



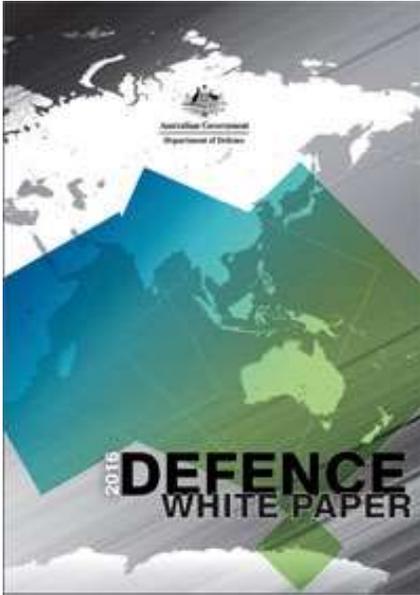
**Australian Government**  
**Department of Defence**

# First Principles Review

Creating One Defence



# The Defence White Paper and the First Principles Review



The White Paper has been released, which sets out the long-term strategy for Defence

Implementing the First Principles Review is critical to building a Defence organisation that can deliver on the plans in the White Paper – it is one of Defence’s highest priorities

The First Principles Review is critical to us being appropriately structured and organised with the right business practices

The Government will hold us to account for implementing the recommendations to meet the intent of the review

# Then and Now

## 2015 - The Planning Phase



## 2016/17 - The Doing Phase



## Implementing changes that will start to show improvement in the following areas:

### **A Stronger and more Strategic Centre – improving the quality of advice and decision-making**

- sets the direction for Defence
- provides best possible advice to Government
- monitors the organisation's performance

### **A Capability Life Cycle – delivering on Government decisions**

- investment approvals are informed, contested and timely
- value for money is delivered through efficient and effective procurement, sustainment and disposal of Defence capabilities

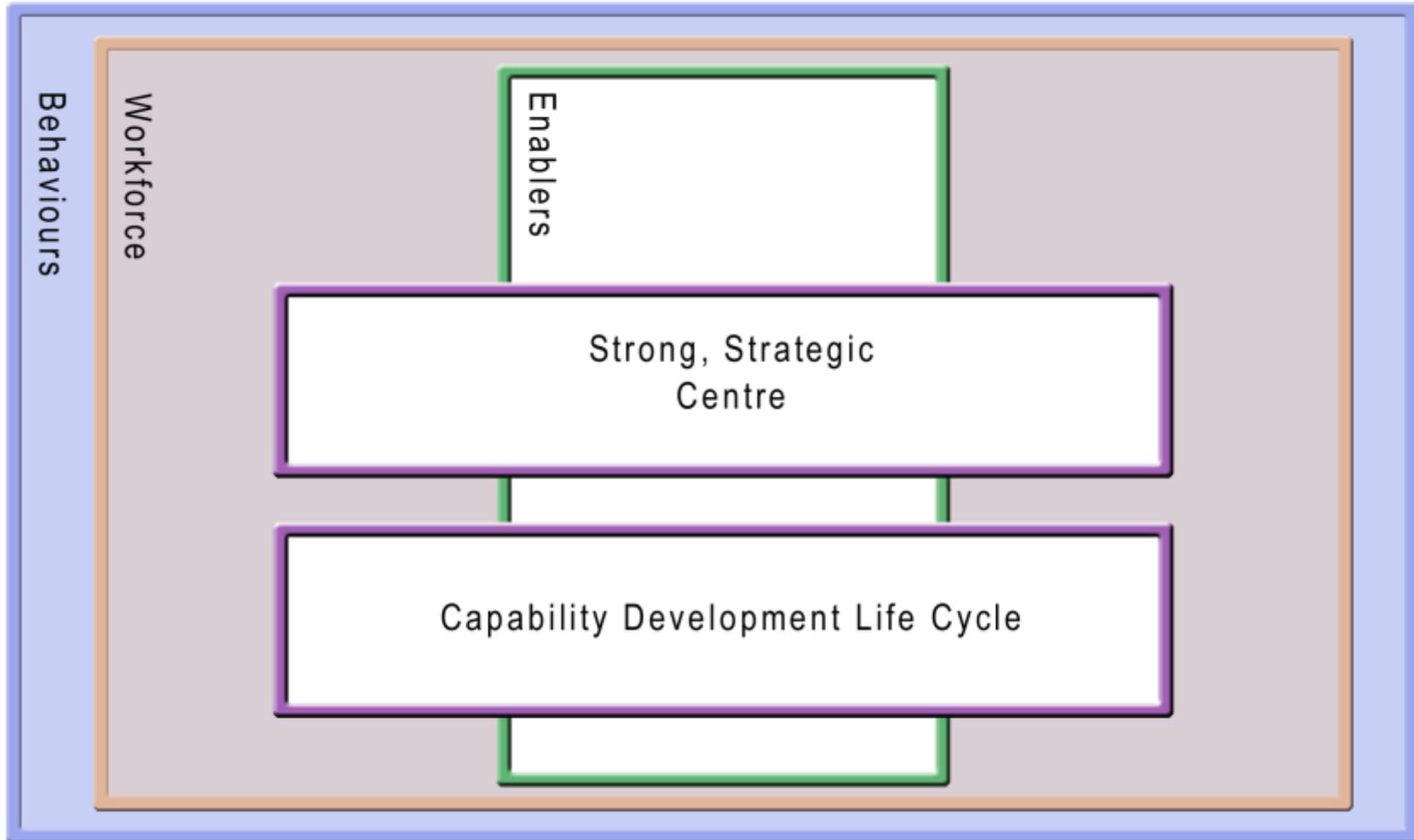
### **Enabling Services – focused on the customer**

