

OFFICIAL



Australian Government

Inspector-General of the Australian Defence Force

WORKFORCE PLAN 2025-2026



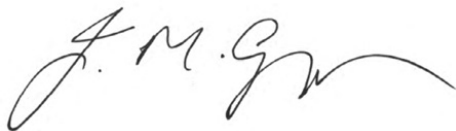
SPONSOR'S MESSAGE

As the Inspector-General of the Australian Defence Force, I am committed to ensuring all Defence personnel have access to a fair, trusted, and impartial military justice system. In addition to overseeing the integrity of this system, the IGADF plays a vital role in handling complaints, conducting inquiries into Service deaths, and upholding Military Police professional standards. Appointed by the Minister for Defence and reporting directly to Government, I take these responsibilities seriously.

This workforce plan is a key tool to enable the implementation of several recommendations made by the *Royal Commission into Defence and Veteran Suicide* and the *Twenty-Year Review into the Office of the Inspector-General of the Australian Defence Force*. The resources in this workforce plan will guide us to strengthen our capability in key areas. By focusing on attracting and retaining the right people, fostering a culture of integrity and respect, and investing in continuous learning and development, we will continue to build a workforce that is skilled, resilient, and ready to meet evolving demands.

The workforce principles—integrity, attraction, retention, culture, and learning and development—are essential to growing capability and shaping a deliberate, values-driven workforce. They will enable us to deliver our statutory functions effectively and uphold the immense trust placed in this office.

I encourage all staff to identify how they contribute through this plan to ensure the Office's continued success.



JM Gaynor CSC

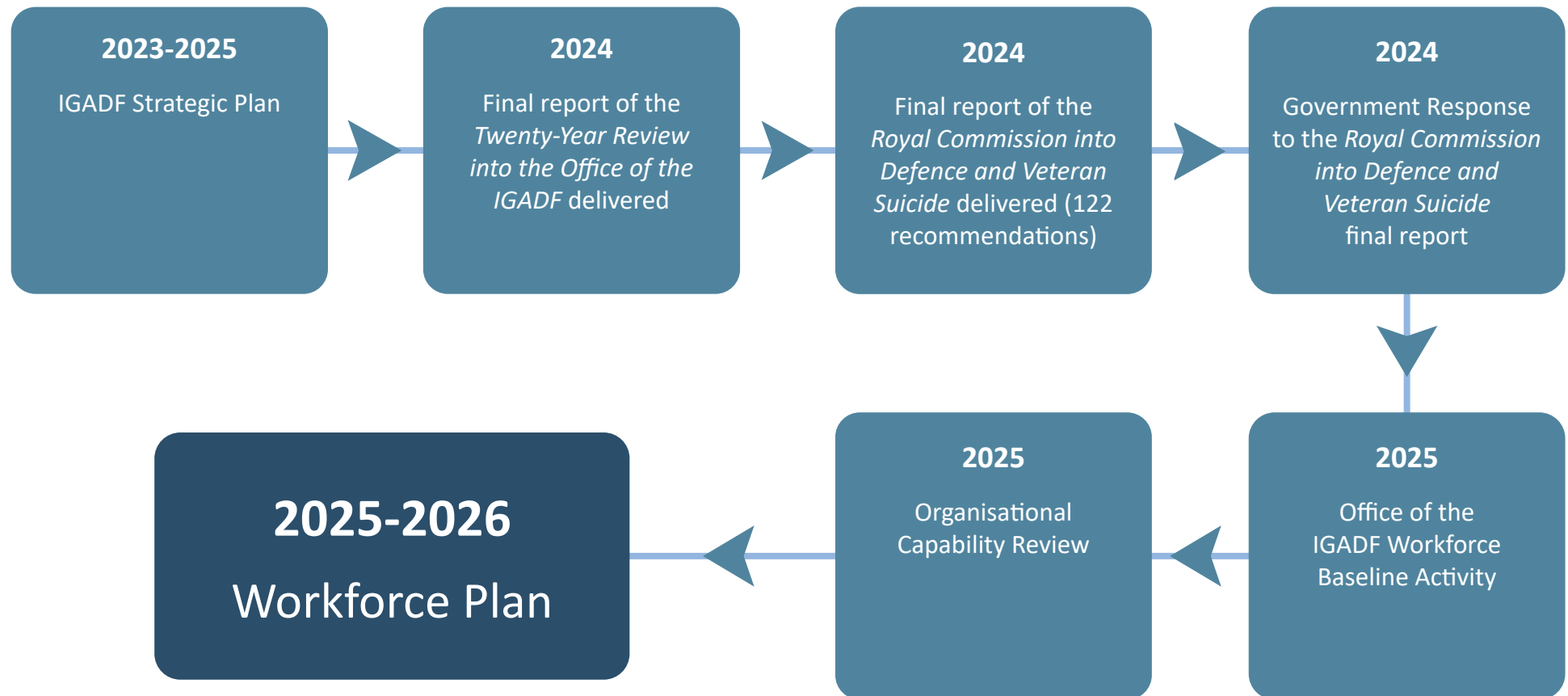
Inspector-General
of the Australian Defence Force



