Diversity, social inclusion and the four cultures of the Australian Department of Defence

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scope

- The Defence context – the current desire to diversify and be more socially inclusive.

- *Tensions in Social Relations* study

- Characterising culture (Maton 2013)

- Defence specialisation codes
  - APS – a knowledge code
  - ADF – a knower code
    - The Navy code
    - The Army code
    - The Air Force code

- Codes in contact & *Pathway to Change*
  - Upholding, ignoring and resisting diversity and social inclusion.

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The topic of the Secretary of Defence Fellowship

- ***Representing the community we serve - Diversity in the Defence workforce: How do we make an impact now?***
  - This topic signals a recognition by Defence of the urgent need for the establishment of a heterogeneous workforce.

The Australian Defence Organisation (ADO) does not reflect the Australian population:

1. third-generation Australians are 53% of the population but 86% of the ADF;
2. women are 51% of the population but less than 13.8% of the ADF.
3. 19% of the Australian population speak a language other than English at home, while it is 5.41% in the ADF.
4. 57.7 % women in APS, but only 40.4% in Defence APS.
5. 25.5% of Defence APS is made up of ex-permanent uniformed services.

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My response

- ***Tensions in Social Relations: A sociolinguistic perspective on language and social inclusion in the Australian Defence Organisation***

- ***Hypothesis:*** *language use can both enable and resist social inclusion*

- ADO senior leadership are committed to changing this, because it is seen as **a capability** issue. Past research has demonstrated that diversity and social inclusion impact on Defence capability. How?
  - By gains in productivity;
  - By improving its adaptation to the global security environment;
  - By improving the adaptive and innovative responses to change;
  - By broadening the recruitment base;
  - By retaining a heterogeneous workforce etc.

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Abstract

Recent incidents and policy developments in the Department and its particular Services have shone **a light on Defence culture** (McGregor 2011; Broderick 2011 & 2012; Orme 2011; Pathway to Change 2012), yet **the nature of the cultures operating in the Department of Defence are rarely critiqued** in these reports. Rather, assumptions are made about what is understood as defence culture(s).

A characterisation of culture requires **a current state description** that is located in social theory in order to understand and compare the underlying organising principles of cultural practice.

Using Legitimation Code Theory (Maton 2013), this presentation will briefly sketch the nature of Defence culture, comparing that of the Public Service and the uniformed Services of Navy, Army and Air Force. It will demonstrate that the Department of Defence is best understood as an organisation of specialisation *codes* which exist in a state of tension.

In other words, the social relations of *the knowledge code* **of the Public Service**, which places value on what people know and understand, rubs up against the social relations of the three varieties of *knower code* **in the uniformed Services**, which places value on who people are.

Equipped with an **understanding of the cultural drivers**, particularly those that exclude**, it becomes possible to drive change** by enabling diversity and social inclusion in the organisation.

Legitimation Code Theory – a framework to understand the underlying principles of legitimate authority, status and membership. (Maton 2013)
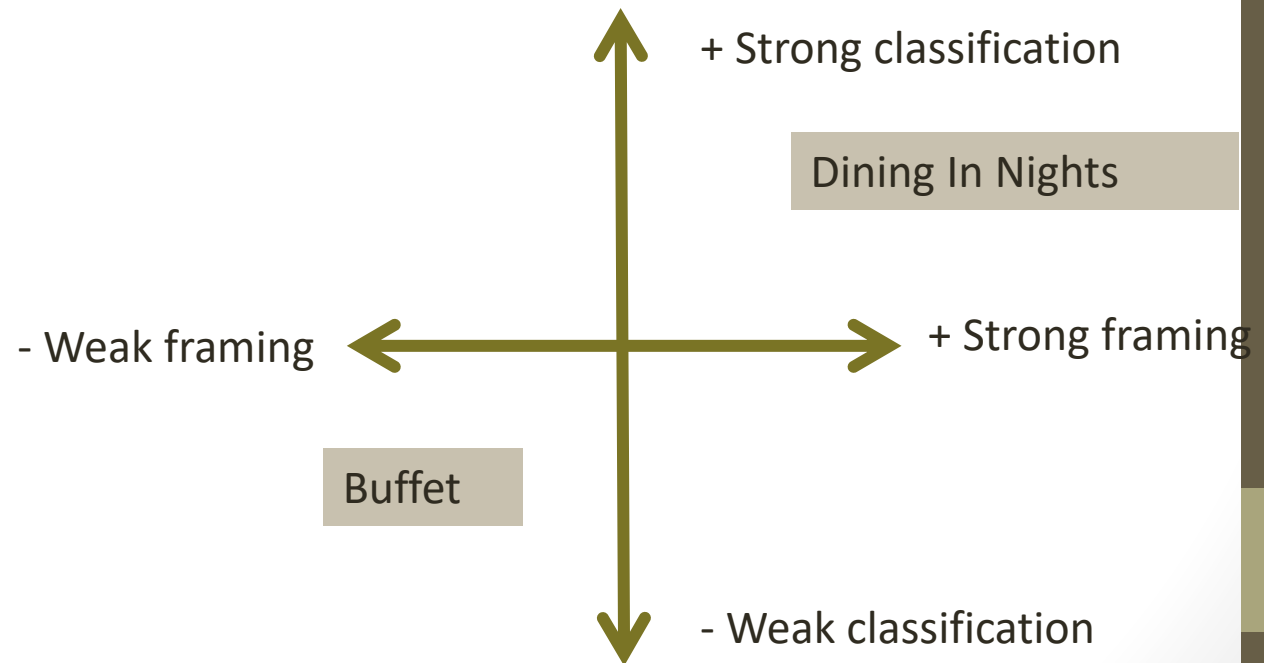
1. Classification and framing

Classification – catergorisation/boundedness

Framing - control

Strong or weak?

Dining In Nights

Buffet

+ Strong classification

Dining In Nights

- Weak framing ← → + Strong framing

Buffet

- Weak classification

the Parade Ground?

For the ADF, the parade ground is strongly classified and framed. There are rules around what you can do on it and it is classified as a sacred space.

For APS, the parade ground is weakly classified and framed until someone tells them otherwise..