- customer-centric
- integrated and focused on Defence outcomes

### **A Planned and Professional Workforce – skilled people contributing to high performing organisation**

- people take responsibility and are held accountable for what they do and how they do it

# Implementation Approach - Work Streams



# Implementation Governance

## Work streams

- Each work stream has an owner (senior leader), a facilitator (the link between the work stream and the Implementation Office), and an Implementation Office lead.
- Work streams do the work, the Implementation Office ensures alignment with the intent of the review

## Implementation Office

- Responsible for overseeing implementation of the First Principles Review
- Manage delivery of agreed tasks, escalate any concerns and keep stakeholders informed
- External consultants engaged to monitor and advise on implementation, not do the work

## Implementation Committee

- Comprised of eight members of the Senior Leadership Group and chaired by the Secretary and Chief of the Defence Force
- Meets weekly and is the decision-making forum which sets the direction for the delivery of the First Principles Review Implementation Plan
- Ensure our Senior Leaders allocate necessary resources to achieve goals

# Implementation Governance

## Oversight Board

- Comprised of members from the First Principles Review team (who are external to Defence)
- Meeting fortnightly, their primary function is to provide advice to Government on the implementation of the First Principles Review recommendations

## Government

- Minister for Defence is regularly briefed on progress
- Report to Government is due in July 2016 on the first 12 months of implementation





# Behaviours Work Stream

## What's next?

### **Cascading corporate objectives into individual plans**

*Increasing every individual's understanding of how their role and the work they do is valued and contributing to whole of Defence priorities*

### **The roll out of a Climate Scorecard**

*A report that features a combination of key behaviours and workplace deliverables which will inform leaders about the health of their work place. They will then be asked to share this information with staff and together address areas of improvement*

### **Initiatives addressing improving performance feedback and measurement**

*Performance assessments for senior leaders now weighted towards behaviours, and a suite of learning and development programs that will equip our staff with the necessary leadership skills and behaviours required of our current and future leaders*

## How will Defence be different?

**Decisions meet the needs of Defence as a whole and are linked to Defence goals**

**Strengthened accountability and collaboration through mutually agreed expectations**

**Shift to a strong culture of performance management and leadership**





# Workforce Work Stream

## What's next?

**Finalising recruitment of new members to the Senior Leadership Group**

**Finalising organisational structures with a return to normal recruitment between June and September 2016**

**Implementing the recommendations from Defence headquarters review**

**Development of the Strategic Workforce Plan**

*A skills census is underway and this data will be pivotal in determining what we need to do in the future to ensure our staff are appropriately trained and skilled to meet future needs*

## How will Defence be different?

**An organisational structure better aligned to efficiently and effectively deliver against capability requirements into the future**

**An enhanced and professional workforce as a result of the delivery of a Strategic Workforce Plan, including Job Family and Group and Service Workforce Plans**





# Strategic Centre Work Stream

## What's next?

**Contestability Division will continue work to establish expert challenge panels, to contest key project deliverables, and develop a risk and complexity decision support framework**