WORKFORCE PLAN

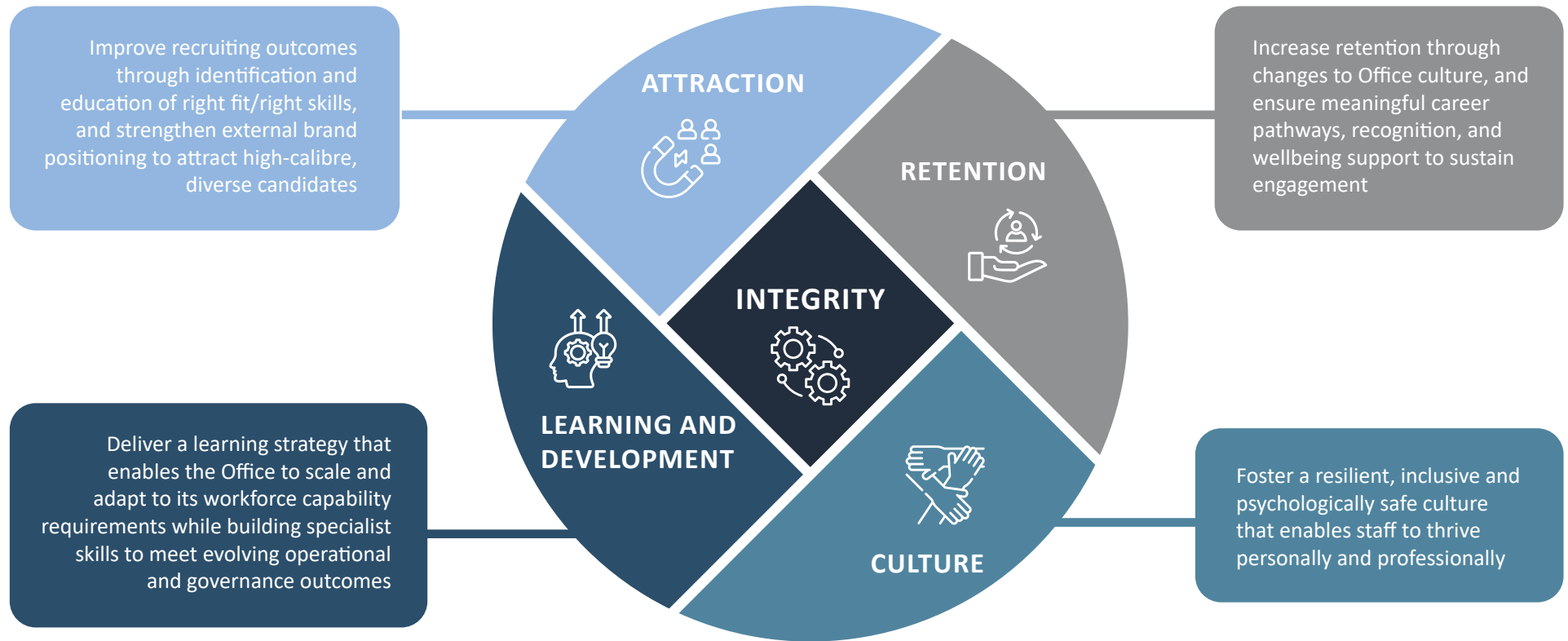
- ◆ Directs immediate action on the most urgent workforce priorities and implements Government-endorsed recommendations made by the *Royal Commission* and *Twenty-Year Review*.
- ◆ Addresses capability and skilling growth.
- ◆ Assigns responsibility for developing, delivering, and overseeing action and risk management plans, ensuring they meet the statutory priorities of the Inspector-General.
- ◆ Establishes the foundation for a longer-term workforce response that meets anticipated broader strategic reform.