The consequence of this is that APS can be unintentionally disrespectful, and ADF can be blunt in their directive to 'get off the grass'
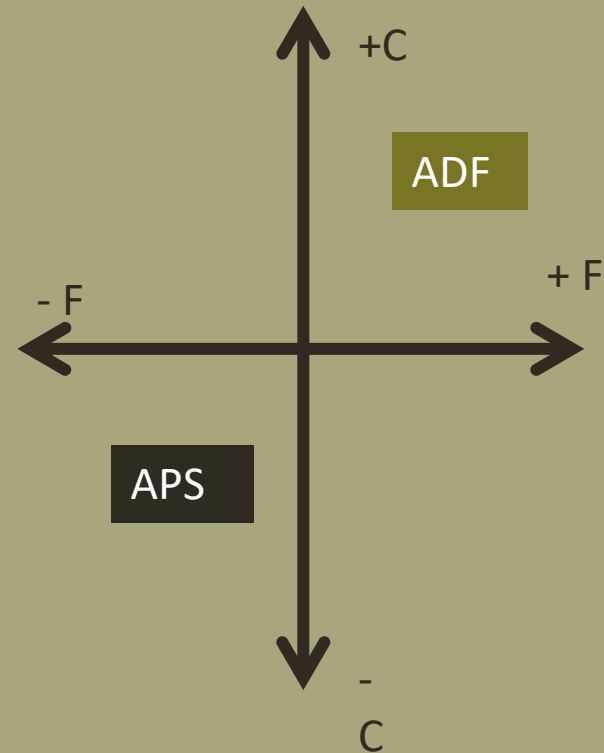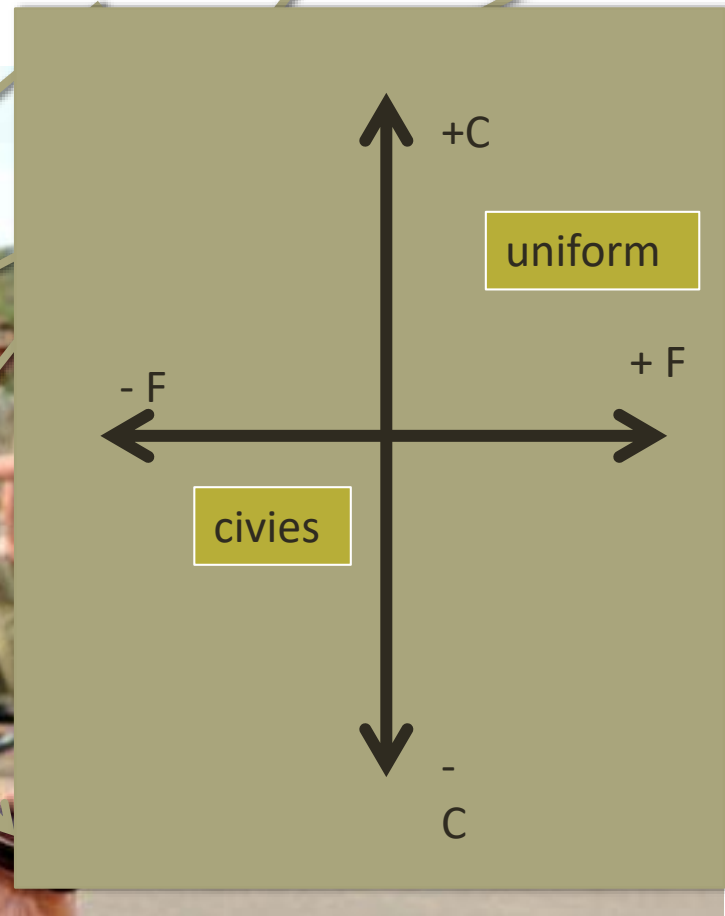
What about dress codes...uniforms vs. civies?

THE UNIFORM:

Service, corps, regiment, rank, qualification, readiness, active service, awards, name, job role........

+C

uniform

- F   + F

civies

-
C

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Uniforms are very strongly classified and framed: You are what you wear....

LCT 2: Social practices

- Classification and framing can be applied to our social practices – for example, what we do everyday in our workplace
- In the workplace, we relate to each other: interpersonal relations;
- And we relate to our work: relations to knowledge
- Both our actions and our words can be strongly or weakly classified and framed.

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Interpersonal relations:
legitimising status and authority.

← — →

- C/F   + C/F

WHO YOU ARE
when relating to others gives you status
and authority

Less important   More important

INCLUSIVE ← — — — — — — — — — — — — — — — — — → **EXCLUSIVE**
democratic   autocratic

Skills & knowledge which are learned

Attributes & dispositions which are inculcated,   socially assigned   or innate

cultivated   social   born

trained

Training in specialised principle or procedure

Legitimacy arising from dispositions & attributes that can be inculcated

Legitimacy determined by social category: class, race, function, role etc

Biological and/or genetic explanations of practice: born to rule.

Relations to knowledge

+C/F

Is more important

Less important

-C/F

Using the DLAB to test for language aptitude

Joint Agency Task Force for Operation SOVEREIGN BORDERS

purist

What & how "using a specific approach to study a specific phenomenon"

situational

What "allegiance to a problem, not to an approach"

WHAT YOU KNOW

when relating to others gives you status and authority

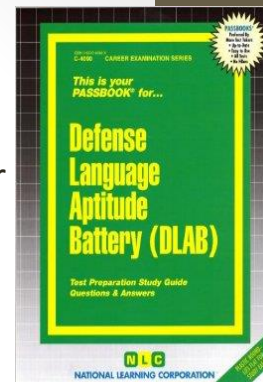**doctrinal**

How "allegiance to the approach n... the DTM ...

knower

Neither "legitimacy flows from the attributes of the subject not based on what or how"

Analyse

Evaluate

Design

Conduct

Develop

JMAP

Example Workflow in a Planning Scenario

The four specialisation codes

+C/F

Knowledge code

purist

Elite code

situational

APS

trained | cultivated | social | born

- C/F | + C/F

doctrinal

ADF

Relativist code

Knower code

knower

How do the ADF and APS compare?

