d	DGNP review organisational responsibilities with the aim of redistribution under the new Director to create synergies in management of the Naval Reserve capability.	Steering Group on 11 Jul 18 considered the recommendation and agreed that a decision be deferred to 2019 once TWM resource requirements are known	Decision deferred till after the O5 FRC position is established.
Recommendation 12 Paragraph 7.31e	DCN/HNPTAR endorse an expanded role for DGANCR as Head of Reserve Community.	DCN approved formal recognition and appointment of DGANCR as Head of Reserve Community. A Charter was developed to execute this recommendation.	The Charter was issued through DCN/OUT/2017/085 dated 1 Mar 17.
Recommendation 13 Paragraph 7.31f	DGNP incorporate in the re-write of DI(N) PERS 2-2 (or its replacement) the role of DGANCR as Head of Reserve Community.	DCN formally appointed DGANCR as a Head of Reserve Community through the issue of a formal Charter on 1 Mar 17 to recognise the position's role as advocate for the wider Reserve community.	ANP 2102 Navy Workforce Management now incorporates the necessary policy changes to the roles of Heads of Community.
Recommendation 14 Paragraph 8.69a	DGNP assess the viability of a HRR concept for Reserve elements that are aligned with SERCAT 4 with differentiated conditions of Service for specific groups and/or individuals required to meet preparedness directives.	DGNP established a Working Group with TOR to further define and clarify Navy's requirement for SERCAT 4 and NR operational capabilities aligned to SERCAT 4 arrangement. SERCAT 4 Review Report has been submitted and its recommendations are to be considered by the Steering Group	Navy SERCAT 4 Review undertaken and report findings and recommendations to be presented to the NCC. Navy's criteria for the application of SERCAT 4 to Reserve capabilities developed for adoption as policy.
Recommendation 15 Paragraph 8.69b	DCN expand Plan <i>Acrux</i> to re- balance the Permanent and Reserve Establishment to deliver an optimum force mix, and validate the existing Reserve establishment	Navy's organisational structure needs to establish a level of integration that enables greater utilisation of the Reserve workforce as part of an optimum force mix delivering and ensuring Navy capability. Through Plan <i>Acrux</i> Navy executed a workforce	The Acrux Phase 2 Report was presented to CNSAC on 6 Dec 17. The findings in Annex B of the Report provide additional considerations for a revised approach for managing the Reserve workgroups and improve alignment with the ADF TWM. Under Phase 3, the

	to ensure its alignment with future Navy capability requirements.	review that established a Functional Architecture model of the Navy system validating systemic needs, such as contribution to capability requirements and sustainability.	process forms part of a Continuous Improvement activity being undertaken by DNWR and DNWM.
Recommendation 16 Paragraph 8.69c	DGNP actively monitor the capabilities and skills of the Standby Reserve as part of Navy's workforce management and, as necessary, manage the component to ensure this strategic reserve element remains capable of augmenting, supplementing or complementing Navy capability in the event of a Defence or national mobilisation.	SERCAT 2 provides a latent capability that can be called out or called upon to provide voluntary service. To ensure the SERCAT 2 is managed in a more deliberate manner, DCN agreed to the inclusion of specific guidance in ANP 2110 Vol 1 on the management and monitoring the SERCAT 2.	ANP 2110 Vol 1 incorporates definitive strategic guidance on management and monitoring the SERCAT 2 workforce. In addition, Navy Directive 16/17 – <i>Compulsory Registration on ForceNet for the Naval</i> <i>Reserve on Transfer to the Naval Reserve</i> was promulgated to support management of SERCAT 2.
Recommendation 17 Paragraph 8.69d	DGNP realign the Reserve organisational structure to fully leverage the TWM by making greater use of enduring fixed part- time and non-enduring part-time positions and re-aligning existing STRP positions.	All existing STRPs that are established for a specified period spanning multiple financial years are now treated as fixed FRC and managed as part of the permanent Reserve established structure. This creates more flexibility for stability and continuity of employment for Reservists on SERCAT 5. This also results in benefits to the delivery of Navy capability outcomes.	DNWM/OUT/2016/R25531435 advised HNPTAR of the intention to convert a number of STRP assessed as having enduring requirements to FRC positions. DCN/OUT/2016/236 dated 8 Jun 16 implemented the process, which is now standard business practice.
Recommendation 18 Paragraph 8.69e	DGNP and Commands manage Reserve Service Day allocations to ensure certainty of employment tenure for Reservists against the enduring fixed part-time positions, unless extenuating circumstances exist.	To address the recommendation, para 9.5 of ANP 2110 Vol 1 <i>Navy Career Management</i> now incorporates policy direction on mutual obligations where a NR member has volunteered for a Reserve service engagement, and Navy has agreed to accept that member for that engagement.	Any change to a promulgated posting must follow a consultative discussion between the supervisor/manager and the NR member and be agreed by the member and approved by NPB.
Recommendation 19 Paragraph 8.69f	Functional Heads of Community take a more active role in providing input to the determination of the Reserve workforce capability requirement and development the Reserve workforce, including input to management plans to actively manage the Active Reserve	DNWM has developed Charters for issue to Community Heads by DCN. Heads of Community have been consulted and support their enhanced role.	ANP 2102 <i>Navy Workforce Management</i> now incorporates within the role of Heads of Communities a requirement that they take an active role in the determination of Reserve workforce capability requirements.

	capability to ensure its structure meets Navy Strategy 2018.		
Recommendation 20 Paragraph 9.40a	DGNP incorporate into Navy personnel policy a defined workforce strategy and plan for implementing Flexible Careers as a key principle underpinning the management of SERCATs and SERVOPs that will more fully harness the benefits of the TWM.	Key to harnessing workforce capability is developing career pathways and ongoing professional development requirements that include the use of flexible service options to maximise a member's career opportunities to meet Navy's workforce requirements and remediate workforce hollowness.	ANP 2102 <i>Navy Workforce Management</i> now incorporates policy on workforce management to harness the flexibility inherent in ADF TWM. The focus is to fully exploit the capacity of Navy's integrated, diverse, resilient, deployable workforce in delivering warfighting effects.
Recommendation 21 Paragraph 9.40b	Commodore Warfare, in conjunction with DGNP, review options for further integration of Reserves as part of an integrated deployable capability and where greater use can be made of the Reserve as a complementary capability.	Greater use is being made of NR workforce skills and capabilities as part on an integrated workforce supporting and delivering future Navy capability. However, to recognised its full potential is dependent on the outcomes of Plan <i>Acrux</i> rebalancing of the Navy establishment.	Specific areas identified include the establishment of an integrated MCD workforce under MCD18 and CNSAC endorsement in principle of Option 2 of the <i>NHS</i> <i>Workforce Review</i> that has the NR providing the MR2 capability. In addition, activities in progress include those under Plan <i>Daedalus</i> and the Joint Cyber Capability Needs Statement that integrate the NR as part of Navy's Defensive Cyber capability. Other areas being examined but not formalised include Fleet Command consideration of establishing a NR Ops Support capability as part of the Fleet Battle Staff, and DNWR, DNWM and COMFAA review of NR workforce requirements to support Navy's future MTUAS Squadron.
Recommendation 22 Paragraph 9.40c	Chief of Staff Navy Strategic Command and Chief of Staff Fleet Command review future FRC and STRP employment to evaluate expanding the use of remote working arrangements.	DCOS NSC, CSO (Exec), DNPCMA and DNPPG agreed to focus on promoting to managers and Reservists the option of utilising remote working as part of FWA, as the means to better access the skills and experience of the total labour force.	Actions included amendments to the ' <i>How to write a job</i> advert for ForceNet' and changes to the DNPCMA webpage to incorporate remote working arrangements for NR. Home Located Work is promoted on Navy's FWA webpage.
Recommendation 23 Paragraph 9.40d	DGNP approve the instigation of a pilot program in FY 2016-17 of centrally funding travel and subsistence associated with the posting of Reserve members required to fill key positions.	DGNP approved the conduct of a pilot program to fund T&S to evaluate the value to Navy. The trial was conducted during the period 01 Mar to 30 Jun 17. Trial results were reported vide DNWRI AB32066145 dated 4 Aug 17.	The results of the trial demonstrated that T&S funding is not axiomatic to increasing NR workforce supply as means to address under-achievement due to geographical dislocation. The trial also revealed a lack of defined need for centralised funding for accessing NR workforce capability.

Recommendation 24 Paragraph 9.40e	DGNP recognise the unique circumstances of Reserves and diversity among the Reserve in formulating employment and other policies to more actively harness the flexibility of the workforce.	The <i>Navy Workforce Strategic Plan</i> 2018-2023 issued on 6 Mar 18 incorporates four enduring priorities that will shape the NR workforce around capability delivery to realise the end state, and encourage and support workforce flexibility and workplace flexibility.	The policies included in the <i>Navy Workforce Strategic</i> <i>Plan</i> flow on to Australian Navy Publications and the <i>Navy Diversity and Inclusion Strategy</i> , thereby facilitating an environment where Navy maximises the Reserve's contribution and its impact on the mission.
Recommendation 25 Paragraph 9.40f	DGNP and DGANCR reinforce, though communication with the Permanent Navy and Reserve community, the importance of fostering a 'one team' culture that recognises the contribution that Reserves make to Navy capability in order to inculcate the necessary cultural, behavioural and attitudinal change.	The Project Management Plan incorporated a Communication Plan that identified key stakeholders and associated modes for communicating key messages. The need exists for a longer-term strategy communicating TWM, which is outside the TOR of the Project.	The 'one team' culture is driven by Navy Values and Signature Behaviours and the fact that Navy is now applying a 'one Navy' approach to PN/NR personnel policies and practices. ForceNet posts by DCN have emphasised the alignment of cultural change with Navy's Values and Signature Behaviours. This outcome will be further enhanced through the implementation of integrated career management. Actions to target permanent members are being driven by <i>NGN Strategy</i> <i>to 2018</i> and through the monthly divisional presentations, which discuss key messaging on promoting Navy team culture and reinforcing Navy Values and Signature Behaviours (with messaging on resilience and other key initiatives).
Recommendation 26 Paragraph 10.32a	DNH, in conjunction with NPCMA, rectify deficiencies existing with NHR career management to increase the availability of the NHR workforce.	DGNHS, DGNHS-R and DNH agree the need to improve management over NHR employment including better structure around RSD management and utilisation of the NHR workforce capability. Through implementation of the <i>NHS Workforce</i> <i>Review</i> DNH, in conjunction with NPCMA, intends active management of the NHR workforce to ensure it is shaped and supported to meet Navy's future requirements.	As part of the <i>NHS Workforce Review</i> , DNH has centralised the management of RSD to ensure the allocation of days supports capability delivery. DGNHS- R has assumed responsibility for overseeing the operation of the Professional Liaison Officers' role in guiding professional development. DNH is to establish a position to support NPCMA in managing health personnel with a focus on enhancing NHR career management.
Recommendation 27 Paragraph 10.32b	DNH conduct an in-depth review of the Navy Health workforce structure and capabilities with the objective of ensuring the Navy Health workforce is able to generate the capability required to meet Plan <i>Pelorus</i> .	A comprehensive review of the Navy Health workforce was undertaken in 2017 under the auspices of Plan <i>Acrux</i> . The Review examined the complementary capabilities held by the Naval Health Reserve as a means to mitigate risk to the delivery of current and future Navy capability and to generate the capability required to meet Plan <i>Pelorus</i> and <i>Navy Warfighting Strategy 2018</i> .	The <i>Report of the Navy Health Workforce Review</i> was presented to CNSAC on 6 Dec 17. CNSAC endorsed Option 2 of the Report, which proposed a realignment of the existing workforce to provide sustainability and growth in support of current and future capability. A Capability Generation and Transition Plan is to be considered by the NCC.

Recommendation 28 Paragraph 10.32c	Director General Maritime Operations review the command and control, and management arrangements, of the MTO capability to more fully integrate the capability under Navy's Capability Management Framework.	COMWAR and DGMAROPS were briefed on the review's findings and recommended way ahead on the integration of the MTO capability. COMWAR agreed to incorporate the MTO in the Force Generation cycle and assume ownership and management of the exercise program.	COMAUSFLT endorsed the transfer of the MTO to COMWAR (COMAUSFLT DB AM2940429 dated 2 Mar 17). C2 structural arrangements are now in place.
Recommendation 29 Paragraph 11.40a	DGNP implement a career management framework structured for Reserve members rendering service in SERCATs 2, 3 and 5, and SERCAT 4 if raised.	The Review advocated the implementation and appropriate resourcing of a Reserve career management framework structured to exploit the TWM, and flexible service enabled by the Service Continuum. This will see career management tailored to the Reserve member's service commitment.	Development of the concept by DNPCMA remains underway with the expectation that policy aspects be incorporated into ANP 2110 Vol 1 <i>Navy Career</i> <i>Management</i> .
Recommendation 30 Paragraph 11.40b	DGNP apply a more lateral approach to managing career continuums for Reserve members, and modify continuum pre- requisites for Reserves to reflect career paths structured for Reserve service and ensure career continuums for the Naval Reserve are flexible and consider alternative pathways to qualifications and experience for those on less than full-time service.	Policy has been included into ANP 2102 that requires career continuums to accommodate flexible career pathways. This encompasses mapping of civilian accreditations and qualifications held by the NR to more fully harness the skills and qualifications of the part-time workforce to meet capability requirements.	ANP 2102 <i>Navy Workforce Management</i> incorporates policy on flexible career pathways as a means to enhance Navy workforce management and sustainability.
Recommendation 31 Paragraph 11.40c	DGNP review the application of promotion criteria to ensure Reserves are not excluded from consideration on the basis that they are employed in non-PQ or Category-specific positions.	The Cleared for Promotion (CFP) process was implemented in July 2016. CFP focuses on promotion to meet capability demand at the next rank and applies eligibility equally to the PN and NR.	ANP 2110 Vol 1 now incorporates revised CFP policy. DNPCMA promotes CFP to PN and NR through a continuous ' <i>Know Your Promotion System</i> ' campaign.
Recommendation 32 Paragraph 11.40d	DGNP establish the capability to deliver the enhanced career management framework for the Naval Reserve through Career	Work is currently underway to establish PN positions to provide an interim career management capability, with preparatory development of Form AE733 achieved.	DNPCMA continues to develop a DCN Decision Brief for the resources associated with the full implementation of the TWM.

	Managers. As a first step additional resources be allocated to NPCMA Reserves pending determination of the actual requirement with the Reserve community.	DNPCMA has indicated an intent to standardise the	NPCMA has undertaken to merge the current five PAR
Recommendation 33 Paragraph 11.40e	DGNP review the current minimum period of observation for submission of PARs to better align with Navy's implementation of the TWM.	periods of observation for PN and NR, which will affect promotion policy requiring DCN approval.	forms (NOPAR, SPAR, Supplementary, Officer and Sailor Goals) into one smart form. DNPCMA to finalise the recommendation.
Recommendation 34 Paragraph 11.40f	DGNP validate Direct Entry Reserve recruiting targets, entry standards and advertising to ensure they remain relevant to Navy's needs.	In accordance with para 11.40f, a detailed review of NR recruitment was undertaken by DNRWI in consultation with the Capability Managers and Navy People Branch staff. A report was submitted to DGNP. DNRWI AB30710097 dated 28 Mar 17 refers.	ANP 2102 now incorporates a formal process for developing and validating NR Recruiting Targets.
Recommendation 35 Paragraph 12.20a	Unit Commanders and managers provide Reservists serving in SERCAT 3 and 5 with opportunities to undertake platform-specific and continuation training, including professional development, where a capability benefit exists. These should be incorporated as agreed goals in the member's Preliminary Review of Performance.	At its meeting on 29 Jun 17, the Steering Group agreed that the core individual course/learning/training needs for the NR are promotion courses and Navy Leadership and Career Development training. Project <i>Bass</i> subsequently identified that specific training requirements for members employed in SERCATs 3 and 5 can principally be met though the development of individualised training plans as part of a member's career management.	On 4 Dec 17, DGNP agreed that further individual training and skilling needs for NR members will be driven by Navy requirements where there is a specific need and to fill PN skill gaps (DNRWI R32025495 of 10 Nov 17).
Recommendation 36 Paragraph 12.20b	Force Commands and Units review their FRC position duty statements and ensure appropriate proficiencies are identified and action initiated to assign PPPs.	The NR position duty statement review was incorporated into Plan <i>Acrux</i> – Navy Duty Statement Improvement Initiative. The Rapid Improvement Activity (RIA), conducted in conjunction with the position type mapping activity, established baseline PMKeyS data for Reserve positions.	The RIA identified 184 positions for PPRs, which are now under review by DNWM and COMTRAIN. DGNP agreed the findings and recommendations of the RIA on 5 Dec 17 (DGPA R28658743 of 1 Dec 17).
Recommendation 37 Paragraph 12.20c	COMTRAIN develop the means for flexible delivery of training to support the Service Continuum of	Steering Group on 29 Jun 17 agreed that the core individual course/learning/training needs for the NR are promotion courses and Navy Leadership and Career Development training.	TRAINFOR is redeveloping courses to enable flexible training delivery to support Navy's implementation of the TWM. Blended LCPC to be pilot in 2018. CPOPC to be the next course for development.

	the TWM.		
Recommendation 38 Paragraph 12.20d	DCN issue a directive enforcing the requirement for Reservists working 20 or more Reserve days per year to complete MAAT.	Navy Directive 6/17 - Mandatory Annual Awareness Training for SERCAT 3 and 5 reinforced CN direction on MAAT compliance by NR personnel working 20 days or more. Navy Directive 18/17 was issued extending the requirement for MAAT compliance to all Naval Reserve members.	Navy Directive 6/17 - Mandatory Annual Awareness Training for SERCAT 3 and 5 was issued to enforce the requirement. Under Navy Directive 18/17 MAAT compliance is now mandatory for all NR members undertaking any Reserve service.
Recommendation 39 Paragraph 12.20e	DCN consider extending mandatory compliance to Reserve members serving less than 20 Reserve days for all MAAT proficiencies at a frequency not exceeding three years.	The obligation to complete MAAT is a statutory and Defence policy requirement and NR members rendering less than 20 days service are not excluded from the requirement to complete annual awareness training.	On 31 Aug 17, Navy Directive 18/17 – <i>Naval Reserves</i> (SERCAT 3 and 5) – Mandatory Annual Awareness Training Requirement was promulgated bringing into effect the mandatory obligation on all NR rendering service to complete MAAT.
Recommendation 40 Paragraph 13.29a	DCN maintain NR MEE commitment across the Forward Estimates based on the original the level of resourcing until Plan <i>Acrux</i> determines Navy's future workforce requirements.	DCN endorsed maintaining NRMEE guidance until after Plan Acrux determined workforce requirements going forward thereby alleviating the risk.	DCN/IN/2016/343 dated 27 Apr 16 directed that NR MEE budget is to be managed to original guidance.
Recommendation 41 Paragraph 13.29b	DGNP develop measures to enable better analysis of the budget and the targeting of initiatives that address under-utilisation of the Reserve, thereby ensuring greater predictability and certainty over expenditure.	The principal objective for Navy in managing NR MEE budget allocation is to maximise NR workforce contribution to delivering Navy capability outcomes. This relies <i>inter alia</i> upon being able to prioritise the NR workforce contribution with Navy's requirements. Project <i>Bass</i> established the <i>NR MEE Prioritisation Model</i> that facilitates more effective prioritisation of funding allocations with an enhanced and transparent focus on capability and operational effects.	The NCC on 14 Nov 17 endorsed the model for subsequent use in determining FY 18/19 NR MEE funding allocations. The NCC on 31 Jul 17 endorsed the NR Workforce KPI Report that measures the management and employment of the NR workforce as delivered through the NR MEE. KPI 1 reports on <i>NR</i> <i>Contribution to Capability</i> .
Recommendation 42 Paragraph 13.29c	CFO-N advise on the source of funding to provide Travel and Accommodation as a component of Reserve postings in FY 2016-17 and beyond.	As an outcome of the T&S trial, DGNP agreed that there is no benefit to be gained in continuing a centralised T&S funding program as an enabler for generating NR workforce capability.	No further action is intended. The requirement would be reassessed should prevailing circumstances necessitate a review.

Recommendation 43 Paragraph 14.13a	Head Navy Capability, in conjunction with DGNP, DGANCR and Commands, undertake an assessment of the Naval Reserve workforce requirements to meet Navy Strategy 2018, including future capabilities required of the Reserve.		On 31 Oct 17, DCN endorsed the <i>NR Contribution to</i> <i>Capability Report</i> , which shows the allocation of RSD to Defence capability outputs as delivered through the NR MEE, and segmented reporting of RSD usage by specific capability outcomes. This enables more informed decision-making on NR MEE allocation and the allocation of NR workforce resources.
Recommendation 44 Paragraph 14.13b	DGNP formally liaise with DG SUAKIN to investigate the feasibility of extending SERVOP D to include other Government departments.	Extending SERVOP D to include Government departments, such as Australian Border Force, can provide a capability dividend to Navy.	DG SUAKIN has confirmed that all necessary requirements have been established to enable SERVOP D, and that the Services have the tools and scope to utilise this service option. Under the construction of SERVOP D the Services are able to enter a SERVOP D arrangement with other government departments.
Recommendation 45 Paragraph 14.13c	DGANCR continue to engage CRESD through the Joint Reserve Working Group and Joint Cadets Executive Committee on the use of ADF members as part of the Australian Defence Force Cadets structure, in order to assess the viability of Reservists filling positions within the Australian Navy Cadets structure as a 'Specialist Reserve'.	Since release of the Report, VCDF instigated the Cadet Force Review and directed the establishment of additional Reserve positions to support the ANC structure. To action this directive, DGANCR and DNWM instigated changes to the ANC FRC establishment structure to provide workforce supplementation to support Flotilla operations.	Nine additional FRC positions were established in FY 17/18 to support the ANC structure with an allocation of 150 days.

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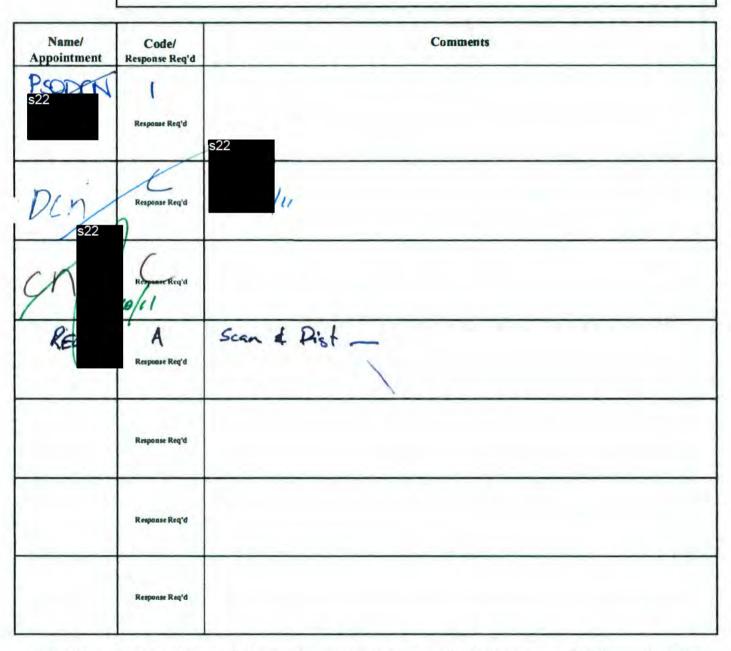
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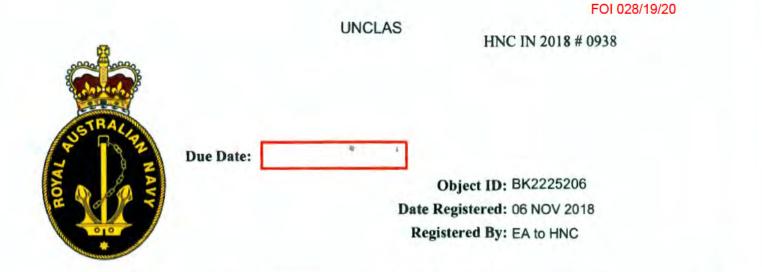
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OCN ID: BK2249197 Object ID: BK2013269 Date Registered: 07 Nov 18 Registered By: CN Secretariat

1562 - 181022 - Brief for CN (through HNPTAR & HNC) - Submarine Workforce Document Title Bi-Annual Report - EOFY 1718 BK2249197



A - Action I - Information C - Comment D - Draft Reply E - For Signature F - File G - Discuss



Information Brief for CN (through HNPTAR, HNC) Submarine Workforce Bi-Annual Document Title Report EOFY 17/18

Name/ Appointment	Code/ Response Reg'd	Comments	
PSO to HNC	S22 Response Req'd		
HNC	Reponse Req'd		
OCN Secretariat	Response Req'd		
	Response Req'd		

A - Action I - Information C - Comment D - Draft Reply E - For Signature F - File G - Discuss

# NAWW INFORMATION BRIEF FOR CN (through HNPTAR and HNC) SUBMARINE WORKFORCE BI-ANNUAL REPORT - EOFY 17/18

Division / Directorate: Submarines Branch	Reference:BK2013269
	Action required by: -
Copies: COMTRAIN, DGNP, COMSUB, DNWR. DNWM	1, DTA-SM COMTRAIN

# **Recommendations:**

That you:

 note the progress against the Navy's Submarine Workforce Growth Strategy (SWGS) as of 30 June 2018 is on track for overall personnel numbers, and has achieved *Plan Delphinus* Milestone 3 (780 personnel) one year early.

NOTED / PLEASE DISCUSS

ii. note the success in delivering overall submarine workforce numbers masks fragility in specific workgroups. This weakness puts at risk the ability to sustain four operational submarine crews, with the greatest risk represented in the MWOSM Workgroup.

# NOTED PLEASE DISCUSS

iii. note the greatest period of risk to the future submarine workforce is 2025 to 2033 as a result of the need for growth without the commensurate number of operating submarines. To achieve the required growth requires a fundamental change to the submarine training paradigm and an update to the *Collins* Scheme of Complement.

expected .

# NOTED PLEASE DISCUSS

iv. note the attached report marks a change from the reporting approach taken under the SWGS to that which will be supported by the Submarine Workforce Development Plan (SWDP). The SWDP is planned to be released under your signature in late 2018. The change reflects a focus on workforce management to realise the future expanded submarine capability.

NOTED PLEASE DISCUSS

# **Key Points**

1. The attached Submarine Workforce Report EOFY 17/18 (Attachment A) provides details of the status of the submarine workforce and will be referred to in this brief.

2. The total number of submarine qualified personnel in the Navy as at <u>30 June 2018</u> is <u>780</u>. In accordance with the planned targets laid down in the SWGS Milestone 3 has been achieved one year early. This achievement is shown in the Submarine Workforce Dashboard (Attachment B) in conjunction with workforce performance as measured against the KPIs of the SWGS.

