



# Land Warfare Doctrine 1-0

## Personnel

## 2018

This publication supersedes *Land Warfare Doctrine 1-0, Personnel Support*, 2008.

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# Introduction

The aim of *Land Warfare Doctrine 1-0, Personnel* is to provide a conceptual framework for how Army organises, supplies and manages its people. It also outlines the qualities and expectations that Army has of its people through their service to the nation. It is a philosophical publication that is designed for use by all commanders, staff and planners, but is more specifically intended for human resource management practitioners at the operational and strategic levels, or for those staff officers fulfilling roles within or supporting the Army People Capability System.

*Land Warfare Doctrine 1-0, Personnel* is consistent with joint doctrine on personnel management, however it is important to note that doctrine on personnel support services is captured in [Land Warfare Doctrine 4-0, Logistics](#) as a logistics function in support of land-based operations.



# Chapter 1

## Army's people and their service

*As Defence moves towards 2030 there will be many uncertainties and challenges. However there will remain one enduring constant; the importance of our people and their central role in the security of our nation. Platforms and networks allow us to conduct and sustain military and security operations, but people are at the heart of all our systems.<sup>1</sup>*

### Army's culture and values

Organisational culture is a system of shared values and beliefs that govern the way people behave within an organisation. Army's cultural and ethical foundation is its values and the bonds of trust between each and every person who joins in service to the nation.

Army's people have a reputation as skilled professionals. Their heritage is built on the service and sacrifice of those who have served before them. As warfare remains a fundamentally human endeavour, people are central to Army's ability to achieve a potent and capable land force in a complex, diverse and lethal operating environment.

The responsibility entrusted to Army's people to apply lethal force in the defence of the nation is a unique obligation that must be carried out in an ethical and professional manner. The established set of values that bind individuals within the Service guide Army's people in discharging this duty and serve as a foundation to generating and sustaining capability.

Army's values are:

- *Courage.* Moral and physical, to act in the best interests of the nation and the Army; including the moral strength and professionalism to balance the will to win with compassion, and mateship with duty.
- *Initiative.* To explore opportunities and embrace innovation to improve Army and our service to our nation.
- *Respect.* For ourselves, our colleagues, our community and our history of service to the nation; acknowledging that each one of us has earned the right to wear the rising sun badge and the responsibility to uphold the values and traditions it symbolises.

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1. Department of Defence, *Defence People 2030*, Defence People Discussion Paper 1/08 April 2008.

- *Teamwork.* To support each other, our Australian community, our allies and our regional security partners in striving to achieve our mission; in a world connected by digital communication, such national and international 'communities' exist in both the physical and online domains.

All members of Army are expected to uphold these core values.

### **'I'm an Australian Soldier' – Army's core behaviours**

The 'I'm an Australian Soldier' campaign provides a range of core behaviours that Army expects of its people. The behaviours have been developed as an extension of Army's values and in response to the complexities of current and future operating environments. 'I'm an Australian Soldier' also informs human performance and contributes to Army's capability through the moral, physical and intellectual elements of fighting power. It provides all soldiers and officers in Army with a readily understood guide across the physical, moral and intellectual domains. This not only ensures that Army's people are acting in a manner that is compatible with the organisation's cultural and behavioural requirements, it also ensures that they are contributing to Army's capability. The ten core behaviours are:

- *Core behaviour 1 – every soldier an expert in close combat.* Close combat is conducted with direct fire weapons against recognised individuals. Every soldier must have close-quarter combat skills to be successful on the modern battlefield. The complex battlefield has no fronts or flanks and no secure areas. All soldiers, regardless of their corps, need to be competent in small team tactics in complex terrain. All soldiers need to be expert in the use of personal weapons and in unarmed combat. While the level of expertise will vary from corps to corps, and unit to unit, all soldiers must be tactically proficient.
- *Core behaviour 2 – every soldier a leader.* The small team emphasis required in complex warfighting demands that even junior soldiers be prepared to step up and lead – either to replace casualties, to contribute to collective assessments of appropriate actions, or to exert a positive influence on peers and superiors. Every soldier must be given the opportunity to develop their own leadership style.
- *Core behaviour 3 – every soldier physically tough.* Soldiers face great physical demands in all theatres of operations – even without the additional demands of close combat. Preparation for these demands requires a systematic approach to conditioning that continues to develop both physical strength and endurance. This cannot be achieved through organised physical training alone. Physical toughness requires that individuals commit themselves to continuous physical conditioning.
- *Core behaviour 4 – every soldier mentally prepared.* The intellectual and emotional demands of both operations and daily life require intellectual preparation and psychological endurance. To achieve their full potential,

soldiers need to develop thinking and decision-making skills and mental toughness to complement their physical toughness.

- *Core behaviour 5 – every soldier committed to continuous learning and self-development.* Mastery of complex warfighting requires that every soldier develops knowledge in a wide array of fields. It is impractical for the Army to deliver such a wide array of knowledge. Therefore, all soldiers must be provided with opportunities for self-improvement and self-education. They must also be supported in their endeavours and rewarded for their efforts.
- *Core behaviour 6 – every soldier courageous.* Courage is more than facing the physical dangers of battle; it is doing what is right and fair with a sense of duty and compassion. It is built on an ethos of serving the nation and service before self. Courage is a complex mix of personal attributes, confidence in the organisation and psychological conditioning.
- *Core behaviour 7 – every soldier takes the initiative.* Initiative is the ability to achieve the mission by exploiting opportunity, often in the absence of orders and improvising to make the most of the equipment and resources available. Soldiers need to act independently within appropriate boundaries and require the cognitive decision-making skills to support this independence.
- *Core behaviour 8 – every soldier works for the team.* Teamwork is based on equality, tolerance and friendship which are essential to achieving the mission. Teamwork is the product of sound leadership at all levels, individual competence, trust and training. Soldiers need to be taught that they and others play different roles in team cohesion and effectiveness and that they need to tailor their behaviour accordingly. A soldier's family is also critical to this behaviour as they shape the attitudes of the individual, community and government.
- *Core behaviour 9 – every soldier demonstrates compassion.* War among the people requires that soldiers be able to cross cultural divides and understand that their own perceptions and motivations are not universal. Soldiers must be able to shape their own actions in response to the perceptions of others. The exercise of compassion is supported by, but not reliant on, a range of attributes, including cultural awareness, enhanced language skills and a solid grounding in ethical decision making.
- *Core behaviour 10 – every soldier is respectful.* Respect is an essential element of military professionalism. Members of Army must respect the law of the land and be capable of restraint and prudence in the presence and use of extreme violence, as they may be required to protect the nation and its interests. The ability of Army's people to show respect to all people at all times defines them as soldiers. Respect is not limited to fellow soldiers, the unit, corps or Service, but in how soldiers and officers conduct themselves with all people at all times.

## **‘Our Contract with Australia’**

‘Our Contract with Australia’ is a synthesis of the ‘I’m an Australian Soldier’ core behaviours and seeks to support strategic reform priorities of zero tolerance of sexual abuse, harassment and bullying; a reduction in alcohol-related harm; enhanced diversity; and ensuring high standards of behaviour are set and maintained at all times. The contract is embedded in Army’s training and doctrine. The contract states:

*‘I’m an Australian soldier who is an expert in close combat*

*I am physically and mentally tough, compassionate and courageous*

*I lead by example*

*I strive to take the initiative*

*I am committed to learning and working for the team*

*I believe in trust, loyalty and respect for my country, my mates and the Army*

*The rising sun is my badge of honour*

*I am an Australian soldier – always.’<sup>2</sup>*

## **Good soldiering**

‘Good soldiering’ is the collective term for Army’s contemporary cultural renewal initiatives. It seeks to build an inclusive organisation that develops and employs Army’s people to be the best they can be. Good soldiering is comprised of the following six specific areas of focus, all of which encompass various initiatives:

- reform
- leadership
- talent management
- preparedness
- enablers
- diversity and inclusion.