*A credible and effective contestability function will enable Defence to better advise Government on capability requirements and ensure their alignment with strategy, plans and resource allocations*

**Pilot projects have been identified to test the contestability model**



## How will Defence be different?

**Defence expenditure will be aligned with the government requirements**

**Senior leaders will receive independent, arms-length advice to ensure capability remains aligned with strategy and resources, as agreed by Government**

**Improved consistency, coherence and quality of advice to Government**

**Increased confidence by the Government in the quality of the advice and material presented by Defence for consideration and decision**



# Capability Life Cycle Work Stream

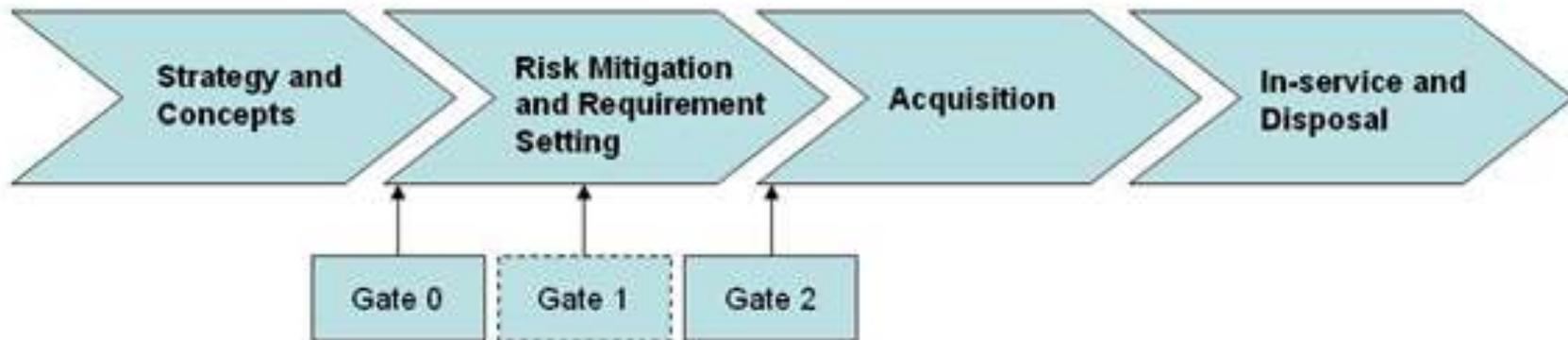
## What's next?

### **Piloting the new Smart Buyer Model and developing the new Business Framework for CASG**

*This will include a review of System Program Offices. The Business Framework will include the establishment of Centres of Excellence that provide a common and consistent set of processes and practices for each core function of CASG*

### **The Investment Committee will consider major capability projects, as well as ICT and estate investments**

*From April to July 2016 there will be a gradual transition of projects and processes to the new model, and from July 2016 onwards, the focus will be on embedding the new Capability Life Cycle into business as usual*





# Capability Life Cycle Work Stream

## How will Defence be different?

**A joint and integrated approach to developing the future force, ensuring it is aligned with Government strategic guidance**

*Decisions will be based on joint force priorities. Project planning will be fully integrated to ensure all enablers, such as infrastructure and ICT are given appropriate priority*

**The process is tailored to the risk and complexity of the project, enabling capability to be delivered on time and on budget**

*There are faster and simpler decision-making processes and there will be better schedule management.*

**We will become better contract managers and project managers**

*Improved contract and project management skills, including better schedule management, will improve capability delivery. Industry will be involved earlier and will be a key partner in delivering capability.*





# Enablers Work Stream – Information Management

## What's next?

### **Enterprise Information Management Governance Framework**

*The Governance Framework will establish the new roles and responsibilities for how information will be governed as an enterprise asset and as a critical to enabler to Defence Operations and business outcomes*

*Enterprise Information Management Business Requirements have been developed through business led engagement with Groups and Services*



## How will Defence be different?

**All information produced or consumed by Defence will be governed by an Accountable Officer. Group Heads and Service Chiefs will be Accountable Officers and will be responsible for ensuring staff apply relevant business rules when handling information**

**The Enterprise Information Management Business Requirements will inform wider Defence capability investment decisions**

**Enterprise Resource Planning is a tool that will help us deliver Enterprise Information Management**

**Defence will use information to support the warfighter and senior leaders in making decisions**



# Enablers Work Stream – Estate

## What's next?

### **Obtain endorsement of the Estate Strategy**

*Provides the link between broader Defence strategic guidance, such as the White Paper and estate planning*