HE BK No 2018/1562

# Workforce Fragility

 Despite the success in achieving overall growth in the submarine work force there s33(a)(ii)

# Submarine Workforce - Future Growth

 Achievement of the required workforce growth to meet the demand represented by the s33(a)(ii)

5. A change in reporting approach is being driven by the need to both manage the current workforce and identify where change is necessary in workforce management and organisational structure to deliver future growth. Adopting a forecast method of reporting allows the risks to be identified and appropriate workforce reforms to be implemented where required. This is in contrast to previous reporting against the SWGS growth targets to 2025. It is the forecasting approach that is reflected in the attached report.

# Resources

6. There are no resource implications.

## Consultation

7. TA-SM and DNWR have been consulted in the drafting of the Submarine Workforce Report at Attachment A.

- Attachments: A. Submarine Workforce Report EOFY 17/18 B. Submarine Workforce Dashboard EOFY 17/18

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Attachment A to DGSM /OUT/2018/233

# SUBMARINE WORKFORCE REPORT EOFY 17/18

#### **References:**

A. Submarine Workforce Growth Strategy 2014-2025 (SWGS)

B. Submarine Workforce Development Plan (SWDP) – DRAFT

#### Introduction

1. In accordance with the Submarine Workforce Growth Strategy, Reference A, this report provides the 6 monthly report to the Chief of Navy on the effectiveness of the growth strategy and associated risks to the submarine workforce. Specifically this report details the status of the submarine workforce against current approved growth targets as well as provide a forecast of both proposed future workforce demand and potential for growth performance. Through use of a forecast approach, key risks to achieving the expanded submarine workforce can be identified.

2. The Submarine Force experienced a severe shortage of personnel leading up to 2014, which saw the development and implementation of the Submarine Workforce Growth Strategy (Reference A). The SWGS provides approved growth targets to achieve a sustainable submarine workforce of 940 personnel by 2025 and has been the basis for all actions to date to regenerate a sustainable submarine workforce.

3. The expanded submarine capability being delivered through the Future Submarine Program (FSP) represents a need to substantially increase the workforce beyond the 2025 target. The first Future Submarine (FSM) crew is required in 2029 and the second and third crews in 2031 and 2033 respectively. This demand is in addition to the 5 *Collins* crews that will still be required in that timeframe assuming *Collins* Life of Type Extension (LOTE) is approved for at least 5 platforms.

4. Establishing the specific targets to meet the future workforce demand and integrating them with the SWGS growth targets is the key focus of current work. The method by which the future workforce will be achieved is articulated in the Submarine Workforce Development Plan (Reference B) which is in draft. It is planned to be released in quarter 4 2018 under the Chief of Navy (CN) signature.

#### Submarine Workforce Objectives

5. In order to provide guidance to the submarine workforce activities and a method of measuring success, the following proposed objectives have been developed. They are detailed in Reference B and when approved by CN will become the formal submarine workforce objectives:

- Develop a workforce organisation that can sustainably crew and support the submarine fleet;
- Develop the workforce to support the continuous shipbuilding (submarine) program;
- Grow the submarine workforce to that required for the expanded force of 12 submarines;
- d. Transition the submarine workforce to a multi class organisation; and
- Identify the enabling workforce that represent workforce growth needs within the broader Navy and Defence organisation to support the expanded submarine force.

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# Workforce Status

6. The following statistics provide an overview of the submarine workforce as at 30 June 2018. The Submarine Workforce Dashboard (Attachment A) reports progress against the strategic targets established by the SWGS using specific Key Performance Indicator's (KPIs), with the key figures provided in Table 1 below.

Performance Metric	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
AFS	504	552	589	660	735	780
Net Growth	-7	48	37	71	75	45
Submariners Qualified	52	92	73	104	90	77
Loss Rate Officers	10.3%	5.6%	8.6%	7.0%	5.4%	5.9%
Loss Rate Sailors	15.2%	13.4%	10.5%	7.8%	7.0%	7.2%

7. The key statistics shown in Table 1 above are discussed below, and for FY 17/18 they indicate a positive trend.

- a. AFS. The current submarine qualified personnel AFS is at 780. This has been achieved 12 months ahead of schedule and represents achievement of SWGS Milestone 3, which was scheduled to be met in June 2019.
- b. Net Growth. The Net Growth target of 40 in FY 17/18 has been exceeded with a final result of 45 being achieved.
- c. Submariners Qualified. The target of \$33(a)(ii), resulting in a \$33(a)(ii), however the Net Growth target was still achieved, indicating that the retention rates are better than forecast in target setting.
- d. Loss rate (Officers and Sailors). Whilst there has been a slight increase in the loss rates for both Officers and Sailors, it is still low compared to the overall Navy loss rate. It will be closely monitored to ensure the trend does not continue to increase.

# **Overall Workforce**

8. The overall numbers of the Submarine workforce is shown in Figure 1 below, and it can be seen that the overall numbers are in line with the Approved Positions and Plan DELPHINUS. However, as shown by the blue line depicting Submarine positions filled by both qualified submariners and non-submariners, the \$33(a)(ii)

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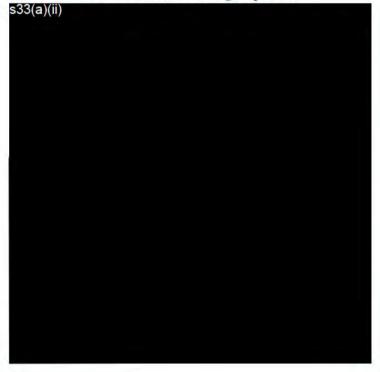


# Figure 1 - Submarine Workforce Status

# **Key Workforce Strengths**

9. Overall the workforce numbers are at a satisfactory state, as highlighted in the individual workgroup figures shown in Table 2 below. Specifically in 2018 it can be seen that s33(a)(ii) are at the required strength overall, compared to s33(a)(ii)

were at or above the required strength. Of note each workgroup has grown in approved positions in accordance with Plan DELPHINUS, which underscores the improvement in the workforce.



## Table 2 - Submarine Workgroup Status<sup>1</sup>

<sup>&</sup>lt;sup>1</sup> Monthly Workforce Status Reports, Defence People Group

s33(a)(ii)

11. The success of delivering such significant gains in overall numbers for workgroups, such as ETSM and MTSM, is a reflection on the success of both the Submarine Training and Systems Centre (STSC) and Submarine Force in improving the training system and in seeking the most efficient process possible. The success is underscored by the fact that the demand, or Approved Positions, has also increased over the period in accordance with Plan DELPHINUS. This success will ensure the 2025 target for 940 personnel will be achieved.

## s33(a)(ii)

2.		above show a positive trend for the	e submarine workforce overall
33(a)(i	i)		
-			
0.5715			
33(a)(ii			

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#### Professional Qualification/Competence

18. Two key workgroups of the submarine workforce, the MWOSM and MTSM, rely on attainment of specific qualifications in order to progress up the position hierarchy of a submarine crew. When viewing the submarine workforce purely on overall numbers it does not take into account the qualification of individuals and whether they are qualified to undertake a sea posting at their rank level, and in some cases this restricts the available options for shore postings as well.

19. This highlights that when viewing workforce numbers an understanding of qualifications needs to be held. An example is the s33(a)(ii)

	1			
s	33(a)(ii)			-

<sup>2</sup> 30 June 2018 MWOSM Pocket Brief, Defence People Group

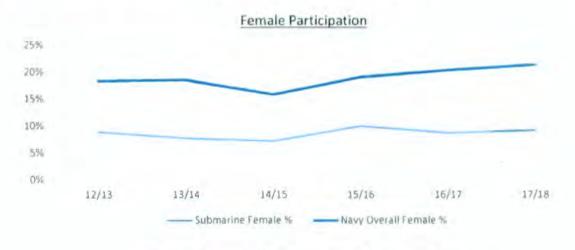
<sup>3</sup> Monthly Workforce Status report, Defence People Group

		 	 _
(a)(ii)			

FOI 028/19/20

# **Female Participation**

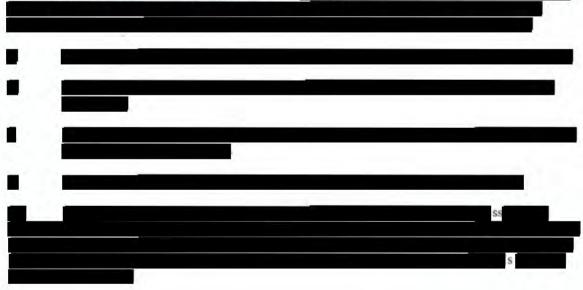
21. The female participation rate in the Submarine Force since FY 12/13 has remained consistent at an average of 9%, as highlighted in Figure 3 below. Whilst the total numbers of females has increased, the relative proportion has remained constant. This is in contrast to the overall Navy which over the same period increased from 18.4% to 21.4% participation. Of note the female loss rate is no higher than the male rate, indicating that supply of candidates is the cause.





# Workforce Status Summary

22. Overall the Submarine Workforce is growing in numbers in line with the Approved Positions growth and in accordance with Plan DELPHINUS. \$33(a)(ii)

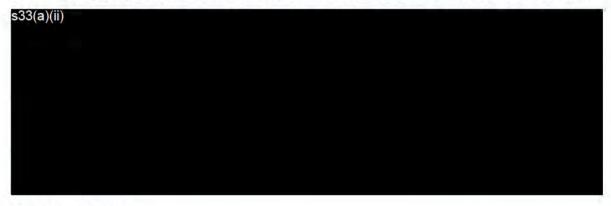


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#### Workforce Transition - Expanded Future Workforce

28. The submarine workforce is already in transition from a 6 boat single class force to a multi class 12 boat force based on the recruiting horizon for the first three FSM crews having already been reached. The principal driver for this is the length of time to train the senior staff of a submarine crew.



#### Workforce Demand

31. As yet the 'known unknown' elements of the workforce are yet to be fully quantified. However, in order to allow preliminary workforce planning the following has been used to identify a personnel figure for comparative purposes.

32. As defined in the SWGS the current approved strength of the submarine workforce is based on a \$33(a)(ii) using 6 *Collins* submarines with an

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#### to: Official Use Only

enhanced s33(a)(ii) . This allows for a force of 940 personnel from 2025. Looking forward to the workforce demand for the FSM, and using the same crewing metric as defined in the SWGS, the FSM requires a s33(a)(ii)

33. The s33(a)(ii) is being used as a baseline to allow a comparative view with the current *Collins* workforce demand. A detailed analysis of the seagoing and shore based workforce is being undertaken with DNWR to establish a more accurate estimate of workforce demand for CN consideration. However for initial planning purposes the *Collins* model supports the initial tranche of work.

Figure 4 below shows the required growth from the s33(a)(ii)

line (\$33(a)(ii) A key assumption in the graph is that 5 *Collins* undergo LOTE.

35. The key element of the workforce growth is the ability of the Navy to develop the required workforce at the required rate. As at 2018 the average rate of submarine qualification is s33(a)(i). This metric is not expected to change in the FSM as the same number of potential training bunks, s33(a)(i) as the *Collins*. Taking into account the current loss rate experienced by the submarine force and the rate of qualification the Navy's ability to grow the workforce is represented by the blue line in Figure 4.s33(a)(i)

s33(a)(ii)

increased and improved simulation capability.

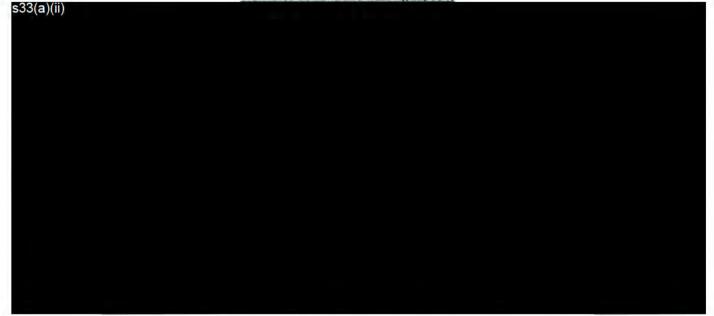
37. The ability to achieve a 25% increase in trainees is determined by a number of effects, the largest being the ability to \$33(a)(ii) While this is being pursued, due to a number of SUBSAFE requirements this is unlikely to be successful inside 12 months. This leads to the need to consider alternate training delivery to achieve the required training output required. A key consideration is the removal of the sea training component of the submarine qualification. The ability to train personnel ashore and post them to a billeted ships company position for platform endorsement needs to be considered. This will most likely require investment in

38. The situation depicted in Figure 4 identifies the scope of the workforce challenge, however is based on growing a workforce using the SWGS assumptions, such as the \$33(a)(ii)

These two assumptions will be challenged through more detailed workforce demand analysis as the future submarine workforce capability is designed and modelled. This work is ongoing with DNWR in the development of concepts such as the Workforce Generation Cycle.

#### For Official Use Only-

Workforce demand and Training Capacity



# Figure 4 - Workforce Demand and Training Potential

## Workforce Forecast

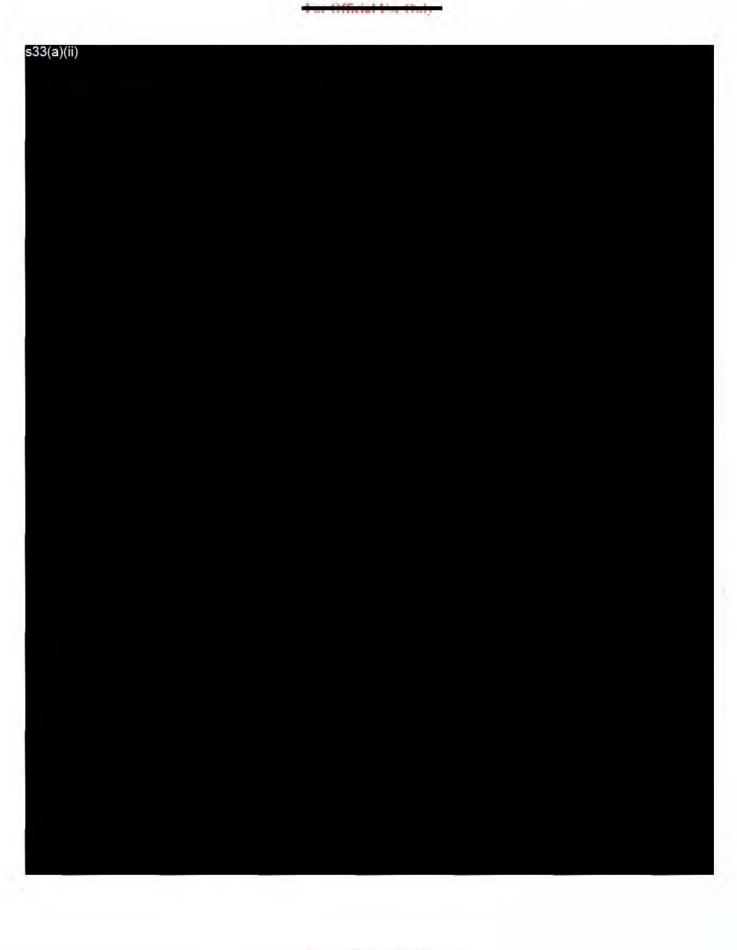
39. With the demand for the future workforce known the ability to forecast the performance of the workforce growth to achieve the demand is required. This allows an understanding of the risks to developing the future workforce.

40. For the purpose of this report the s33(a)(ii)

The analysis is based on historical achievement of provisioning and training targets. What it shows is the challenge and allows the required analysis to determine the options to overcome the challenge to deliver the required MWOSM element of the submarine workforce. The key points shown are:



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FOI 028/19/20

#### Workforce Initiatives

45. The following are being implemented to \$33(a)(ii) and assist in developing a plan to deliver the required future expanded submarine workforce.

- MTSM DNWM initiated MT Workforce Management changes as part of Critical Category remediation, in conjunction with Submarine Force initiatives to encourage personnel to undertake career development;
- MWOSM COMSUB and TA-SM have undertaken local initiatives to improve SMCC preparation for course candidates. Implementation of the Davidson review under Plan AEGIR will deliver significant workgroup changes to improve both the training delivery for the workgroup and retention of personnel;
- c. MWOSM improved process for facilitating dual stream careers. Either Submarine Engineers or officers from other workgroups have the option to become dual streamed by joining the MWOSM continuum. Optimisation of this process will be undertaken to assist in meeting MWOSM demand.
- Improved Sea-Shore management Development of the 'Workforce Generation Cycle' for Submarines in conjunction with DNWR;
- Workforce Supply improved recruiting target setting process for workgroups;
- f. Submarine training to support the increased future training demand the approach and delivery of submarine training is being reviewed by TA-SM;
- g. Organisational Growth develop a submarine organisation growth plan for post 2025; and
- Workforce Management Plan developing a plan to manage the rapid workforce growth post 2025.

#### Conclusion

46. A significant amount of work has been undertaken in recent years to address the personnel shortages that resulted in the development and implementation of the SWGS, and as highlighted the overall number of qualified submariners in the Navy has reached the 2019 target, 12 months early. This signifies a strong capacity within the submarine force to grow, \$33(a)(ii)

s33(a)(ii)		
ı)(ii)		

49. There is a significant amount of work being undertaken across the relevant Branches within Navy to identify and address the submarine workforce risks. The SWSG under the Chair of DGSM is managing the relevant approved Plans and actions to undertake the required work.

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# Fisher, Elise PO

From:	Fisher, Elise PO
Sent:	Friday, 12 April 2019 1:37 PM
To:	DGNIW Correspondence
Cc:	HNC Correspondence
Subject:	166 - Noting Brief for Secretary and CDF - Navy Intelligence Workforce - EC19-001606/BS1935562 [SEC=PROTECTED]
Attachments:	166 - Noting Brief for Secretary and CDF - Navy Intelligence Workforce - EC19-001606 - BS1935562.pdf

PROTECTED

#### PROTECTED

**Categories:** 

Good Afternoon (please excuse rank),

Please find attached correspondence with DCN comment regarding Noting Brief for Secretary and CDF - Navy Intelligence Workforce forwarded for DGNIW's comment.

It is kindly requested reply be returned via email to <u>cncorroin@dm.mil.au</u>.

Please don't hesitate to contact me if you require any further information.

Kind Regards,

Elise

POML-P Elise Fisher Business Manager NHQ Executive R1-04-C031 Russell Offices ACT 2601

Tel: 02 6265 4506

IMPORTANT: This email remains the property of the Department of Defence and is subject to the jurisdiction of section 70 of the Crimes Act 1914. If you have received this email in error, you are requested to contact the sender and delete the email. 1 P-11 . 1 P-12

FOI 028/19/20 Item 2 Serial 6



**Due Date:** 

CN/OUT/2019/ 166

OCN ID: BS1935562 Object ID: EC19-001606 Date Registered: 03 Apr 19 Registered By: CN Secretariat

166 - Noting Brief for Secretary and CDF - Navy Intelligence Workforce -Document Title EC19-001606/BS1935562

Name/ Appointment	Code/ Response Req'd	Comments
SO CN s22	Response Req'd	
Den 52	1	Why debat I see this before and?
HNC	T Response Reg'd	
DGNIN	Response Req'd	
Rey	F Response Reg'd	
	Response Req'd	
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I - Information D - Draft Reply E - For Signature F - File G - Discuss A - Action C - Comment

	- CROT	CTED-	EC19-001606
Australian Government Department of Defence	NOTING BRIEF FO		
Group/Service: Navy s22		Reference: 0 EC19-0014	CN/2019/OUT/166
For information: VP DEPSEC DP	OF, CIC, ASSOC SEC,	Due date:	Routine

FOI 028/19/20

# **Reference:**

A. ANP2110, RAN Career Management

# Purpose

1. To inform you of the size and capabilities of the Navy Intelligence workgroups. This will include a breakdown between ranks and specialisations. The courses and experiences required will also be described.

# Recommendations

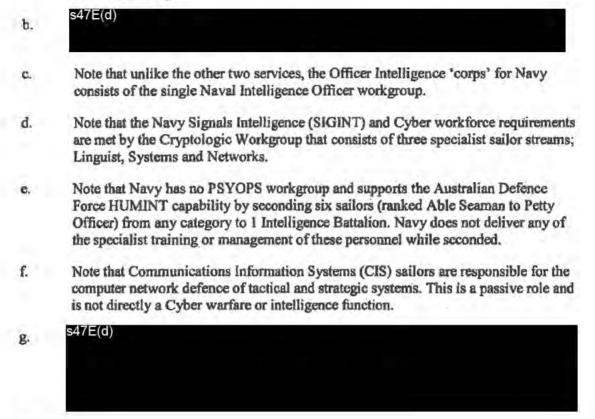
2. That you:

 Note Navy's intelligence needs are met through a uniformed workforce of Naval Intelligence Officers (NIO) and sailors who deliver intelligence support, products

a. Noted / Please discuss Noted Please discuss a. SEC & COF, while this is a nather to b.( Noted / Please discuss b. Notedy Please discuss a detailed to c. Noted / Please discuss Notedy Please discuss C, it inportor d. (Noted) Please discuss Noted) Please discuss d. te df 2 las e. Noted) Please discuss Noted/ Please discuss e. Ó f. (Noted) Please discuss f, Noted) Please discuss 200 s22 Noted / Please discuss Noted / Please discuss g.( g. s22 s22 MA Noonan **Rebecca Skinner** Angus Mampbell VADM Acting Secretary GEN CN CDF Tel: 02 6265 1020 14 Mar 19 27 Mar 19 Mar 19 Contact Officer: CAPT Paul Scott Tel: 02 6144 7191 Clearance Officer: CDRE David Scott Tel: 02 6266 2573



and services, enabling Commanders to plan and conduct operations, and support decision making.



**Key Issues** 

s33(a)(ii)

4. Navy's intelligence workforce, comprising officers and sailors, aim to enhance situational awareness and understanding for those embarked in deployed Fleet units, assist in the development and execution of military plans, support assessments of the effectiveness of operations and enable better decisions by Commanders. This workforce produces intelligence material and facilitates other material produced by the wider Joint or Combined Task Force and by higher headquarters and national level agencies. In this way, Navy's intelligence workforce helps to reduce operational risks.

5. The intelligence workforce develops skills through training, specific postings and operational exposure in a number of focussed areas ranging from employment in standing operational Headquarters, intelligence agencies, and intelligence production centres like the Australian Joint Acoustic Analysis Centre. The ability to fight and win at sea is underpinned by the combination of fused all source intelligence production and the employment of specific collection systems all of which are designed to support successful maritime operations.

6. The Navy intelligence workforce is required to be suitably trained, certified and prepared to lead and support intelligence efforts across the strategic, operational, and tactical

# -C3-

levels, operating at sea and ashore. Maritime Intelligence is recognised as an element of maritime warfare, with the intelligence workforce part of the warfare workgroup. Mariner and Maritime Warfare skills and knowledge delineates the Navy intelligence workforce from those of the other services and strategic level agency personnel.





8. NIO training is laid out in Australian Navy Publication (ANP) 2110 - RAN Career Management, Annex 2L, which is under review. Training consists of a continuum encompassing general leadership, intelligence analysis, warfare, simulations, operational employment and specialist intelligence domain training. This training is delivered by Joint schools, single service training authorities and on the job employment in the Fleet.

s33(a)(ii)

11. The Cryptologic workforce is undergoing a significant redesign with the creation of the CTN stream and the introduction of a Cryptologic Operator skill grade. This will result in sailors joining as Cryptologic Operators, where they will be given basic intelligence analysis skills prior to specialising as either CTN, CTS or CTL. The CT training continuum for this new design is still being developed utilising the Systems Approach to Defence Learning (SADL). <sup>S47E(d)</sup>

12. The required training for the Cryptologic workgroup is laid out in ANP2110 Annex 1J which will be updated as the new training becomes available. Like the NIO training continuum, the Cryptologic workgroup training continuum includes general sailor duties, intelligence analysis, warfare, simulations, operational employment requirements, and specialist intelligence domain training. This training is delivered by Joint schools, single service training authorities and on the job employment training in the fleet

# s47E(d)

#### Resources

- Resourcing to remediate the Navy Intelligence workforce includes:
- a. increased expenditure to support TS PV clearances, including associated Agency Psychological Assessment (minimum clearance level for the entire workforce is TS PV);
- b. increased requirement for new or upgraded Sensitive Compartmented Information Facility (SCIF) classrooms to support increased throughput of trainees;
- c. extant requirement to progress SIGINT equipment acquisition programs; and
- extant requirement for updated SCIF infrastructure / facilities both at sea and ashore to accommodate the current and forecast intelligence workforce.

#### Consultation

15. The Directorate of Navy Workforce Management and Navy Information Warfare Branch collaborated in the development of this brief.

FOI 028/19/20 Item 2 Serial 7



# CN/IN/2019/081

OCN ID: OBJ Id BK3580669 Object ID: DEPSEC NNS & GMSUBS/OUT/2019/001 Date Registered: 24 Jan 19 Registered By: CN Secretariat

081 - 190117 - Minute - Independent Critical Peer Review of Naval Workforce Planning Document Title - Interim Report Submarines BK3580669

Name/ Appointment	Code/ Response Req'd	Comments
SOCN s22	( Response Rey'd 25/1/19	Enclosed 15 regarsted update from Davi Partich was developed in response to your Dec regarst. 522
Dens	\$22 	Sin- no supprises. A few statements that I still yorkin , all the ungang and son 2 it and SMCC in Artalia still escapes me. As a case officer and planter, I aways here are verterlinte
CN	I Response Req'd	ation
SOCN 522 81/47	Response Req'd	GBE
666	F. Response Req'd	
	Response Req'd	
	Response Reg'd	·

A - Action I - Information C - Comment D - Draft Reply E - For Signature F - File G - Discuss

# Meyboom, Suzanne MRS

From:	Cocks, Kristy-Lee LCDR on behalf of DGNP Correspondence
Sent:	Wednesday, 30 January 2019 10:59 AM
To:	CNCORROIN
Cc:	Meyboom, Suzanne MRS; Woolrych, Samuel CMDR
Subject:	RE: 827 - 181210 - Minute - Independent Critical Peer Review of Naval Workforce Planning - Submarines - Interim Report BK2878218 (BK2878218) [SEC=UNCLASSIFIED]

Good morning OCN,

CN requested a verbal update by 31 Jan 19 on progress on the 2nd phase of the Independent Review being conducted by VADM Shackleton and RADM Robinson. That work is focussed on Navy's surface workforce. Update below:

To date all data requests received from the Review Team prior to the RAP have been closed out. No further requests have been received.

The next step is for a detailed planning and assumptions discussion between the Review Team and DNWR, expected early Feb 19. Date TBC.

Ms Sonia Skinn has just returned from leave and will coordinate meetings for the Review Team.

Feb and Mar are assessed as busiest periods, noting the interim report is due to CN and DEPSEC NNS in May 19. s22

Additional resources have been made available from the DNWR Planning team to support the Review Team on s22

By DNWR: the work of the Review Team is beneficial and the recommendations useful to shape Navy's priorities in taking this body of work further. The questions is how to inject the work of the Review Team into the Force Structure Plan (and subsequent reviews) to ensure consistency in Navy's message about not being big enough and to garner support for the required increases over time.