Army’s future success requires the organisation to develop aspirational leaders and a culturally attuned workforce, so that Army’s people are capable of achieving results in a complex global environment. Good soldiering will aid in developing and sustaining people who demonstrate agile thinking, active management of behaviour and performance, and exceed community expectations. Good soldiering is the foundation of the trust, teamwork and adaptability needed to identify new ways of achieving capability results.

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2. Directorate of Workforce Strategy – Army, *Army’s Values and Behaviours*  
<http://drnet/Army/DWSA/Cultural%20Reform/Pages/Army's-Values-and-Behaviours.aspx>

## **Uniqueness of Army service**

The unique nature of service in Army requires that individuals willingly accept risk and apply lethal force in defence of the nation. Army's people are required to be available for duty at all times and are subject to geographical mobility throughout their careers. The unpredictable and demanding aspects of service life are reflected in the pay and conditions provided to Army personnel. They are also countered by the high level of job satisfaction and personal pride that comes from fulfilling the desire to serve one's nation.

Army's people must be mentally prepared for the challenges of mobility and periods of extended absence, either on exercise or operations. They must be prepared to seek support from the chain of command and organisations such as the Defence Community Organisation to ensure that together with their families, they are able to sustain the unique requirements of service.

## **The psychological contract**

The relationship between the individual and the organisation that employs them can be referred to as the psychological contract. It refers to an unwritten set of expectations that exist as part of the employment relationship. In the case of Army service, the psychological contract reflects the complexities and unique demands of service life and the desire for Army to provide meaningful, rewarding and compelling employment for individuals with the view of retaining the right people and achieving capability requirements. It is inherently linked to the challenges in balancing service needs, career development needs and personal preferences. The concept of the psychological contract assists in understanding that the expectations between the individual and Army will naturally shift throughout an individual's career.

## **Service discipline**

Members of the Army are subject to the [Defence Force Discipline Act 1982](#), the purpose of which is to maintain and enforce military discipline. The discipline system is necessary for Army to achieve land-based operational capability and provides the mechanism to deal with offences that affect military discipline. Military discipline is a product of command and leadership, and it contributes to good order, morale and compliance with lawful directions. Army's people are expected to maintain the highest level of discipline at all times; this applies to times of peace or war, and service both in Australia and overseas.

## **Embracing diversity**

For the Army to succeed in an increasingly complex and dynamic global environment, Army's people must be able to problem solve, innovate and adapt quickly. Diverse employees, given the opportunity to contribute, bring different perspectives, increased levels of creativity and enhanced innovation. These skills underpin Army's professionalism and warfighting strength. Army also needs to remain responsive to demographic shifts in the Australian population, the increasingly competitive job market and the requirement for the workforce to be more technologically adept. These external factors mean that Army cannot afford

to ignore any section of the talent pool if it is to adapt to the demands of the future and remain competitive in an evolving job marketplace. There are a number of benefits that result from diverse teams, when they are managed inclusively. The potential benefits to Army include: improved collaboration and loyalty, and increased innovation and creativity, which in turn promotes higher quality decisions allowing more effective responses to dynamic contexts and unforeseen challenges.

## Resilience

Resilience is the capacity of individuals, teams and organisations to adapt, recover and thrive in situations of risk, challenge, danger, complexity and adversity. Army commands have developed resilience frameworks to operate across a continuum (see Figure 1–1) which supports the building and strengthening of resilience so that individuals, teams and the organisation can thrive in adversity and complexity. It also recognises the necessity to support recovery and reintegration post injury, activity and deployment.

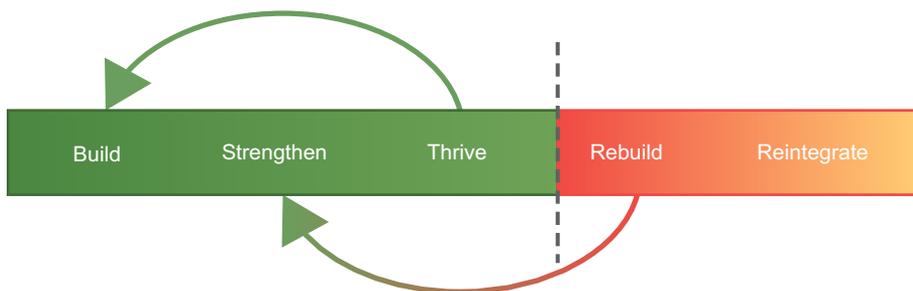


Figure 1–1: The resilience continuum

Resilience is not only for individuals but also the team and the organisation. Resilience can be applied in the following domains and commanders at all levels should strive to ensure that all elements under their command are resilient to meet future operational needs.

### Individual resilience domains

There are a range of individual resilience domains that can be developed to enable individuals to become more resilient. These can include:

- *Physical.* Fit and well individuals are better able to cope with adversity, and recover faster from illness and injury.
- *Cognitive.* Individuals who enhance their mental capacity learn faster, make better decisions and cope more effectively with ambiguity and adversity.
- *Character.* Individuals who enhance their inner qualities have a more positive and constructive sense of self, more satisfying relationships, and contribute more to their team.

- *Psychological.* The development of positive and constructive psychological/mental strategies results in optimal performance and recovery from adversity and challenges.
- *Social.* Individuals who are socially connected feel more supported, cope better with and recover faster, following adversity.

### **Team resilience domains**

Within Army, resilience within teams can be developed through the following domains:

- *Trust.* Trust provides transparency and open communication to establish a belief in others and confidence/loyalty to the team.
- *Performance.* Through training and goal setting, the team gains satisfaction from continual improvement, is motivated towards the mission and receives recognition for the achievement.
- *Values.* Role modelling, monitoring the welfare of others, practicing selflessness and deriving satisfaction from others are key drivers to instilling important base-level values into the team.
- *Cohesion.* The team will benefit from having mutual goals that develop a sense of belonging and identity while also acknowledging the need for diversity and empathy.
- *Communication.* Communication is fundamental in developing an efficient team, as open communication generates approachability, emotional intelligence and better interpersonal skills.

### **Organisational resilience domains**

As an organisation, a range of domains can be developed and applied to build resilience across Army. These can be considered as follows:

- *Culture and ethics.* A positive culture is achieved through a work–life balance inclusive of engagement with family; the minimisation of divisive social, cultural and behavioural barriers; and the modelling of values and behaviours consistent with Army and societal expectations.
- *Positive command climate.* This can be achieved through positive leadership, an organisational mindset for challenge, a commitment to resilient culture at all levels, strong crisis leadership, and a learning and collaborative culture where staff use their skills and make decisions.
- *Agile and adaptive.* Being agile and adaptive is a continuous process of critical reflective learning, lesson retention, knowledge sharing and improvement. Resilient organisations have a strategic and behavioural responsiveness to early warning signals of change, and plan strategies to manage vulnerabilities and opportunities.
- *Network and systems.* Resilience in networks and systems can be achieved through the establishment of collaborative relationships, mutual aid

arrangements and effective partnerships that can draw upon resources/support and can adapt rapidly through quick decision making and flexibility in operations.

### **Skills, knowledge and attitude**

Skills, knowledge and attitude are the focus of all training. Instructors instil in trainees the right attitudes towards the skills and knowledge being learned and their future application. In the more contemporary environment, skills, knowledge and attitude are also being emphasised through collective training, professional development and command philosophies. In a broader sense they can be defined as:

- *Skills.* Skill is the ability to carry out a function. In a military context this generally involves the application of theory through hands-on practical tasks. Repetition and practice leads to automatic response and instinctive behaviour.
- *Knowledge.* Knowledge is the awareness of, or cognisance with, information. Knowledge is consistent with discipline-specific content including concepts, theories and foundation information.
- *Attitude.* Attitude is the opinion that influences action. Attitude is difficult to teach and is usually promoted or encouraged. Attitude is usually reflected in behaviour.<sup>3</sup>

### **Professional development culture**

Army is a leader in developing its people through professional development. In a broad sense, professional development may include formal types of vocational education; typically post-secondary or technical training leading to qualifications or credentials required to obtain or retain employment. Professional development may also come in the form of pre-service or in-service professional development programs. These programs may be formal or informal, or group or individualised. Individuals may pursue professional development independently or programs may be offered by units or career management agencies.