-C/F

The knowledge code of the APS

Interpersonal relations Trained	• social bonds built on amenable, professional interaction; • individuality maintained; • merit-based selection; • a hierarchy of professional levels based on merit; • respect for anyone with the requisite qualifications, skills and knowledge; • acceptance of a negotiated, collective enterprise agreement between the employees and the government with a strong sense of rights and responsibilities. Rights are not forfeited. • civilian professional behaviours and norms eg no uniforms; compulsory ID
Cultivated	• behaviour moderated by APS values and codes of conduct
Relations to knowledge Situational - *what*	• Specialist work in areas of procurement and contracting, human resources, finance and business, sciences and health, information technology, engineering, logistics, intelligence and security, and governance to **enable** ADF capability (APS Graduate Program)
Doctrinal	• adherence to Defence Instructions and policies;

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The knower code of the ADF

Interpersonal relations Cultivated gaze	• adherence to service and duty based on values and core behaviours; • respect for physical and mental toughness; • Inculcation of military behaviours eg ways of walking, standing, parading, controlling emotions etc; • acceptance of the need to conform, be disciplined and obey rules
Social gaze	• understanding of their role as **defender** of the state and its citizens and unlimited liability; • acceptance of the authority of senior ranks and military justice system; 'reading' the uniform to locate on the rank scale • respect rank. • induction into the profession of arms, including military ways of bonding eg team building, and self sacrifice through intensive, residential training; wearing of uniforms; • Recruitment, career progression and promotion based on eligibility, suitability and patronage (the PAR narrative). • Expectation of a recognition for valour and sacrifice
Relations to knowledge Doctrinal insight	the work of fighting is done through doctrine and instructions eg JMAP & Signals;

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Variable	Institution	Occupation
1. Legitimacy	Service; values – duty, honour, country	Marketplace economy
2. Role Commitments	Primary commitment to organisation	Segmental commitment to organisation
3. Compensation	Much in non-cash form or deferred entitlements, pay partly determined by need	Salary system; cash-work nexus; pay directly related to skill level
4. Residence	Adjacency of work and residence locales	Separation of work and residence locales
5. Legal Jurisdiction	Broad purview over military member	Narrow purview over military member
6. Spouse	Integral part of military community	Removed from military community
7. Societal Regard	Esteem based on notion of sacrifice	Prestige based upon level of compensation
8. Reference Groups	'vertical' within organisation	'horizontal' – external to organisation

Adapted from Moskos 1981:2

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Codes and interpersonal relations

- The differences between the APS and the ADF lie in the differing assumptions behind what legitimates a knowledge code versus a knower code;

- The knower code of the ADF suggests that the basis for legitimation is the possession of the right kind of cultivated disposition and social function, which is articulated explicitly through rank and its visual display. The right to authority and status is displayed on the uniform.

- Whereas the right to authority and status in the APS depends on what you know as the APS is made up of a group of scientific, administrative and bureaucratic specialist actors.

According to the vision statement,
the APS is an **ENABLER** of capability

APS Vision

Our vision is to develop a highly capable workforce and efficient, value-adding operating models so **we can help you deliver your outcomes**.

http://www.apsc.gov.au/about-the-apsc/the-commission/strategic-directions-2011-14

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...and it is enshrines in the Values: APS

Values: The Australian Public Service:	
Relationship with Government and Parliament	• is apolitical, performing in an impartial and professional manner; • is openly accountable for its actions, within the framework of Ministerial responsibility to the Government, the Parliament and the Australian public; • is responsive to the Government in providing frank, honest, comprehensive, accurate and timely advice and in implementing the Government's policies and programs;
Relationship with the public	• delivers services fairly, effectively, impartially and courteously to the Australian public and is sensitive to the diversity of the Australian public; • provides a reasonable opportunity to all eligible members of the community to apply for APS employment;
Workplace Relationships	• is a public service in which employment decisions are based on merit; • provides a workplace that is free from discrimination and recognizes and utilizes the diversity of the Australian community it serves; • establishes workplace relations that value communication, consultation, co-operation and input from employees on matters that affect their workplace; • provides a fair, flexible, safe and rewarding workplace; • focuses on achieving results and managing performance; • promotes equity in employment; • provides a fair system of review of decisions taken in respect of employees
Personal Behaviour	• has the highest ethical standards; • is a career based service to enhance the effectiveness and cohesion of Australia's democratic system of government; • has leadership of the highest quality

Value
Public Servants are:
Impartial
The APS is apolitical and provides the Government with advice that is frank, honest, timely and based on the best available evidence.
Committed to Service
The APS is professional, objective, innovative and efficient, and works collaboratively to achieve the best results for the Australian community and the Government.
Accountable
The APS is open and accountable to the Australian community under the law and within the framework of Ministerial responsibility
Respectful
The APS respects all people, including their rights and their heritage.
Ethical
The APS demonstrates leadership, is trustworthy, and acts with integrity, in all that it does.

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values

Judgement		APS (old)
Normality How special?		0
Capacity How able?		**33.15**
Tenacity How resolved?		10.5
Propriety How ethical?		**42.1**
Veracity How truthful?		14.35

APS is about being honest. But the old values were about being capable and ethical

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APS civilian identity

	Public Service
Vision	To **enable** ADF capability
Environment	Offices, laboratories, training units
Training	Pre-Service education and training; selection on qualifications and attributes
	In-service training: Inculcation in terms of Values, code of conduct, supervision and management
Identity	*I'm a public servant* made up of experts, bureaucrats, administrators and clerical workers
Values	**Veracity** (**Capability** and **Propriety**)

Comparing the mission, the environment, the training, the values and the identities

THE THREE UNIFORMED SERVICES

To fight and win in the *maritime* environment as an element of a joint or combined force. To assist in maintaining Australia's sovereignty and to contribute to the security of our region.