A written brief is also being prepared by CAPTs Stanford and Klenthis for CN responding to his questions on how to take the recommendations of the 1st phase work – Submarine Workforce - forward.

Nothing further to report at this stage.

Yours Aye,

Kristy-lee Cocks

LCDR, RAN SO Navy People Branch BP29-01-184 Tel: (02) 6144 7258

Please email DGNP.Correspondence@defence.gov.au for official correspondence with SO NP Branch

----Original Message----From: Meyboom, Suzanne MRS <suzanne.meyboom@defence.gov.au> Sent: Monday, 17 December 2018 9:20 AM To: DGNP Correspondence <dgnp.correspondence@defence.gov.au>; DNSOM <navy.dnsom@defence.gov.au>



# DECISION BRIEF FOR CN [through HNC and DCN] INDEPENDENT CRITICAL PEER REVIEW OF NAVAL WORKFORCE PLANNING - SUBMARINES - INTERIM REPORT

Division / Directorate: DGNP	Reference: BK2483889		
Timing: Routine	Action required by: 23 Nov 18		

opies: FC, DGSM, DGNP, COMTRAIN, COMSURF, DG LITTORAL, DGSCA, DGNIW, DNWR

# Recommendations

That you:

 note DEPSECC NNS & GMSUBS seeks your confirmation the interim report of the Independent critical peer review of naval workforce planning – Submarines is ready to be finalised.

NOTED PLEASE DISCUSS

 note DEPSECC NNS & GMSUBS also seeks your support to progress the second phase of work for the review of Navy's surface fleet workforce.

NOTED / PLEASE DISCUSS

iii. sign the minute to DEPSEC NNS agreeing to the interim report and endorsing work to proceed on the second phase review into Navy's surface workforce (Enclosure 1).

SIGNED NOT SIGNED / PLEASE DISCUSS

# **Key Points**

1. DEPSEC NNS & GMSUBS recently wrote to you to provide an interim report of the Independent critical peer review of naval workforce planning – Submarines for fact checking prior to finalisation. DGNP and DGSM staff have reviewed the draft and it is recommended for your endorsement as factually correct.

2. A draft minute to DEPSEC NNS supporting finalisation of the Submarine interim report and agreeing to the second phase of the review is at Enclosure 1. The further revised Terms of Reference for the second phase review are at Enclosure 2 and are to be discussed between DCN, HNC and the Review Team on 28 Nov 18.

# **Enclosures:**

- 1. Draft CN minute to DEPSEC NNS Independent critical peer review of naval workforce planning Submarines Interim report
- Navy Workforce Review Terms of Reference The uniformed workforce required to sustainably introduce, transition and operate Navy's surface fleet

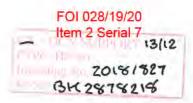
Approved by:			
anthony.k enthis2	Digitally signed by anthony.klenthis2 Date: 2018.11.22 16:43:08 +11'00'		
AS Partridge CDRE, RAN DGNP			
Nov 18			
Contact Officer: O	CAPT Anthony Klenthis, RAN	Phone: 02 6144 7386	

2 of 2

HNC Comments: Sir, we have shuped the TOR for the Siture work by VADM SX RADMR to cover the entirity of the surface fleat s22 which when combined with the 5M work already conducted should **PM Quinn** RADM, RAN support our WF submission to the 2019 FSP. HNC Nov 18 DCN Comments: S.= - Expented as discourd s22 **MD** Hammond RADM, RAN DCN 7Dec 18 Nov 18 CN Comments: s22 that ger - brit agreed. Minite signed **MJ** Noonan VADM, RAN 10 acc Nov 18



Chief of NAVY AUSTRALIA MINUTE



CN/2018/OUT/847

**DEPSEC NNS and GMSUBS** 

For Information: DCN DEPSEC DP DEPSEC CASG GMSHIPS HFSP HNC FAS NNS DGSM DGNP AS SG&O AS SP&P

# INDEPENDENT CRITICAL PEER REVIEW OF NAVAL WORKFORCE PLANNING— SUBMARINES-INTERIM REPORT

1. Thank you for your recent minute (DEPSEC NNS & GMSUBS/OUT/2018/019 of 23 Oct 18) forwarding the draft report of the independent critical peer review of naval workforce planning – Submarines. My team has completed their factual review and I am confident the report presents an accurate and unambiguous assessment of the current state of Navy's planning for its submariner workforce, and of the challenges and opportunities that lie ahead. I would be grateful if the report could now be finalised.

2. I endorse the need for the second phase of work to proceed, with its specific focus on Navy's surface fleet workforce. The target date of June 2019 is realistic, and I am keen to ensure the deliverables are aligned to support Navy's contributions to the Force Structure Plan, which will be a Departmental activity spanning 2019. The further revised terms of reference for the second phase of work were discussed with the review team during their meeting with HNC and DCN on 28 Nov 18.

3. The central point of coordination in Navy for this activity is CDRE Tony Partridge, RAN, Director General Navy People, on (02) 6144 7258. CAPT Anthony Klenthis, RAN, is his alternate POC, and has been closely involved with the review team's work on submarine workforce aspects.

4. I am pleased to allocate Ms Sonia Skinn for coordination and administrative support to the review team. Ms Skinn is an experienced HR professional working in Navy People Branch, with well established contacts across Navy and the wider Department. She can be contacted on (02) 6144 7230 or at the email sonia.skinn@defence.gov.au

MJ Noonan, AO VADM, RAN CN

/O Dec 18

HONOUR

a uniformed member to support the server tranche of work, Ia ver la a

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FOI 028/19/20 Item 2 Serial 7



Australian Government

Department of Defence Capability Acquisition and Sustainment Group

Minute

DEPSEC NNS & GMSUBS/OUT/2019/001

SEC	R1-5-Secretarys Suite
CDF	R1-5-CDF Office

For information: See Distribution List

# INDEPENDENT CRITICAL PEER REVIEW OF NAVAL WORKFORCE PLANNING – INTERIM REPORT SUBMARINES

1. The Independent Critical Peer Review of Naval Workforce Planning – Interim Report Submarines is enclosed for your information.

2. CN stated confidence in the report representing an accurate assessment of the current state of Navy's planning for the submariner workforce at CN/2018/OUT/847 of 10 Dec 18.

3. The interim report will form part of a larger body of work concerning the naval workforce required to meet the RAN's current and foreseeable needs out to the year 2050. This body of work, known as an independent Naval Workforce Review, is due to commence in February 2019.

4. My point of contact for the enclosed report and the Naval Workforce Review is CMDR Zoe Chadwick, RAN, Chief of Staff to DEPSEC NNS. She can be contacted on (02) 6266 0247 or at the email zoe.chadwick1@defence.gov.au.

s22 S.E. Johnson

DEPSEC NNS & GMSUBS CASG

R2-5-C056 x53148 Stephen.Johnson8@defence.gov.au

17 January 2019

# **Enclosure:**

 Independent Critical Peer Review of Naval Workforce Planning – Interim Report Submarines

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For information CN DCN DESPEC DP DEPSEC CASG GMSHIPS HFSP HNC FAS NNS DGSM AS SG&O AS SP&P

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Independent Critical Peer Review of Naval Workforce Planning Interim Report - Submarines

# INDEPENDENT CRITICAL PEER REVIEW OF NAVAL WORKFORCE PLANNING

**INTERIM REPORT** 

**SUBMARINES** 

Boyd Robinson, AM Rear Admiral RANR David Shackleton, AO Vice Admiral Rtd

11 December 2018

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## Independent Critical Peer Review of Naval Workforce Planning Interim Report – Submarines

Page: 1

# **Executive Summary**

Our review of the Navy workforce required to operate and support a force of 12 regionally superior sovereign design submarines has highlighted **s47C** issues reflected in key findings and recommendations:

٠	s33(a)(ii), s47C	
•	s33(a)(ii), s47C	
•	s33(a)(ii), s47C	
•	c22(c)(ii) c47C	
•	s33(a)(ii), s47C	
•	s33(a)(ii), s47C	
s33(a)(ii), s47C		
_		

At 1 July 2018 the submarine workforce was 780, which has met the target size required to maintain five Collins crews and operate the submarine force in a sustainable manner. While this is a remarkable achievement considering the starting base in July 2013 was just 497 personnel, sector.

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#### Independent Critical Peer Review of Naval Workforce Planning Interim Report – Submarines

Page 2

We believe one of the fundamental changes required is for officers of the submarine arm to be inducted, trained and retained in the submarine arm as a full naval career. The professional demands on these officers are such that they must be regarded differently from members of the wider Navy for their unique skills and experience. **S47C** 

For almost 50 years Navy has drawn its requirement for junior submarine officers from the broader Navy officer corps. In that context, having the right numbers of the right officers in the submarine arm was influenced by a variety of interests, not all of which helped grow the submarine arm in a controlled or professional manner. Prior to that, in the early period of the Oberon Class Submarine, officers were recruited 'off-the-street.'

Navy is again directly recruiting for submarine officers to complement direct recruiting that occurs for submarine sailors. Officers already serving in the Navy can continue to volunteer for submarine service. **s33(a)(ii)** 

Direct recruiting should be seen as a

positive change, but not one where Navy must lower standards to meet its targets. Direct recruiting needs to be supported through improved methods of suitability testing as a means of reducing training wastage.

s33(a)(ii), s47C

Submarine qualified engineering officers do not presently have a pathway to reach the rank of Commodore, which is a disincentive for officers who might choose submarine service as a rewarding career. **s33(a)(ii)** 

#### Independent Critical Peer Review of Naval Workforce Planning Interim Report – Submarines

Page 3

#### s33(a)(ii)

Navy is addressing this matter, but it requires urgency in its resolution.

As stated earlier, Navy plans to grow the uniformed submarine workforce to 940 by January 2025 to ensure effective support for six Collins Class submarines. After that the workforce will **535(a)(ii)** 

This number was developed by s33(a)

It is being confirmed by a detailed examination by Navy

of positions required ashore to support the future force.

Doubling the size of the submarine force, especially for officers and senior sailors, is a significant challenge that will require far-reaching changes to organisation and management of training, training systems, and a tight control of postings of all submarine qualified personnel – regardless of their specialisation. §47C

Navy must establish lead indicators to determine where timely leadership pressure and effort is required to maintain an effective workforce and senior sailors, and Warrant Officers particularly, must be educated and trained to be the mentors of their junior sailors and to guide young officers in their development.

High-fidelity simulators will increase the level of competence of individuals to support faster achievement of initial at-sea qualification. Even with sophisticated simulation, sea experience is required to complete the qualification process. Providing necessary sea experience for the increasing number of trainees entering the growing workforce \$33(a)(ii)

Navy life, as is the case with each of the Services, is demanding. But allowing individuals to balance their professional and personal lives is essential to meeting the expectations of modern (and typically young) Australians who have multiple career choices. Members of the submarine arm and, critically from a retention perspective - their families, will not unquestioningly accept that they must unconditionally sacrifice their own aspirations for the duration of their navy service - even in an all-volunteer force. Navy leaders who make this assumption will be completely misunderstanding the values and life goals of not only their people, but also broader expectations of work-life family balance that other careers offer.

Retention measures, as has been proven to be the case in other segments of the Services, must take into account the aspirations of individuals at different stages of their lives and careers. Being treated as an individual is the key to most of these issues. Financial retention measures have made a difference in stabilising and then growing the submarine workforce. But money is not the long-term primary solution. A simple and effective non-financial measure has been enforcing rules associated with respite from sea service.

#### Independent Critical Peer Review of Naval Workforce Planning Interim Report – Submarines

Page 4

Other retention initiatives can include advanced training, secondments to other like-type submarine organisations and, as appropriate, fast track promotions – all of which are part of active and personal career management. Nevertheless, continued application of targeted financial retention measures may be required to ensure achievement of the high rate of growth of the workforce going forward.

The transformation to a 12-boat force also demands new thinking in how submarine crews are formed, trained and supported, and how new submarines are crewed during the initial acceptance phase. Navy is developing a crewing approach for new ships referred to as "crew zero". This involves forming a standing acceptance crew, based in Adelaide, to bring each new submarine out of the build phase and through acceptance trials before handing over to the commissioning crew. Crew Zero will then move on to bring the second boat and subsequent boats out of build thus de-risking what is a critical activity for successful acceptance into service. Within the crew zero construct however, Navy must ensure that the actual commissioning crew takes full ownership of their submarine. Clear arrangements will need to be in place for timely transfer of 'ownership', possibly through the Director General of Naval Construction.

s47C

In parallel with expansion of Australia's submarine arm there is a growing understanding and requirement for greater expertise in submarine warfare across the entire ADF. The investment in Poseidon P8 aircraft by the RAAF and ADF intelligence capability are indicators as to just how important being expert in the field of submarine warfare is to Australia's strategic security posture. Much of that expertise will reside with and be developed by members of the submarine arm.

s47C

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#### Introduction

#### 1.1 Engagement to Review Naval Workforce Plans

1.1.1 This review commenced in March 2018 under the guidance of General Manager Submarines (GM Subs) with concurrence of the Chief of Navy (CN). Our terms of reference, as agreed between GM Subs and CN are at Annex. A. A list of those with whom we consulted in our review is at Annex. D.

#### 1.2 Context

1.2.1 This first part of the workforce review has focussed on submarines so that an interim report could be provided that might assist Defence implement an appropriate workforce plan to support a 12-boat submarine force. Having an understanding the nature and extent of analysis required for submarines will help define an approach to reviewing the planning for the surface workforce of the RAN should the Chief of Navy wish to pursue that task.

#### 1.3 Purpose

1.3.1 The purpose of this report is to evaluate the status of Navy workforce planning and achievement for the current and future submarine force. While APS members in CASG, and elsewhere, are essential to achieving the overall submarine capability, this aspect of the submarine workforce has not been reviewed in any detail.

1.3.2 Matters of supporting detail are contained in the relevant Annex.

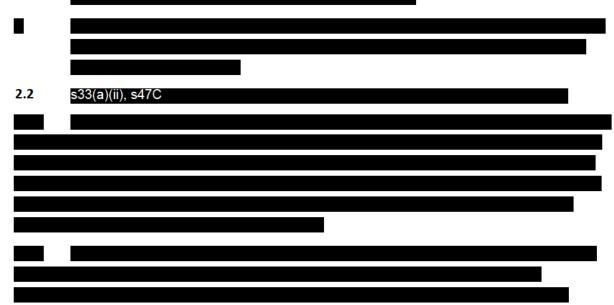
1.3.3 Our general methodology is described at Annex. B.

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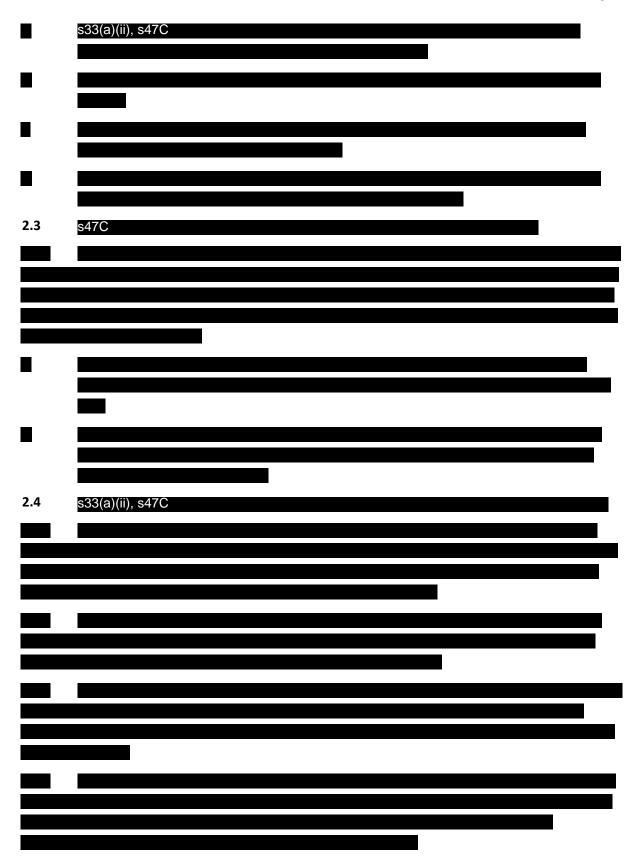


<sup>&</sup>lt;sup>1</sup> The Submarine Workforce Growth Strategy is supported and implemented by Plan Delphinus. It defines where the new positions are created within Defence's organisation.

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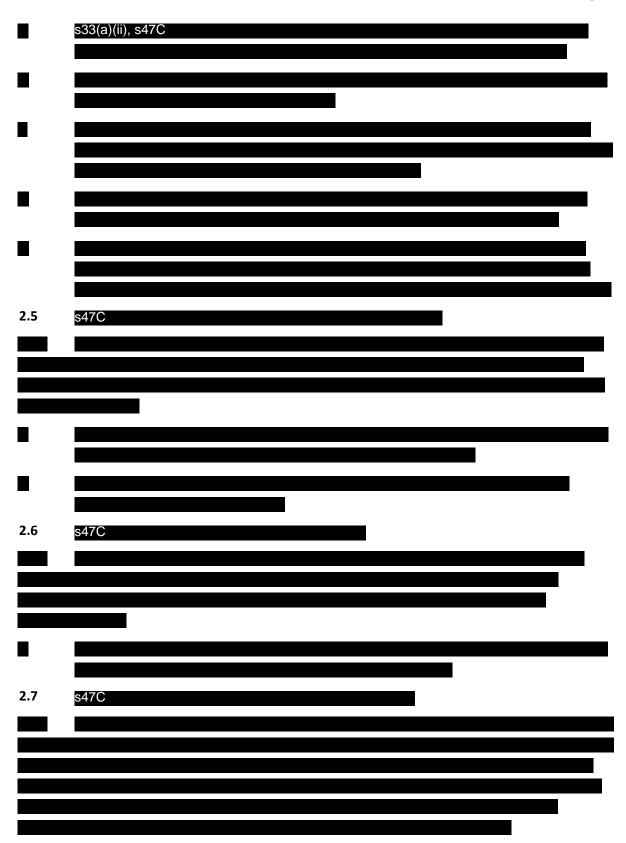
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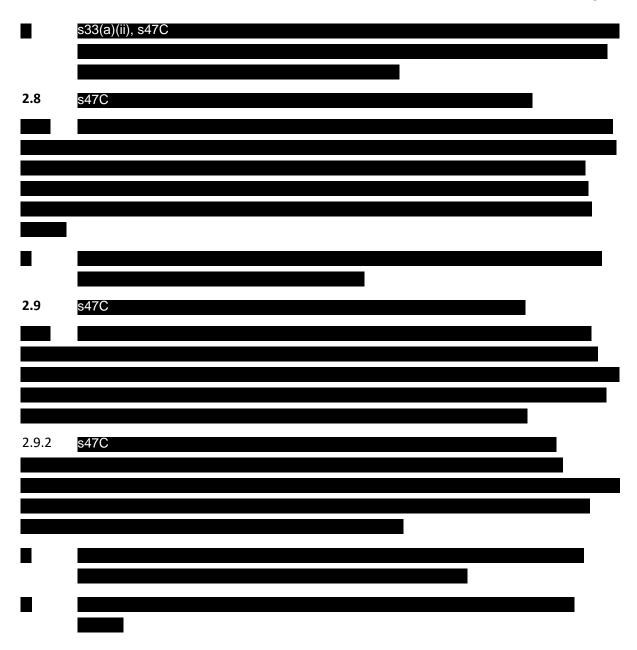
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#### 3 Transition from Collins to Future Submarine

#### 3.1 Summary

3.1.1 The Future Submarine Program is the largest funded Defence capital program in Australia's history. As a consequence, the importance of Australia's submarine capability to the security of the nation will increase significantly beyond that provided by the Collins Class submarine. Its national significance is underscored by the decision to grow a sovereign capability to modify a new design to meet Australia's needs. Australia has previously not had this capability and it is one confined to relatively few nations. Much international assistance is necessary and being provided by trusted sources to meet this challenge.

#### 3.2 Strategic Context

3.2.1 Government has determined that Australia requires regionally superior submarines. They are to have a high degree of interoperability with the United States to provide an effective deterrent, which includes making a meaningful contribution to anti-submarine operations in our region. The core roles of Australian submarines are: anti-submarine warfare; anti-surface warfare; intelligence, surveillance and reconnaissance and support for Special Forces.

3.2.2 By their nature, submarines are covert and require comprehensive intelligence support to maximise their impact. Their secretive nature also contributes to it being problematic for those without a background in submarines to comprehend the extent of the difficulties and risks that must be overcome in order to achieve mission success. A balance of confidentiality and open assessment must be struck to ensure the resource demand is expressed clearly and used wisely.

3.2.3 Submarines necessarily require a specialised and highly professional work force and need extensive support from multiple Government organisations and appropriate allies, academia and industry. Each element requires development and investment over the long-term to maintain a strategic advantage and build regional superiority. Collectively, such an arrangement can be regarded as the Australian submarine enterprise, and it will be markedly different to that which existed both conceptually and in practice for the Collins class capability. The challenge to create such an enterprise is great, and the cost is commensurate. A whole-of-government arrangement is now being applied to building the national institutional capability necessary to ensure success.

3.2.4 To deliver the capability required, the submarine workforce (ADF and APS) must grow progressively from operating and supporting six Collins Class submarines (CCSM), to building, operating and supporting 12 future submarines (FSM) and the submarine enterprise. Industry and academia must be harnessed, and potential members of the submarine arm given positive encouragement, to build a rewarding career in a modern and professional element of the RAN.

#### 3.3 Transition from Collins to Future Submarine

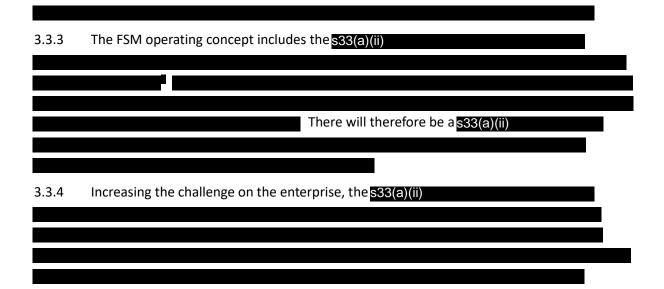
3.3.1 The current squadron of six CCSM are home ported in HMAS *Stirling* where they are supported by a variety of functional elements and managed through the Submarine Squadron Headquarters. Of the six, three boats are expected to be available consistently for tasking and a

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fourth either available or in short-term maintenance. The remaining two submarines will be in longer term maintenance, typically conducted in Adelaide.<sup>2</sup>

3.3.2 The area surrounding *Stirling* is home to most of the members of the submarine force and their families, but the primary area of recruiting takes place in eastern Australia. This provides challenges for how the Arm will manage a significantly expanded workforce that will come through doubling the number of submarines. **547C** 



- which is not a consideration of this

review.

<sup>&</sup>lt;sup>2</sup> The CN 10 Product Statement for submarines sets the materiel status required to be delivered by CASG

<sup>&</sup>lt;sup>3</sup> This refers to the intent to operate submarines on s33(a)(ii)

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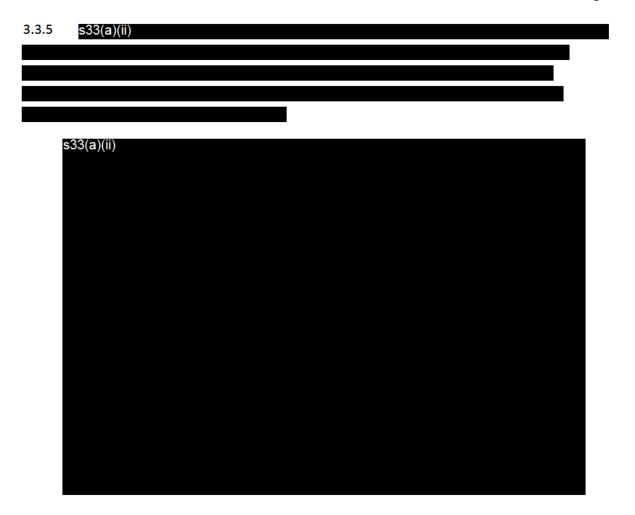


Figure 1: Collins Class Transition to Future Submarine 2030-2055<sup>4</sup>

<sup>&</sup>lt;sup>4</sup> Calendar years.

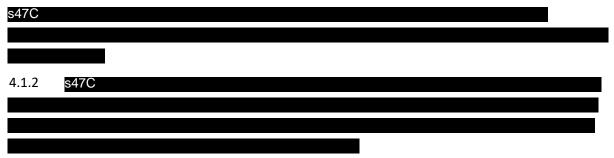
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#### 4 Governance of the Submarine Arm

#### 4.1 Summary

4.1.1 Navy's transformation from a Collins focussed capability to one based on the FSM will require a myriad of important and time critical capability management decisions over many years.



#### 4.2 Overview

4.2.1 Submarines are a strategic capability requiring a management arrangement that reflects their purpose and uniqueness. Submarines are arguably the most complex capability maintained in Navy and they need to be managed in a manner commensurate with Government expectations of their availability and professional standards. **S33(a)(ii)** 

4.2.2 The scale and pace of change to take place in the operational submarine force and the Defence submarine enterprise over the next 20 years and beyond is as great as any organisation can undergo. The whole-of-government strategy being adopted has brought with it the position of Deputy Secretary National Naval Shipbuilding in the Department of Defence and considerable change is to be expected in other government departments, industry and academic institutions to achieve success.

4.2.3 Navy is a central element in all of this endeavour and the transformation of the submarine arm and its significant growth will be highly challenging in many dimensions. While there are many contributors and collaboration will be essential, strong leadership is needed.

#### 4.3 Governance Considerations

4.3.1 Management of the delivery and risks associated with evolution of the submarine force is necessarily shared across Navy, multiple groups in Defence, as well as in industry – and increasingly - academia. Transformational change of the Navy's submarine arm is taking place, which requires its leadership to both shape and adapt to the needs of a wide range of participants from government, industry and academia – the Australian submarine enterprise.

4.3.2 Strong leadership in CASG is being provided through the clear accountability of GM Submarines to Deputy Secretary CASG and through Deputy Secretary National Naval Shipbuilding to the Secretary and CDF. Navy's accountability framework is less clear in that there is no single point of

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responsibility. Instead it is delivered through an arrangement of matrixed responsibilities that ultimately provide advice to CN.<sup>5</sup>

4.3.3 Navy's Director General Submarines (DGSM), a command qualified submariner in the rank of Commodore, is Head of the Submarine Profession. As a member of the RAN's Capability Division and based in Defence HQ (Navy) Canberra, DGSM is responsible for:

- a. Advice to others as CN's submarine Capability Manager's Representative (CMR).
- b. Advice to HNC (Rear Admiral) for operational capability requirements associated with all Fundamental Inputs to Capability (FIC), including workforce demands.
- c. Managing funding lines and monitoring CASG achievement of sustainment outcomes for CCSM via the Materiel Sustainment Agreement CN10.
- d. Advice to HNPAR (Rear Admiral) for all submarine workforce personnel policy matters, having consulted with Director General Naval People (DGNP), Commodore Training (COMTRAIN) and others as necessary.
- e. Close consultation with the Head Future Submarines (HFSM) in CASG (Rear Admiral) to ensure there is a tight linkage between CN's requirements and those to be delivered through the FSM Project (SEA1000). This liaison also includes ensuring continuity of inservice capability of the CCSM to meet extant requirements.
- f. Acting as the advisor to HNC and others across Defence for joint capability matters on antisubmarine warfare.