### **Finalise policies for office, working and living-in accommodation**

*These policies will help us to achieve optimal utilisation of the Defence estate*

### **Consider the outcomes of the disposition review of major Defence estate to inform Estate Profile**

*This report paves the way for a more efficient and more strategically aligned estate footprint*

## How will Defence be different?

**The Estate Strategy will drive rationalisation to free up funds for re-investment of priority Defence bases that have suffered under-investment for a number of years.**

**New accommodation policies will enable us to make the most out of Defence Estate**

**Defence is able to reinvest the proceeds of sale of Defence Estate.**





# Enablers Work Stream – Services

## What's next?

### Implementing the new service delivery model

The appointment of 3xSES Band 1 positions to oversee regional service delivery will commence in May 2016. An Implementation Plan has been created and a Program Management Office and Reference Group established to conduct activity during 2016 and 2017. The Reference Group includes representatives from regional areas.

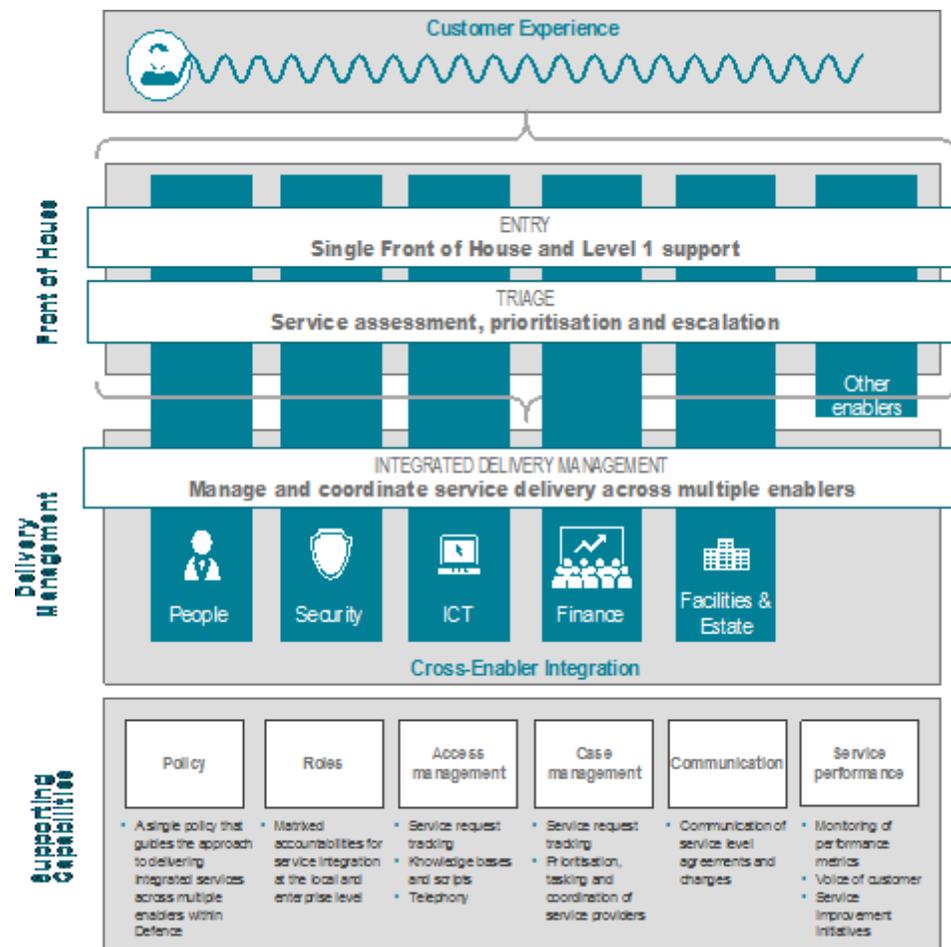
### Focus on behaviours in service delivery

We recognise that service improvement can only occur if we change the way we work together to build a service delivery culture

## How will Defence be different?

Services will be easier to access and navigate through the establishment of a single intranet entry point

A wider range of services accessible via customer service centres and the 1800 Defence phone number



# Risks to Success

- Lack of One Defence Behaviours
- Workforce Skills
- Business process changes not cascading through the Organisation
- Scale of Change