Professional development on the job may develop or enhance process skills, sometimes referred to as leadership skills, as well as task skills. Fundamental to Army's personnel capability is the ongoing intellectual development required to ensure mastery of individual skills as well as the ongoing benefits provided through continual learning such as: maintenance of currency, preparation for higher positions, skills accreditation and personal achievement. Professional mastery includes:

- The measure of the ability of soldiers to execute their duties, their ability to perform these duties in a range of circumstances, their self-confidence to act autonomously despite risk and ambiguity, and their understanding of the purpose and consequences of their actions.

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3. [Land Warfare Doctrine 7-0, Training and Education.](#)

- The sum of an individual's depth and breadth of knowledge, and an understanding of a profession combined judiciously with the ability to apply it through the lens of personal experience and intellect.

Commanders at all levels have a responsibility to instil a culture of learning and promote professional development opportunities. Technology will continue to enhance access to learning material; particularly those forums which focus on the profession of arms and which enable Army's people to broaden their understanding of contemporary warfare.

### **Preparedness and individual readiness culture**

The Army is required to sustain military capability in order to perform any required task or mission. Increasingly the Army is required to provide people at short notice to perform a large variety of tasks on operations or other activities. To that end, personnel need to maintain a level of individual readiness which enables their deployment at short notice. It is an individual's responsibility to ensure that they remain Army individual readiness notice compliant at all times. Additionally, individuals are to ensure that their chain of command is advised when they are not able to maintain compliance. This framework provides the basis for a culture of readiness and self-discipline to enable the Land Force to meet capability requirements.

Army's people are expected to uphold values, be lifelong learners of the profession of arms, and be willing and able to defend their nation. This chapter has outlined the expectations of Army's people and the fundamental aspects of what it means to serve as part of the organisation.



## Chapter 2

# Organisation and employment

## Army's organisation

### Corps

The Army is divided into corps which is a group of troops with a common function. The corps of the Army perform specific combat, combat support or combat service support roles which have shaped their growth, development and the generation of esprit de corps that characterises each and is a source of pride to their members.

### Officer employment

Officers are individuals who receive a commission from the Monarch as the awarding authority and who holds the position of authority. Officers are selected and developed on account of their leadership potential and management skills. Officers in the Army are employed as generalist, specialist or prescribed service officers and they are employed in specialisations and streams. Generalist service officers undertake common foundation training as part of the All Corps Officer Training Continuum and then specialise across a range of functions. Specialist service officers are employed for a specialist skillset and undertake limited generalist training. Prescribed service officers are employed for a specific range of officer appointments.

### Soldier employment

Soldiers are employed within both corps and employment categories. The employment category is the classification used to group and manage Army soldiers based on the major skills, functions and responsibilities they perform in their primary work role. A corps may contain one or more employment categories. Employment categories relate directly to the skills held by soldiers. Each employment category has an authorised document (employment specification) that provides a description of the employment category and associated service conditions by detailing the job, training, remuneration and training specifications. The specification defines the level of skills required to be qualified in the employment category and those which are necessary to be promoted to higher ranks in the category. Soldiers are able to transfer between employment categories in the course of their careers; this involves meeting the specialist training requirements of the new employment category.

All soldiers undertake common training as part of the All Corps Soldier Training Continuum. This provides them with a baseline of skills, knowledge and attitude which is then developed through employment category specific training.

## Army's workforce structure

The Army is commanded by the Chief of Army. Army contains three functional commands and the Army Executive. Army Headquarters is the major component of the Executive. It supports the Chief of Army to manage commitments, synchronise the generation and preparation of forces, prepare for future challenges, inform strategic and operational planning, and provide strategic corporate and policy development functions.

**Functional commands.** The role of each functional command differs according to the part they play in preparing Army's capability. Army's functional commands are Forces Command, 1st Division, 2nd Division and Special Operations Command. Below the level of the functional commands are formations and units.

**Formations.** Formations consist of a number of units commanded by a headquarters. There are several types of formations in Army:

- *Combat brigade.* The combat brigade is the unit of action of Army's operational force. The three combat brigade headquarters command forces in barracks and on operations.
- *Enabling brigades.* Enabling formations includes a specialist capability that is best generated in a single formation.
- *Individual training formations.* Army's five individual training formations combine training establishments into groups that provide initial entry, qualification and career development training for the soldier and officer throughout their career. The training formation also provides training development and specialist career management advice to Army.
- *Reserve formations.* 2nd Division consists of six formations, each of which commands Reserve units in a state-based region (9th Brigade includes both South Australia and Tasmania). 2nd Division also commands the three Regional Force Surveillance Units, which cover northern Australia.

1st Division and Special Operations Command do not contain formations.

**Units.** Units are groupings of personnel, equipment and other elements of capability organised to provide a collective capability outcome and managed as a single entity when in barracks. Usually commanded by a lieutenant colonel, they form the core of Army's fighting organisations. Units generally contain a single capability along with supporting elements which are required to allow the core capability to be employed.

Along with the Army as a whole and their corps, soldiers and officers will usually develop a sense of belonging to the unit to which they are posted.

## Combined arms teaming: training and preparing for operations

A combined arms team is a temporary mix of combat, combat support, combat service support and command support elements tailored to a specific combination of mission, threat and terrain. The philosophy of combined arms institutionalises the characteristics of versatility, agility and orchestration. It accustoms individuals

and small teams to tailored and task-specific 'battlegroups' which can be rapidly reorganised, regrouped and re-tasked as a situation develops. The principles of combined arms are complementary; as the strengths of each arm cover the vulnerabilities of another; and dilemma, where the combined arms team imposes a dilemma upon the enemy and in taking action to avoid the effects of one arm, they are exposed to another.

Army's in-barracks structures are designed to be modular and effective in contributing capability bricks to combined arms teams. They also achieve resource and training economies of scale by providing collective training to a common capability type in a common organisation.

## **Employment of Army's people**

### **The Australian Defence Force Total Workforce Model**

Army's people are employed under the Australian Defence Force Total Workforce Model, a tri-Service people management framework designed to help secure the Australian Defence Force's supply of quality people. It provides Army with organisational flexibility, as well as providing members with access to flexible service arrangements to facilitate a balance between their personal circumstances and career needs.

The Total Workforce Model enables mobility between the full- and part-time components of Army and provides Army with the opportunity to draw upon different workforce mixes to meet capability demand. It enables permanent/regular members to access flexible service as their individual circumstances change, and provides awareness of the availability and range of skills that reservists can provide to enhance Army's personnel capability. The Total Workforce Model is made up of several components that provide:

- a structure that enables mobility in order to secure sustainable personnel contributions to Defence capability (ie, the Service spectrum)
- systems and processes that enables access to personnel and their capabilities, facilitates their development and enables the integration between the permanent/regular and reserve components of Army (including Transfer, ForceNet<sup>1</sup> and career management)
- a revised Defence employment offer that is attractive, competitive and positively influences the retention of personnel.

### **Service categories and options**

The Australian Defence Force Total Workforce Model provides a range of service categories and service options. These categories and options can be used by

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1. ForceNet provides the digital means by which Defence can access all of its members; this allows for increased efficiencies and effectiveness, and consequently, an improved workplace.

Army's career management agencies to flexibly manage the employment of officers and soldiers. The Australian Defence Force Total Workforce Model can be accessed via the Australian Defence Force Total Workforce Model SharePoint page<sup>2</sup>.

