

# Joint Workforce Modernisation

## Defence Organisation

### 1 SITUATION

The ADF's current people management systems and policies are siloed across Service lines, with the Land, Maritime, Air, Cyber and Space domains designed and governed by disparate systems, processes and policies. Despite reform to counter this, engrained processes and practices remain, meaning that joint enterprise level workforce effects are struggling to be orchestrated due to the lack of a single, unified taxonomy for workforce design, management, skilling and mastery. These challenge are further exacerbated by the incoming Defence ERP transformation to SAP across the next decade and the requirement to integrate not only within the ADF, but across the APS as well.

### 2 OPPORTUNITY

The Joint Workforce Modernisation Program is a Defence People System initiative that aims to evolve Defence's military workforce management paradigm in response to current workforce pressures. This is a multi-year Program that focuses on the enactment of Joint Employment Category Management through policy and doctrine, and the embedment of ADF Skills in the Force in Being via a credentialling model and mapping process. The ADF Skills Catalogue is a fundamental preparedness activity for Defence's incoming ERP SuccessFactors transformation agenda and services to realise the benefits of the Hire to Retire value chain.

### 3 SOLUTION

Deloitte is partnering with stakeholders across the Defence People System, warfighting domain sponsors, capability owners, and ERP Program representatives to deliver the following outcomes as part of JWMP Horizon 1:

1. An inventory of military workforce doctrine, policies and instructions to inform the development of a shared employment category management approach for the integrated, focused force.
2. Enshrining accountabilities and responsibilities for the employment and sustainment of ADF Skills for military workforce design and workforce management.
3. A credentialling model for the awarding of Skills to military members and the mapping of skills to jobs.
4. Aligning, where possible, employment category management processes across Services and Domains.

## Impact

- ✓ A **shared workforce taxonomy** and nomenclature across the ADF and APS.
- ✓ A **data-driven workforce management approach** to conduct workforce design and planning, enabling Defence to identify critical capability requirements and gaps and prioritise the workforce at an Enterprise level to best staff capabilities.
- ✓ More **efficient and effective joint career management** in a complex and competitive labour market. A skills-based approach to workforce management will better assist in filling demand requirements for capability and allow for prioritization of skills in critical capability areas.
- ✓ **Readiness activity** for incoming Defence **SAP SuccessFactors implementation**
- ✓ Allows for more efficient **movement and deployment** of the workforce into critical roles and postings outside of the traditional Service construct.
- ✓ A consistent governance framework built under the Defence People System that will articulate integrated **authorities and structures**
- ✓ Increases access for **mid-career entry members** and mobility for members across the Total Workforce System.
- ✓ Creates the opportunity for **common skill development** and widens the aperture for recognition outside of the ADF training system.