ADF Mission

The Army's mission is to win the land battle. The Army achieves its mission by providing a potent, versatile, adaptable and *agile land force* that can be applied with discrimination and precision to protect and promote Australia's national interests.
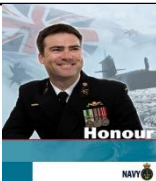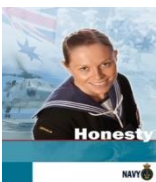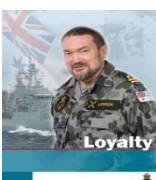
The principal task for the ADF is **to deter and defeat armed attacks on Australia** by conducting independent military operations without relying on the combat or combat support forces of other countries.
Defence White Paper 2009

We will fight and win by generating integrated kinetic and non-kinetic *air and space effects* across the sea, land, air, space and cyber operating domains.
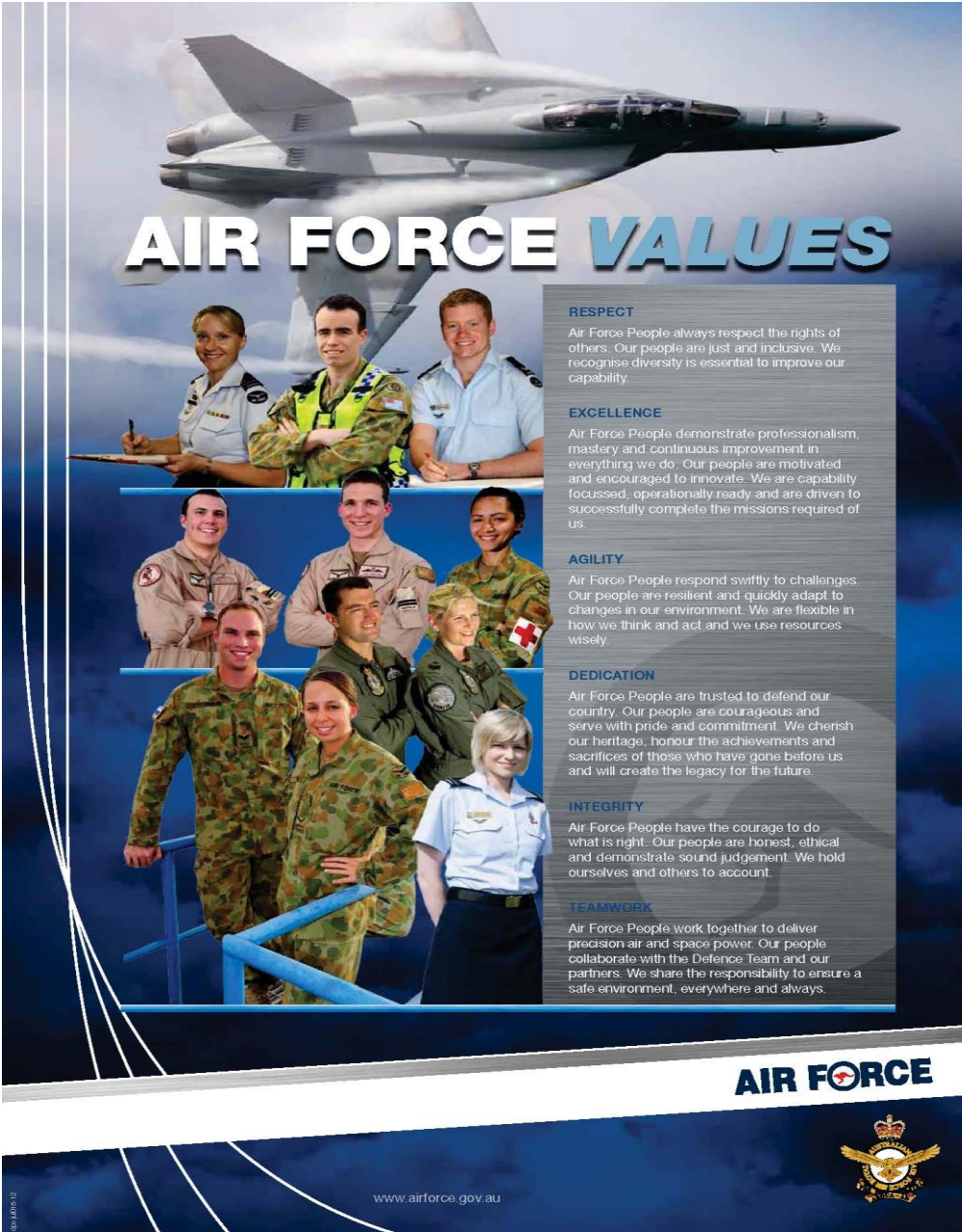
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The values ...Navy

		Honour	....is the fundamental value on which the Navy's and each person's reputation depends! Honour reflects our moral and ethical standards. It demands strength of will and inspires physical effort and selfless service. Honour guides our actions in a way explicit rules cannot; it shapes our conscience and determines our notions of pride, self-respect and shame.
		Honesty	....is always being true to ourselves, our shipmates, and our colleagues! Honesty demands we face our shortcomings. We must be open and upfront with each other and ourselves. Honesty drives personal and professional growth. A lack of honesty hinders improvement, allows incompetence to be swept under the carpet and encourages failings to be ignored. Honesty enables us to serve with a clear conscience, sincerity and selflessness.
		Courage	....is the strength of character to do what is right in the face of adversity! Courage demands unwavering obedience to moral principles. Courage drives responsibility, humility and personal example. No amount of education or experience can overcome a deficiency of courage.
		Integrity	.....is being committed to always doing what is right, no matter what the consequences! Integrity is unforgiving: if it's not right, don't do it - if it's not true, don't say it. Our integrity defines our moral power and underpins our fighting spirit. As people of integrity we confront and overcome wrong regardless of personal cost.
		Loyalty	.....is being committed to each other and to our duty of service to Australia! Loyalty is a reciprocal obligation of our shared and mutual commitments to each other and to the nation. It requires we acknowledge commendable effort and that we accept responsibility and accountability for our actions and for those of our subordinates.

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Army

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.
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 physical and online domains.

Air Force

Values analysis

"Trade specialisation overshadows the inculcation of the military persona. Engineer first, troop second". Interview with WGCDR 25.9.13

"The Air Force tells me I'm an Air Force Officer first and a pilot second; I say I'm a pilot first and a pilot second". Jans in Moskos 1988: 213

Judgement	Navy(NGN)	Army(new)	Air Force
Normality How special?	4.2	7.5	3.35
Capacity How able?	8.4	17.5	**32.1**
Tenacity How resolved?	13.95	**37.5**	21.25
Propriety How ethical?	**36.4**	**37.5**	**33.75**
Veracity How truthful?	**36.95**	0	9.6

Navy is about being honest and ethical

Army is about being courageous and ethical

Air Force is about being capable and ethical

"He urged his troops to resist provocation, stick to the rules and demonstrate courageous restraint...". Masters 2013, p. 314

Interview with a Navy WO 29.8.13

When you 'let the lines to', the ship sails away from command control. Those on board the ship need to be honest and forthright in achieving the mission.