The steps that have led to this plan:



WHAT UNDERPINS OUR WORKFORCE GROWTH?

Workforce principles



Focusing on these principles will build the necessary skills, address capability growth, and shape a deliberate, skilled and resilient workforce

Demand, supply and workforce planning

ADF categories and APS job families

Workforce management and workforce conditions

Organisational design, people leadership, workplace culture and work conditions

OPERATING ENVIRONMENT

Workload growth

The work of the Office of the IGADF continues to grow significantly year-on-year in both scale and complexity. This increased demand reflects greater confidence in the IGADF's independence and higher expectations for judicious, transparent outcomes.

Statutory functions

Under the *Defence Act 1903* and *IGADF Regulation 2016*, the IGADF must:

- conduct audits and reviews of the military justice system;
- investigate matters, including deaths of ADF members in service;
- review Redress of Grievance complaints;
- advise on, and recommend improvements to, military justice; and
- carry out other inquiries as directed by the Minister or Chief of the Defence Force.

Workforce resourcing and structures must ensure the capacity and capability to discharge these functions lawfully and effectively.



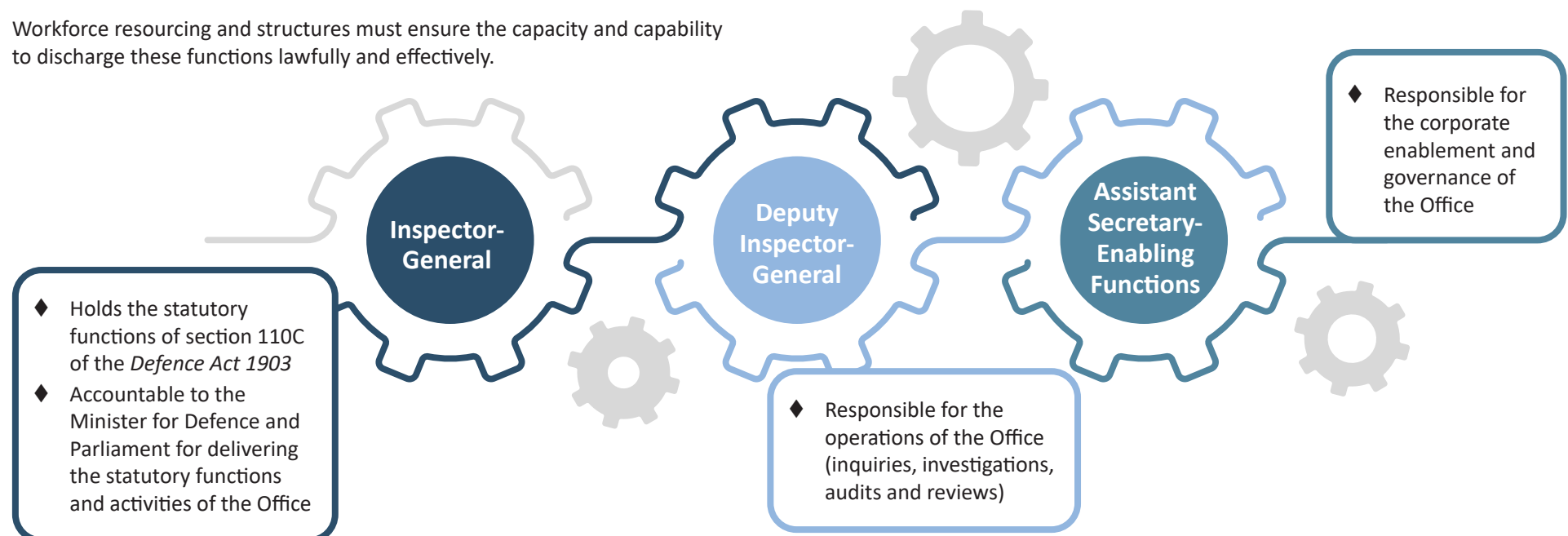
Vision: Trusted to independently examine concerns about Defence