### **Army's workforce**

Army's workforce is managed against an establishment which is a collection of the permanent and non-permanent positions in the organisational structure. The establishment provides a workforce planning tool which is managed through a human resource information management system and sets the demand for personnel. The Army workforce is characterised as a closed workforce, where entry is predominantly through junior levels, supplemented with limited lateral or mid-career recruiting and entry. The career management model for most people involves progression and employment until compulsory retirement age, noting the scope for flexible engagement offered through the Australian Defence Force Total Workforce Model. The exception is at senior levels where employment is tailored for fixed periods to encourage talent throughput and manage individual and organisational expectations. Given the nature of a closed workforce, decisions that pertain to one component of the human resource management system have the potential to have long-term impacts on capability.

### **Generating capability**

Army has a system to deliver a sustainable and adaptive workforce to enable the Chief of Army to prepare land forces for operations. The system is known as the Army People Capability System. This system provides a framework for understanding the range of human resource management functions across the organisation and how they contribute to generating capability. [Chapter 3](#) examines the Army People Capability System with respect to people strategy and planning in Army.

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2. <http://drnet/People/WP/ADF-Total-Workforce-Model/Pages/ADF-Total-Workforce-Model.aspx>

# Chapter 3

## People strategy and planning

### The Army People Capability System

Army requires its personnel to be organised and postured to successfully generate a sustainable and adaptive workforce to meet its current and future capability requirements. This is achieved through the Army People Capability System, which is guided by the strategic direction provided in the Defence White Paper and the Integrated Investment Plan. The Army People Capability System is also informed by the analysis within the Defence Capability Assessment Program, the Defence Strategic Workforce Plan and the ongoing programs of cultural reform.

The Army People Capability System is designed to generate the Army workforce required to contribute to the Joint Force in Being (current state) and the Objective Joint Force (current state plus planned state) enabling Army's preparation of land forces for operations.

The Army People Capability System operates at three levels:

- *Army People Capability System Strategy.* At the strategic level, Army's People Capability System Strategy is set by the Deputy Chief of Army, as Head Army People Capability. The Army People Capability Steering Group is the decision-making forum that enables Deputy Chief of Army to exercise their oversight of the Army People Capability System.
- *People capability planning.* The oversight and direction provided by Head Army People Capability and the Army People Capability Steering Group enables staff within the Future Land Warfare, Modernisation, Personnel, Training and Doctrine branches, and Career Management to undertake workforce planning to translate the strategic direction into the required workforce, delivering people capability. This occurs through a deliberate series of planning activities.
- *Managing the People Capability Continuum.* The People Capability Continuum is representative of an individual's career. Managing the workforce through the Army People Capability System ensures that Army has the right people, with the right skills and values who are delivered when and where required. It also ensures Army's commitment to the health and wellbeing of its people is considered at every stage of the workforce management process.

Importantly, decisions and actions within one area or function in the Army People Capability System have flow-on effects to the rest of the system. [Figure 3–1](#) illustrates the Army People Capability System.

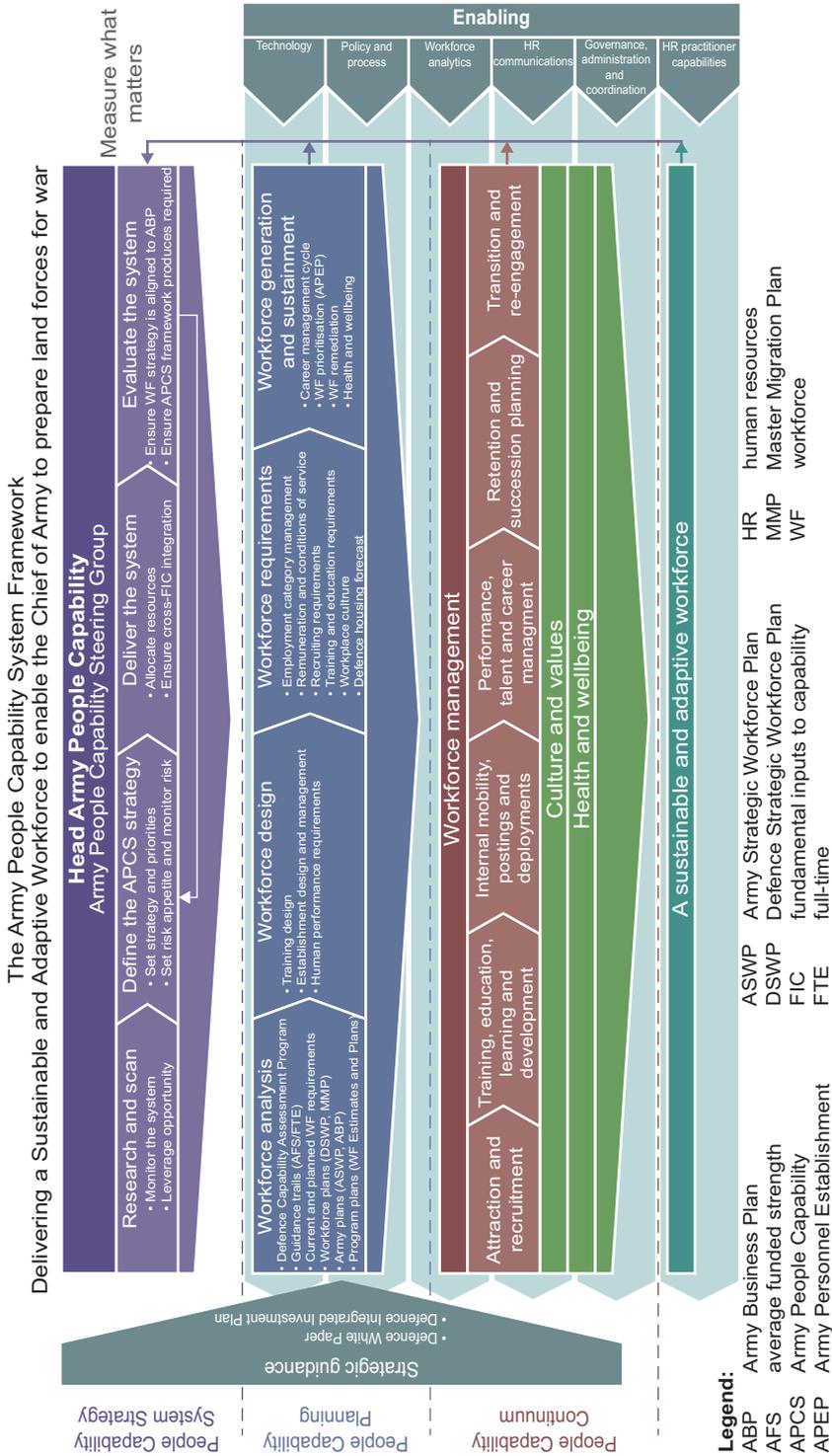


Figure 3–1: The Army People Capability System

## **Army People Capability System Strategy**

The strategy and priorities for Army's people capability is set by Deputy Chief of Army in order to deliver the workforce required by Army. This involves monitoring human resource management both internal and external to Army to ensure that the Army People Capability System is integrated and anticipates and adapts to environmental changes.

The Army People Capability System Strategy seeks to leverage opportunities in human resource practices and emerging technologies in industry and other government departments to ensure that the Army People Capability System undertakes 'best practice' strategic human resource management. It also determines the level and type of risk that Army is willing to take in order to generate a sustainable and adaptive workforce.

The strategy ensures that workforce risks to Army's contribution to capability are monitored and resources are allocated where necessary to ensure the system is sufficiently enabled to generate a sustainable and adaptive workforce. Strategic oversight of the system enables Army to prioritise and solve significant workforce issues.