Interview with a Navy CAPT 23.7.13

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In summary,
through the appraisal analysis of the Values

More knowledge code

- Having **capacity** is about being expert and <u>trained</u> – weaker interpersonal relations, stronger relations to knowledge.

More knower code

- Having **tenacity**, **veracity** and **propriety** is about having attributes which are <u>innate</u> and or <u>inculcated</u> – stronger interpersonal relations, weaker relations to knowledge.

the identities:
complementary but different

environment			
The people			
Language			

The training

Professional military training:		
	Army	Navy	Air Force
	Cultivates the Warrior	Cultivates the ship culture	Cultivates the technical specialist
Officer residential intensive	Duntroon 18 mths intensive	Creswell 12 mths intensive With 6 mths at sea	East Sale 4.5 months
Enlisted residential intensive	Kapooka 14 weeks	Cerberus 11 weeks	Wagga Wagga 11.5 weeks

Professional Military Education and Training inculcates as follows:

• Removes the individual from their usual context and influences;
• Employs Intensive, prolonged, 'whole of life' immersion;
• positively models a master-apprentice approach as a community of practice;
• Employs strong socialisation which cultivates and re-forms attributes and dispositions through surveillance and discipline;
• Emphasises procedural knowledge;
• Builds loyalty to the institution, the team and values self sacrifice for the greater good.

(Maton 2004; 2013 p.98)

Differences in ADF knower codes

	Army	Navy	Air Force
Mission	To win the land battle	To fight and win at sea	To fight and win by air and space effect.
How?			
Training	Cultivates the Warrior	Cultivates the ship culture	Cultivates the technical specialist
	Cultivates the most	Cultivates differently	Cultivates the least
Identity	*I am a soldier*	*I'm in the Navy*	*I'm a pilot*
Values	Tenacity and propriety	Veracity	Capability and propriety

Navy

Army

Air Force

APS

SR-

Interpersonal relations
SR+

Trained   cultivated   social   born
Disposition &   function   nationality
attributes

Specialist   values   uniformed   Australian
knowledge   behaviours
and skills
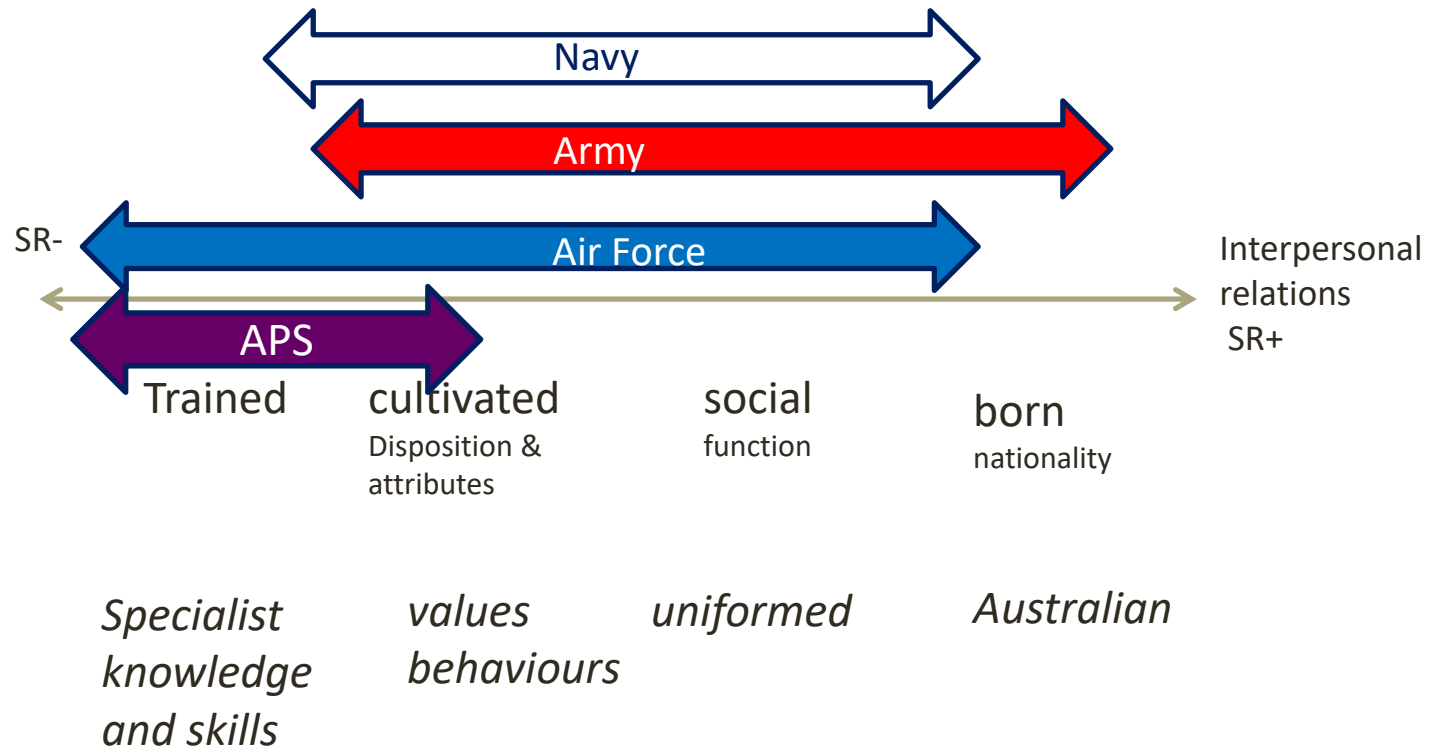
Codes in contact

What happens when the two specialisation codes come in contact?
What are the rub points?

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Tensions in social relations

- **Knowledge code**
  - APS need to be polite with each other in meetings and in correspondence as they must always negotiate their social relations with each other;
  - APS consult and negotiate courses of actions;
  - APS skills and knowledge are the basis of their authority and expect it to be respected and taken into account;
  - APS challenge hierarchy.
  - APS comply when actions are justified
  - To get things done, consult and allow from below/beside or above.
  - More inclusive.