Mission: Provide an avenue for impartial, fair and independent outcomes, and oversight of matters concerning Defence



Values: Respect. Integrity. Independence. Impartiality. Fairness



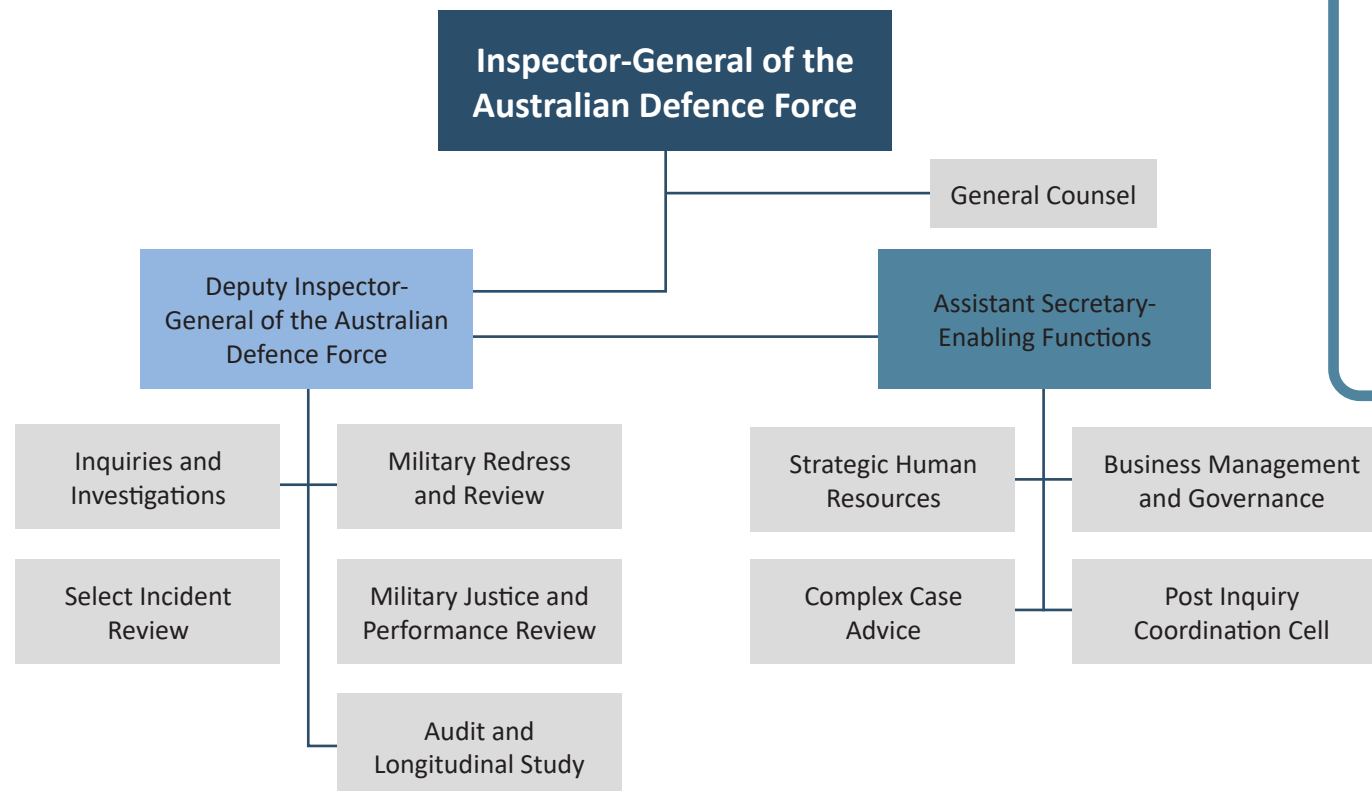
APPROACH

Government direction

The Inspector-General has been assigned responsibility to lead the implementation of 13 recommendations made by the *Royal Commission into Defence and Veteran Suicide*. Several of these will require the Office to design, implement, and oversee reforms associated with new and expanded oversight and investigative functions.

