Good Soldiering requires action, therefore a number of initiatives have been developed which focus on reinforcing Army’s cultural values and intent. This way, we can best make use of our strengths and provide stable careers for our people.

**Total Workforce Model**

The Total Workforce Model (TWM) defines future ways of serving in the Australian Defence Force.

The program provides a framework that enhances capability by utilising the total workforce more effectively. It creates new ways of serving and encourages greater mobility between service categories. TWM aims to improve work-life balance, formalise flexible career options, and build our capability to address future skill shortages.

The TWM provides options to serve differently and flexibly, and to attract and retain the diverse talent necessary to meet capability needs now and into the future.

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**Physical Employment Standards (PES) and physical conditioning**

Army’s Physical Employment Standards and physical conditioning program ensures each individual can meet a specified level of physical fitness.

The standards have been developed with the assistance of human performance scientists, to maximise individual performance, rather than focusing on collective physical training methods.

To assess an individual’s ability against the standards, the Physical Employment Standards Assessment (PESA) is completed. Prior to this, each person undertakes a minimum six-week period of physical conditioning to prepare them for the PESA.

The PESA is based on muscular strength and muscular endurance, aerobic and anaerobic capacity. The standards for measuring each of these four capabilities have been developed based on the requirements of usual military tasks and are not based on gender-specific criteria.

This allows everyone an equal opportunity to apply for any employment category and is key to the removal of gender restrictions. It is expected that individuals may therefore be able to work in physical roles for longer, have an improved ability to complete tasks and reduce their risk of injury.
Army Family and Domestic Violence Action Plan

Family and Domestic Violence (FDV) is a serious capability issue, and a risk to the health and safety of our people. This initiative aims to eliminate FDV from the Army, using education to bring about a shift in attitudes and behaviours in our Army ranks, and in society as a whole.

The plan provides guidance on how to identify, prevent and safely intervene in situations of FDV while making sure victims are safe. It also aims to reinvent perpetrators of FDV, holding them accountable whilst trying to positively change their attitudes and behaviours.

Through its continuous association with White Ribbon Australia as well as many other FDV services providers Army will continue to raise awareness of FDV now and into the future.

Force Protection Alcohol

Force Protection Alcohol is an initiative aimed at reducing harm caused by unsafe use of alcohol. It was launched in support of the Chief of Defence Force’s Australian Defence Force Alcohol Management Strategy and Plan.

The Force Protection Alcohol Junior Leaders Guide aims to guide the actions of Lieutenants, Sergeants and Corporals who are in a position to influence the attitudes and behaviours of their soldiers by modelling Army’s values and preventing alcohol misuse by their soldiers. It also gives advice on how to use alcohol responsibly and with low risk so our members can capably serve in our Army.

Flexible Work Arrangements

The Flexible Work Arrangements initiative is designed to help our people manage their Army careers around their personal responsibilities.

Applications are open to all Army members, and are considered and negotiated on a case-by-case basis. The arrangements can include, but are not limited to: working from home, working variable hours, taking part-time leave without pay, working from another location or completing remote overseas work.

These arrangements allow our people to enjoy a better work–life balance, and continue to contribute to our Army in a meaningful way. This helps prevent the loss of talented people and shows them they are valued by the organisation, providing a more mutually beneficial working relationship. Another result of the initiative is that our Army is seen as a more attractive employer, especially to those with carer responsibilities.

We select the best people for the job based on their physical and intellectual capabilities.