- **Knower code**
  - Provided rank is acknowledged, ADF can be combative in meetings and use direct language in emails;
  - ADF do not consult, they do as directed
  - APS can be invisible to uniformed personnel as they are outside the rank system – *civilians, threats*;
  - ADF are deferential to hierarchy;
  - ADF comply when directed from above
  - APS are hard to manage - *herding cats*
  - To get things done, direct from above.
  - More exclusive
  - Leadership really matters

Ex-uniformed service APS bring knower code behaviours to APS work relations

APS bring knowledge code behaviours to ADF work relations

Semiotics and language

- The meaning of place, symbols and artefacts may be lost on the civilians, eg parade grounds, rank, medals etc. Uniformed members are tuned in to reading the semiotics of the uniform. Civilians aren't socialised to understand nor possibly respect these important components of military life.

- Rank replaces the need to negotiate the interpersonal relationship.

- Written and spoken language are different. As well as speaking, writing practices are different.

- The use of acronyms is excluding. If you don't know the meaning, you can't understand.

'….it might be best to get in touch with…' compared to *'..get in touch with..'*

'I am writing to you to remind you to speak with your supervisor' compared to *'… speak to your supervisor'*

Sir,
X Agreement for your signature. The scan is not particularly flash but should do for now. …..
Regards, First Name

Rub points –
the knower code dominates - 1

Ex-uniformed service APS make up a significant 25% of APS in Defence. When ***they*** bring knower code to APS work relations,

1. Their direct, un-modulated language can be considered rude and inappropriate and can contribute to perceptions of bullying
2. They might not consult and negotiate, preferring to act and do, believing they have the intrinsic authority.
3. They might not understand that the knowledge and skills of their colleagues affords respect.
4. They may take control inappropriately.
5. They may bring doctrinal approaches to problem solving, which may be limiting
6. They may have an expectation that innovation and thinking time are a waste of time, preferring to apply 'tried and true' doctrine.
7. They may ignore the civilian leadership or civilian advisor, taking guidance and advice from a uniformed member instead.
8. They may contribute to the levels of complaints about inappropriate behaviour and unhappiness in Defence APS.

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Rub points –
the knower code dominates -2

When *the knowledge code* rubs up against knower code of ADF, the following has the potential to occur,

1. The direct, un-modulated language acceptable in ADF contexts is modeled to APS who can potentially adopt it. Weakly supervised or weakly inculcated APS who adopt this kind of communication strategy are perceived as rude and arrogant and in the worst case perceived as bullies. It may contribute to the peculiar kinds of bad behaviour of the APS in Defence.

2. They APS advisor is not prepared for the combative style; to 'fight'/ 'go in hard' in order to contribute. They expect consultation prior to decision making. Even with nominal rank, APS have to fight to maintain their authority with uniformed personnel.

3. APS supervisors of ADF personnel may experience a lack of recognition of their authority and be disrespected. Eg PAR reports, lawful direction ignored etc.

4. Situational approaches aren't valued… 'if isn't not following the DTM, then it's not curriculum". APS choose the best approach to solve the problem, not necessarily the doctrinal approach.

5. The content specialisation forms part of the supervisory process. Financial expertise is a requirement for the supervision of a finance team.
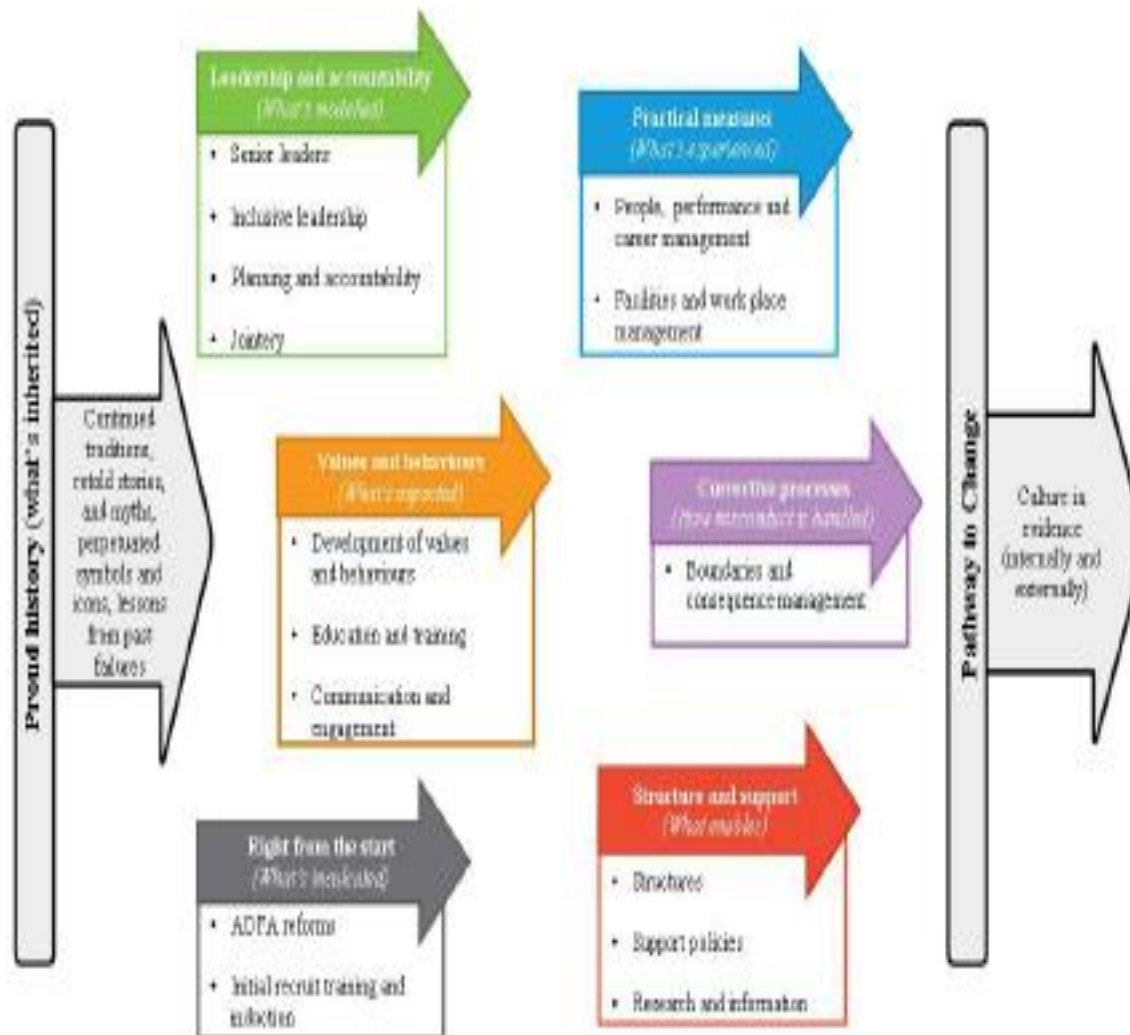
6. APS may feel patronised and marginalised.
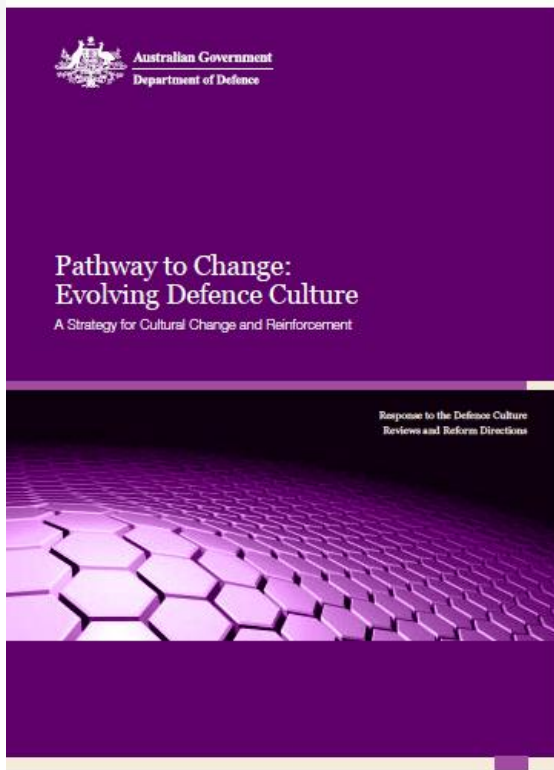
So what if we now understand ADO culture using Legitimation Code Theory? How does this enable Defence to address cultural change?