4.3.4 DGSM has no formal responsibilities to the Fleet Commander (Rear Admiral) who has responsibilities for collective training and operational standards. The conduct of specialised submarine operations rests with Chief of Joint Operations (CJOPS) via a specialist SM staff and DGSM has no direct authority in this chain of command.

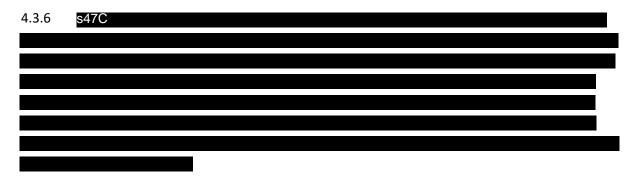
4.3.5 Notwithstanding these arrangements, as the RAN's senior submariner who manages Australia's international submarine relations on behalf of CN,<sup>6</sup> DGSM is expected to provide a channel of senior and highly experienced operational advice to CN. We note however, that

<sup>&</sup>lt;sup>5</sup> See ANP1001 Navy Governance Direction and ANP2800 Seaworthiness Governance for Naval Capabilities

<sup>&</sup>lt;sup>6</sup> It is beyond the scope of this review to remark on DGSM's role in managing classified agreements and arrangements for which advice is provided to CN and others concerned.

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#### 5 Consolidating the Collins Class Workforce

#### 5.1 Summary

5.1.1 Achievement of growth in the submarine workforce against targets, in numerical terms, has broadly been successful and is summarised in Figure 2. DGSM is managing the current workforce intensively and is confident of achieving the required annual workforce growth, albeit with shortfalls in some categories **533(a)(ii)**, **547C** 

5.2 Submarine Workforce Growth Strategy 2014-2025

5.2.1 CN promulgated the Submarine Workforce Growth Strategy 2014-2025 (SWGS) in 2014<sup>7</sup> with a clear intent to complete the recovery of the CCSM uniformed workforce to a sustainable level and to provide a solid base from which to grow the FSM workforce. SWGS requires the workforce to grow from 497 in July 2013, to 940 by June 2025.



Figure 2: Submarine Workforce Growth 2015-2025 – Required and Achieved

#### 5.3 Recruiting

5.3.1 Recruiting results for the submarine arm in the period 2013-2018 are shown in Table 1 below and \$33(a)(ii)

are addressed in more detail in section 6 on page 23.

<sup>&</sup>lt;sup>7</sup> Chief of Navy Submarine Workforce Strategy 2014-2025 dated 15 October 2014 page 1

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#### Table 1: Recruiting Target Achievement 2013-2018

#### 5.4 Retention

5.4.1 The crew of Collins was originally designed so that most personnel were in two watches for the entire time at sea.<sup>8</sup> The intention was to minimise manning, but the outcome was that crew members quickly became fatigued and little time was available for the essential additional tasks which must be accomplished to be operationally effective. An unintended further consequence was that the experiential learning possible through being at sea in unpredictable circumstances was constrained through limiting the numbers who were embarked.

5.4.2 A major contributing factor to the workforce fragility has been the demand for sea-time. An already small number of people were frequently confronted with an inability to balance their professional and personal lives with family and necessary training, and to hold non-seagoing jobs either in the submarine community, or elsewhere. The paradox being that one of the current principal drivers for a high operating tempo is to train and develop the increased workforce, with the unintended result being that retention of the current workforce can be adversely impacted.

5.4.3 In 2009 the Collins scheme of complement was increased from 48 to 58 to help alleviate the workforce issues impacting on submarine availability.<sup>9</sup> Along with a shore-based Submarine Support Group, the added flexibility of the increased crew has significantly reduced the number of 'Operational Reliefs' (temporary replacement of a sea going crew member) required from shore positions. This was a good initiative.

5.4.4 Retention of submarine trained officers and sailors has accordingly been the subject of important initiatives, most notably the deliberately differentiated workforce package developed to provide incentives for that purpose. Although the package incorporated a monetary provision of up

<sup>&</sup>lt;sup>8</sup> The term means that individuals are either at their operational position 'on watch'; or sleeping, eating or otherwise resting when 'off-watch'. In some circumstances those off-watch are required to support those on-watch, thereby losing their opportunity to be rested. This cycle is highly unsuitable for ensuring that individuals can satisfactorily meet high standards of concentration for extended periods.

<sup>&</sup>lt;sup>9</sup> Environmental factors such as managing CO2 and total air quality means that each CCSM is limited to embarking a maximum of 60 personnel.

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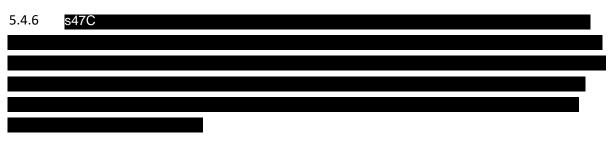
to \$50,000 and was dependent upon the length of sea service, its predominant features were non-financial. In overall terms they included:

- a. enhanced career management strategies including respite postings,
- b. improved career enhancement opportunities,
- c. leave remediation measures to reduce leave balances,
- d. block leave periods for submariners,
- e. increased recruitment to ensure a fully staffed Submarine Support Group, and
- f. a Submarine Capability Payment to stabilise existing workforce and attract new members.

5.4.5 Anecdotal evidence in the submarine arm is that retention measures introduced through the 2014 initiative have been successful and are viewed as providing confidence to members that their service is valued. Table 2 shows separation rates over the period 2013 to 2018 and includes a comparison to the overall separation rates for officers and sailors across the Navy. The figures for 2018 show that officer and sailor separation rates for the submarine arm are lower than those for the Navy as a whole.



Table 2: Separation Rates 2013 – 2018



#### 5.5 Assessment of Submarine Suitability

5.5.1 The submarine workforce is characterised by skills and competencies unique to its operating environment. Serving in a submarine is generally more demanding than serving in a

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surface ship and for this reason service in the submarine force is on a voluntary basis. Navy has recognised that it will not meet its future workforce targets through traditional methods of internal transfers from other work groups or communities<sup>10</sup> and this will require a much greater reliance on external recruitment and more positive methods of attracting potential submariners. Direct recruiting, especially of officers, is expected to increase the probability that the submarine force can meet its workforce targets and represents a fundamental change to the current approach of lateral transfer adopted for the past 50 years.

5.5.2 For both officers and sailors, submarine *volunteers* are now identified at time of recruitment, although this is a relatively new policy for officers. Actual submarine *suitability* testing however, presently occurs later in the training continuum. For an ADFA officer entry this can occur during their academic studies but is often after considerable investment in training and development has already been incurred.

5.5.3 For submarine sailors in warfare workgroups, suitability testing occurs on completion of recruit training, but for technical, communications and logistics sailors it may not occur until completion of workgroup specific training, which can be up to a year after entry into the RAN. Considerable investment may therefore be lost if a sailor fails the rigorous submarine suitability testing and training because there is not always opportunity for these sailors to complete their specialist training and qualification in the surface fleet.

5.5.4 These weaknesses have been recognised and Navy is making changes to this approach so that submarine suitability testing can occur before basic recruit training commences and before officers join ADFA or RANC. This will greatly assist planning and achieving forecast throughput of trainees. It is also expected to have a positive impact on retention of those who join as submariners.

#### 5.6 Monitoring Workforce Status – Need for Lead Indicators

5.6.1 In 2016 Navy implemented the Submarine Personnel Proficiency Framework Business Rules to assist with implementing SWGS. These rules define different levels of personnel capability and readiness to meet Service needs (levels 1 to 8). The Framework is accompanied by a 'Submarine Workforce Dashboard' which tracks in detail the monthly status of the submarine force measured against Key Performance Indicators (KPI).

5.6.2 Navy's cohort of submarine officers and sailors are tracked by competency and progression through training stages to meet overall workforce targets. This method permits tracking of individuals regardless of their method of entry and ensures targets for known requirements are capable of being followed over time. So far however, \$33(a)(i)

5.6.3 Understanding the minimum number of recruits required each year to provide the annual minimum of qualified submarine officers and sailors needed to sustain the workforce can be a key lead indicator. These annual numbers should be monitored, and shortfalls extrapolated to likely future workforce deficiencies. This could provide a capability impact predictor of sorts and provide a

<sup>&</sup>lt;sup>10</sup> Navy Strategic Workforce Plan 2018-2023 page 6

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stimulus for pre-emptive management intervention. The rank by rank structure of the submarine workforce for CCSM (the workforce pyramid) is explained Annex. C.

5.6.4 Navy workforce planning by its nature is a long-term activity supported by sophisticated modelling tools to forecast demand at various stages of the career continuum. <u>s33(a)(ii)</u>, s47C

5.6.5 The dashboard is in the course of re-design to be more useful, but it is underpinned by comprehensive data drawn from Navy resources and PM-Keys via the DPG. Notwithstanding the substantial data being collated by COMSUB and DGSM, its collection is dependent upon a small number of personnel with such expertise, and hence appears to be fragile in terms of being continuously able to support ongoing decision making. Extrapolating the data for this review proved to be time consuming and complex because it is recorded in numerous data locations and formats under control of different people whose assistance was required for its interpretation and analysis.

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#### 6 Command Qualified Officers

#### 6.1 Summary

6.1.1 s33(a)(ii), s47C

#### 6.1.2 s33(a)(ii)

#### 6.2 Background

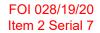
6.2.1 Sea-going experience is the key factor in ensuring the submarine arm is professional and submarine command qualified officers are its sea-going leaders. Of those most important in the submarine workforce for having a functioning sea-going operational capability, these officers are the most critical. Their preparation for command assessment occurs throughout their formative years (as summarised generally in Table 3) and is intended to equip them adequately for the Submarine Command Course (SMCC).<sup>11</sup> **S33(a)(ii)** 

Rank	Posting	Sea	Shore
SBLT	<b>Communications Officer</b>	24	
LEUT	Navigation Training		3
LEUT	Navigating Officer	24	
LEUT	SM Warfare Training		6
LEUT	Shore Posting		12
LEUT	Sonar Officer	12	
LEUT	Operations Officer	12	
LCDR	Post SMWO		24
LCDR	XO	24	
LCDR	Post XO		24
CMDR	Command	24	
	Months	120	69
	Ratio	63.5%	36.5%

#### **Table 3: Idealised SM Warfare Career Progression**

6.2.2 SMCC is a highly demanding practical examination at sea in a complex operational context. SMCC has been validated as meeting the needs and high standards of the RAN, but failures by

<sup>&</sup>lt;sup>11</sup> SMCC is colloquially known as 'Perisher'.



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officers from the RAN and the Royal Netherlands Navy (RNLN) are not uncommon.<sup>12</sup> High failure rates can usually be attributed to inadequate formal preparation and experience before undertaking the examination. **s33(a)(ii), s47C** 

6.2.3	s33(a)(ii)
6.3	s33(a)(ii)
6.3.1	As a long run average, <mark>s33(a)(ii)</mark>
C	
5	33(a)(ii)

Figure 3: RAN Submarine Command Course Results 2008-2017



SMCC is undertaken by RAN officers in conjunction with the Royal Netherlands Navy (RNLN) utilising a conventional submarine in service with that Navy. It is based upon the course originally developed by the Royal Navy (RN) and attended by both the RAN and RNLN until the RN became an all-nuclear submarine force.

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6.3.4 The current pipeline of officers who are eligible to complete this pathway is shown in Table 4, <mark>s33(a)(ii)</mark>

s33(a)(ii)	
Tabla	1: Submarine Warfare Officer - Pineline 2018

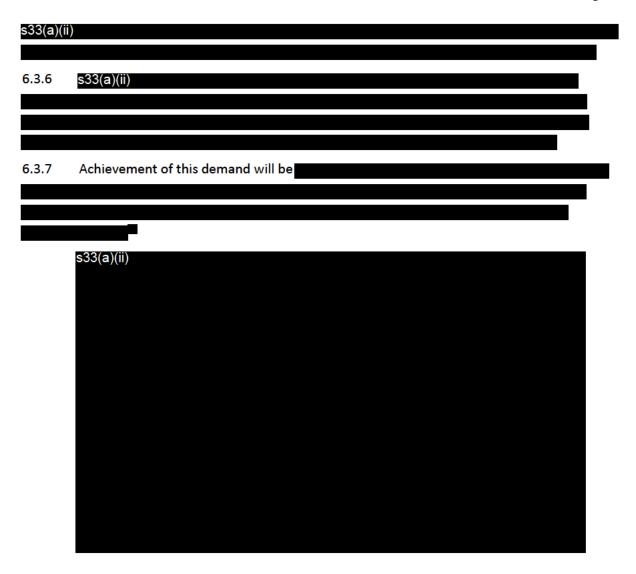


6.3.5 s33(a)(ii)

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#### Figure 4: SMCC Demand 2019 - 2055

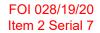
## 6.4 - Project Aegir

6.4.1 DGSM proposed, and DCN agreed in August 2018 to implement Project Aegir<sup>14</sup> to drive improvement in managing the demand and provision of SM Warfare Officers.<sup>15</sup> DGSM is the Project Director. The project includes investigation of new recruiting initiatives and increasing the numbers of officers in the CCSM crew. Overall it is intended to change how submarine officers are selected for

#### <sup>13</sup> s33(a)(ii)

<sup>&</sup>lt;sup>14</sup> DCN Directive 7/18 to DGSM dated 24 August 2018. (In Norse mythology, Aegir is the god of the sea, both worshipped and feared by sailors.)

<sup>&</sup>lt;sup>15</sup> Independent Review into Submarine Command Development dated 02 March 2018 recommended establishment of such a project. DGSM has leadership of this activity.



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and prepared for SMCC, thereby increasing the number of submarine command qualified officers to that required in the 2030's and beyond as shown in Figure 4.

6.4.2 The difficulty of s33(a)(ii)

makes this

a particularly difficult challenge to meet.

6.4.3 Those who do not achieve submarine command remain a source of highly qualified and experienced officers who still have an important role in the Service. These officers can have meaningful careers, including in the area of acquisition as addressed at paragraph 9.3 of this report. Retention and requalification of these officers is an important part of developing the overall submarine workforce required to build and introduce into service a new class of submarine and management of the submarine enterprise.

6.4.4	s33(a)(ii), s47C
6.5	
0.5	s33(a)(ii), s47C



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6.5.2 Submarine command training and qualification is very expensive in terms of the numbers of naval and other assets, such as helicopters, ships, maritime surveillance aircraft and other submarines, that need to be assigned to support the training course. **s33(a)(ii)**, **s47C** 

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#### 7 Growing the Future Submarine Workforce

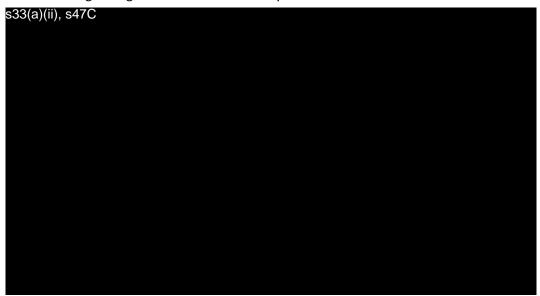
7.1 Summary

7.1.1 s33(a)(ii), s47C

7.2 Size of the Future Submarine Workforce

7.2.1	s33(a)(ii), s47C		
7.2.2	s33(a)(ii), s47C		

7.2.3 Navy's managed growth of the submarine workforce has so far given it confidence it can meet its recruiting and training targets to man the CCSM force, but it already recognises that changes have to be made in growing the workforce necessary to transition from six to 12 submarines.



#### Figure 5: SM Workforce Growth 2025 – 2050

16		<u> </u>		
10	< <u>2</u> 31	all	(III)	s47C
	300	u	, <b>1</b>	5410

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7.2.4 The growth required in the period 2019 to 2035 and capacity of the submarine training system to meet the demand is shown in Figure 5. The green line represents the smoothed workforce demand. The blue dotted line shows that through utilising existing training methods with a separation rate of  $\frac{33(6)}{10}$  the estimated nett workforce that can be generated will be around  $\frac{33(6)}{10}$  personnel.

7.2.5 This problem is recognised, and improved methods are being developed which are estimated to enable a throughput to reach (333(a)(ii)) personnel should it be needed. The net supply is sensitive to (333(a)(ii)) and Table 5 demonstrates the estimated difference and (333(a)(ii))

is incurred.

s33(a)(ii)			

Table 5: Net Workforce with Separation Rates

7.2.6 Development of a structure based on actual positions required in the future force is still in its infancy, hence the primary means of determining the size of the future workforce is application of the sea to shore ratio. Nevertheless, Navy planners have shown by thorough analysis of the positions required to man and support the CCSM that using the sea to shore ratio provides a good estimate of the workforce required. CCSM experience has shown that maintaining this ratio is the key to managing recruiting and retention of the workforce.

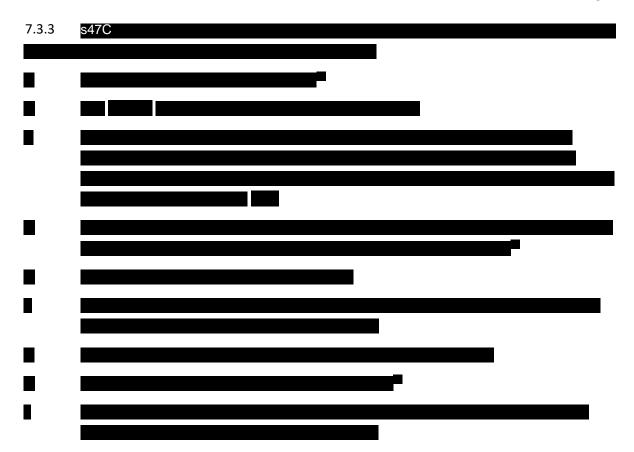
#### 7.3 Planning Considerations

7.3.1 The increase from six to 12 boats is unlikely to result in a simple linear doubling of numbers of those in job families and ranks. This is because other factors associated with formation of a submarine arm which, relative to that of the CCSM, will have a much greater role in the ADF's strategic and warfighting capability is also involved. This is discussed further at paragraph 7.3.8.

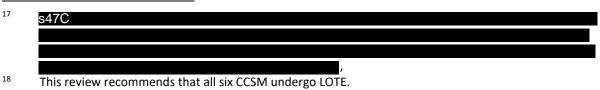
7.3.2 The transition from CCSM to FSM will be protracted but will be managed to ensure that sufficient boats are available to meet operational demands, and the workforce is able to train and conduct necessary preparations to man the FSM. This will be a complex task that will require careful planning to adapt the skills of the workforce because each version of the FSM is likely to incorporate some modifications not installed in its predecessor.

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7.3.4 Navy is undertaking an in-depth review of the organisation structure of the submarine arm to inform and refine its workforce demand for the future. Amongst other outcomes, there is expected to be an increase made to the Submarine Support Group to facilitate the provision of short notice operational reliefs.<sup>22</sup> The practice of drawing operational reliefs from any available source of shore posted individuals, including those who had been promised a stable period of respite from the demands of sea service has been a major source of discontent that was directly related to increased separation rates.



<sup>&</sup>lt;sup>19</sup> This assumption is currently being reassessed in that it is regarded as an inefficient way to manage the personnel involved.

<sup>22</sup> Short notice operational reliefs are generally expected to cover a temporary vacancy in a critical position in a submarine's crew that cannot be met by normal posting action. The notice provided for the relief can be from mere hours to several days.

<sup>&</sup>lt;sup>20</sup> Current planning is assuming that the <sup>333(a)(ii)</sup> ratio adopted for CCSM crewing will be adequate but is subject to further analysis.

<sup>&</sup>lt;sup>21</sup> The overall Navy 2023 target for female participation is 25% (currently around 21%). Current submarine female participation rate is around 10%.

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7.3.5 Experience with the submarine force of enforcing a policy of shore respite has demonstrated improvement in retention figures and achieving that outcome points to the importance of ensuring that work-life balance is achieved by RAN personnel. Analysis of historic data on the use and need for operational reliefs will support a more efficient approach to calculating the number of personnel required as operational reliefs. A further benefit of this work will be greater confidence that shore positions utilised by members of the submarine arm will have real value to the submarine enterprise and will add credibility to workforce planning estimates.

7.3.6 The composition of Defence and industry elements of the submarine enterprise are presently evolving but experienced submarine qualified officers and sailors will need to be embedded in this enterprise. Current experience with management of the FSM project also shows that multiple officers of Captain and Commodore rank will need to be part of the intended continuous cycle of designing and constructing submarines for the RAN.

7.3.7 Career planning for submarine engineering officers must improve for this requirement to be met. These officers do not have a sustainable career structure and currently have no pathway designed into their career planning arrangements to reach the rank of Commodore – a significant deterrent for any officer considering a long-term career in the Navy. s47C

7.3.8 The following factors will also contribute to the demand for experienced submariners across Defence that should be considered during development of SWDP 2050:

- a. The increased technical and professional sophistication of the submarine force to ensure that it is regionally superior will place demands on its further development, and the workforce skills of those associated with supporting the force. Education and suitability standards will need to be verified against that needed to exploit very advanced technologies and concepts.
- b. The realisation of a theatre ASW capability by the ADF will bring greater demands for ASW expertise in both Navy and associated ADF elements such as RAAF and the intelligence community.
- c. Generating the requirements and management of the differing configurations of the FSM will require a continuing presence of skilled senior sailors and officers for that undertaking.
- d. International considerations may serve to increase the degree of interaction between the RAN and other navies to meet mutual interests.

#### 7.4 Guaranteeing Respite from Sea Service

7.4.1 The submarine arm needs a formal framework around providing guaranteed shore respite periods while still being able to meet unforeseen and urgent vacancies in sea going positions. Navy is developing an approach to operational management of the workforce in structural terms of three

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components of Ready, Resetting and Readying. This method has been used to apparent good effect by Army for many years.

7.4.2 Adoption of a policy to meet the concept of Ready, Resetting and Readying, has yet to be approved by Chief of Navy, but modelling is occurring. **s33(a)(ii)**, **s47C** 



7.4.3 A first impression of this methodology might be that it will involve additional people and the associated cost of a larger workforce. But the analysis above is based on the workforce already agreed as required for long term sustainment of the Collins Class. The important difference is that this methodology brings a discipline to the application of the sea to shore ratio as it has always been intended – to provide respite from the demands of serving at sea. As discussed elsewhere in this report, predictable and stable time ashore is a crucial aspect of retention of personnel.

#### 7.5 Increasing Training Throughput

7.5.1 Current training arrangements require that an individual, on completion of all prerequisite submarine training, spend a period of s33(a)(ii) at sea in a training role before they can be awarded their full submarine qualification. Throughput for this element of training is constrained by the availability of accommodation for trainees on board a submarine and this limits the growth of numbers of qualified personnel. Accommodation varies depending on operational commitments, but there is typically space available for s33(a)(ii).

7.5.2 Evaluation of simulation and associated methods used by the surface force to overcome a long-standing shortage of bridge warfare qualified officers is expected to lead to adoption of a similar system for submariners. In summary, high fidelity simulators can put an individual, officer or sailor, through demanding circumstances to ensure a particular standard has been met before joining a submarine. Such a person should, with less supervision than a trainee requires at present, then be capable of becoming fully competent. In other words, they will receive an endorsement of competency through filling junior billet positions and achieve award of their submarine qualification upon satisfactory performance in that role. Table 5 shows how s33(a)(ii)

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7.5.3 The RAN is drawing upon the experience of other navies in regard to this approach, but its application is currently viewed with optimism as a means of reducing the training continuum to a more manageable result without a loss of skills. There is no suggestion however, that simulation is regarded a substitute for sea-going experience. Rather, simulation permits people to be ready to serve at sea and prepares them to achieve higher standards.

#### 7.6 Flexibility through the Total Workforce Model

7.6.1 A new approach to assist with maintaining the required level of uniform personnel in the ADF is the ADF Total Workforce Model (TWM). This model has several Service Categories<sup>23</sup> that provide an ability of Service members to mix and match part-time and full-time service to meet the needs of the Service. It provides for a very flexible approach to workforce management allowing uniformed personnel to gain experience in the private sector and bring that experience back into a naval environment.

7.6.2 CN has expressed a view that such a model provides Navy with a much-needed way to provide worthwhile employment to members of the Navy when they are not engaged on sea-going responsibilities. This particularly applies to giving meaningful employment to the more junior members of the Navy, especially technical sailors whose continuing skills development can benefit from such experience.

7.6.3 This model has much potential in the submarine enterprise to make best use of submarine experienced uniform and civilian personnel to meet the changing profile of construction and sustainment. The CEO of ASC indicated that he supports embedding naval people in his organisation if they can be productive with little or no additional training or experience. We are also aware that Navy has an active programme with <u>s33(a)(ii)</u> to provide productive employment and skills development for submarine communications personnel.

#### 7.7 Submarine Workforce Development Plan (SWDP) 2050

7.7.1 Submarine Workforce Development Plan (SWDP) 2050 is being developed to replace SWGS 2014-2025 and become the workforce roadmap to the year 2050, providing the basis of building the workforce to both operate CCSMs, and fully transition to the FSM.<sup>24</sup> SWDP 2050 will be aligned with the Defence Strategic Workforce Plan (DSWP) and will comply with the Australian Standard for Workforce Planning (AS 5620).

7.7.2 Updates are intended as circumstances evolve, but continuous intensive management will be required to ensure outcomes are reached. SWGS provides the basis for SWDP 2050 with a planned milestone to achieve an actual submarine workforce of 940 by January 2025 to enable transition to a two-class structure.

<sup>&</sup>lt;sup>23</sup> Service Categories 1 to 7. Categories 3 to 7 have Service Options (SERVOP) ranging from part time to full time service.

<sup>&</sup>lt;sup>24</sup> Draft Submarine Workforce Development Plan dated May 2018. This Plan has not been approved and is in its formative stages.

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7.7.3 A submarine command qualified Captain, added to the staff of DGSM in early 2018, is embedded in the Navy People Branch where he is able to participate in workforce development matters, including the conduct of applicable research to inform decisions. Research on submarine workforce matters is now being conducted in sufficient detail to provide the necessary support.

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#### 8 Forming the First FSM Crew

#### 8.1 Summary

8.1.1 Navy is developing an approach referred to as "crew zero" that will form a standing acceptance crew, based in Adelaide, to bring each new submarine out of the build phase and through acceptance trials before handing over to the commissioning crew. The kernel of this crew should be formed in sea.

#### 8.1.2 s33(a)(ii), s47C

#### 8.2 Crew Zero Concept

8.2.1 The transformation to a 12-boat force demands new thinking in how submarine crews are formed, trained and supported, and how new submarines are crewed during the initial acceptance phase. **§33(a)(ii)**, **§47C** 

Experience with the Collins building program as changes to the schedule were encountered contributed to serious family disruption and was the source of considerable dissatisfaction of crews and their families. Family dislocation should be avoided wherever possible.