One of the most significant challenges at the strategic level is the coordination and interaction between fundamental inputs to capability. 'Personnel' is regarded as one of the fundamental inputs to capability. Through the capability development and acquisition process, consideration of the personnel requirements to operate new platforms, systems and equipment is integral to realising the full potential of new capabilities. This requires regular engagement between the capability developers, Army strategic workforce managers, career management agencies, and training establishments across Army and other joint enablers. This engagement seeks to achieve coordination with other inputs to capability such as facilities, command and management, and collective training.

### **People capability planning**

The structure of Army continually evolves to meet land capability requirements. People capability planning encapsulates the process of how Army analyses future workforce requirements; designs the appropriate structures to accommodate the workforce; and then manages, generates and sustains the workforce to achieve capability outcomes. It is a continuous and synchronised process that involves planning staff across multiple organisations undertaking work such as workforce planning, establishment planning, recruiting, training, career management and resource management. Put simply, the goal of people capability planning is to provide the right number of personnel, with the right qualifications, in the right

place and at the right time, to achieve the capability requirements of Army.<sup>1</sup> Throughout all stages, workforce planning must take into consideration the development of future capabilities and needs in order to capitalise on opportunities and ensure workforce responsiveness.

### **Workforce analysis**

The process of workforce analysis involves seeking to understand how strategic guidance and future workforce trends are likely to influence the future workforce. Analysis is shaped by current and planned workforce requirements, and is guided by program plans, financial guidance and future investment plans. It seeks to understand future establishment requirements and to identify potential shortfalls and risks in meeting future workforce demands. The process is supported by data analysis of the workforce and trends, both internal and external to Army, to better understand workforce behaviours and demographics.

### **Workforce design**

Designing the workforce involves setting the organisational structures, training needs and human performance requirements for Army. The establishment sets the demand for people. It is managed intensively through a series of reviews and is guided by preparedness requirements, funding and the requirements associated with transitioning from the current to the future establishment. Management of the establishment is supported by a Defence-wide human resource information management system.

One of the critical considerations of workforce design is developing structural sustainability within the organisation. This seeks to match the recruiting, training, progression and separation patterns with the establishment so that an over or under supply of personnel does not occur.

Programming or budgeting for the workforce is a complex process which involves the allocation of funding against the establishment to determine the average funded strength guidance. This identifies the average number of full-time equivalent personnel who can be employed in a financial year based on Government-approved funding. It is a useful workforce measure in designing the future workforce and in determining current workforce requirements.

### **Workforce requirements**

Planners across the Army People Capability System are involved in determining and developing the requirements to ensure the workforce is 'fit for purpose'. One of the primary functions is employment category management.

### **Employment category management**

Employment category management describes how capability requirements are progressed into training, force structures and remuneration. Officers and soldiers qualify in a variety of employments in the Army and are remunerated for the skills

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1. Directorate of Workforce Management – Army, *Army Strategic Workforce Plan 2013–2021*, Defence Publishing Service, p. v.

they provide, as described in the *Manual of Army Employment Volume 1, Army Employment Category Management Policy, Procedures and Critical Categories*.

Employment category management ensures that Army's workforce is reviewed and managed so that employment categories are 'deployable, sustainable and affordable', as well as being equitable across other employment categories within the Australian Defence Force. Employment category management provides the Chief of Army with a governance process for employment categories to ensure implementation of changes remain within legal frameworks.

Employment category management is a continuous improvement and development activity to meet current and future capability requirements. The process empowers employment category sponsors to introduce reforms or amendments based on external factors, trends or new capability requirements. The Army employment category management process is illustrated in [Figure 3–2](#).

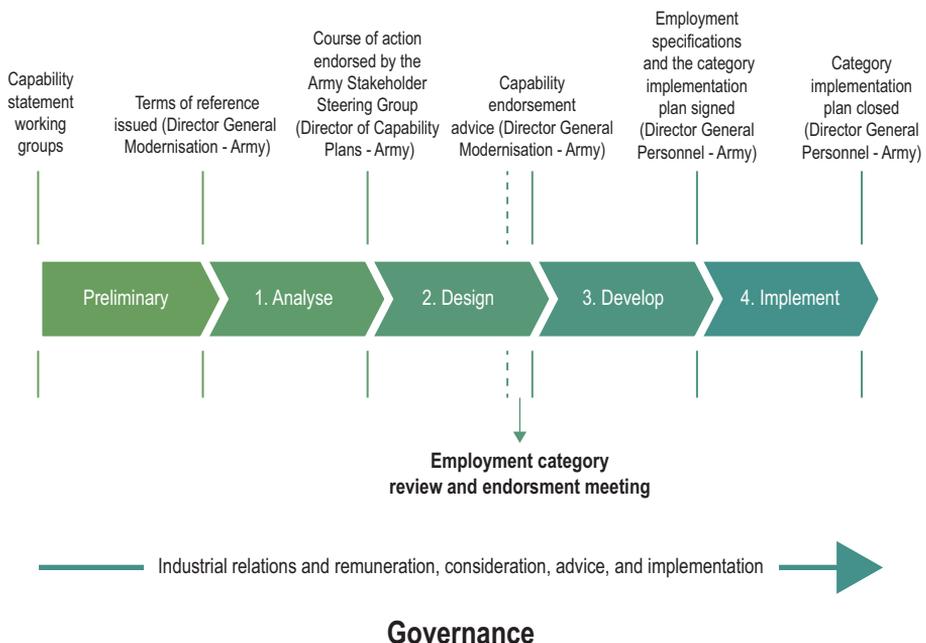


Figure 3–2: Employment category management process overview

The employment category management process facilitates the development and progressions of Army pay and allowances submissions to the Defence Force Remuneration Tribunal. It also provides a series of checks and balances to ensure that employment categories remain compliant with the Defence Force Remuneration Tribunal determinations and that Army's people are being correctly remunerated for the work value they contribute to land force capability.

The management of employment categories assists Army in determining the requirements for training. The employment specifications for each employment category or officer stream outline the requisite specialist tasks and skills undertaken by the workforce. Employment category managers are then able to analyse and determine the training and education requirements. [Figure 3–3](#) illustrates the linkage between people, training and capability.