PATHWAY TO CHANGE

Pathway to Change
tells us what to change but not how.

Here are some suggestions on how…..

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Suggestions: Leadership & Accountability

- The knowledge code of the APS and the knower codes of Navy, Army and Air Force have different underlying organising principles of legitimacy. Both must co-exist to serve Australia's national security interests.

- Interculturality Training, which explains the underlying bases for legitimacy to allow a deeper understanding of each other, is required by our leaders at ACSC, at NCO courses and at key induction points for APS and ADF.

Key actions:

1. Align senior leadership (all Colonel equivalent and Executive Level (EL) 2 and above) behaviour and modelling with the *Pathway to Change*.

2. Over a five year period, increase diversity within leadership groups.

3. Fully implement the *Review of the Defence Accountability Framework* planning and accountability mechanisms that support efficient internal collaboration and effective delivery of reforms.

4. All Colonel/EL2 equivalent and above to work with jointery and integration as their prime decision-making lens (rather than Group or Service-specific).

   - Re-issue the Secretary and CDF guidance on the integrated ADF career management process for all star rank and SES promotions.

   - In principle, manage position tenure so that staff stay in roles for the time required to assure maximum expertise and sustained accountability for delivery of joint and complex integrated group roles.

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Suggestions: values & behaviours

- Review the values and core behaviours to ensure they are expressed using 'inclusive' language across all services. We want our people to feel they belong, regardless of where they come from or what their background is. This applies to ADF & APS.

- Ensure that we include values which encourage inclusivity. Eg. Respect

Key actions:

5. Conduct Defence-wide discussion on values and behaviours to better capture the spirit and the letter of the Reviews' recommendations, the differences in the three Services and APS, and Defence's overarching cultural intent.

6. Ensure that all education and training programs are informed by the agreed values and behaviours.

7. Review our communication strategy, including social media strategy, to communicate the *Pathway to Change* and highlight its relevance to broader reform efforts.

More or less inclusive language expression…..

-ve

+ve

less inclusive: abstract, technical

more inclusive: concrete, personal, everyday

Previous ARMY values

- Army **names** the Value and then **defines** them.
- There are ... people or as abstr...
- Values are ...

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 ;

NAVY

New ARMY values

- Navy **names** and **defines** the Values
- Values are thematised

Initiative to explore opportunities and embrace innovation to improve Army and our service to our Nation.

New APS

- APS **names** the Value
- The entity ...
- People are ... Public Service
- People as ...
- People 'do' things which reflect a particular value.

Respectful:
The APS respects all people, including their rights and their heritage.

AIR FORCE

- Air Force **names** but **does not define** the Values
- People are ... inclusively
- People are ... particular
- People 'do' things which reflect a particular value.
- People are thematised

Agility
Air Force People respond swiftly to challenges.
Our people are *resilient* and quickly adapt to changes in our environment.
We are *flexible* in how we think and act …

PLICIT

- PLICIT **names and defines** the Values
- The definitions include references to Defence people.
- People are ...
- People are ... particular ...
- People 'do' things which reflect a particular value.
- Value and People are thematised

Innovation
Innovation **is** actively looking for better ways of doing our business.
In Defence we are *open to new ideas* and strive to identify and implement better ways of doing business.

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Suggestions: heroic icons

Values need to be modeled by Defence personnel. But it is the value of courage that is typically iconised:

Instead, exemplify **all Values** and not just the obvious one of Courage.
What about the values of capacity, veracity and propriety?
Who models them?

In an inculcated, knower code culture such as Defence, values have a serious role to play in the formation of the military member's identity throughout the training continuum of a person's career.

