



Australian Government  
Department of Defence

# Evaluation in Defence

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## Improving by Doing

The broad trend in Defence Management in recent years has been to move evaluation and risk to the centre of our enterprise management system to improve accountability and performance



## The Nature of Defence

- 20,000 APS and 80,000 ADF (Permanent and Reserve)
- Large range of activities – operations, capability acquisition, ICT, estate management, science, education
- A federalist structure overlaid by a higher management structure
- Many reports and evaluations but handled in isolation, not strategically



# The Defence Journey

Building a culture of accountability on the foundation of evaluation

## The Black Review

- Develop a corporate plan
- Use specific performance measures
- Define clear personal accountability

## Defence progress to date

- Development of a five-year corporate plan and annual plans
- Adoption of specific performance benchmarks
- Identification of accountable officers



## How is it Working in Defence?

Our corporate and annual planning process tries to pose and answer the question: how do we evaluate Defence's performance as an enterprise?



## Challenges

- Identifying key enterprise priorities and strategic issues can be difficult
- Answering the question: 'What are you trying to achieve and is it worth doing?'
- Moving from obscure to specific measures of performance is challenging for large enterprises
- Dealing with cultural and skilling deficiencies as the system is implemented
- Understanding there will be trial and error along the way



## Cultural v Process

The drive for better evaluation and performance needs to happen at all levels. It is as much cultural as it is process. It is not helpful to run an effective planning system at the enterprise level if subordinate systems are not supportive.

## Finally

As public servants, we exercise leadership through the quality of our advice and implementation.

A culture of rigorous evaluation is the foundation of our performance and ultimately of our value.





# Questions