8.2.2 While the first of class commissioning crew may pave the way with developing operating procedures, each subsequent new submarine crew is essentially re-learning the same lessons as the crew of the first vessel. Navy is developing an approach referred to as "crew zero" that will form a standing acceptance crew, based in Adelaide, to bring each new submarine out of the build phase and through acceptance trials before handing over to the commissioning crew.

8.2.3 This "crew zero" will then move on to bring the second boat and subsequent boats out of build thus de-risking what is a critical activity for successful acceptance into service. **s47C** 

# 8.2.4 Crew zero will create an environment for the rapid development and retention of Navy familiarity and understanding of new capabilities as they are being built. It will provide a consistent approach to testing and acceptance thus reducing risk associated with this critical activity. To implement the crew zero concept, Navy planners envisage a standing workforce establishment at Osborne, SA and Henderson, WA. Key personnel would undertake postings of not less than three years duration to ensure knowledge is retained across more than one delivery cycle.

#### 8.2.5 s47C

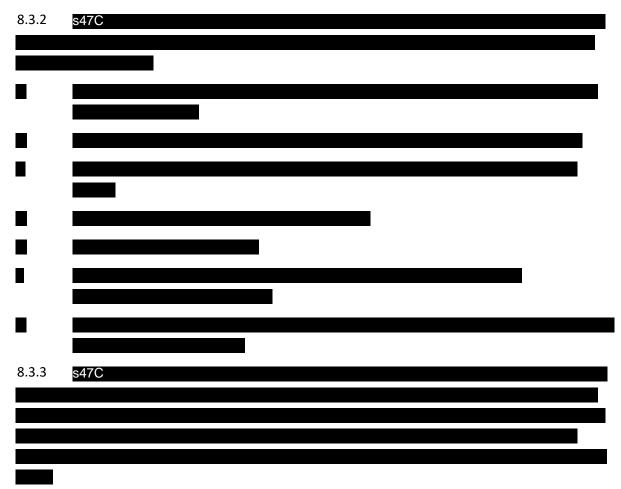
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#### s47C

#### 8.3 Submarine Squadron Arrangements

8.3.1 The RAN's submarine squadron structure has evolved from an RN model established to support the Oberon Class in the 1960s. Introduction of the Collins Class, and the self-reliance needed by the RAN to support its uniqueness, has logically led to further changes, resulting in the present arrangement. With the introduction of FSM, simultaneous operation of CCSM, and the likely conduct of a difficult LOTE program, current squadron arrangements need to be assessed for their adequacy.



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# 9 Acquisition and Sustainment Workforce

## 9.1 Summary

9.1.1 The CASG submarine workforce needs to grow progressively over the next 15 years in a manner that matches a steady demand state and supports appropriate skills development. It is an integrated workforce comprising APS, Navy and embedded contractors. **s47C** 

## 9.2 CASG Integrated Submarine Workforce

9.2.1 APS and Navy members of the submarine workforce in CASG (supported by DSTG) provide the long-term knowledge and expertise needed by Defence to manage the acquisition and sustainment of platforms and systems of both the CCSM and FSM. As the submarine enterprise continues to evolve, so too will the requirement for a range of highly qualified and experienced professionals from the ADF, APS and industry – and academia.

9.2.2 People from each group will need to be interchangeable as needs change and experience grows. While initial impetus for FSM acquisition planning is supported heavily by contractors, transition to a higher proportion of APS and Navy people in CASG is required to build Defence's corporate expertise. Within this construct, peak loads for design, construction planning, and construction management of the FSM will be met by short term engagement of contractors.

9.2.3 Navy has embedded uniform personnel in CASG to ensure critical seagoing expertise is provided at all stages of the FSM design and build while continuing to support CCSM sustainment and upgrades. s47C



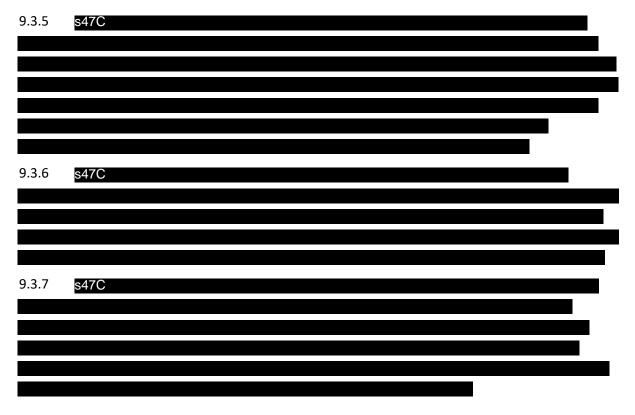
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9.3.3 While Navy does contribute uniformed people to most maritime acquisition and sustainment activities, this does not appear to occur with any forward planning or pre-qualification. Navy has however, used various schemes to qualify officers for employment in specialised shore positions, particularly for post sea-charge/sea command officers.

9.3.4 In 1990 the RAN Officer Career Study Report (ROCS) recommended 'Materiel' as a 'functional' post seagoing career element. Since ROCS was implemented, both Navy and Defence have experienced many reviews with the common theme of civilianising and outsourcing much of its shore-based support activity. This has particularly been the case for acquisition, engineering services and logistics, to the extent where Navy now has few officers qualified or experienced in ship acquisition, and even less in its subset of shipbuilding.



<sup>&</sup>lt;sup>25</sup> Along with experienced civilian submarine engineers in CASG, supported by highly skilled engineers and scientists in DSTG.

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### Annex. A Terms of Reference for a Naval Workforce Review

The Naval Workforce Review Team (VADM Shackleton and RADM Robinson) is tasked by CN and GM Subs to review workforce planning in accordance with the following terms of reference:

- a. Review and assess Navy, Australian Public Service and industry, workforce plans for ships and submarines, including but not limited to:
  - (i) mapping workforce strategies against current project schedules and expected life of type operation and sustainment requirements;
  - (ii) recruitment and retention strategies to meet current and future workforce requirements;
  - (iii) skill profiles and training strategies to meet current and future workforce requirements; and
  - (iv) alignment with Navy Strategic Workforce Plan and Submarine Industrial Workforce plan.
- b. Recommend a reporting methodology to track workforce growth, development and performance against workforce strategy and key performance indicators.
- c. Review and assess current workforce related policies and procedures, and recommend changes to ensure future workforce outcomes are able to be achieved, including but not limited to;
  - (i) Leveraging Navy Workforce Models (Futura tool);
  - (ii) Ship Zero Concept; and
  - (iii) Viability of introducing Navy 'acquisition stream' concept and policy impacts.
- d. Recommend key topics and actions that should be included in a five-year action and implementation plan (2018-2023) detailing key activities required to be undertaken, including key milestones, to deliver future workforce requirements;
- e. For the duration of the engagement, and as directed by Defence, attend Navy Workforce Planning, associated Interdepartmental, Naval Shipbuilding Coordination, Band 2 Workforce, and Skilling meetings;
- f. Brief committees, boards, and senior leaders on the work and findings of the Naval Workforce Review Team as required; and
- g. Provide an interim report of findings on 25 July 2018 and a final report on 30 October 2018.

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## Annex. B Review Framework

B.1	Broad Methodology
s47(1)(b)	

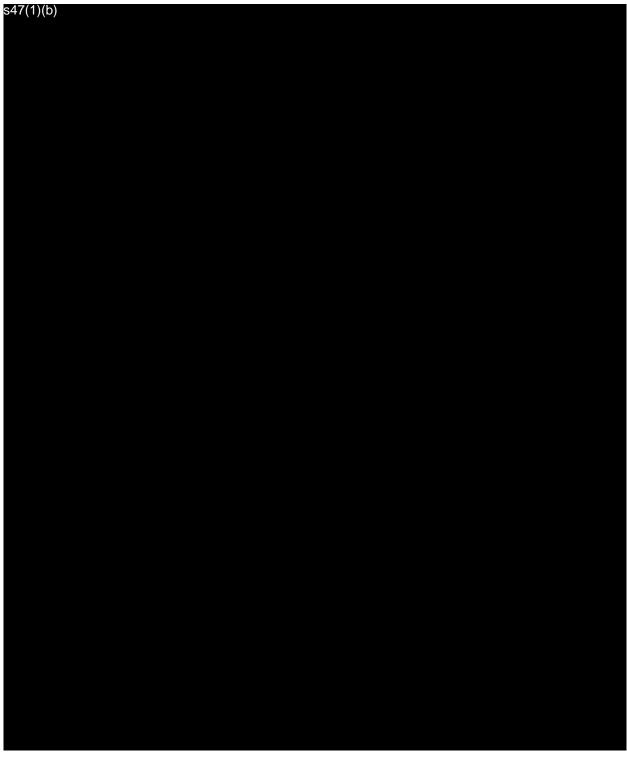




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# Annex. C Submarine Workforce Structure

### C.1 Career Progression

1. At each stage of their careers, regardless of their specialisation, submariners are required to complete a minimum period of sea-service of 12 months and serve in rank for a minimum period of typically four years before they are eligible for promotion. In general terms, it takes 16 to 20 years before a sailor or officer reaches the top of their career as summarised and shown in Figure 7 and Figure 8 respectively.<sup>27</sup>

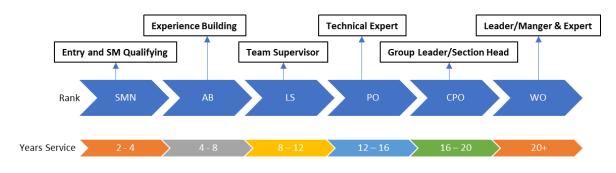


Figure 7: Career Progression and Years of Service - Submarine Sailors

2. Sailor career plans are promulgated in detail in Navy's ANP documents and provide clarity of mandatory and optional training necessary to meet the needs of the Arm. Sea time requirements are expressed as a minimum, but in general our consultation indicated that they are typically being exceeded by members of most workgroups. The detail summarised in these diagrams are amplified later in this Annex.

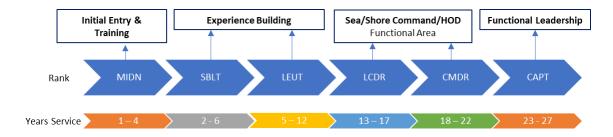


Figure 8: Career Progression and Years of Service - Submarine Officers

# C.2 Workforce Sea to Shore Ratios

3. Plan DELPHINUS is the implementation plan to achieve the outcomes required by SWGS 2014-2025, by when the submarine workforce is required to have reached 940 and will act as the springboard for the workforce necessitated by introduction of the FSM. Details in the following

<sup>&</sup>lt;sup>27</sup> Career details are drawn from ANP 2110 – RAN Career Management Volume 1 and Volume 2

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diagrams and paragraphs are drawn from the underpinning data incorporated in Plan DELPHINUS as well as from SWGS 2024-2025.

4. To provide necessary respite from sea service that was having a negative impact on retention, SWGS directed implementation of an overall sea to shore ratio of This revised ratio (previously seated) has been received positively by the members of the submarine force and enforcement of its application is believed by Navy to have contributed to improved retention rates. Importantly, this is a non-financial incentive and is therefore not subject to the risk of a monetary entitlement becoming permanent in order to ameliorate unsatisfactory conditions of service.

5. The concept of an 'overall sea to shore ratio'<sup>28</sup> is used by Navy as a methodology for calculating how much time at sea and ashore a member should expect to have while serving in the submarine force. The present calculation works thus:

- a. Each CCSM requires s33(a)(ii) positions for it to operate safely, but the crew size has been s33(a)(ii) as required.
- b. The total workforce required to man<sup>s33(a)(ii)</sup>
- c. This figure is multiplied by a ratio judged necessary to meet shore respite from sea-service. Prior to 2014, this was and judged to be unsatisfactory. The ratio of sea been set for 2019.
- d. Using the  $\frac{s33(a)}{m}$  ratio, this total for  $\frac{s33(a)(ii)}{m}$
- e. Added together, the workforce target submarine strength fo <sup>\$33(a)(ii)</sup> was calculated and approved as 940: **\$33(a)(ii)**
- 6. s47C

7. When he compared RAN, Royal Navy, US Navy and French Navy data in 2014,<sup>32</sup> RADM Moffitt considered the French Navy's most recent review of submarine sea to shore ratio of the most accurately estimated, sustainable and attractive benchmark for enhancing attraction and retention. The RAN's current method of calculating the sea to shore ratio compares those at sea

<sup>&</sup>lt;sup>28</sup> Chief of Navy Submarine Workforce Strategy 2014-2025 dated 15 October 2014 page 5

<sup>&</sup>lt;sup>29</sup> CN judged that the implications of submarine mid-cycle docking and full-cycle docking meant that it was appropriate to plan to meet **s33(a)(ii)** See Chief of Navy Submarine Workforce Strategy 2014-2025 dated 15 October 2014, page 6

<sup>&</sup>lt;sup>30</sup> Chief of Navy Submarine Workforce Strategy 2014-2025 dated 15 October 2014 page 4. By using the former ratio of <sup>\$33(a)(0)</sup> this figure would have been <sup>\$33(a)(0)</sup>

<sup>&</sup>lt;sup>31</sup> Using a<sup>s33(a)</sup><sub>m</sub> ratio would have produced a total workforce figure of <sup>s33(a)</sup>

<sup>&</sup>lt;sup>32</sup> Interview with RADM Moffitt, quoted page 42 P Davidson and SG Dalton (2018), *Independent review into submarine command development*, Department of Defence, Canberra.

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with those ashore, which is not the same adopted by the RN, USN or French Navy, which instead compare the sea-going force to the total submarine force.

8. If the RAN were to adopt this method, the intended s33(a)(ii)

. The advantage of making this minor adjustment is that useful comparisons can be more readily made while workforce policies can still be implemented. Nonetheless, it suggests the present ratio is comparable with other navies with similar characteristics in relevant areas.

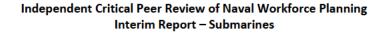
Ratios are not the only consideration in regard to managing the sea to shore balance because the responsibilities of individuals change as their rank and experience evolve, and junior personnel need greater sea-going experience earlier in their careers to act as a foundation for growth in expertise. Notwithstanding, it has proven to be an effective management tool to this point.

9. The overall change to the submarine workforce to be grown as aggregated by officers and sailors in their primary areas of specialisation over the period 2014-2025 is shown in Figure 9.

s33(a)(ii)

### Figure 9: Plan Delphinus - Growth by Specialisation

10. An important balance needs to be maintained through growing the workforce and ensuring that does not dilute its experience. The principles of ensuring that sufficient sea-time is accumulated by officers and sailors at each level in their career must be managed, and generally follow the schema as shown in Figure 10





#### Figure 10: General Schema of SM Career Progression

11. The approximate sea-shore balance to be achieved by officers and sailors to the rank of Commander (CMDR) and Chief Petty Officer (CPO) are broadly shown in Figure 7 and Figure 8, but in practice are planned by career managers to approximate those as shown in Figure 11 and Figure 12.



Figure 11: Approximate Cumulative Sea-Shore Years - Sailors

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Figure 12: Approximate Cumulative Sea-Shore Years - Officers

12. By the time a Chief Petty Officer takes up their posting in a submarine, it can typically be expected that they have accumulated nearly 10 years sea experience of a total career of 20 years, and a Commander will have accumulated about 12 years from a total of 22, respectively being approximately 50% and 54% of their service.

### 13. The MWOSM structure remains in s33(a)(ii)

Remedial steps are being implemented and the intended career pyramid (as Plan Delphinus is fully implemented) for that cohort of officers is shown in Figure 13.



Figure 13: MWOSM Structure - Longer Term Goal

14.	Whiles33(a)(ii)
	this is under review by Navy. s47C

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Figure 15: Weapons Electrical Engineering Officers - Post Delphinus

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### Annex. D Consultation

1. Consultation took place with the following people as shown in this alphabetically arranged list. In this phase there were at least 78 meetings supported by numerous email and phone communications as well as less formal meetings.

2. We thank all for their candid responses to our questions and insights provided into the task we have undertaken.

Last	First	Position	
Ablong	Marc	Acting Deputy Secretary Strategic Policy & Intelligence	
Arnold	Lisa	AS Workforce Strategy CASG (DPG Liaison)	
Bairstow	Warren	Commander Patrol Boat & MHC Group	
Barrett	Tim	Chief of Navy	
Borsboom	Jacqueline	Director Policy & Engagement	
Brown	Tim	DG Submarines	
Chandler	John	DG Upgrades & Boats	
Chesworth	Peter	FAS Naval Shipbuilding Taskforce	
Dalton	Stephen	Research Officer Submarines	
Day	Rochelle	MSD Workforce Management Support	
Divall	Greg	Group Business Manager	
Fox	Natasha	DG Workforce Planning	
Francis	Mark	MSD Lead & Ships Capacity Planner	
Gould	Stephen	DG Plan Suakin/Total Workforce Management	
Greig	Justine	Deputy Secretary People Group	
Griggs	Ray	Vice Chief of the Defence Force	
Grunsell	Adam	Head Maritime Systems	
Hammond	Mark	Deputy Chief of Navy	
Harris	John	MSD Capacity Planner	
Johnson	Stephen	General Manager Submarines	
Johnson	Timothy	Department of Jobs and Small Business - Defence Liaison	
Jones	Justin	Commodore Training	
Kavanagh	Darron	Director Future Force Lifecycle Engineering	
Kearnan	Sheridan	FAS Industry Division	
Klenthis	Anthony	Director Navy Workforce Requirements	
Lawrence	Colin	Head Navy Engineering	
Lewis	Duncan	Director General ASIO	
Macdonald	Ben	Director Logistics Support - Navy	
McGowan	Tim	Assistant Director General	
McIntosh	Mark	Director RAN Trials	
Mead	Jonathon	Fleet Commander	

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Last	First	Position
Miko	Mike	DG Logistics - Navy
Miller	Michelle	Former DG Navy People
Morgan	Cath	MSD Workforce Manager
Navin	John	Assistant Director Littoral Ships
Neil	Scott	Department of Education and Training - Defence Liaison
Noonan	Mike	Chief of Navy
Partridge	Tony	DG Navy People
Quinn	Peter	Head Navy Capability
Robards	Paul	Implementation Officer DSWP
Robb	Nathan	Director Logistics Capability Development
Sammut	Gregory	Head FSM
Smith	Chris	Commodore Surface Forces
Spedding	Philip	DG Navy Program Support & Infrastructure
Stanford	Philip	Director SM Workforce Development
Stuart	Paul	SM Workforce Planner
Wehmeier	Stacey	Director Project Control Services
Whiley	Stuart	Chief Executive Officer Submarines
Wolski	Brett	Head People Capability
Wyeth	Jeff	SEA1000 HR Support
Yorke	Greg	PD Plan Acrux

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# Annex. F Abbreviations

Term	Meaning	
ADF	Australian Defence Force	
ADFA	Australian Defence Force Academy	
ADFTWM	ADF Total Workforce Model (Previously Project Suakin)	
AFS	Average Funded Strength	
AJAAC	Australian Joint Acoustic Analysis Centre	
ANP	Australian Navy Publication	
APS	Australian Public Service	
CASG	Capability Acquisition and Sustainment Group	
CCSM	Collins Class Submarine	
CDF	Chief of the Defence Force	
CJOPS	Chief of Joint Operations	
CLC	Capability Life Cycle	
CM	Configuration Management	
CMR	Capability Manager's Representative	
CMRB	Capability Manager's Release Board	
CN	Chief of Navy	
COMSUB	Commander Submarines	
COMTRAIN	Commodore Training	
COMWAR	Commodore Warfare	
DCN	Deputy Chief of Navy	
DGNP	Director General Navy People	
DGSM	Director General Submarines	
DNWR	Director Navy Workforce Requirements	
DSMWD	Director Submarine Workforce Development	
DSWP	Defence Strategic Workforce Plan	
FC	Fleet Commander	
FIC	Fundamental Inputs to Capability	
FOC	Final Operational Capability	
FPR	First Principles Review	
FSM	Future Submarine	
FSU	Fleet Support Unit	
FTE	Full Time Equivalent	
HFSP	Head Future Submarine Program	
HMS	Head Maritime Systems	
HNC	Head Naval Capability	
HNE	Head Naval Engineering	
HNPTAR	Head Navy People Training and Resources	
IIS	Introduction into Service	

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Term	Meaning		
ILS	Integrated Logistics Support		
IOR	Initial Operational Release		
JEWOSU	Joint Electronic Warfare Operational Support Unit		
LOTE	Life of Type Extension		
MAPS	Manpower Analysis and Planning Software		
MEC	Medical Employment Classification		
MLO	Maritime Logistics Officer		
MSD	Maritime Systems Division		
MWO	Maritime Warfare Officer		
NSAB	Naval Shipbuilding Advisory Board		
NSWP	Navy Strategic Workforce Plan		
OCD	Operational Concept Document		
OSI	Operation and Support Intent		
PCM	Personnel Contingency Margin		
Perisher	Submarine Command Course		
RAN	Royal Australian Navy		
RANC	Royal Australian Naval College		
RANTEA	RAN Test and Evaluation Authority		
RANTEWSS	Royal Australian Navy Tactical Electronic Warfare Systems Section		
RNLN	Royal Netherlands Navy		
ROCS	Review of Officer Career Study		
SMCC	Submarine Command Course		
SF	Special Forces		
SM	Submarine		
SMDDO	Submarine Deliberately Differentiated Offer		
SPO	Systems Program Office		
SWDP	Submarine Workforce Development Plan		
SWFGS	Submarine Workforce Growth Strategy 2014-2025		
T & E	Test and Evaluation		

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# Annex. G List of SWDP 2050 Supporting Plans

1. A summary of existing plans, and those to be developed to achieve the SWDP 2050 objectives are shown below.

Navy Submarine Workforce Objectives	Delivery Method	Activity	Start	End
Grow the Submarine Workforce to that required for the 2050 structure and beyond	Plan DELPHINUS	Implement approved growth in AFS to the required target set in Section 2, SWDP	2014	2050
Develop a workforce organisation that can sustainably crew and support the submarine fleet	Plan TBA (Crewing)	Develop and implement the new submarine crewing methodology	2020	TBC
	<b>Plan TBA</b> (Organisation)	Develop workforce organisation options for CN/Govt. approval and Implement a revised Submarine Capability organisational model	2020	TBC
Transition the submarine workforce from the Collins to the FSM	<i>Plan TBA</i> (Transition)	Identify all issues and implement appropriate actions to manage the transition, including appropriate skilling to deliver continuous	2020	TBC
Develop the workforce to support the continuous shipbuilding (submarine) program		shipbuilding		
Identify the enabling workforce that represent workforce needs within the broader Navy and Defence organisation which require augmentation to support the expanded submarine force	Actions	Identify the broader workforce needs and raise the requirements with the appropriate authority within Defence for delivery	-	-

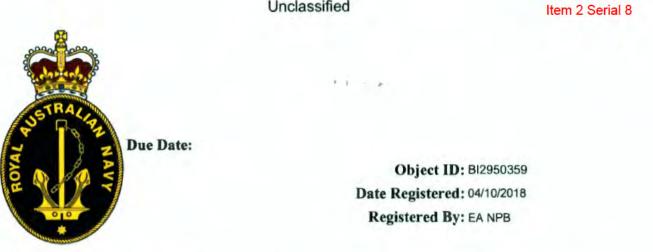
Unclassified FOI 028/19/20 Item 2 Serial 8 DCN/IN/2018/ 661 OCN ID: BK1667852 Object ID: BI2950359 Date Registered: 04 Oct 18 Registered By: CN Secretariat SIGNAL AT 661Q. Document Title

Name/ Appointment	Code/ Response Req'd	Comments
PSO Den 1522	Response Req'd	s22
1/200	Response Req'd	
PSO	Response Reg'd	Please see my comments + recommenda to ensure reform actually sticks + makes a difference. \$22
DCN	Hesponse Req'd	s22) 6(4
REL	A1SF Response Reg'd	
	Response Req'd	
	Response Req'd	

A - Action I - Information C - Comment D - Draft Reply E - For Signature F - File G - Discuss

Unclassified

FOI 028/19/20



Document Title 181004 - Decision Brief for DCN - Project Bass Closure Report	
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Name/ Appointment	Code/ Response Req'd	Comments
PSO DCN	A Response Req'd	
	Response Req'd	
	Response Req'd	
	Response Req'd	
	Response Req'd	
	Response Req'd	
	Response Req'd	

A - Action I - Information C - Comment D - Draft Reply E - For Signature F - File G - Discuss



# DECISION BRIEF FOR DCN PROJECT BASS CLOSURE REPORT

Division / Directorate: Navy People Branch/DNRWI	Reference: BI2950359
Timing: Routine	Action required by: N/A
Copies: COS NHQ, DGANCR, COS FC, COMTRAIN, I	DGPA, DNWM, DNWR, DNPCMA, DNPPG

# **Recommendations:**

It is recommended you:

i. **agree** Project *Bass* has achieved its objective to implement the recommendations emanating from the *Review of the RANR*;

AGREE /NOT AGREED / PLEASE DISCUSS

ii. approve the conclusion of Project Bass; and

APPROVED NOT APPROVED / PLEASE DISCUSS

iii. release the enclosed Project Bass Closure Signal.

RELEASED / NOT RELEASED / PLEASE DISCUSS

# Background

1. On 2 Oct 16, DCN accepted and endorsed for implementation the 45 recommendations emanating from the *Review of the RANR* (DCN/IN/2016/702 dated 25 Aug 16). Project *Bass* was established to manage the implementation of the Review's recommendations with guidance provided through a one star Project Management Steering Group (PMSG). This was formalised through a DGNP Directive (Enclosure 1). The project's end-state was to fully integrate NR workforce capability management in concordance with CN's strategic guidance on the development, management and employment of the NR (Enclosure 2), which is axiomatic for shaping the Reserve force to meet Navy Strategy 2018.

# **Key Points**

2. The *Review of the RANR* produced 45 recommendations designed to position Navy to optimise the utilisation and employment of the capability and capacity inherent in Reserve force. The Project Plan, endorsed by DGNP on 9 Dec 16, executed implementation of the recommendations through a phased approach that involved four milestones as follows:

a. Phase 1 - Development of the Project Implementation Plan (04 Oct 16 - 30 Nov 16).

- Phase 2 Validation of Recommendations and Operational Design (01 Dec 16 28 Feb 17).
- c. Phase 3 Execution of the Plan and Assessment of Outcomes (01 Mar 17 30 Jun 18).

d. Phase 4 - Project Closure and Transition (01 Jul 18 - 31 Jul 18).

- 2018/661 BK1687862 3. This was overseen by a PMSG comprising DGNP, DGANCR, COMTRAIN, COS FC, and DGPA as an invited member. The PMSG met on nine occasions over the course of implementation.

4. **Project Objective.** The objective was to implement the recommendations emanating from the Review to fully integrate the NR as a component of Navy's Total Force in concordance with CN's Strategic Intent and the ADF Total Workforce Model (TWM).