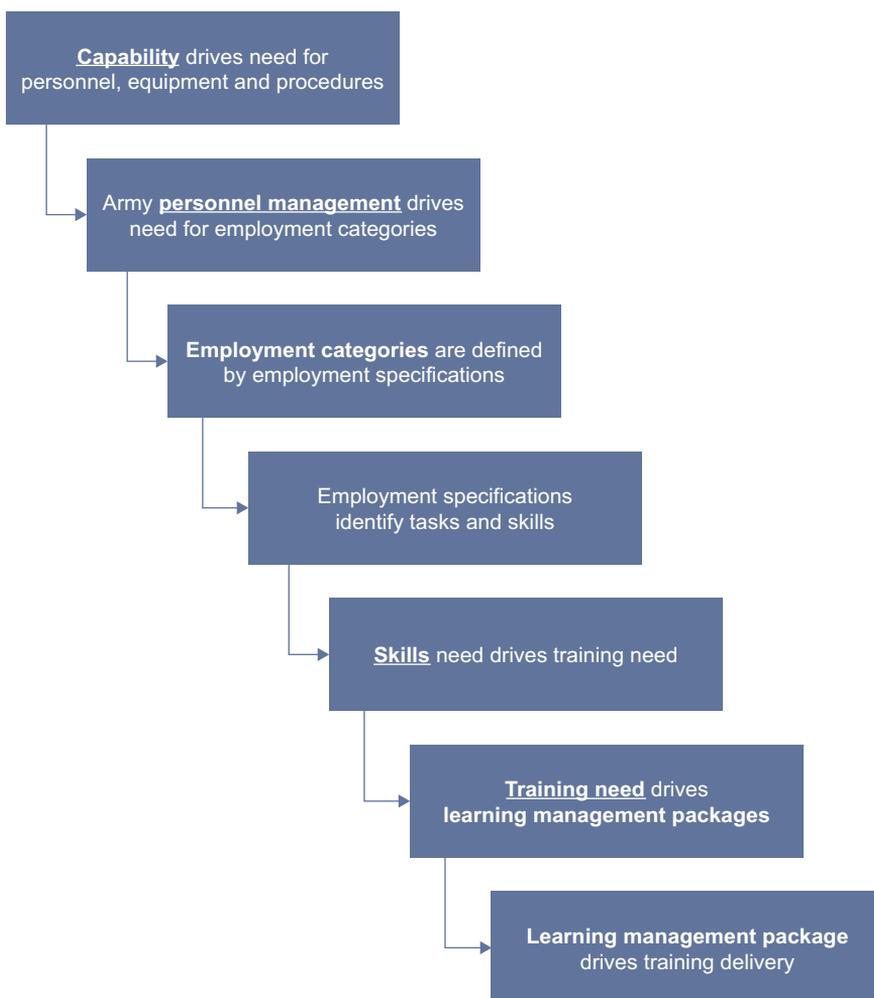


Figure 3–3: People, training and capability

### Supply and recruiting

Another important aspect of determining workforce requirements is the setting of targets to achieve appropriate supply (that is, recruiting) of personnel to meet the establishment demand. Planning the supply of personnel to Army involves setting

targets against employment categories and officer streams of employment, confirming the avenues of entry, and releasing those targets to Defence Force Recruiting for achievement. The setting of targets is informed by factors such as the current and future establishment, separation rates, promotion rates and category career specifications.

### **Workforce generation and sustainment**

Generating the workforce involves setting the career management conditions to ensure that the right people, with the right skills are available at the right time to meet capability requirements. This is supported by a career management cycle developed to achieve the underpinning training, education and experience to facilitate career progression.

Workforce prioritisation is critical to sustaining the workforce as it enables Army to address personnel shortages against establishment, and to distribute personnel to minimise the risk to Army and maximise capability outputs. In some circumstances, workforce remediation activities are also required to sustain the workforce. This involves identification of vacancies in the workforce which may result in a risk to capability and the classification of categories as either 'serious' or 'critical'. This enables Army to focus workforce management efforts on these segments of the workforce and also facilitates the development of remediation plans and activities for longer term remediation.

The People Capability Planning Continuum combines a range of personnel-related planning activities and processes that set the conditions for the employment and management of Army's people. The People Capability Continuum and the associated range of workforce management activities are examined in [Chapter 4](#).



# Chapter 4

## Workforce management

### People Capability Continuum

The People Capability Continuum is reflective of an individual's career lifecycle and involves a range of activities that contribute to workforce management. The two foundational aspects of workforce management are 'culture and values' as outlined in [Chapter 1](#) and 'health and wellbeing' which will be discussed later in this chapter.

#### **Attraction and recruitment**

Army seeks to attract and recruit people from a broad cross-section of the community to deliver a land force that is representative of the society that it serves. More choice from more people provides the best possible base from which to build a capable and diverse workforce and achieve capability requirements.

Defence Force Recruiting is a key enabler of the Army People Capability System. Army works closely with Defence Force Recruiting to ensure that the supply meets Army's personnel demands and capability needs. Defence Force Recruiting is guided by recruiting principles which seek to situate the candidate at the centre of the recruiting model. They deliver a contemporary recruiting model and maintain a positive strategic relationship with Army. They seek to be responsive to change given the dynamic nature of the labour market.

Army maintains standards for the entry and selection of prospective candidates to ensure that it recruits individuals with the right values, motivations and potential for the rigours of military service. Defence Force Recruiting applies the standards through the recruiting process and seeks Army's advice on any potential waivers.

#### **Mid-career entry**

The career management agencies within Army conduct mid-career entry recruitment through a number of sources. The most common is the Overseas Lateral Transfer Scheme where serving officers and soldiers are recruited from foreign defence forces, the Army Senior Non-commissioned Officer and Warrant Officer Commissioning Scheme, and the re-entry of personnel through Defence Force Recruiting who have previous service.

#### **Training, education, learning and development**

The Australian Army possesses all of the ingredients for a world class education, training and doctrine system. It recruits some of the finest young men and women the nation has to offer. It is the beneficiary of very good training infrastructure and

a well-trained instructor workforce. The Army actively thinks about and seeks to shape its future as part of a joint and Defence approach.<sup>1</sup>

### Human capacity development

Training, education, personnel policy and career management are closely aligned to build human capacity. Training enhances and develops capacity, and personnel policy guides the identification, management and requirements of the capacity. In both cases, there is a reinforcing relationship to ensure that changes in institutional direction can be incorporated into personnel and training requirements. Education within the Army and in the joint context assists in this. The final area, career management, ensures that personnel receive exposure to appropriate roles and tasks to both increase knowledge and to mature individual capability.

One role of the training system is to consider Army's human capacity and modernisation needs and then translate this into training and education effects which inform the mental capacity building requirements that the training and education system must provide. The individual training and education aspects take their lead from capability development. As capabilities change, so will training requirements. [Figure 4-1](#)<sup>2</sup> illustrates the linkage between physical and mental capability.

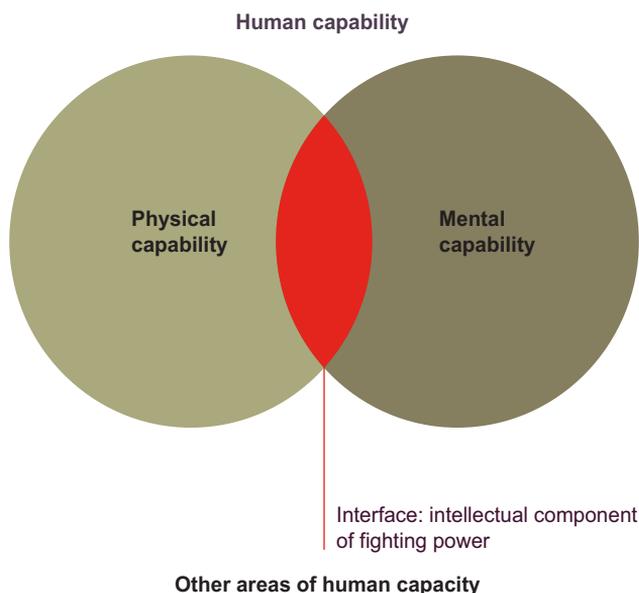


Figure 4-1: Human capability simplified

1. Ryan, M 2016, *The Ryan Review: A study of Army's education, training and doctrine needs for the future*, Commonwealth of Australia, Executive Summary p. 28.
2. *ibid*, p. 27.

## The moral, physical and intellectual dimensions

Fighting power is derived from the integration of the following three interdependent components:

- the intellectual component – provides the knowledge to fight
- the moral component – provides the will to fight
- the physical component – provides the means to fight.

Personnel force generation and force sustainment contribute directly to each of the three components of fighting power<sup>3</sup>, as follows:

- *Intellectual component.* The intellectual component is the way in which knowledge, creativity and analytical ability are applied to meet military challenges, and allows for adaptability via analytical excellence, creativity, innovation and continuous learning. It is reflected in the selection of recruits, the continuum of individual training and education, and in the application of demanding and rigorous collective training. The intellectual component is supported by the force generation functions of personnel support; particularly recruitment, training and education.
- *Moral component.* The moral component is concerned with individual character and the collective will to fight. It is engendered by confidence in the cause concerned, nurtured by moral leadership and sustained by high morale. War requires soldiers to act and covers why we fight (purpose), how we fight (integrity) and the fact that we fight at great personal risk (morale).
- *Physical component.* The physical component is derived from the physical toughness and ability of Army's people. The enduring nature of war as a primarily human endeavour provides the philosophical foundation for placing human performance at the forefront of Army. Specific physical conditioning improves individual capacity to complete tasks, reduces the likelihood of injury, and potentially improves longevity in physical roles. Physical employment standards and Army's physical conditioning approach enable a conditioning culture by applying best practice to physical training, and by placing the onus for outcomes on the individual and the mission command culture.