Workforce Plan focus - this plan aligns structures and staffing with allocated resourcing to meet current demand and Government direction to expand certain activities. This plan focuses on the identified core principles that are necessary to address capability gaps, and shape a deliberate, skilled and resilient workforce.

- ◆ **Skills and structures** - operational and corporate functions requires targeted recruitment. Skills in inquiry, investigation, audit, governance, data analysis and trauma-responsive practice are essential.
- ◆ **Succession and right fit** - workforce strategies must secure the right skills at the right levels, support succession planning, and address capability gaps through efficient recruitment and targeted professional development.
- ◆ **Capability and wellbeing** - prioritise trauma-informed practice, professional development, flexible resourcing, and trauma-responsive wellbeing to sustain capability under high demand.



Underpinning elements

- ◆ Alignment with statutory functions
- ◆ Independence and integrity
- ◆ Timeliness and responsiveness
- ◆ Capability, skills and right fit
- ◆ Flexibility and scalability
- ◆ Staff wellbeing and sustainability
- ◆ Succession and leadership continuity
- ◆ Cost-effectiveness

WORKLOAD AND WORKFORCE

Overview

The Office of the IGADF is comprised of APS, ADF, Reservists and External Service Suppliers (including consultants and contracted staff). The Office of the IGADF is based in Canberra, where most staff are located, with a small number working in other locations across Australia. The wellbeing of personnel remains a key priority and the Inspector-General is committed to supporting the mental and physical wellbeing of all IGADF personnel, with particular attention to the risks associated with exposure to sensitive and objectionable material.

The Office of the IGADF has an approved workforce of 55 APS, 28 ADF and over 80 Reservists. The Office has recently completed, with support from Military Workforce Design Division and Defence People Group, a comprehensive validation activity that mapped the Office's approved workforce to a clear structure and individual positions that are aligned to our functions.

The IGADF workforce continues to face sustained pressure across all statutory functions. The Office's audit and compliance functions must expand to meet new Government directed activity levels, while inquiries into deaths demand greater specialist investigative, legal and trauma-informed expertise. Rising submissions and assessments require scalable inquiry teams with the capacity to manage complex and time-sensitive matters. The sustained demand for merit reviews necessitates skilled staffing with case management and administrative law expertise. Together, these pressures highlight the need for a coordinated workforce response that balances specialist capability with broader organisational resilience.

Key points

- ◆ **Record submissions:** the Office of the IGADF continues to experience an increase in submissions since its inception.
- ◆ **Increasing complexity:** submissions and referrals are not only more frequent, but also more complex.
- ◆ **Audit activity:** increased audit program and new longitudinal analysis.

Implications:

- ◆ The increasing demand on IGADF services suggests growing awareness and confidence within the ADF community of contacting the Office.
- ◆ The rise in complexity could reflect evolving operational environments or heightened expectations for oversight.
- ◆ To maintain services and functions longer-term, the Office of the IGADF will need additional resources and structural adjustments to manage the increasing workload and meet the Government's direction.



WORKLOAD AND WORKFORCE (continued)

Inquiries into deaths

Over 2023-24, the IGADF received 31 notifications of deaths of ADF members. A similar trend is occurring for 2025-2026. The workforce plan has bolstered death inquiries capability, establishing two additional EL1 senior inquiry officers dedicated to death matters. Further consideration will be given to resourcing requirements to achieve the triennial reviews of suicide deaths and implementation of recommendation 50 made by the *Royal Commission into Defence and Veteran Suicide* which expands the death inquiry jurisdiction.

Workforce capability must also include access to medical, mental health and legal specialist support to manage case complexity and statutory requirements. This will be a coordinated response with Defence and supported by internal corporate functions within the Office.



Inquiries into military justice matters and professional standards

During the 2023-24 statutory reporting period, the IGADF received 120 military justice submissions and referrals—the highest number received by IGADF since its establishment in 2003, compared to 104 during the 2022-23 reporting period. For 2025-26, this demand is expected to continue. This reflects sustained growth in inquiry workload.