5. **Project Status.** The final PMSG was held on 11 Jul 18. At that meeting, the PMSG closed out actions against the remaining recommendations. Accordingly, the PMSG agreed Project *Bass* has completed its implementation of the Review to enable closure. Residual implementation of core business for managing the Reserve workforce is progressively transitioning to DGNP during Q3 2018.

6. **Project Outcomes.** The outcomes achieved against each recommendation are provided at Attachment A. Implementation has shaped the Reserve workforce around capability delivery to meet Navy's expanding commitments. Project *Bass* has established the foundations for:

- a. Better strategic determination of NR workforce requirements and management of its capacity and capability (including the components of demand and supply) to support the delivery of Navy capability. The outcome is the PN has assumed greater responsibility for raise, train and sustain of the NR.
- b. The prioritisation of Reserve workforce contribution and alignment of its roles and functions around capability delivery, including continuing workforce refinement and structural shaping to meet Plan PELORUS Objective 3. Reserve workforce employment is now prioritised and NR MEE funding largely allocated to those areas delivering the greatest level of capability to the ADF.
- c. Enhanced management and development of the NR workforce and greater stewardship over the NR as a fully integrated component of Navy's Total Force, including greater harnessing of its inherent skills and experience gained through civilian employment.

7. **Communications and Engagement.** Project communications has been essential in engaging the wider NR community and in promoting greater utilisation of the NR through the flexibility provided by the TWM. Activities include:

- a. Project Bass updates to the NR community posted on ForceNet quarterly. Project Bass was also promoted via the Navy Facebook page.
- b. DCN communique to the NR community through ForceNet in Oct 17 and Mar 18.
- c. DNRWI briefed NR members on progress at DGANCR Town Hall meetings held in all States throughout 2017 and 2018 and at the annual Staff Officer Reserve Support Conferences.
- d. Presentations provided to the NHR Blue Stokes Conference, VIC/TAS Reserve Legal Conference, RANSAC and the 2018 Maritime Logistics Conference.
- e. Articles on the implementation of the Review of the RANR and NR contribution to Navy capability featured in Navy Daily, Navy News and Navy OUTLOOK 2018.

f. DGANCR updates to the annual Defence Reserve Association Conferences and at quarterly Joint Reserve Working Group meetings.

 Reporting. The TOR included reporting requirements to DCN, the NCC and CNSAC as required. Reports provided during the course of implementation were as follows:

- Project Progress Reports were provided to DCN in Mar 17, Aug 17, Dec 17 and Apr 18.
- Progress Reports against Project Bass deliverables and NR workforce capability were provided to the NCC on 14 Mar 17, 31 Jul 17, 14 Nov 17 and 20 Feb 18.
- CNSAC was updated through the monthly SOPRR3 Workforce Report.

### **Lessons** Learned

9. The principal lesson from the project is the need to maintain the momentum for change and for ongoing education of Navy's workforce on the TWM. The process towards delivering integrated management of Navy's Total Force must now build on the foundations laid by Project *Bass*. Essentially, this requires greater awareness of the flexibility of the TWM to fully harness the capacity and capability of the part-time workforce employed in SERCATs 3, 5 and 6.

- 10. Aspects that further enhance workforce utilisation and improve retention include:
- a. Achieving a more seamless transition process for members moving between SERCATs 2 to 7. Under the TWM, members are provided with flexible service options across full and part-time service arrangements. Retention and re-engagement can be improved by enabling members to move more seamlessly through the Service Spectrum in response to changing career needs and the needs of the Service. This supports organisational agility across SERCATs, and the use of contemporary workforce management practices as the means to fully harness PN and NR workforce capabilities. The effects of culture and the need for flexibility of approach cannot be overstated.
- b. Enabling and delivering on career management, flexible career pathways and flexible training delivery. As members' patterns of service change so too will their chosen career pathways. Facilitating career management, careers flexibility and flexible delivery of core training will be integral to delivering the TWM.
- c. Greater understanding of the TWM by Commanders, supervisors and workforce mangers is critical to ensure optimal management of the full-time and part-time components of the Total Force. This will also facilitate decision-making on the most cost-effective/optimal mix of permanent and reserve personnel in delivering Navy requirements.

11. Critical to delivering the Navy's future workforce is Navy's ability to access and retain high-performing, knowledgeable personnel. Through implementation of contemporised workforce management practices aligned with the TWM, Navy will achieve the goal of managing its total workforce as one integrated Navy people capability. Furthermore, there is an increasing need to address workforce capability requirements globally, rather than as separate PN, NR and APS components. A global approach would facilitate greater flexibility in Navy's ability to deliver capability through the Total Force.

# Conclusion

12. My assessment is Project *Bass* has achieved all of its objectives and a draft signal advising the closure of the project is provided at Attachment B. NPB will use the guiding principles of Project *Bass* to embed NR workforce and career management, and further refine NR workforce capability to meet Navy's future capability requirements. The significant changes to policy and processes demonstrate the NR is better placed to support Navy's current and future capability requirements.

# Consultation

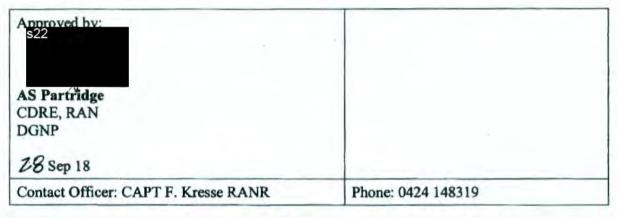
13. This brief has been endorsed by the PMSG.

# Attachments:

- A. Project Bass (RANR Review Recommendations): Implementation Status
- B. Draft DCN Signal Closure of Project Bass

# Enclosures:

- 1. DGNP Directive and Terms of Reference dated 9 Dec 16
- 2. CN/OUT/2016/587 dated 1 Jul 16



DCN Comments:	Well done on adrieving project closure.
\$22	Is there an assurance program in place to make sure the
MD Hammond, AM RADM, RAN DCN 24 Sep 18	new policies a practices are actually adhered to? Please provide update to DCN as I sense he will be keen
ac ac Ve	tually "sticks". An assurance tivity would give him confide total brief required in the first tance.

Attachment A to Project Bass Closure Report Dated Sep 18

The following deliverables were achieved under Phase 3 of Project Bass. This table addresses the outcomes of the implementation.

Reference	Recommendation	Comments	Outcome
Recommendation 1 Paragraph 4.18a	DGNP incorporate into enduring policy strategic guidance and direction on the development, management and employment of the Naval Reserve workforce, including the guiding principles that underpin the TWM.	In consonance with CN's strategic guidance on the NR (CN/OUT/2016/587 dated 1 Jul 16), Navy policy and plans need to incorporate strategies on the development, management and employment of the NR workforce to optimise its inherent potential and contribution to current and future Navy capability.	The NR Workforce Capability Statement was endorsed by DGNP on 6 Sep 17, and brings into effect CN's strategic intent. The Navy Workforce Strategic Plan 2018- 2023, as the key document shaping Navy's future workforce, now incorporates direction on how Navy will harness the skills and capabilities of the part-time workforce by leveraging the Service Category spectrum to deliver the integrated workforce required in 2018 and beyond. ANP 2110 Vol 1 incorporates Navy TWM policy. ANP 2102 Navy Workforce Management incorporates policy on managing Navy's total force.
Recommendation 2 Paragraph 4.18b	The Navy People Branch undertake strategic workforce planning and management of the Reserve to align its roles, functions and structure to meet Navy Strategy 2018.	The Navy Workforce Strategic Plan encapsulates the policy on long-term workforce management. As the key document shaping Navy's future workforce, the Plan incorporates direction on leveraging the Service Category spectrum to deliver the integrated workforce required in 2018 and beyond. NPB Directorates are actively managing the NR workforce to ensure it is more capable of contributing to current and future Navy capability requirements.	The NR Workforce Capability Statement released on 6 Sep 17 defines Navy's strategic requirements for the Reserve workforce and the capability effect delivered. Plan Acrux Workforce Review has mapped all NR positions to Navy's Functional Architecture to align functions and roles. NR workforce is being shaped around Navy requirements. NR workforce requirements planning has commenced through employment of the Acrux decision Support Tool (DST) and supported by HORIZON 2.0 database.

Recommendation 3 Paragraph 5.23a Recommendation 4	DCN ensure sufficient resources are allocated to Navy People Branch for effective implementation and sustainment of the TWM.	A determination on workforce requirements and resourcing options to fully deliver TWM remains outstanding. DNPCMA to develop a DCN Decision Brief and accompanying Establishment Variation Proposal for resourcing career management associated with the full implementation of the TWM. In Jan 16, DCN directed all Active Reserve	NR FRC positions 12512 and 611614 in DNWM and DNWR were established to provide additional capacity to manage NR workforce requirements and strategic reporting. PN positions 624722 and 624720 in DNPPG to support TWM implementation. Navy Directive 16/17 – <i>Compulsory</i>
Paragraph 5.23b	capability of ForceNet to enable 'call-out' of Standby Reservists.	members (SERCATs 3 and 5) to register and maintain an active user account on ForceNet. On 27 Aug 17, DCN agreed the need to extend the requirement to SERCAT 2 (DCN/OUT/2017/459 R31129460)	Registration on ForceNet for the Naval Reserve on Transfer to the Naval Reserve promulgated on 27 Aug 17 now requires the compulsory registration on ForceNet of members in SERCATs 2, 3 and 5. The policy has been incorporated into ANP 2110 Vol 1.
Recommendation 5 Paragraph 5.23c	Navy People Branch incorporate the use of ForceNet as a workforce management capability enabler and key communications medium between Career Managers, employers of Reservists and Naval Reserve personnel.	Navy Directive 16/17 – Compulsory Registration on ForceNet for the Naval Reserve on Transfer to the Naval Reserve mandates registration on ForceNet for all NR and greater use is being made of ForceNet as a workforce management tool. Further, managers are able to gain access to the search tool on ForceNet once they complete Australian Privacy Principles training on CAMPUS.	ANP 2110 Vol 1 Version 1.1 now incorporates policy and direction on the use of ForceNet as a communication medium and people/career management tool. In addition, through the ForceNet Program Board, COS NSC has undertaken to develop Navy-wide policy on the use of ForceNet as a strategic communications medium.
Recommendation 6 Paragraph 6.19a	DCN/HNPTAR consider reconciling and adjusting the balance of roles and functions between Navy's full-time and part-time elements to ensure the Active Reserve has a sharper focus and purpose as an integrated, capability-based and operationally focused component of Navy's total workforce.	Phase 2 of Plan <i>Acrux</i> established Navy's Functional Architecture and completed the position mapping of all PN and NR positions, including the identification of resource options available through the TWM. The Decision Support Tool (DST) developed by Acrux allows forecasting of the shore-based workforce to 2030 based on possible future scenarios. ANP 2102 <i>Navy Workforce</i> <i>Management</i> requires more deliberate workgroup manager oversight over the NR establishment.	The DST will be used to assess the 'Work Flexibility' of specified positions delivering discrete functions, which highlights whether the nature of the work suits alternative fill options other than SERCAT 7, including PN and NR personnel undertaking different patterns of service. The outputs support analysis of functional demand and inform workgroup managers as to the flexibility of filling positions.
Recommendation 7 Paragraph 6.19b	DGNP actively manage and refine the Standby Reserve to ensure it is capable of contributing to current and future Navy capability requirements as	The NR Contact Confirmation Project validated contact details for all NR personnel and established a baseline SERCAT 2 workforce. Under <i>Defence</i> <i>Regulation 2016</i> , Section 22, NPCMA is currently	DNPCMA is actively managing and refining the SERCAT 2 workforce to ensure it is a more capable strategic reserve.

	a strategic reserve in the event of a call-out.	reviewing the termination service of members who have not rendered any service in 10 years or greater.	
Recommendation 8 Paragraph 7.31a	DGANCR and DGNP jointly review the need to retain the FRC O6 position of <i>Director Naval</i> <i>Reserve Capability and Workforce Integration</i> in Navy People Branch once the initial period of implementation of the recommendations emanating from this Review is complete.	Steering Group on 11 Jul 18 agreed the need for an O5 FRC position beyond the disestablishment of DNRWI on 31 Dec 18 to support NPB in NR workforce integration.	An O5 FRC position to be established upon disestablishment of DNRWI on 31 Dec 18.
Recommendation 9 Paragraph 7.31b	DGNP raise a proposal for the establishment of an enduring FRC O4 position in DNWM to enhance the capacity for integrated workforce management.	LCDR FRC position as SO Workforce Manager Reserve Integration was established in DNWM to focus on the NR strategic remit.	The LCDR position PN612512 has responsibility for NR Workforce KPI Reporting and is currently filled.
Recommendation 10 Paragraph 7.31c	DGNP increase the annual allocation from 100 to 150 Reserve days against Position 588254 (CMDR Workforce Research and Analysis in DNWR) to enhance Navy's future workforce requirements planning for the Naval Reserve workforce capability as part of the optimum force mix.	DNWR preference was to establish a LCDR FRC position in DNWR to focus on Reserve workforce capability requirements. Position was established as SO2 Workforce Integration with responsibility for Organisational Design supporting implementation of the RAN Review.	The LCDR position PN611614 was filled on a temporary basis and recently disestablished.
Recommendation 11 Paragraph 7.31d	DGNP review organisational responsibilities with the aim of redistribution under the new Director to create synergies in management of the Naval Reserve capability.	Steering Group on 11 Jul 18 considered the recommendation and agreed that a decision be deferred to 2019 once TWM resource requirements are known	Decision deferred till after the O5 FRC position is established.
Recommendation 12 Paragraph 7.31e	DCN/HNPTAR endorse an expanded role for DGANCR as Head of Reserve Community.	DCN approved formal recognition and appointment of DGANCR as Head of Reserve Community. A Charter was developed to execute this recommendation.	The Charter was issued through DCN/OUT/2017/085 dated 1 Mar 17.
Recommendation 13 Paragraph 7.31f	DGNP incorporate in the re-write of DI(N) PERS 2-2 (or its replacement) the role of DGANCR as Head of Reserve Community.	DCN formally appointed DGANCR as a Head of Reserve Community through the issue of a formal Charter on 1 Mar 17 to recognise the position's role as advocate for the wider Reserve community.	ANP 2102 Navy Workforce Management now incorporates the necessary policy changes to the roles of Heads of Community.
Recommendation 14 Paragraph 8.69a	DGNP assess the viability of a HRR concept for Reserve elements that are aligned with SERCAT 4 with differentiated conditions of Service for specific groups and/or individuals required to meet preparedness directives.	DGNP established a Working Group with TOR to further define and clarify Navy's requirement for SERCAT 4 and NR operational capabilities aligned to SERCAT 4 arrangement. SERCAT 4 Review Report has been submitted and its recommendations were endorsed by the Steering Group on 11 Jul 18.	Navy SERCAT 4 Review undertaken and report findings and recommendations to be presented to the NCC. Navy's criteria for the application of SERCAT 4 to Reserve capabilities developed for adoption as policy.

<b>D</b>		Navy's organisational structure needs to establish a	The Acrux Phase 2 Report was presented to
Recommendation 15	DCN expand Plan <i>Acrux</i> to re-balance the Permanent and Reserve Establishment to deliver an	level of integration that enables greater utilisation	CNSAC on 6 Dec 17. The findings in
Paragraph 8.69b	optimum force mix, and validate the existing	of the Reserve workforce as part of an optimum	Annex B of the Report provide additional
	Reserve establishment to ensure its alignment with	force mix delivering and ensuring Navy capability.	considerations for a revised approach for
	future Navy capability requirements.	Through Plan Acrux Navy executed a workforce	managing the Reserve workgroups and
		review that established a Functional Architecture	improve alignment with the ADF TWM.
		model of the Navy system validating systemic	Under Phase 3, the process forms part of a
		needs, such as contribution to capability	Continuous Improvement activity being
		requirements and sustainability.	undertaken by DNWR and DNWM.
<b>Recommendation 16</b>	DGNP actively monitor the capabilities and skills	SERCAT 2 provides a latent capability that can be	ANP 2110 Vol 1 incorporates definitive
Paragraph 8.69c	of the Standby Reserve as part of Navy's workforce	called out or called upon to provide voluntary	strategic guidance on management and
r urugrupn ötöse	management and, as necessary, manage the	service. To ensure the SERCAT 2 is managed in a	monitoring the SERCAT 2 workforce. In
	component to ensure this strategic reserve element	more deliberate manner, DCN agreed to the inclusion of specific guidance in ANP 2110 Vol 1	addition, Navy Directive 16/17 – Compulsory Registration on ForceNet for
	remains capable of augmenting, supplementing or	on the management and monitoring the SERCAT 2.	the Naval Reserve on Transfer to the Naval
	complementing Navy capability in the event of a Defence or national mobilisation.	on the management and monitoring the SERCERT 2.	<i>Reserve</i> was promulgated to support
	Defence of national moonsation.		management of SERCAT 2.
Recommendation 17	DGNP realign the Reserve organisational structure	All existing STRPs that are established for a	DNWM/OUT/2016/R25531435 advised
	to fully leverage the TWM by making greater use	specified period spanning multiple financial years	HNPTAR of the intention to convert a
Paragraph 8.69d	of enduring fixed part-time and non-enduring part-	are now treated as fixed FRC and managed as part	number of STRP assessed as having
	time positions and re-aligning existing STRP	of the permanent Reserve established structure.	enduring requirements to FRC positions.
	positions.	This creates more flexibility for stability and	DCN/OUT/2016/236 dated 8 Jun 16
		continuity of employment for Reservists on SERCAT 5. This also results in benefits to the	implemented the process, which is now
		delivery of Navy capability outcomes.	standard business practice.
D 1.4 10		To address the recommendation, para 9.5 of ANP	Any change to a promulgated posting must
<b>Recommendation 18</b>	DGNP and Commands manage Reserve Service Day allocations to ensure certainty of employment	2110 Vol 1 Navy Career Management now	follow a consultative discussion between
Paragraph 8.69e	tenure for Reservists against the enduring fixed	incorporates policy direction on mutual obligations	the supervisor/manager and the NR
	part-time positions, unless extenuating	where a NR member has volunteered for a Reserve	member and be agreed by the member and
	circumstances exist.	service engagement, and Navy has agreed to accept	approved by NPB.
		that member for that engagement.	
<b>Recommendation 19</b>	Functional Heads of Community take a more active	DNWM has developed Charters for issue to	ANP 2102 Navy Workforce Management
Paragraph 8.69f	role in providing input to the determination of the	Community Heads by DCN. Heads of Community	now incorporates within the role of Heads
Taragraph 0.071	Reserve workforce capability requirement and	have been consulted and support their enhanced	of Communities a requirement that they
	development the Reserve workforce, including	role.	take an active role in the determination of
	input to management plans to actively manage the		Reserve workforce capability requirements.
	Active Reserve capability to ensure its structure		
	meets Navy Strategy 2018.		

Recommendation 20 Paragraph 9.40a Recommendation 21 Paragraph 9.40b	DGNP incorporate into Navy personnel policy a defined workforce strategy and plan for implementing Flexible Careers as a key principle underpinning the management of SERCATs and SERVOPs that will more fully harness the benefits of the TWM. Commodore Warfare, in conjunction with DGNP, review options for further integration of Reserves as part of an integrated deployable capability and where greater use can be made of the Reserve as a complementary capability.	Key to harnessing workforce capability is developing career pathways and ongoing professional development requirements that include the use of flexible service options to maximise a member's career opportunities to meet Navy's workforce requirements and remediate workforce hollowness. Greater use is being made of NR workforce skills and capabilities as part on an integrated workforce supporting and delivering future Navy capability. However, recognising its full potential is dependent on the outcomes of Plan <i>Acrux</i> rebalancing of the Navy establishment.	ANP 2102 Navy Workforce Management now incorporates policy on workforce management to harness the flexibility inherent in ADF TWM. The focus is to fully exploit the capacity of Navy's integrated, diverse, resilient, deployable workforce in delivering warfighting effects. Specific areas identified include the establishment of an integrated MCD workforce under MCD18 and CNSAC endorsement in principle of Option 2 of the <i>NHS Workforce Review</i> that has the NR providing the MR2 capability. In addition, activities in progress include those under Plan <i>Daedalus</i> and the Joint Cyber Capability Needs Statement that integrate the NR as part of Navy's Defensive Cyber capability. Other areas being examined but not formalised include Fleet Command consideration of establishing a NR Ops Support capability as part of the Fleet Battle Staff, and DNWR, DNWM and
Recommendation 22 Paragraph 9.40c	Chief of Staff Navy Strategic Command and Chief of Staff Fleet Command review future FRC and STRP employment to evaluate expanding the use of remote working arrangements.	DCOS NSC, CSO (Exec), DNPCMA and DNPPG agreed to focus on promoting to managers and Reservists the option of utilising remote working as part of FWA, as the means to better access the skills and experience of the total labour force.	COMFAA review of NR workforce requirements to support Navy's future MTUAS Squadron. Actions included amendments to the ' <i>How</i> to write a job advert for ForceNet' and changes to the DNPCMA webpage to incorporate remote working arrangements for NR. Home Located Work is promoted
Recommendation 23 Paragraph 9.40d	DGNP approve the instigation of a pilot program in FY 2016-17 of centrally funding travel and subsistence associated with the posting of Reserve members required to fill key positions.	DGNP approved the conduct of a pilot program to fund T&S to evaluate the value to Navy. The trial was conducted during the period 01 Mar to 30 Jun 17. Trial results were reported vide DNWRI AB32066145 dated 4 Aug 17.	on Navy's FWA webpage. The results of the trial demonstrated that T&S funding is not axiomatic to increasing NR workforce supply as means to address under-achievement due to geographical dislocation. The trial also revealed a lack of defined need for centralised funding for accessing NR workforce capability.

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Recommendation 24 Paragraph 9.40e	DGNP recognise the unique circumstances of Reserves and diversity among the Reserve in formulating employment and other policies to more actively harness the flexibility of the workforce.	The <i>Navy Workforce Strategic Plan</i> 2018-2023 issued on 6 Mar 18 incorporates four enduring priorities that will shape the NR workforce around capability delivery to realise the end state, and encourage and support workforce flexibility and workplace flexibility.	The policies included in the <i>Navy</i> <i>Workforce Strategic Plan</i> flow on to Australian Navy Publications and the <i>Navy</i> <i>Diversity and Inclusion Strategy</i> , thereby facilitating an environment where Navy maximises the Reserve's contribution and its impact on the mission.
Recommendation 25 Paragraph 9.40f	DGNP and DGANCR reinforce, though communication with the Permanent Navy and Reserve community, the importance of fostering a 'one team' culture that recognises the contribution that Reserves make to Navy capability in order to inculcate the necessary cultural, behavioural and attitudinal change.	The Project Management Plan incorporated a Communication Plan that identified key stakeholders and associated modes for communicating key messages. The need exists for a longer-term strategy communicating TWM, which is outside the TOR of the Project.	The 'one team' culture is driven by Navy Values and Signature Behaviours and the fact that Navy is now applying a 'one Navy' approach to PN/NR personnel policies and practices. ForceNet posts by DCN have emphasised the alignment of cultural change with Navy's Values and Signature Behaviours. This outcome will be further enhanced through the implementation of integrated career management. Actions to target permanent members are being driven by <i>NGN Strategy</i> <i>to 2018</i> and through the monthly divisional presentations, which discuss key messaging on promoting Navy team culture and reinforcing Navy Values and Signature Behaviours (with messaging on resilience and other key initiatives).
Recommendation 26 Paragraph 10.32a	DNH, in conjunction with NPCMA, rectify deficiencies existing with NHR career management to increase the availability of the NHR workforce.	DGNHS, DGNHS-R and DNH agree the need to improve management over NHR employment including better structure around RSD management and utilisation of the NHR workforce capability. Through implementation of the <i>NHS Workforce</i> <i>Review</i> DNH, in conjunction with NPCMA, intends active management of the NHR workforce to ensure it is shaped and supported to meet Navy's future requirements.	As part of the <i>NHS Workforce Review</i> , DNH has centralised the management of RSD to ensure the allocation of days supports capability delivery. DGNHS-R has assumed responsibility for overseeing the operation of the Professional Liaison Officers' role in guiding professional development. DNH is to establish a position to support NPCMA in managing health personnel with a focus on enhancing NHR career management.
Recommendation 27 Paragraph 10.32b	DNH conduct an in-depth review of the Navy Health workforce structure and capabilities with the objective of ensuring the Navy Health workforce is	A comprehensive review of the Navy Health workforce was undertaken in 2017 under the auspices of Plan <i>Acrux</i> . The Review examined the	The <i>Report of the Navy Health Workforce</i> <i>Review</i> was presented to CNSAC on 6 Dec 17. CNSAC endorsed Option 2 of the

Recommendation 28 Paragraph 10.32c	able to generate the capability required to meet Plan Pelorus. Director General Maritime Operations review the command and control, and management arrangements, of the MTO capability to more fully integrate the capability under Navy's Capability Management Framework.	complementary capabilities held by the Naval Health Reserve as a means to mitigate risk to the delivery of current and future Navy capability and to generate the capability required to meet Plan <i>Pelorus</i> and <i>Navy Warfighting Strategy 2018</i> . COMWAR and DGMAROPS were briefed on the review's findings and recommended way ahead on the integration of the MTO capability. COMWAR agreed to incorporate the MTO in the Force Generation cycle and assume ownership and management of the exercise program.	Report, which proposed a realignment of the existing workforce to provide sustainability and growth in support of current and future capability. A Capability Generation and Transition Plan is to be considered by the NCC. COMAUSFLT endorsed the transfer of the MTO to COMWAR (COMAUSFLT DB AM2940429 dated 2 Mar 17). C2 structural arrangements are now in place.
Recommendation 29 Paragraph 11.40a	DGNP implement a career management framework structured for Reserve members rendering service in SERCATs 2, 3 and 5, and SERCAT 4 if raised.	The Review advocated the implementation and appropriate resourcing of a Reserve career management framework structured to exploit the TWM, and flexible service enabled by the Service Continuum. This will see career management tailored to the Reserve member's service commitment.	Development of the concept by DNPCMA remains underway with the expectation that policy aspects be incorporated into ANP 2110 Vol 1 Navy Career Management.
Recommendation 30 Paragraph 11.40b	DGNP apply a more lateral approach to managing career continuums for Reserve members, and modify continuum pre-requisites for Reserves to reflect career paths structured for Reserve service and ensure career continuums for the Naval Reserve are flexible and consider alternative pathways to qualifications and experience for those on less than full-time service.	Policy has been included into ANP 2102 that requires career continuums to accommodate flexible career pathways. This encompasses mapping of civilian accreditations and qualifications held by the NR to more fully harness the skills and qualifications of the part-time workforce to meet capability requirements.	ANP 2102 <i>Navy Workforce Management</i> incorporates policy on flexible career pathways as a means to enhance Navy workforce management and sustainability.
Recommendation 31 Paragraph 11.40c	DGNP review the application of promotion criteria to ensure Reserves are not excluded from consideration on the basis that they are employed in non-PQ or Category-specific positions.	The Cleared for Promotion (CFP) process was implemented in July 2016. CFP focuses on promotion to meet capability demand at the next rank and applies eligibility equally to the PN and NR.	ANP 2110 Vol 1 now incorporates revised CFP policy. DNPCMA promotes CFP to PN and NR through a continuous ' <i>Know</i> <i>Your Promotion System</i> ' campaign.
Recommendation 32 Paragraph 11.40d	DGNP establish the capability to deliver the enhanced career management framework for the Naval Reserve through Career Managers. As a first step additional resources be allocated to NPCMA Reserves pending determination of the actual requirement with the Reserve community.	Work is currently underway to establish PN positions to provide an interim career management capability, with preparatory development of Form AE733 achieved.	DNPCMA continues to develop a DCN Decision Brief for the resources associated with the full implementation of the TWM.