### Training analysis and design

Training, whether it is for individuals or teams, ultimately stems from a capability need. Once the capability need is defined, it can then be analysed for what skills are required to meet it. These skills are converted during training design into tangible training outputs.

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3. More information can be found in [Land Warfare Doctrine 1, The Fundamentals of Land Power](#).

To leverage cognitive development to improve workplace performance, a systems approach to education, training and professional development is important as these elements all facilitate thinking and comprehension within the military context. The overarching Defence framework for individual and collective training is the Systems Approach to Defence Learning as illustrated in [Figure 4–2](#).

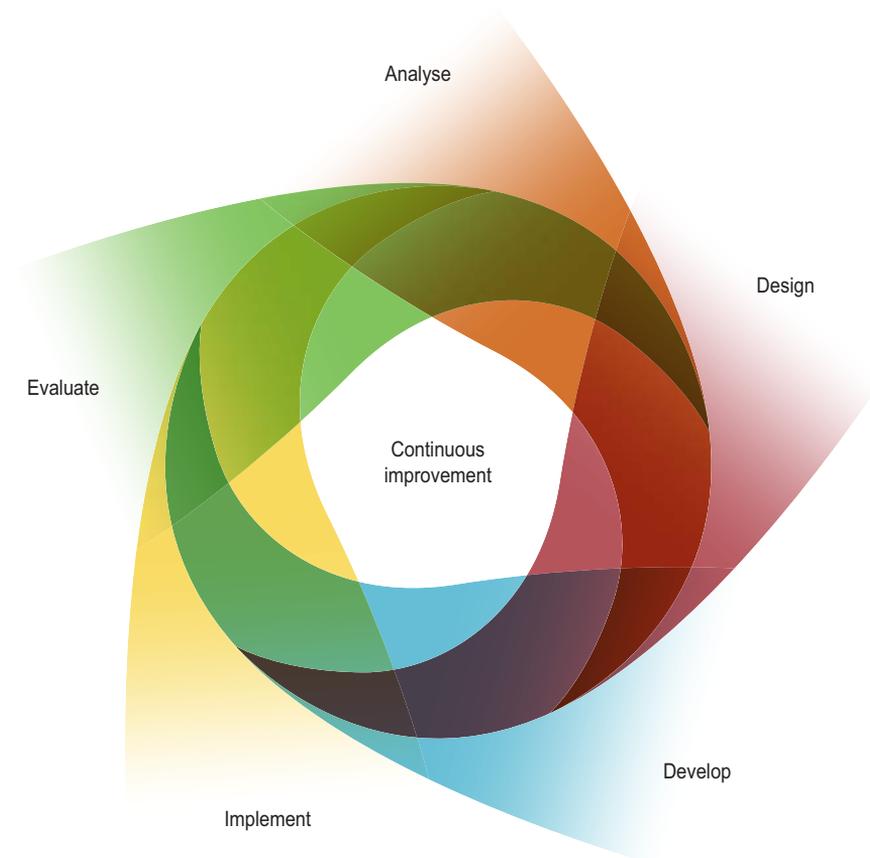


Figure 4–2: The Systems Approach to Defence Learning

### Individual training

The purpose of individual training is to provide the skills, knowledge and attitudes needed to perform a specific individual role or task at job standard, and to prepare individuals to take their place in a team. This is primarily achieved through training delivered by training centres through their subordinate training establishments. Ongoing individual continuation and refresher training is also delivered within units and formations.

## **Collective training**

The purpose of collective training is to train one or more crews, detachments, sub-units, units and formations in the conduct of tactical operations. This includes mission-specific training and mission rehearsal exercises.

## **Career management**

The aim of career management is to manage Army personnel to the mutual benefit of the individual, the Army and the broader Australian Defence Force, in order to deliver the personnel dimension of Army capability. Career Management Army delivers career advice and management in order to maximise Army's capability and support the chain of command to fulfil its commitment to Army's people.

### **Career management priorities**

The following functional priorities underpin all career management decisions:

- *Service need.* Career management decisions must first support the needs of the Army and Australian Defence Force. In each case, decisions must be able to be directly linked to the delivery of capability.
- *Career development needs.* Where the Service needs can be met, career management decisions should next support the development of Army's next generation of leaders and specialists. In this case decisions are based on the need to grow future capability.
- *Personal preferences.* Finally, where both the above needs can be achieved, career management decisions can address the personal circumstances of the member. Emphasis in decision making will be to preserve the capability by acting to support important personal milestones for members and their families.

Career management relies upon active engagement between an individual, their chain of command and the career management agency and seeks to achieve the best outcome for both Army and the individual.

### **Performance appraisal**

Performance appraisal is a critical element in the officer and soldier career management process. Promotion and development opportunities within Army are limited and the selection for these opportunities is merit based. The Performance Appraisal Report is the tool that enables the merit ranking of officers and soldiers, and is based on a detailed appraisal of performance and assessment of potential by reporting officers. The aim of the report is to:

- identify personnel with the ability to assume greater responsibility
- aid individual development and provide feedback
- assist in career planning and future development

- establishes an annual cycle that involves initial counselling and goal setting, interim counselling and performance appraisal.

### **Progression through the ranks**

Officer and soldier progression is predicated on a transparent process of merit selection within the career management agencies. Relative merit of candidates seeking career progression is determined based on a detailed review of the following five criteria:

- values
- performance
- qualifications
- experience
- potential.

These factors are considered in detail when officers and soldiers are due to be considered for promotion through the Promotion Advisory Committee process.

### **Career success**

Each individual will have different career aspirations. Every member of the Army will balance career aspirations with broader life goals and family responsibilities in different ways and at different times throughout their working life. Ultimately, what constitutes personal career success must be determined and articulated by the individual. The career management agency assists by developing realistic courses of action for individuals to achieve their career success factors and goals.

### **Succession planning**

Succession planning is an integral component of career and talent management. It is a strategic-level function in Army that seeks to ensure that leaders with the appropriate experience, skills and attributes are selected for key strategic appointments.

### **Retention**

Army has a range of measures that can be applied to support the retention of people with particular skills, knowledge and experience who are critical to achieving capability outcomes. Initiatives such as retention bonuses, deliberately differentiated offers and flexible workplace arrangements can be applied to assist in retaining the right people.

### **Transfer**

Transfer is the means by which members move from one service category to another, or the activation of service options across the service spectrum, within and between Services. The efficient transfer of members across the Total Workforce Model is critical to support flexibility and encourage greater workforce mobility within Army and the broader Australian Defence Force.

## **Transitioning from Army**

Transitioning from Army involves separation from the Service. The two broad categories of separations are voluntary (initiated by the individual) and compulsory/involuntary (initiated by Army). Army provides a range of support services to individuals undergoing separation which are dependent on the individual's length of service and the separation mode.

## **Operational deployments**

### **Pre-deployment**

Army deploys personnel as part of a formed body within the land force or as individuals as part of a rotation schedule to fill specific roles and appointments. When a formed body deploys, it undertakes a structured collective training program to ensure that the force element can undertake mission-specific activities. In addition to the collective certification provided to the Chief Joint Operations by the mounting authority within Army, the parent unit commanding officer also certifies that each member deploying with the formed body is individually ready to deploy. It is compulsory for all individuals and formed bodies to undertake force preparation training prior to deploying.

There are a range of prerequisites and standards that individuals must meet in order to deploy on operations or exercises. The standards are mandated in order to reduce the risk to the individual and the mission, particularly with respect to medical and dental classifications and include individual readiness requirements, training, psychological screening and administrative requirements.

