

## FACT SHEET

### Ways of Working

### Workforce Generation System

**A new approach to generating workforce for seagoing and operational roles, and the management of our people into, and between these roles. This new approach deals with a larger and busier fleet, provides more predictability and certainty and makes proper allowances for work-life balance, the total workforce system, career continuums and other commitments.**

### Benefits

- Review ready:shore ratios across all workgroups and ranks
- Balance service and individual needs
- Provide local career management

### Next Steps

- Planning to ensure personnel arrive into Force Elements 'at the right time': Ongoing BAU
- Navy Training Planning system optimisation: Jul 23
- Commence remote Readying assistance to members not posted to CSRG: Jan 2023
- Commence Crew Support in SURFOR Groups: 2025
- Commence Support and Readying in IWFOR and MHPFOR: 2024/5
- Final Operational Capability: 2028

### More Information

#### Why are we changing?

- Our capability and ability to achieve our mission is dependent on suitably qualified and experienced personnel.
- We need to generate the right people, at the right time, supporting seaworthiness and operational requirements, while also providing our people with appropriate respite.
- Navy is embarking on unprecedented capability transition. The way we generate our workforce for seagoing or operational roles has not changed to match the times, it needs to be predictable, methodical, flexible and scalable to meet future demands.
- We need to meet contemporary expectations of modern workforce by balancing service, individual needs, certainty, and predictably for the individual.
- Navy needs you to be ready-in-all-respects for your seagoing or operational role.
- We must provide predictability and certainty in your career.

Status: Implemented

Lead: Deputy Chief of Navy

#### TARGETING

Navy Workforce

#### WHEN

BAU

Complete by 2028

#### YOU GET

Commitment from Navy to improve certainty and predictability



VIEW CAMPAIGN UPDATES



Submit your feedback and questions:  
[navy.retention@defence.gov.au](mailto:navy.retention@defence.gov.au)



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[navy.gov.au/stay-onboard](https://navy.gov.au/stay-onboard)

## How are we changing?

- We are changing our Training Systems. We need to be able to plan and deliver the right training to the right people in the right place at the right time.
- We are changing our Workforce System. We need to refine our structures across all workgroups and ranks, in the context of a three phase workforce generation system, to ensure time in each phase provides the right balance of READY and SHORE and we have the right numbers to support READYING. We need to review and integrate mastery profiles.
- We are changing our People System. Our career management needs to change to provide predictability and certainty. We will introduce Navy Career Planning Sheets, Block postings and move our career management to the waterfront where we can provide local solutions to local workforce needs.



## When are we changing?

- WGS will take up to 10 years to take full effect and is dependent on workforce health. It will be quicker in healthy workgroups and slower in those critical or at risk.
- Crew Support and Readying Groups (CSRGs) are already established in PB, SM, SURFOR and FAA. New CSRGs will progressively be established across all Forces to provide 'Readying' and 'Support (to Ready)' functions over the next few years when workforce health supports roll out.
- You may find your posting extended or shortened over the next few years as we try to align our workforce with the operating cycles of force elements and the needs of Fleet.

## What are the Risks we face?

- The Workforce Generation System is not a solution for at risk or critical categories, however it will effectively sustain our workforce when it is operating with the right number of people.
- Organisational change is difficult, all systems both human and organisational have a naturally high resistance to change.
- A high level of discipline is required to avoid returning to ineffective behaviours.
- The linkages across the entire people, training and workforce system are complex – all areas must improve together.

***“Navy’s capability delivery depends directly on an appropriately skilled, qualified and experienced deployable workforce, generated through an integrated and flexible use of people”***

*Plan Mercator*