Recommendation 33 Paragraph 11.40e Recommendation 34 Paragraph 11.40f	DGNP review the current minimum period of observation for submission of PARs to better align with Navy's implementation of the TWM. DGNP validate Direct Entry Reserve recruiting targets, entry standards and advertising to ensure they remain relevant to Navy's needs.	DNPCMA has indicated an intent to standardise the periods of observation for PN and NR, which will affect promotion policy requiring DCN approval. In accordance with para 11.40f, a detailed review of NR recruitment was undertaken by DNRWI in consultation with the Capability Managers and Navy People Branch staff. A report was submitted to DGNP. DNRWI AB30710097 dated 28 Mar 17 refers.	NPCMA has undertaken to merge the current five PAR forms (NOPAR, SPAR, Supplementary, Officer and Sailor Goals) into one smart form. DNPCMA to finalise the recommendation. ANP 2102 now incorporates a formal process for developing and validating NR Recruiting Targets.
Recommendation 35 Paragraph 12.20a	Unit Commanders and managers provide Reservists serving in SERCAT 3 and 5 with opportunities to undertake platform-specific and continuation training, including professional development, where a capability benefit exists. These should be incorporated as agreed goals in the member's Preliminary Review of Performance.	At its meeting on 29 Jun 17, the Steering Group agreed that the core individual course/learning/training needs for the NR are promotion courses and Navy Leadership and Career Development training. Project <i>Bass</i> subsequently identified that specific training requirements for members employed in SERCATs 3 and 5 can principally be met though the development of individualised training plans as part of a member's career management.	On 4 Dec 17, DGNP agreed that further individual training and skilling needs for NR members will be driven by Navy requirements where there is a specific need and to fill PN skill gaps (DNRWI R32025495 of 10 Nov 17).
Recommendation 36 Paragraph 12.20b	Force Commands and Units review their FRC position duty statements and ensure appropriate proficiencies are identified and action initiated to assign PPPs.	The NR position duty statement review was incorporated into Plan <i>Acrux</i> – Navy Duty Statement Improvement Initiative. The Rapid Improvement Activity (RIA), conducted in conjunction with the position type mapping activity, established baseline PMKeyS data for Reserve positions.	The RIA identified 184 positions for PPRs, which are now under review by DNWM and COMTRAIN. DGNP agreed the findings and recommendations of the RIA on 5 Dec 17 (DGPA R28658743 of 1 Dec 17).
Recommendation 37 Paragraph 12.20c	COMTRAIN develop the means for flexible delivery of training to support the Service Continuum of the TWM.	Steering Group on 29 Jun 17 agreed that the core individual course/learning/training needs for the NR are promotion courses and Navy Leadership and Career Development training.	TRAINFOR is redeveloping courses to enable flexible training delivery to support Navy's implementation of the TWM. Blended LCPC to be pilot in 2018. CPOPC to be the next course for development.
Recommendation 38 Paragraph 12.20d	DCN issue a directive enforcing the requirement for Reservists working 20 or more Reserve days per year to complete MAAT.	Navy Directive 6/17 - Mandatory Annual Awareness Training for SERCAT 3 and 5 reinforced CN direction on MAAT compliance by NR personnel working 20 days or more. Navy Directive 18/17 was issued extending the requirement for MAAT compliance to all Naval	Navy Directive 6/17 - Mandatory Annual Awareness Training for SERCAT 3 and 5 was issued to enforce the requirement. Under Navy Directive 18/17 MAAT compliance is now mandatory for all NR members undertaking any Reserve service.

		Reserve members.	
Recommendation 39 Paragraph 12.20e	DCN consider extending mandatory compliance to Reserve members serving less than 20 Reserve days for all MAAT proficiencies at a frequency not exceeding three years.	The obligation to complete MAAT is a statutory and Defence policy requirement and NR members rendering less than 20 days service are not excluded from the requirement to complete annual awareness training.	On 31 Aug 17, Navy Directive 18/17 – Naval Reserves (SERCAT 3 and 5) – Mandatory Annual Awareness Training Requirement was promulgated bringing into effect the mandatory obligation on all NR rendering service to complete MAAT.
Recommendation 40 Paragraph 13.29a	DCN maintain NR MEE commitment across the Forward Estimates based on the original the level of resourcing until Plan <i>Acrux</i> determines Navy's future workforce requirements.	DCN endorsed maintaining NRMEE guidance until after Plan Acrux determined workforce requirements going forward thereby alleviating the risk.	DCN/IN/2016/343 dated 27 Apr 16 directed that NR MEE budget is to be managed to original guidance.
Recommendation 41 Paragraph 13.29b	DGNP develop measures to enable better analysis of the budget and the targeting of initiatives that address under-utilisation of the Reserve, thereby ensuring greater predictability and certainty over expenditure.	The principal objective for Navy in managing NR MEE budget allocation is to maximise NR workforce contribution to delivering Navy capability outcomes. This relies <i>inter alia</i> upon being able to prioritise the NR workforce contribution with Navy's requirements. Project <i>Bass</i> established the <i>NR MEE Prioritisation Model</i> that facilitates more effective prioritisation of funding allocations with an enhanced and transparent focus on capability and operational effects.	The NCC on 14 Nov 17 endorsed the model for subsequent use in determining FY 18/19 NR MEE funding allocations. The NCC on 31 Jul 17 endorsed the NR Workforce KPI Report that measures management and employment of the NR workforce as delivered through the NR MEE. KPI 1 reports on <i>NR Contribution to</i> <i>Capability</i> .
Recommendation 42 Paragraph 13.29c	CFO-N advise on the source of funding to provide Travel and Accommodation as a component of Reserve postings in FY 2016-17 and beyond.	As an outcome of the T&S trial, DGNP agreed that there is no benefit to be gained in continuing a centralised T&S funding program as an enabler for generating NR workforce capability.	No further action is intended. The requirement would be reassessed should prevailing circumstances necessitate a review.
Recommendation 43 Paragraph 14.13a	Head Navy Capability, in conjunction with DGNP, DGANCR and Commands, undertake an assessment of the Naval Reserve workforce requirements to meet Navy Strategy 2018, including future capabilities required of the Reserve.	<i>NR Workforce Capability Statement</i> details and roles and functions of the Reserve and the capabilities required of the Reserve Force. Navy's future capability needs and strategic imperatives will shape NR workforce contribution.	On 31 Oct 17, DCN endorsed the NR Contribution to Capability Report, which shows the allocation of RSD to Defence capability outputs as delivered through the NR MEE, and segmented reporting of RSD usage by specific capability outcomes. This enables more informed decision-making on NR MEE allocation and the allocation of NR workforce resources.
Recommendation 44 Paragraph 14.13b	DGNP formally liaise with DG SUAKIN to investigate the feasibility of extending SERVOP D to include other Government departments.	Extending SERVOP D to include Government departments, such as Australian Border Force, can provide a capability dividend to Navy.	DG SUAKIN has confirmed that all necessary requirements have been established to enable SERVOP D, and that

			the Services have the tools and scope to utilise this service option. Under the construction of SERVOP D the Services are able to enter a SERVOP D arrangement with other government departments.
Recommendation 45 Paragraph 14.13c	DGANCR continue to engage CRESD through the Joint Reserve Working Group and Joint Cadets Executive Committee on the use of ADF members as part of the Australian Defence Force Cadets structure, in order to assess the viability of Reservists filling positions within the Australian Navy Cadets structure as a 'Specialist Reserve'.	Since release of the Report, VCDF instigated the Cadet Force Review and directed the establishment of additional Reserve positions to support the ANC structure. To action this directive, DGANCR and DNWM instigated changes to the ANC FRC establishment structure to provide workforce supplementation to support Flotilla operations.	Nine additional FRC positions were established in FY 17/18 to support the ANC structure with an allocation of 150 days.

FM DCN TO AIG 3600 AIG 3602 RAN ALL SHORE 1/3 RAN ALL SHORE 2/3 RAN ALL SHORE 3/3 BT UNCLAS SIC Z4P/WAA/WAB FOR ALL NAVAL RESERVE PERSONNEL SUBJ: PROJECT BASS (IMPLEMETATION OF THE REVIEW OF THE RANR) COMPLETION

A. REPORT OF THE REVIEW OF THE RANR DATED 30 AUG 16 1. PROJECT BASS WAS ESTABLISHED IN 2016 TO IMPLEMENT THE 45 RECOMMENDATIONS EMANATING FROM THE REVIEW OF THE RANR (REF A) TO FULLY INTEGRATE NAVAL RESERVE (NR) WORKFORCE CAPABILITY MANAGEMENT IN CONCORDANCE WITH CN'S STRATEGIC INTENT FOR THE NR. PROJECT BASS OBJECTIVES HAVE BEEN COMPLETED AND I HAVE AUTHORISED PROJECT CLOSURE WITH RESIDUAL IMPLEMENTATION NOW TRANSITIONING TO CORE BUSINESS WITH DGNP'S ORGANISATION

2. PROJECT BASS HAS DELIVERED SIGNIFICANT IMPROVEMENTS IN NAVY'S MANAGEMENT OF THE NR AND TOWARDS ENSURING OUR RESERVE WORKFORCE IS SHAPED AROUND CAPABILITY DELIVERY TO MEET NAVY'S EXPANDING COMMITMENTS.

3. IMPLEMENTATION OF THE REVIEW'S RECOMMENDATIONS HAS ESTABLISHED THE FOUNDATIONS FOR:

- A. BETTER STRATEGIC DETERMINATION OF NR WORKFORCE REQUIREMENTS AND MANAGEMENT OF ITS CAPACITY AND CAPABILITY (INCLUDING THE COMPONENTS OF DEMAND AND SUPPLY) TO SUPPORT THE DELIVERY OF NAVY CAPABILITY;
- B. THE PRIORITISATION OF RESERVE WORKFORCE CONTRIBUTION AND ALIGNMENT OF ITS ROLES AND FUNCTIONS TO MEET PLAN PELORUS OBJECTIVE 3; AND
- C. ENHANCED MANAGEMENT AND DEVELOPMENT OF THE NR WORKFORCE AND GREATER STEWARDSHIP OVER THE NR AS A FULLY INTEGRATED COMPONENT OF NAVY'S TOTAL FORCE.

4. IMPORTANTLY, THE NR WORKFORCE CAPABILITY STATEMENT - RELEASED IN SEP 17 - TOGETHER WITH CN'S STRATEGIC INTENT FOR THE NR, PROVIDES THE FOUNDATIONS FOR UNIFIED MANAGEMENT OF A FULLY INTEGRATED RESERVE WORKFORCE. AS A CONSEQUENCE, THE NR IS NOW BETTER POSITIONED TO SUPPORT CONTEMPORARY NAVY AND JOINT CAPABILITY REQUIREMENTS.

5. IMPROVEMENTS HAVE ALSO BEEN MADE IN NAVY POLICY AND PROCESSES TO BETTER FACILITATE MANAGEMENT OF A RESERVE MEMBER'S INDIVIDUAL SKILLS AND EXPERIENCE, INCLUDING MORE ACTIVE MANAGEMENT OF THE WORKFORCE SERVING IN SERCATS 2, 3 AND 5. IN PARTICULAR, THE ENHANCED USE OF MULTI-YEAR SERCAT 5 POSTINGS IS PROVIDING GREATER EMPLOYMENT CERTAINTY FOR OUR PEOPLE AND COMMANDS.

6. THE IMPLEMENTATION OF STRUCTURED CAREER MANAGEMENT FOR RESERVE MEMBERS LATER THIS YEAR WILL FURTHER ENABLE NAVY TO HARNESS THE LATENT CAPABILITY AND CAPACITY OF OUR RESERVE. IN ADDITION, THIS WILL FACILITATE GREATER EXPLOITATION THE FLEXIBILITY INHERENT IN THE TOTAL WORKFORCE MODEL (TWM) TO OPTIMISE THE EMPLOYMENT OF OUR WORKFORCE.

7. DETAILED INFORMATION ON PROJECT BASS ACHIEVEMENTS CAN BE FOUND ON THE DPN EPORT INTRANET SITE UNDER QUOTE REVIEW OF THE RANR UNQUOTE LOCATED WITHIN THE NAVY HOME PAGE AT

(HTTP://DRNET.DEFENCE.GOV.AU/NAVY/EPORT/PAGES/HOME.ASPX). DETAILS HAVE ALSO BEEN POSTED TO FORCENET (<u>WWW.FORCENET.GOV.AU</u>).

8. PROJECT BASS HAS AFFIRMED THE VITAL ROLE THE NR PERFORMS IN PROVIDING SUPPORT TO NAVY CAPABILITY ACROSS THE SPAN OF MARITIME OPERATIONS AND IN THE JOINT OPERATIONAL ENVIRONMENT. NOW AS EVER, THE ABILITY FOR NAVY TO FIGHT AND WIN AT SEA IS ABSOLUTELY RELIANT ON THE CONTRIBUTION MADE BY THE NR. MAXIMISING THE RESERVE WORKFORCE CONTRIBUTION AND THE TARGETED USE OF ITS UNIQUE CAPABILITIES REMAIN A FOUNDATION OF FUTURE NAVY.

9. I CONGRATULATE THE PROJECT ON COMPLETING THIS SIGNIFICANT PROGRAM OF REFORM.

Enclosure 1 to Project Bass Closure Report Dated Sep 18



Minute

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# IMPLEMENTATION OF THE REVIEW OF THE RANR — TERMS OF REFERENCE

#### BACKGROUND

1. The Review of the RANR was directed by DCN with the objective of developing and proposing a concept for the optimal future generation, sustainment, employment and management of a Naval Reserve (NR) that would be fully integrated, capable and effective in supporting Navy's current and forecast capability requirements to 2018 and beyond, and aligned with the strategic policies of Plan *Pelorus* Objective 3. The Review's report was submitted to DCN on 30 Aug 16 and was endorsed by the Navy Capability Committee (NCC) at its meeting on 22 Sep 16. The report was approved to transition to implementation by DCN on 2 Oct 16.

#### PURPOSE

 This instrument directs the Director Naval Reserve Workforce Integration (DNRWI) to implement the outcomes of the Review.

### MY INTENT

3. The report of the Review of the RANR contains 45 recommendations in addition to those already approved. These recommendations include a range of measures to position Navy to optimise the use of the Reserve force. A significant outcome of the Review was CN's promulgation of his strategic guidance on the development, management and employment of the NR capability in CN/OUT/2016/587 of 01 Jul 16, which is axiomatic for shaping the Reserve workforce capability to meet *Navy Strategy 2018* and *Navy Warfighting Strategy 2018*, and supports the *2016 Defence White Paper*. The principle outcome is to maximise the contribution of the NR as a cost-effective resource by more fully harnessing its inherent capabilities, capacity and skills and to ensure the NR workforce is capable of supporting the delivery of Navy's future requirements.

4. Method. DNRWI is to develop and execute a Project Implementation Plan to deliver the outcomes emanating from the recommendations that will position the NR workforce to support Navy capability. The Project Implementation Plan is to outline key milestones, resource implications and risks against which the DNRWI will report to the NCC and DCN. Implementation is to be executed through a phased approach, namely:

a. Phase 1 – Development of the Implementation Plan (04 Oct 16 – 30 Nov 16). Develop a detailed Project Implementation Plan and supporting key performance indicators (KPI) to deliver the NR workforce structural, leadership and cultural

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changes to support current and future Navy capability requirements. The Plan is to be linked to Plan *Pelorus*, Plan *Acrux*, and the Navy Workforce Plan. The draft Project Implementation Plan is to be presented to the Project Steering Group for endorsement. The outcome of this phase is to ensure there is a coordinated approach to manage the implementation and to provide governance over the process.

b. Phase 2 – Validation of Recommendations and Operational Design (01 Dec 16 – 28 Feb 17). Undertake an analysis of causal factors behind the recommendations to determine their dependencies and process for implementation. The schedule for implementation of the detailed list of recommendations is to be determined in association with lead agencies allocated with responsibility for their execution. The outcome of this phase is to ensure that the recommendations are capable of being implemented within the project timeline and appropriately resourced.

- c. Phase 3 Execution of the Implementation Plan through to completion and assessment of outcomes (01 Mar 17 30 Jun 18). Work with DNWR and DNWM to determine NR workforce capability requirements to articulate and formalise the future roles that meet Navy requirements. As part of the broader Navy Workforce Plan, engage with Fleet to develop options to expand and integrate NR deployable capabilities including a raise, train and sustain construct that contributes to the generation of future Navy capability. Engage with Plan Acrux on the rebalancing of the NR and PN establishment and to establish a revised organisational structure for permanent part-time positions. Work with COMTRAIN to develop a concept for flexible training delivery and DNPCMA to deliver an enhanced career management framework that supports Navy's future integrated workforce under the Total Workforce Model (TWM). The outcome of this phase is to deliver on the Project Implementation Plan.
- d. Phase 4 Project Closure (01 Jul 18 31 Jul 18). Produce a Project Closure Report summarising achievement.

5. **Related Reviews and Plans.** Reviews that include a number of dependencies and interrelated actions with the implementation of recommendations of the RANR Review are:

a. Plan Acrux (DCN/OUT/2016/317);

- Project Metis and the Navy Officer Intelligence PQ (INT PQ) Review (DGNCIW Directive 07/2016);
- c. Naval Health Services Workforce Review (DCN/IN/2016/712); and
- d. Defence Strategic Workforce Plan.

 Endstate. DNRW1 will have completed implementation of all recommendations incorporated into the endorsed Project Implementation Plan and/or successfully transitioned ongoing management to business-as-usual activities.

 Timing. The project is to be completed no later than Jul 18 and a Project Closure Report produced.

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8. Authorisations. For the purposes of this Directive, DNRWI is authorised to liaise directly with Navy commands and within Defence up to Two Star level to conduct stakeholder engagement. Where activities do not fall within the remit of Navy People Branch, the Project Implementation Plan is to identify the lead organisation.

#### RESOURCES

9. DNRWI has overall authority and responsibility for managing and executing the project. The Director will be supported by a mix of full-time and part-time members utilising Navy People Branch resources, and may need to be supplemented by additional staff members, as required for specific elements, from other organisations.

#### PROJECT GOVERNANCE

10. Project implementation will be overseen by DGNP. Project governance and support is provide through two separate groups as follows:

- a. Project Steering Group. A One Star Steering Group will provide strategic guidance to DNRWI on the project direction and resolution of issues. Standing members are:
  - (1) DGNP
  - (2) COS FHQ
  - (3) DGANCR
  - (4) COMTRAIN
- b. Project Reference Group. Other Directors in Navy People Branch, Training Force and Fleet Command will be available to provide expertise regarding Reserve workforce requirements, workforce management and training issues.

#### ADMINISTRATION AND REPORTING

11. Administration. DNRWI is authorised to task allocated staff and to engage external to Navy People Branch in order to achieve Project implementation. DNRWI is to provide DGNP a phased bid for funding for FY16/17 and subsequent years. This is to include briefings to the Reserve community undertaken in association with DGANCR. Travel to achieve this is to be limited, in frequency and duration of travel, to that absolutely necessary to achieve the task.

- 12. Reporting. DNRWI is to report as follows:
- a. to DGNP on the progress of Project implementation through:
  - (1) weekly updates via Navy People Branch dot points on significant issues; and
  - (2) monthly progress in the SOPRR3 commencing Jan 17 until task completion.

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- b. reports to the Steering Group commencing with tabling the draft Project Implementation Plan;
- e. reports to the NCC as directed, commencing with completion of Phase 2 at the meeting scheduled for 14 Mar 17 and thereafter as necessary to seek decisions;
- d. reports to CNSAC as directed; and
- e. reports to DCN on completion of Phases 2, 3 and 4.

 Regular updates of the Project's progress are to be issued to keep NR members and stakeholders informed.

14. Extension to Project timeframe. DNRWI may seek extensions to Project deliverables on occurrence and subject to Steering Group approval.

# COMMAND AND CONTROL

15. DNRWI is accountable to DGNP for the execution and conduct of this task.

22	
	MH Miller
	CDRE, RAN
	DGNP
	09 Dec 16

Enclosure 2 to Project Bass Closure Report Dated Sep 18



CHIEF OF NAVY

# MINUTE

CN/OUT/2016/587

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#### STRATEGIC INTENT FOR THE NAVAL RESERVE

1. In Plan *Pelorus*, I directed that the Navy workforce of 2018 and beyond is to be fully integrated and aligned with future capability requirements. The Naval Reserve (NR) is a fundamental component of Navy's totally integrated workforce. In keeping with its functions and roles<sup>1</sup>, my Strategic Intent for the NR is to optimise its inherent potential and contribution to Navy and Defence capability as both an operational and strategic reserve.

2. Navy is underway improving our Workplace Flexibility (Flexible Work Arrangements) and now also needs to focus on increasing our Workforce Flexibility. My vision for the Navy workforce accords with the Total Workforce Model (TWM) developed through Project SUAKIN. A Navy member's career may span full-time and part-time service as circumstances change; therefore Navy must actively manage its members' career continuums, and effectively harness members' military and civilian skills thorough different patterns of service to enhance capability.

3. All Reservists are volunteers and, short of a call-out under the *Defence Act 1903*, they cannot be involuntarily compelled to serve. However, I have confidence in the dependability and reliability of Reservists for any contingency noting that this confidence will be sustained by Reservists being well managed and valued, and making an important and meaningful contribution to Navy capability.

## INTENT

4. The latent capacity and capability of the NR is to be fully harnessed and effectively managed to deliver a workforce that readily supports and contributes to future capability requirements. Strategically, and in consonance with *Defence White Paper* 2016 and the *First Principles Review*, greater use is to be made of Reservists where they can deliver improved capability outcomes and offer offsets for Navy to achieve the future force. Navy's future workforce construct must therefore better integrate the NR as part of an optimum force mix delivering and ensuring capability, and better recognise the NR as a cost-effective resource.

5. The Active Reserve is to be managed and maintained such that it is capable of supplementing Navy capability at short notice in continued support of Defence interests. The diversity, skills and competencies of the Active Reserve will provide support across a continuum of Navy functions and missions augmenting the Navy workforce and performing operational, support and sustainment roles. To meet this requirement, the Active Reserve must be effectively managed to optimise the delivery of future capability in the Navy of 2018

As currently defined in DI(N) ADMIN 6-1 Navy Reserve - Function and Roles

and beyond. It must also be resourced and trained where appropriate to achieve its role as an operational reserve.

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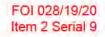
6. The Standby Reserve must be capable of augmenting, supplementing or complementing Navy capability in the event of a major contingency, including partial or full mobilisation. The Standby Reserve is to provide a strategic follow-on and complementary capability aligned with Navy's potential future operational requirements. To ensure that this capability is maximised, the Standby Reserve will be managed to better align its capability and profile with Navy requirements.

7. There is a mutual obligation upon individual members of the NR, as well as for the Navy organisation as a whole, in managing a member's career. In keeping with TWM concepts, Navy is to be more proactive in the management of careers for the Active Reserve, and more actively plan career opportunities for part-time service. I see this as being particularly valuable in specialist functions, such as in professional skills, reform and risk areas.

### CONCLUSION

8. Delivering Navy capability is inherently reliant on maximising the use of Navy's total workforce (Permanent, Reserve and APS). Therefore, I expect commanders and managers to be accountable for the effective management, development, utilisation and preparedness of their Reserve personnel. The NR provides a cost-effective, flexible and diverse manpower resource that can be responsive to our changing strategic environment. Through the TWM, the NR will be fully harnessed in supporting and contributing to the sustainment of Navy's capability and delivery of Navy's outputs.







DEPSEC DP/OUT/2019/024

CN

For information: HPC DGNP DGDFR

# NAVY STATEMENT OF REQUIREMENT TO DFR

1. Thank you for your Minute including Navy's Statement of Requirement of 14 Mar 19. We continue to be committed to achieving the recruiting requirements as specified in Navy's Recruiting Directive of 18 Dec 18. I have also been advised that Navy has remained engaged with DFR throughout development of both the Recruiting Directive and Statement of Requirement and that Navy's requirements are understood. I further encourage the continued good-will that currently exists between Navy and DFR in developing the mutually shared recruiting objectives.

2. The recruitment of women and Indigenous members into Navy will require a particularly great focus of effort. Combined, the Navy female and Indigenous targets will represent the majority of Navy targets for DFR for FY2019/20.

3. Women It is noted that Navy's objective is for 35% representation by 2025 so that the overall Navy recruiting target for FY2019/20 is 44% female. The FY2019/20 female target is a 72% increase over the 2017/18 target (469 women to 807 women) as shown in Annex A. Subsequently, DFR have been considering the staffing implications to assist with achieving this target given that five of 16 Defence Force Recruiting Centres have no Navy permanent force female representation and an additional five have just one Navy female. The ratio of Navy female members posted to DFR relative to Navy's target are shown in Annex B.

4. This week I discussed with DCN the importance of increasing the number of Navy permanent force women in DFR. I request that you consider increasing the number from 27 to around 44 to enable positive recruiting outcomes and representation in most recruiting centres. While forty-four Navy permanent force women would account for around 47 percent of your total staff in DFR, I see this as a critical element of our strategy to meet the Navy gender targets.

5. Indigenous. It is noted that Navy has specified 5% representation of Indigenous personnel by 2025 which requires an overall Navy recruiting target comprising 10% Indigenous personnel. This represents a 76% increase from FY2017/18 targets from a target of 104 to 183. Navy currently provides four of the twenty staff in the Specialist Recruitment Team – Indigenous (SRT-I) within DFR. Noting the requirement for extensive community engagement to attract Indigenous candidates, it may be necessary for Navy to augment Indigenous representation in DFR with members suitable for SRT-I recruiting roles. In discussions with DCN I suggested that as part of the upcoming work on Indigenous recruitment and retention required for COSC, we first look at what further measures can be taken to improve the retention of our Navy Indigenous personnel.

# 2

6. While there are other key areas in the Statement of Requirement that will require close coordination, such as submariner targets and emerging cyber roles, I am satisfied that sufficient resources exist at this time, notwithstanding a desire to increase the number of submariners posted to DFR in due course. However, the increase in diversity targets, which exceed increases by the other Services, will require Navy's support to achieve. Regardless, noting that DFR recruited 95% of Navy's target in FY2017/18 and is currently forecasting over 95% for FY2018/19, I am confident that DFR will continue to contribute positively towards Navy's capability requirements.