The IGADF Professional Standards team experienced a 51% increase from 2022-23 (47 cases), receiving 71 submissions during the 2023-24 statutory reporting period.

This represents a considerable increase compared to previous years, placing additional demand on investigative capacity. The 2025-2026 trend shows sustained demand and will exceed past peaks.

Redress of Grievance complaints

In 2023-24, the IGADF received 273 new Redress of Grievance complaints, up 11% from 2022-23, and 225 complaints were finalised. The increasing complexity of complaints calls for an increased demand in skilled staff.

In the 2023-24 statutory reporting period, the average time taken from the submission of a complaint to its closure was 94 days, this is a decrease from 157 days in the 2022-23 reporting period. However, this trend appears to be reversing during the current reporting period, with average times increasing due to the complexity of complaints.

WORKLOAD AND WORKFORCE (continued)

Military justice performance audits

Over 2023-24, the IGADF's audit teams conducted 67 military justice audits across Navy (16), Army (32), Air Force (17), and Joint units (2).

The *Royal Commission into Defence and Veteran Suicide* recommendation 54, agreed to by Government, expands this program to 129 audits/activities per year by 2027-28, effectively doubling the audit program and requiring significant workforce growth.

This expanded program to implement recommendation 54 is supported by the establishment of a new audit and longitudinal team, led by an O6 Legal Officer. The team also consists of an O5 Military Audit Officer and a longitudinal study team, comprising an EL1 Assistant Director Systems and Data (Data Analyst), APS6 Team Leader Reporting and Monitoring (Data Analyst) and APS5 Systems and Data (Data Analyst).

Corporate support

To sustain expanded statutory functions, the IGADF must also strengthen its corporate enabling functions across:

- ◆ Governance and risk management
- ◆ Finance
- ◆ People and culture / HR
- ◆ Corporate operations
- ◆ Communications

These underpin compliance, transparency, and effective delivery of the operational functions of the Office. Investment in these functions is critical to sustain the expanded workload placed upon the broader Office.

Workforce capability and training

Recommendations 43, 44 and 46 made by the *Royal Commission into Defence and Veteran Suicide* and agreed to by Government, emphasise the IGADF's authority to recruit independently and build workforce capability.

The Directorate of Strategic HR will include a learning and development coordinator, workforce manager, and leadership roles.

All IGADF staff must complete trauma-informed practice training before engaging with complainants, witnesses or families, with refresher training every two years. Two ADF military positions, Director Complex Case Advice and a Wellbeing Officer, will continue to support trauma-informed/trauma-responsive practices and workplace safety.

Professional development

Training programs will focus across several areas, including:

- ◆ ADF and APS mandatory training
- ◆ ADF and APS Service/Career Professionalisation
- ◆ Self-care and well-being
- ◆ Trauma-informed practices
- ◆ Report writing—plain language and clear communication
- ◆ Information gathering, interviewing and record keeping
- ◆ Inquiry and investigations core fundamentals

Transparency, accountability and reporting

Recommendation 45 made by the *Royal Commission into Defence and Veteran Suicide* and agreed to by Government, requires the IGADF to publish updated procedures, quality assurance measures, and report on performance against indicators. Meeting this obligation requires greater reporting capacity, performance metrics, and systems to maintain transparency.

Future workforce planning and operating model

Further reforms will likely reshape the operating model for the Office of the IGADF from 2026 onwards, requiring additional staff, realignment of functions, and new processes. This may include a rebalanced mix of permanent (APS and ADF) and Reserve staff, new specialist expertise, and further integration of data, inquiry and audit functions.

The following identified deliverables, linked back to our workforce principles are designed to guide the sustainment, growth and upskilling of our workforce



#1 - Integrity

Objective: strengthen independence, accountability and trust in the Office through transparent leadership, ethical conduct, and robust compliance frameworks.

DELIVERABLES	DRIVERS	MEASURES
1.1 Maintain robust workforce standards and compliance frameworks aligned with best practice	Need for strong compliance and governance frameworks to uphold independence	Audit outcomes, stakeholder confidence



#2 - Attraction

Objective: improve recruiting outcomes through identification and education of right fit/right skills, and strengthen external brand positioning to attract high calibre, diverse candidates.