### **Operational deployment**

Contemporary land operations are complex, multifaceted and dynamic. Army's people are likely to face a range of challenges during an operational deployment that could vary from being physical, psychological, political or military in nature. The experience of an operational deployment can involve demanding and uncertain situations that have the potential to impact individuals and teams, and may shape their future health and wellbeing. Commanders and managers are supported by workforce management policies, supporting agencies and conditions of service to assist them in managing the impact of operational service on Army's people.

### **Returning from operational service**

The demounting process includes actions taken by deployed force elements when the individual or unit begins the relief-in-place process, and concludes when an individual has been successfully reintegrated into their parent unit. Army's people are welcomed home by appropriate representatives to acknowledge their service. While a significant emphasis is placed on preparing forces for operations, an equally important component of operations is ensuring that personnel returning from operations undertake a deliberate process of demounting, decompression

and integration. In this way, personnel requiring ongoing support, or equipment remediation, are identified and properly managed.

There are a range of support services and functions, internal and external to Army that are available to assist Army’s people when they have returned from operational service. This network of support is illustrated in [Figure 4–3](#).



Figure 4–3: Post-deployment support options

## Health and wellbeing

The health and wellbeing of Army’s people is a foundational requirement to achieving a capable land force and must be promoted across the entire career management lifecycle.

## **Medical management**

The safe employment of Army personnel with physical and mental injuries and illnesses is a critical personnel management function contributing to the health and wellbeing of individuals who comprise the land force. Career management agencies closely manage individuals who are medically downgraded and review the risk to the individual and the organisation with respect to their employment. The Medical Employment Classification Review Board offers individuals a fair and transparent process which uses accurate and up-to-date information and adheres to the principles of procedural fairness.

## **Welfare support**

Welfare support is of immense value to commanders at all levels. The Chief of Army has the ultimate responsibility for the welfare of soldiers in the Army and this is delegated to commanding officers. The guiding principle for commanding officers is that a personal, domestic, economic or social problem affecting the morale and efficiency of a soldier is a matter that impacts on the Army's capability. Commanding officers have an obligation to seek the resolution of these problems as soon as possible to maintain the health and wellbeing of their people and the efficient functioning of their unit.

## **Community and family support**

Support to families and the community are central to Army maintaining morale and good relationships. In conjunction with chain of command responsibilities to personnel, the key organisation in providing family and community development support is the Defence Community Organisation. This organisation offers a large range of support capabilities including social work, liaison, regional education support for Defence families, information on local support services and community engagement.

## **Managing deaths in service**

The time, place and manner of notification of death will be remembered by the family for many years to come. It is vital that it is accomplished in a timely, professionally competent and compassionate manner. Army must balance the absolute priority of officially informing the family with the need to gather full and accurate information about the death. This is made very difficult because situations in which Service deaths occur can often be chaotic, uncertain and dangerous. In some circumstances the facts surrounding the death of an individual may not be readily available. From the outset, there must be an individual and systemic understanding that this factor is a constant – people must learn to work with uncertainty and make every effort to reduce this uncertainty for the family of the deceased.

## **Seriously Wounded, Injured or Ill Program**

Commanders are responsible for the health, wellbeing and welfare of all members under their command. Effective administrative support to wounded, injured or ill members is important for their treatment, rehabilitation and recovery. Coupled with

the application of effective treatment and vocational rehabilitation services, effective administration assists in returning the member to full duty as quickly as possible. When this is not possible, appropriate administration and advice will prepare members for alternative employment within Army or medical transition from the Army. Commanders ensure that wounded, injured or ill members – particularly those with complex circumstances – are managed effectively through command-initiated processes, and that members’ medical, health and welfare support needs are being coordinated and addressed. A range of frameworks, policies and instructions are depicted in [Figure 4–4](#).

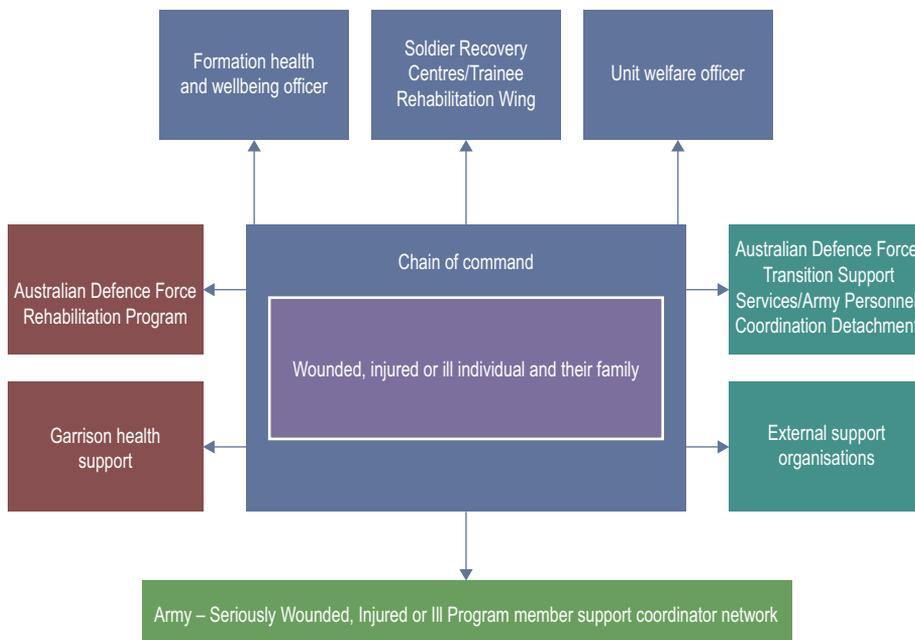


Figure 4–4: Seriously Wounded, Injured or Ill Program support tools

**Casualty Management Framework.** The cornerstone of supporting wounded, injured or ill members in Army is the welfare board process. Welfare boards are a tool to be used by commanders to effectively manage members with significant health and welfare issues. The welfare board brings together unit command, specialist advisors (including medical), the member, and their nominated support person or family members to monitor the individual’s administration, medical and rehabilitation requirements as they recover. Individual welfare boards are conducted for all members with complex needs requiring intensive case management. Unit Welfare Boards are conducted for all members who have been medically downgraded and require management.

## **Rehabilitation**

Rehabilitation is a key component for facilitating the return of members to a state of readiness as soon as is practicable after injury or illness. The purpose of rehabilitation is to restore physical, mental and productive work functioning, with the intention to return a wounded, injured or ill member to maximum effectiveness within the Army or alternatively, within the civilian environment.

The Australian Defence Force Rehabilitation Program has been developed to ensure Defence meets its duty of care to its members and is consistent with the [Defence Safety Manual](#) and the work health and safety management framework that seeks to reduce the impact of occupational injury, illness and disease. The Australian Defence Force Rehabilitation Program also enables Defence to meet its responsibilities under the *Work Health and Safety Act 2011*. Rehabilitation is a multi-disciplinary strategy aimed at maximising an individual's potential for restoration to their pre-injury physical, occupational, social, psychological and educational status.

## **Support agencies**

The Casualty Management Framework includes those organisations that are intimately involved in the command administrative support, treatment, rehabilitation and recovery of wounded, injured or ill personnel. The intent of the Casualty Management Framework is to ensure that wounded, injured or ill personnel return to full duty as quickly as possible; to assist and prepare the member for alternative employment within Army; or to assist in a medical transition from the Army. It is indicative of Army's commitment to providing its people with the highest possible level of care and services.



# Conclusion

Army places people at the centre of all its endeavours. The Army People Capability System, underpinned by Army's culture and values, provides the framework to define strategy, and to plan and manage the workforce. The focus and investment in the health and wellbeing of Army's people is evident through all human resource management activities. Collectively, the personnel management activities across the Army People Capability System deliver a sustainable and adaptive workforce.



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# Endmatter

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## Gender

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