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/Ś Ma	y 19
Anne	xes: Service Fem

- A. Service Female Targets 2017/18 to 2019/20
- B. Proportion of Women Posted to DFR

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#### FOR OFFICIAL USE ONLY

ANNEX A TO BN4352328 MAY 19

		FY 19/20 Female TGT	FY 18/19 Female TGT	FY 17/18 Female TGT
	FT OE	149	85	4
	FT GE	540	410	35
	RES OE	20	10	
Navy	RES GE	8	8	
	FT Gap Year OE	30		
	FT Gap Year GE	60	68	70
22	Navy Total	807	581	469
2				
2				
	et since 17/18	72 1%		
avy female targ	et since 17/18	72.1%		

# Service Female Targets - 2017/18 to 2019/20

FOI 028/19/20 Item 2 Serial 9

ANNEX B TO BN4352328 MAY 19

# **Proportion of Women Posted to DFR**

(Permanent force and CFTS as at 15 Apr 19)

	Females		1	Males		
# of Svc	% of Svc	% of DFR	# of Svc	% of Svc	% of DFR	Total
27	35.06%	10.00%	50	64.94%	18.52%	77
		# of Svc % of Svc	# of Svc % of Svc % of DFR	# of Svc % of Svc % of DFR # of Svc	# of Svc % of Svc % of DFR # of Svc % of Svc	# of Svc % of Svc % of DFR # of Svc % of Svc % of DFR

FOI 028/19/20 Item 2 Serial 10



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# CN/IN/2019/ 698

OCN ID: BS3333266 Object ID: Date Registered: 22 May 19 Registered By: CN Secretariat

cument Title	698 - 190522	- Report - Defence Workforce Report as at 01 May 19 BS3333266
Name/ Appointment	Code/ Response Reg'd	Comments
SO CN s22	A Response Req'd 22/05	
Den 522	sponse Řeg'd	Retained by sca
Reg	A Response Req'd	Discord no action
	Response Req'd	
	Response Req'd	
	Response Req'd	

A - Action I - Information C - Comment D - Draft Reply E - For Signature F - File G - Discuss

# Defence Workforce Report As at 1 May 2019

# Introduction

1. The purpose of this report is to provide an overview of key ADF <sup>22</sup> workforce statistics as at 1 May 2019. The report also provides information about how Defence is tracking against workforce guidance. Additional detail on particular issues are available in the enclosed attachments that are referenced in the left hand margin.



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2. Defence has implemented the Total Workforce Model, which features a continuum of service categories (Attachment 1). The ADF workforce information in this report incorporates the Total Workforce Model terminology.

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# ADF Workforce Summary

12. Table 2 provides a summary of 2018-19 performance against ADF guidance, which includes *2016 Defence White Paper* allocations.

# Table 2: ADF Average Funded Strength performance – Financial Year 2018-19

Pay 21 18 Apr 19	% Variation	Current AFS Variation	Average Funded Strength (AFS) at 18 Apr 19	2018-19 Guidance at 30 Apr 19	
14,336	-4.0%	-592	14,117	14,709	Navy
1	-4.0%	-592	14,117	14,709	Navy s22

s22



5

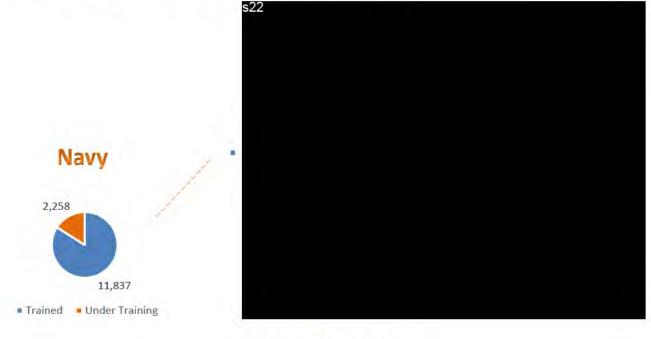
FOI 028/19/20 tem 2 Serial 10

6-9 12 month difference from 1 May 2018) S22 Navy 14,095 1422 (3.1%)

# Trained and Under Training Force (SERCAT 7 and 6 excluding SERVOP G)

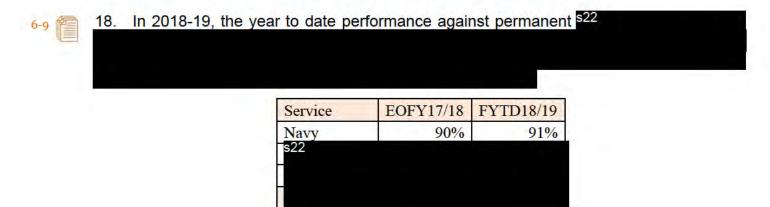
6-9

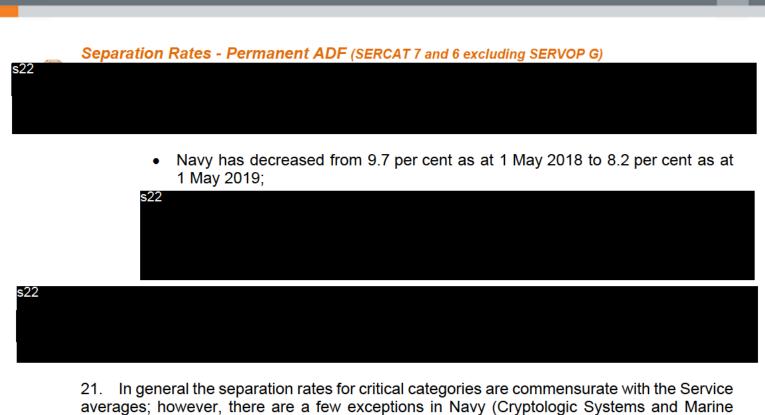
17. The workforce can be divided into two components: the trained force, which contributes to the delivery of capability; and the under training force.



Trained Under Training

# Recruitment - Permanent ADF (SERCAT 7 and 6 excluding SERVOP G)





6

Technician) s22

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6-9 ADF Gap Year (SERVOP G)

23. The ADF Gap Year (SERVOP G) recruiting target for 2018-19 <sup>S22</sup> (Navy 125, S22

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25. As at 1 May 2019, the permanent force female participation rate for Navy is 21.7 per cent, <sup>\$22</sup>

12 Critical Categories

26. There are <sup>\$22</sup> classified as critical in 2019: eight in Navy, <sup>\$22</sup>

# POC: GPCAPT Jane Wheaton (02) 6127 2206

# Total Workforce Model Reporting Structure

Previous description	Total Workforce Model Service Category	Notes	Note: There is currently no ADF workforce	
Permanent Force	Members of he Permanent Forces rendering full-time service (Service Category 7)	Exclude	in the following TWM SERCATs:	
Fermanent Force	Members of the Permanent Forces rendering a pattern of service other than full-time (Service Category 6) Service Option		<ul> <li>Service Category 5 Service Option G</li> <li>Service Category 3 Service Option G</li> </ul>	
	Members of the Reserve Forces rendering a specified pattern of service (Service Category 5)		<ul> <li>Service Option B</li> <li>Service Option D</li> </ul>	
Active Reserves	Members of the Reserve Forces who are available for voluntary service at short notice (Service Category 4)	Exclude		
Active Reserves	Members of the Reserve Forces who are available for voluntary service or are rendering service with the level of service obligation applied at the Service's discretion (Service Category 3)	Service Options C, G	ADF workforce allocations against these TWM spectrums are expected to occur over time.	
	Service Category 5		over unie.	
CFTS Reserves	Service Category 4	Only include Service Option C		
	Service Category 3			
	Full-time service (Service Category 7)			
ADF Gap Year	Provision for Service Category 5, but not currently used	Only include Service Option G		
	Provision for Service Category 3, but not currently used			
Inactive Reserves	Members of the Reserve Forces who do not render service and have no service obligation. They are liable for call out (Service Category 2)			
Deployed Defence APS employees	Employees of the Defence APS who are force assigned (Service Category 1)			

	Service Categories					
SERCAT 1	SERCAT 1 consists of employees of the Defence APS who have been seconded or attached to the ADF and are force assigned.					
SERCAT 2	Members in SERCAT 2 represent the standby component of the ADF and do not render service. SERCAT 2 members represent a latent capability that the Service Chiefs can call upon as required to provide voluntary service. Members in SERCAT 2 are subject to call out provisions.					
SERCAT 3	Members in SERCAT 3 have indicated their availability to serve, or are rendering service to meet a specified task, generally within a financial year. Individual Readiness requirements and associated conditions of service may be applied at a Service's discretion.					
SERCAT 4	The nature of service in SERCAT 4 is primarily characterised by the provision of capability at short notice, typically through Continuous Full-Time Service (SERVOP C), with the length of that notice and the duration of the service defined by the individual Services. Service in SERCAT 4 imposes additional obligations on members (eg Individual Readiness compliance, higher training commitment).					
SERCAT 5	The nature of service in SERCAT 5 is characterised by having stability in terms of a specific pattern of service and the number of days to be served, in return for a commensurate commitment from the member to render that service. Individual readiness requirements and associated conditions of service may be applied at a Service's discretion.					
SERCAT 6	The nature of service in SERCAT 6 is characterised by the provision of a flexible service arrangement by members of the Permanent Forces. A flexible service arrangement is defined as anything other than full-time service. The period or pattern of service may vary depending on the needs of the Service and the member. Members in SERCAT 6 are subject to the same service obligations as other members of the Permanent Forces including the liability to serve on a full-time basis if required to do so.					
SERCAT 7	The nature of service in SERCAT 7 is characterised by the rendering of full-time service by members of the Permanent Forces. SERCAT 7 represents the maximum service obligation and in return, members in this category receive commensurate conditions of service.					

Service Options					
SERVOP C	The nature of service in SERVOP C is characterised by the rendering of continuous full-time service by members of the Reserve Forces, for a period of time.				
SERVOP D	The skills and experience of a member rendering service in SERVOP D are shared between the member's Service and an industry partner.				
SERVOP G	The nature of service in SERVOP G is characterised by the undertaking of the ADF Gap Year program by members aged 17-24 years for a period of 12 months.				

POC: Bernadette Linden (02) 6127 2341

Defence Workforce Guidance and Achievement

# APS Workforce by Group

Group	2018-19 Guidance at 30 Apr 19	Actual FTE Pay 21 18 Apr 19	ASL Pay 21 18 Apr 19	Variation in AverageTerms
s22				
Navy	608	554	555	-53
s22				

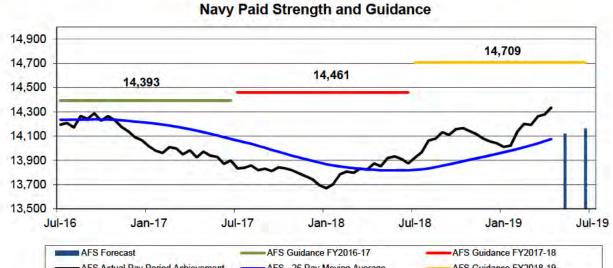
s22		

# ADF Workforce by Group<sup>(1)</sup>

S22 Navy 13201 12395 12199 -1,002 22	Group	Guidance at 30 Apr 19	Pay 21 18 Apr 19	Pay 21 18 Apr 19	AFS Variation from Guidance
Navy 13201 12395 12199 -1,002 22	\$22				
22	Navy	13201	12395	12199	-1,002
	22				

# POC: Bernadette Linden (02) 6127 2341

End of Month Achievement and Guidance



AFS Actual Pay Period Achievement AFS - 26 Pay Moving Average AFS Guidance FY2018-19 s22

# APS 1 May 2019

POC: Kerry Neall (02) 6127 2206					Posit	ions and	d Heado	ount									
		AP	S Position	S					APS A	ctual Hea	dcount						
	01-Ma	Positions 01-May-19 2018/15			1.1		2018/19		Ongoing employees			Non-Or	Non-Ongoing employees			Total APS employees <sup>(3)</sup>	
Group S22	Position Count	Position Cap (ASL Allocation +11%)	ASL Allocation	Gap <sup>(1)</sup>	Margin <sup>(2)</sup>	01-May-18	01-May-19	Change	01-May-18	01-May-19	Change	01-May-18	01-May-19	Change			
SZZ Navy SZZ	687	675	608	78	12 8%	579	582		2	5	3	581	587				
s22																	
			Hires	Inflow	and Se	naratio	ne /Out	flow									

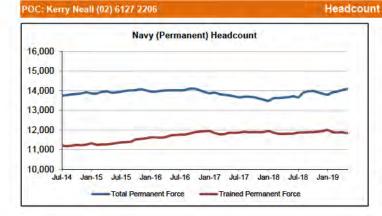
#### Hires (Inflow) and Separations (Outflow)

		ngoing Hir	0e	Sec. 1			Separation				
		angoung run	cə		luding Volunt	tary Retrenchn	nent		luding Volun	tary Retrenchr	nent
22	Previous 12 Months (1 May 17 - 30 Apr 18)		Change	Previous 12 Months (1 May 17 - 30 Apr 18)	(1 May 18 -		% Change	Previous 12 Months (1 May 17 - 30 Apr 18)	(1 May 18 -		% Chan
		_	_	-	_		-	_	_		_
lavy	81	51	-30	46	54	9.2%	0.8%	44	45	7.7%	-0.
22											

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## Navy 1 May 2019



Navy Headcount	01-May-18	01-May-19	Change
Permanent (SERCAT 7 & 6)	13673	14095	+422
Males 78 3%	10748	11036	+288
Females 21.7%	2924	3057	+133
ADFGY (SERVOPG)	90	120	+30
Reserve (SERCAT 5, 4 & 3 inc SERVOPC)	3050	3292	+242
CFTS (SERVOPC)	271	306	+35
Active (SERCAT 5, 4 & 3)	2779	2986	+207
Permanent & CFTS (SERCAT 7 & 6 inc SERVOPC)	13944	14401	+457
Total Force	16813	17507	+694
Trained Force	01_May_18	01 May 10	Change

Trained Teres	· · · · · · · · · · · · · · · · · · ·	· · · · · · · · · · · · · · · · · · ·	surge
Total TF Headcount	12090	12143	+53
Perm TF (SERCAT 7 & 6)	11819	11837	+18
CFTS TF (SERVOPC)	271	306	+35
TF Establishment	12299	12698	+399
Gap	-209	-555	

	1	AFS Per	formance	- Carlo
FY	YTD Average	Guidance	Variance <sup>(1)</sup>	Variance (%)
2016/17	14077	14393	-316	-2.2%
2017/18	13818	14461	-643	-4.4%
2018/19	14117	14709	-592	-4.0%
2019/20	NA.	14776	NA	264

	AF	S Forecast		1.1
Minimum	Mean	Maximum	Variance (2)	Variance (%)
NA	NA	na,	NA	TLA
NA	. NA	NA	NA.	1 LA
14158	14162	14166	-547	-3.7%
14491	14600	14703	-176	-1.2%

(1) Variance is difference between YTD Average and Guidance.

(2) Variance is difference between AFS Forecast Mean and Guidance.

#### **Enlistments (Inflow)**

	a second	Previous FY17	18	Acres 1 and a low	Current FY	18/19	
Permanent Navy (SERCAT 7 & 6) <sup>(1)</sup>	EOFY Achieved	Full Year <sup>(2)</sup> Target	% Ach of Full Year Target	YTD Achieved	YTD Target	Full Year Target	% Ach of YTD Target
Ab Initio	1064	1113	96%	1240	1307	1574	95%
Officers	181	221	82%	224	255	255	88%
OR Tech	357	368	97%	424	440	555	96%
Other OR <sup>(3)</sup>	526	524	100%	592	612	764	97%
Prior Service	197	290	68%	177	251	290	71%
Officers	58	70	83%	69	61	70	113%
OR Tech	33	72	46%	34	60	72	57%
Other OR <sup>(3)</sup>	106	148	72%	74	130	148	57%
Total FT	1261	1403	90%	1417	1558	1864	91%
Total ADFGY (SERVOPG)	100	100	100%	100	100	125	100%
Total PT (SERCAT 5, 4 & 3)	37	64	58%	31	41	79	76%
DFR FT Performance	1079	1113	97%	1255	1307	1574	96%

 DFR FT Performance
 1079
 1113
 97%
 1255
 13

 (<sup>11</sup>) Some Prior Service personnel are processed by DFR and count towards the Ab Initio target achievement IAW Service HQ direction.

(2) As reported in Defence Annual Report FY17/18 (Ab Initio and PT) and Prior Service as per 1 July 18 Defence Workforce Report.

<sup>(3)</sup> Ab Initio YTD Other OR Achieved includes (23) participants in the Defence Indigenous Development Program. DIDP targets are reflected in the Other OR Prior Service YTD and Full Year targets

Navy (Permanent) Separation Rates	Total Permanent Separations (SERCAT 7 & 6)	Officers	OR	Total	Annual Change
6	1 May 18 - 30 Apr 19	235	910	1145	-18
	1 May 17 - 30 Apr 18	233	1097	1330	-10
$\sim$	Current Rate	6.8%	8.7%	8.2%	4.5
	Rate 1 May 18	6.9%	10.7%	9.7%	-1.5
	5 Year Average	6.8%	9.2%	8.6%	
	Trained Permanent Separations (SERCAT 7 & 6)	Officers	OR	Total	Annual Change
	1 May 18 - 30 Apr 19	188	793	981	
-14 Jan-15 Jul-15 Jan-16 Jul-16 Jan-17 Jul-17 Jan-18 Jul-18 Jan-19	1 May 17 - 30 Apr 18	182	953	1135	-15
	Current Rate	7.2%	8.5%	8.3%	4.2
OR Total	Rate 1 May 18	7.0%	10.3%	9.6%	-1.3

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# FOI 028/19/20 Item 2 Serial T0

## Women in Defence

# POC: Kerry Neall (02) 6127 2206

S22         Navy Total         2924         21.4%         3057         21.7%         +           Junior OR         1887         24.5%         1932         24.2%         -           Senior OR         332         12.8%         366         13.9%         -           Junior Officers         680         21.3%         731         22.3%         -
Navy Total         2924         21.4%         3057         21.7%         +           Junior OR         1887         24.5%         1932         24.2%         -           Senior OR         332         12.8%         366         13.9%         -           Junior Officers         680         21.3%         731         22.3%         -
Junior OR         1887         24.5%         1932         24.2%           Senior OR         332         12.8%         366         13.9%           Junior Officers         680         21.3%         731         22.3%
Junior OR         1887         24.5%         1932         24.2%           Senior OR         332         12.8%         366         13.9%           Junior Officers         680         21.3%         731         22.3%
Senior OR         332         12.8%         366         13.9%           Junior Officers         680         21.3%         731         22.3%
Junior Officers 680 21.3% 731 22.3%
000 L1.010 101 LL 010
Senior Officers 25 13.2% 28 14 0%
s22

	1 May 17 - 3	30 Apr 18	1 May 18 - 3	30 Apr 19	Char	ige
a Second	Female	Male	Female	Male	Female	Male
s22						
Navy	427	811	367	1199	-60	+388
Navy	34.5%	65.5%	23.4%	76.5%	-00	+300
s22						

## Separation Rates - Permanent (SERCAT 7 & 6) \$22

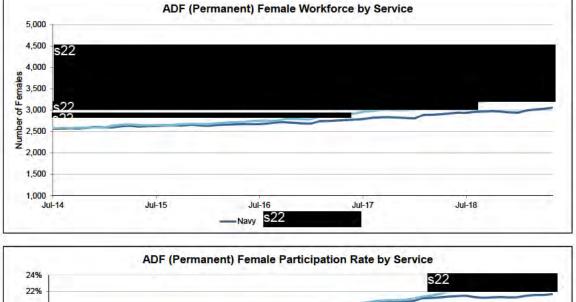
	1	1-May-18		1-	May-19	
	Female	Male	Total	Female	Male	Total
s22						
Navy	9.6%	9.8%	9.7%	7.9%	8.4%	8.2%
\$22						

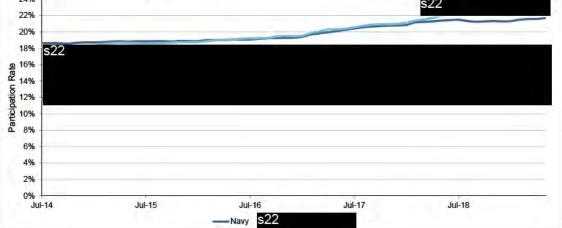
Notes: CO2 - Junior OR are rank E05 (CPL(E)) and below - Senior OR are rank E06 (SGT(E)) and above - Junior Officers are rank O05 (LTCOL(E)) and below - Senior Officers are rank O06 (COL(E)) and above - Senior Officers are rank O06 (COL(E)) and above

## Notes:

The % reflects the female headcount as a % of the group identified.

The female headcount is based on substantive rank and classification.





Culturally & Linguistically Diverse <sup>(1)</sup> CALD Variables           CALD Variables           Indigenous Status <sup>(2)</sup> Birth Country not AUS <sup>(3)</sup> Ancestry <sup>(4)</sup> Language <sup>(5)</sup> 1-May-18         1-May-19         1-May-19         1-May-18         1-May-19         1-May-18         1-May-19         1-May-18         1-May-19         1-May-19         1-May-18         1-May-19         1-May-19         1-May-19         1-May-19         1-May-19         1-May-19         1-May-18         1-May-19         1-May-18         1-May-19         1-May-18         1-May-19         1-May-19         1-May-18         1-May-19         1-May-19         1-May-18         1-May-19         1-May-19         1-May-18         1-May-19         1-May-18         1-May-19         1-May-19         1-May-19         1-May-18         1-May-19         1-May-18         1-May-19         1-May-18         1-May-19         1-May-19         1-May-19         1-May-18         1-May-19         1-	Disab 1-May-18 Total %	bility <sup>(6)</sup>
$ \begin{array}{ c c c c c c c c c c c c c c c c c c c$	1-May-18	1-May-1
Total %		
	Total %	Tetel
		Total
W		
ermanent (SERCAT 7 & 6) 3327 24.3% 3411 24.2% 440 3 2% 460 3.3% 1855 13 6% 1924 13.7% 1546 11 3% 1577 11.2% 1469 10.7% 1530 10.9%	67 0.5%	67
ctive Reserve (SERCAT 5, 4 & 3 inc SERVOPC) 750 24.6% 817 24.8% 35 1.1% 40 1.2% 459 15 0% 502 15.2% 305 10 0% 338 10.3% 278 9.1% 301 9.1%	24 0.8%	% 33
Sap Year (SERVOPG) 19 21.1% 19 15.8% 6 6.7% 4 3.3% 10 11.1% 6 5.0% 7 7.8% 8 6.7% 10 11.1% 11 9.2%	0 0.0%	% 0

Comments:

Active Reserve figures include Continuous Full-Time Service (CFTS).

Data for this table is reliant on self-identification on the Defence HR system. Therefore, the data is likely to under-report actual rates.

Last year numbers will not match those provided in the report from the same month last year. This is because these numbers are updated to include changes in self-identification that have been made within the last 12 months.

#### Notes:

(1) Culturally and Linguistically Diverse (CALD) is measured where an individual has met one or more of the following variables: Birth Country, Ancestry or Language as defined in the Australian Bureau Statistics (ABS) standards for the reporting of CALD.

(2) Indigenous Status is derived from PMKeyS field Ethnic Group Long Description. Excludes all Ethnic groups other than, where an individual has self-identified as Aboriginal/Torres Strait Islander or Aust Aboriginal or Aust Torres Strait Islander or Aust Aboriginal & TSI.

(3) Birth Country not AUS is derived from PMKeyS field Birth Country CG Long Description . Excludes Australia, Norfolk Island, Australian External Territories, Inadequately described, Not elsewhere classified, Not stated, Chose not to give this information, Not Provided & Unknown.

(4) Ancestry is derived from PMKeyS field Ethnic Group Long Description. Excludes Australian, Unknown, X Chose not to give this information, Not Provided'. Also excludes "Oceanic" where an individuals Birth Country and Language variables are not measured as CALD – because 'Oceanic previously was the only option for those who would now identify as 'Australian.

(9) Language is derived from PMKeyS fields First Language Spoken, Mother First Language, and Father First Language. Excludes English Only, Not Provided, Language Unknown, Chose not to give information'.

<sup>(6)</sup> Disability is derived from PMKeyS fields Disability Grp Description & Effective Status Code .

POC: Kerry Neall (02) 6127 2206

# ADO Critical Categories / Occupations as at 1 April 2019

	ADF Critical Categories		
Service	Category	Declared Critical	12-month Trend <sup>(3)</sup>
	s33(a)(ii)		$\uparrow$
			$\uparrow$
			$\uparrow$
New (1)			$\uparrow$
Navy <sup>(1)</sup>			$\uparrow$
			$\rightarrow$
			$\rightarrow$
			$\rightarrow$
\$22			

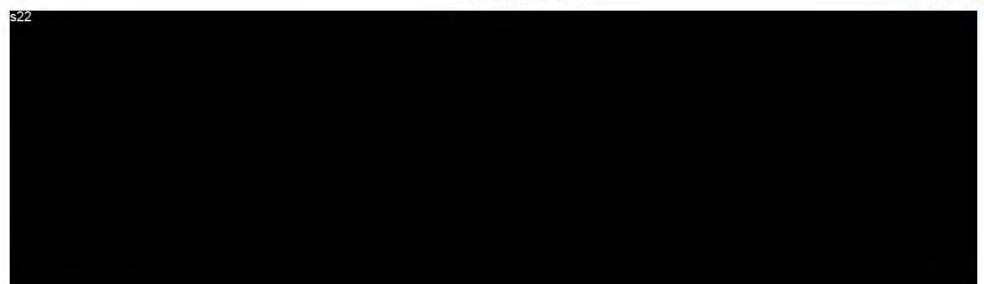
Notes:

<sup>(1)</sup> Navy does not include Senior Officers, Captains or Warrant Officers in 12-month trend calculations. From 1 Jul 18 reported Establishment no longer includes personnel posted to Rotational Positions, or workforce allowances of Advanced Training Requirement and Personnel Contingency Margin. **\$22** 

<sup>(3)</sup> 12-month Trend is based on a comparison of Demand against Actual headcount.

Trend over the last 12-months between Demand and Supply

A variation of plus or minus 5% is used to determine the direction of the trend



## ADF & APS Headcount by Group and Functional Category (1),(2)

Functio	onal Category	s22	NAVY	s2
Total (	Overseas Personnel		105	
Exclud	led from working limit (3)		1	ĺ
Include	ed in working limit <sup>(4)</sup>		5	
1.00	ADO Portfolio Engagement-Colleges		0	
limit	Defence Cooperation		0	
-	Embedded		- 38	l
rking	Intelligence		0	
ork	Liaison			
3	Logistics		4	
.Е	Procurement		<u>(</u>	
eq	Representational		1	1
Included	Science & Technology		5	Ī
2	Training (Instructors)		7	Ī
1.0	Training (Students)	- 1	16	ĺ

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