DELIVERABLES	DRIVERS	MEASURES
2.1 Strengthen engagement with Defence Career Management and develop recruitment campaigns targeted at critical specialist roles and functions to ensure alignment with workforce needs	Skills shortages, high competition for niche roles	Vacancy fill time, quality of hire, applicant-to-offer ratio
2.2 Streamline recruitment processes to reduce time-to-hire and improve candidate experience	Delays in recruitment processes, need for operational readiness	Average time-to-hire, candidate satisfaction, offer acceptance rate
2.3 Create and implement a structured attraction strategy including branding, Employee Value Proposition, and talent pools	Need to build strong employer brand and expand candidate reach	Brand awareness, candidate pipeline strength, external applications received
2.4 Complete a role-mapping exercise to clarify duties and responsibilities to better match candidates to positions	Role ambiguity, unclear job requirements	Completion of role maps, alignment of job ads with workforce needs, avoid mismatched hires
2.5 Conduct skills audits and capability reviews to identify new opportunities and areas for growth, and align with succession and leadership development plans	Future workforce needs, leadership pipeline gaps	Leadership roles with succession plans, identified growth in skills, internal promotion rate
2.6 Build a workforce model with accurate coding and classification of positions to ensure workforce structure meets organisational needs	Requirement for accurate workforce planning, compliance with classification standards	Accuracy of workforce data, workforce forecasting accuracy, correctly coded positions



#3 - Retention

Objective: increase retention through changes to Office culture, and ensure meaningful career pathways, recognition, and wellbeing support to sustain engagement.

DELIVERABLES	DRIVERS	MEASURES
3.1 Maintain competitive remuneration and employment conditions aligned with market benchmarks	Staff turnover risk due to uncompetitive conditions and inconsistent retention practices	Annual turnover rate vs APS benchmark, improved staff surveys
3.2 Introduce targeted and consistent retention measures for specific skillsets	Need for a cohesive and integrated retention approach	Retention rates at 6, 12, 24 months, % of critical roles retained
3.3 Strengthen induction and onboarding programs to support staff engagement	Limited onboarding support reducing engagement of new hires	Onboarding completed within 1 month, onboarding satisfaction survey



#4 - Culture

Objective: foster a resilient, inclusive and psychologically safe culture that enables staff to thrive personally and professionally.

DELIVERABLES	DRIVERS	MEASURES
4.1 Provide resilience training and wellbeing resources tailored to the Office environment	High exposure to trauma, need for resilience and wellbeing support	Growth in staff trained, wellbeing survey results
4.2 Implement a Cultural Plan to embed Office values and inclusive behaviours	Need to embed inclusive culture and values	Improved culture survey score, and completion of cultural plan initiatives
4.3 Provide staff engagement opportunities through training days, offsite events, and cultural events	Staff need engagement opportunities beyond day-to-day work	High rates of attendance at events, participant feedback ratings
4.4 Enhance leadership capability to support diversity and inclusive teamwork	Leadership capability in supporting diversity and inclusion	All leaders completing inclusive leadership training, staff perception of leadership (pulse survey)



#5 - Learning and Development

Objective: deliver a learning strategy that enables the Office to scale and adapt to its workforce capability requirements while building specialist skills to meet evolving operational and governance outcomes.

DELIVERABLES	DRIVERS	MEASURES
5.1 Ensure staff are trained in trauma-informed/trauma-responsive practices	Staff require trauma-informed skills to perform effectively	Maintenance of all staff trained and attendance at training opportunities
5.2 Capability framework and learning and development pathways to build specialist skills (inquiry, investigative and corporate)	A structured capability framework will support workforce skilling	Staff have tailored skills and training plans included in performance agreements
5.3 Provide access to professionalisation pathways, including accreditation and specialist training	Access to professionalisation and external accreditation	Specialist roles identified and staff enrolled in professional pathways
5.4 Support staff to complete formal training (or equivalent) in relevant fields	Certification and formal qualifications enhance credibility	Maintenance of staff completing/retaining Cert IV qualifications, impact on role readiness
5.5 Offer corporate training and masterclasses to strengthen leadership and capability	Ongoing development strengthens capability and leadership	High rates of attendance and completion of masterclasses, leadership capability ratings