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Icons are everywhere…

	Source	Service	iconisation	
1	Defence Magazine no. 7 2012 p. 10	Army	Hero: Characteristics: Value: Community:	CPL Scott Smith (Killed in Action, Afghanistan October 2012) Made of something special, gave a bit extra, exceptional soldier, charismatic. selflessness, honesty, dedication. …of the best junior NCOs, … of our best soldiers.
2	Defence Magazine no. 7 2012 p. 11	Army	Hero: Characteristics: Value: Community:	Corporal Daniel Keighran (Victoria Cross recipient) exceptional clarity, composure. **valour, gallantry, devotion to duty**. … of esteemed Australians revered for their courage in combat.
3	ANZAC Day speech to Australian Masters Rowing Championships by VADM Peer Jones 25 April, 2013	Army	Hero: Characteristics: Value: Community:	CAPT Percy Herbert Cherry (Victoria Cross recipient in WW1 and rower) gallant, cool, brave, caring. **bravery**, determination and leadership. … of rowers who become heroes.
4	Gen Sir John Hackett Memorial Lecture by LT Gen David Hurley, VCDF 11 Nov 2010	Army	Hero: Characteristics: Value: Community:	General Sir John Hackett (Australian born, British general of the 1940s) A superb fighting solider; charismatic and respected senior NATO commander; the most influential geopolitical thinker; able administrator; thorough and lucid scholar, represents. **Leadership, gallantry and Service** -'the essence of service'. …of the Profession of Arms and military leadership.
9	Australian Army Land Warfare Doctrine LWD 0-2-2 Character 2005	Army	Hero: Characteristics: Values: Community:	the men of ANZAC. Carried themselves nobly in battle, daringly, stout-heartedly, thought for others more than for themselves, gentle and tough. Loyalty, Honour and Mateship … of men who fight for their country and their children's future
10	Australian Army Land Warfare Doctrine LWD 0-2-2 Character 2005	Army	Hero: Characteristics: Value: Community:	LT Reginald Saunders (the first Aboriginal to obtain a commission in 1944) Hardiness and determination Hardiness, determination and resourcefulness .. of hardened soldiers

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Suggestions: heroic icons

Importantly, if the Defence Force wants to '**represent the community it serves**', then **heroic icons** need to resonant with the Australian community, which is no longer a community of white Anglo Australians. The category of hero needs to broaden to include more of 'the community it serves'. For example, there is a need for

- more women,
- more first Australians,
- more new Australians,
- more professionals – military and civilians - who are working to support as well as engage in combat and so on...

By broadening the kinds of heroes, Defence will attract a more diverse range of recruits and more importantly, retain a more diverse range of members.

Suggestions: right from the start

With revised and possibly additional values which inculcate values of inclusion and respect, Recruit Schools and Officer training establishments could complement them with a values-based training pedagogy to provide guidance and feedback in terms of meeting and upholding the values of the organisation.

Incorporate into curricula a new range of heroes from across the diversity groups to exemplify ALL the values.

Key actions:
8. Fully implement agreed ADFA reforms.
9. Apply principles of ADFA reforms to all new starter training and institutes across Defence.

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Suggestions: Practical measures

To ensure values are maintained as 'lived experience' in the careers of Other Ranks and Officers, consider incorporating a narrative for Values in the PARs instead of the current □ tick box option for Other Ranks and Officers. This should also be considered for APS….

Key actions:

10. Implement agreed people management, work, performance and policy measures that underpin reform objectives.

11. Reconfigure the living environment, facilities and conditions in line with the *Pathway to Change* cultural intent.

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Suggestions: research in language use

The use of language and its role in excluding and resisting diversity during the process of team bonding is little understood. Research into how this works and how difference, diversity and specialisation can function to build 'diverse' teams needs attention.

Key actions:

13. Implement staffing, structures and review processes that enable the *Pathway to Change*.

14. Develop supporting policies to ensure full implementation of recommendations from independent culture reviews and associated reforms.

15. Establish research and data collection processes to inform ongoing development and implementation of the *Pathway to Change*.

Recruit and retain a wider demographic

APS to shift right from trained to cultivated

inclusive

Shift left from social to cultivated

exclusive

SR-

Interpersonal relations
SR+

Trained

cultivated
Disposition & attributes

social
function

born
nationality

APS to inculcate the APS and PLICIT values to better understand their role as enablers and as civilians in a Defence context

ADF to recruit according to suitability. Heritage, sexual orientation or gender shouldn't matter if values and behaviour are suitable. Curb the normalised gatekeeping.

Specialist knowledge and skills

values behaviours

uniformed,
X white,
X Anglo
X male

✓*Australian*

To conclude…..

We need to understand the principles of legitimate status and authority of the two codes and when in contact, be interculturally aware and values based…

- We are an organisation made up of two specialisation codes
- We all share the **act of service** to our Government and citizens
- One group serves by defending : **the knower code of the ADF**
- The other serves by enabling: **the knowledge code of the APS**
- Our **Defence values** reflect this with a balance between the values

PROFESSIONALISM
INNOVATION
TEAMWORK

LOYALTY
COURAGE
INTEGRITY

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Thank you

Questions?

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PLICIT
- ADO

		Professionalism	**Professionalism is striving for excellence in everything we do.** We work hard to deliver high quality results, do our job to the best of our ability and take pride in our achievements. We are sensitive to changes in our working environment and are ready to respond. We provide impartial, comprehensive, timely and accurate advice. We constantly seek to improve our work performance
		Loyalty	**Loyalty is being committed to each other and to Defence.** We serve the government of the day and support our leaders and colleagues to undertake tasks and achieve results in line with government direction. We treat everyone at all levels with respect, care and compassion. We work to uphold the best interests of the Australian people.
		Integrity	**Integrity is doing what is right.** We behave honestly and ethically, and demonstrate the highest standards of probity in our personal conduct. We act fairly and accept personal responsibility for our decisions and actions. We build trust through productive working relationships. We do not allow mateship to be misused to cover up bad behaviour or bring the organisation into disrepute. Our actions clearly match our words.
		Courage	**Courage is the strength of character to honour our convictions (moral courage) and bravery in the face of personal harm (physical courage).** In Defence we stand up for what we believe is right and we speak out robustly and openly against what is wrong. We have the courage to accept valid criticism, admit to errors, learn lessons and improve. We give honest feedback on work performance.
		Innovation	**Innovation is actively looking for better ways of doing our business.** In Defence we are open to new ideas and strive to identify and implement better ways of doing business. We are clever and make best use of the resources that we have to do our job. We encourage sensible risk taking, and strive to identify opportunities to eliminate inefficiency and waste.
		Teamwork	**Teamwork is working together with respect, trust and a sense collective purpose.** Teamwork is cultivated through strong, positive leadership and attention to the needs of team members. In Defence teamwork is integral to everything we do, and characterises our working relationships inside Defence and across the whole of Government. We foster collaborative workplaces, communicate openly and solve problems in a collegiate manner, share ideas and take advantage of the diversity of our knowledge and experience.

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